

# BCSPI

British Columbia  
Social Procurement Initiative

2022 & 2023

# PURCHASING POWER FOR SOCIAL VALUE

---

LESSONS LEARNED FROM THE  
5-PART SPEAKER SERIES



# Acknowledgements

---

This report has been designed for British Columbia Social Procurement Initiative by Buy Social Canada and Scale Collaborative. We would like to thank Kristi Fairholm Mader, Emma Renaerts and Tori Williamson for hosting the Purchasing Power series and the speakers for sharing their expertise and contributing to community well-being and resilience.

# Copyright © Buy Social Canada CCC Ltd. and Scale Collaborative 2023

---

This document has been produced by Buy Social Canada and Scale Collaborative to support British Columbia Social Procurement Initiative (BCSPI) members and communities.

## **Derivatives**

If you edit, transform, or build upon the material we invite you to share with us your revisions and improvements to this document.

## **Attribution**

You must give appropriate credit to Buy Social Canada and Scale Collaborative, provide a link to [www.bcspi.ca](http://www.bcspi.ca) and indicate if changes were made to this material.

## **Non-Commercial**

You may not use the material for commercial purpose without explicit permission from Buy Social Canada and Scale Collaborative.

This permission does not constitute a waiver of moral rights under the Copyright Act of Canada.

# INTRODUCTION

---

Every purchase has an economic, environmental, cultural and social impact. [British Columbia Social Procurement Initiative](#) (BCSPI) supports local governments, institutions and other public purchasers to implement social procurement policies and frameworks that maximize their existing budgets for increased social and environmental value in their communities.

As part of this work, BCSPI hosts the annual Purchasing Power series. The series features community leaders who are putting the principles of a social value marketplace into action, and explores how local governments and institutions can use their purchasing power to address community priorities.

During 2022-2023, BCSPI hosted the second season of the Purchasing Power series. We asked how social procurement could:

- **Advance reconciliation**
- **Address poverty**
- **Support zero waste**
- **Increase housing affordability**
- **Reduce hazardous chemicals**

While none of these systemic issues can be addressed through purchasing alone, this series highlights how purchasing, with social and environmental goals and tactics built in, can be a tool for organizations to move towards solutions.

This series wrap-up reviews the overarching themes shared in the 2022-2023 Purchasing Power events, along with specific learnings and actionable steps from each of the topics discussed.

# KEY THEMES

---

## 1. Take a systems perspective

Speakers emphasized the importance of looking at the big picture when tackling issues like poverty, housing affordability and waste reduction. These are complex systemic issues, and procurement can play an important role in supporting organizations and communities to address them, but not if they are taken out of context.

## 2. Engage stakeholders early

Early engagement of internal and external stakeholders is crucial to social procurement success. When designing a new policy or practice, think about who needs to be at that table, and who will want to comment on the plans. As most speakers reiterated, the earlier stakeholders are engaged and consulted, the more chances there are for education about what an organization is trying to achieve, and for shared learnings about what is possible in the local context.

## 3. Advocate for change

Speakers encouraged attendees that speaking up to advocate for changes in procurement and policy plays an important role in advancing social procurement and community wellbeing. Suggestions for advocacy included speaking up at Council meetings and public forums, getting in touch with elected officials directly to share concerns, furthering the conversation within organizations, and participating in other stakeholder engagements.

## 4. Build on the work of others

A common refrain during the series was to look at what others are doing to achieve shared goals, and learn from it. Speakers suggested doing research about what other communities and governments are doing to tackle big issues through procurement, draw on shared resources and templates from BCSPi, and ask peers from other communities to share learnings and advice. This movement grows best when we build on the work of others, and take a collaborative approach.

# SESSION 1

## How can procurement advance reconciliation?

Industry leaders Matthew Foss ([Canadian Council for Aboriginal Business](#)), Tim Laronde ([Chandos Construction](#)), and Janine Kruse ([Regional Municipality of Wood Buffalo](#)) spoke about socioeconomic reconciliation in the face of historical and ongoing colonialism and oppression.



**Matthew Foss**

Vice President, Research and Public Policy | Canadian Council for Aboriginal Business



**Tim Laronde**

National Director of Indigenous Strategy | Chandos Construction



**Janine Kruse**

Manager of Indigenous and Rural Relations | Regional Municipality of Wood Buffalo

## Discussion takeaways

### 1. Use procurement as a tool for reconciliation

“We believe procurement is an important aspect of reconciliation” – Matthew Foss

All three speakers agreed that procurement can be a valuable pathway for economic reconciliation with Indigenous peoples and communities. Tim Laronde quoted former President and CEO of CCAB, JP Gladu, who said that “economic reconciliation is when First Nations communities go from managing poverty to managing wealth.”

One way to do that, said Laronde, is through procurement of at least 5% from Indigenous businesses. That target can, and should, go higher when working directly in or with Indigenous communities and reserves. On some projects Chandos Construction has worked on, this number has been set at 80% by the local First Nations community.

Speakers also emphasized that wealth generated through procurement has other spinoff benefits including job creation and community reinvestment.



**“Indigenous procurement is an important driver of economic reconciliation. Not only does it generate revenue for Indigenous businesses, but it’s an opportunity to form relationships between corporations and governments.” - Janine Kruse**

# SESSION 1

## How can procurement advance reconciliation?

### 2. Be proactive with outreach and engagement

“The Indigenous economy can't exist within programs and services, it really needs to be centred in relationships, economic empowerment, inclusion and visibility.” – Janine Kruse

As recognized in past Purchasing Power conversations, relationships and outreach are at the heart of a successful social procurement program, whether the focus is on sustainability, social value, and/or Indigenous targets. Janine Kruse spoke about success RMWB has had with a working group that includes stakeholders from the six local First Nations, six local Métis communities, government staff, and other community stakeholders. As they develop Indigenous and Social Procurement practices, they centre relationships and trust.

Tim Laronde shared that at Chandos they're “being more proactive in terms of reaching out directly to communities... who may have never been consulted before.” One action they've taken was hosting a job fair for a project on for Big Stone Cree Nation, where they got names and contact information for 75 local businesses and individuals.

### 3. Use the TRC Calls to Action as a foundation for design and implementation

This Purchasing Power conversation started with reference to the [Truth and Reconciliation Commission's \(TRC\) Call to Action #92](#), which calls on corporations to practice economic reconciliation. The calls to action are an important jumping off point for organizations to then develop and take action.

### 4. Understand how complex procurement processes create barriers

Matthew Foss identified several barriers faced by Indigenous businesses engaging in government procurement including stereotyping and prejudice within an often “burdensome procurement process.”

Some of this can be addressed through the creation of good relationships, however, the format of procurement opportunities themselves can also be a challenge. Most bids and tenders don't allow much time to build capacity or training to allow Indigenous businesses to take part in the supply chain, said Foss.

“Indigenous communities have so much potential to offer Canada's economy with simple changes to the procurement process” – Matthew Foss

## Three concrete actions to take now

1. Matthew Foss: Set a 5% target for Indigenous procurement and “maintain momentum towards it.”
2. Tim Laronde: “Take the time to learn about Indigenous history and cultures. The more we're educated about our history, the more we can make informed decisions.”
3. Janine Kruse: “Embark on a journey of collective education,” and take responsibility for your own awareness and action.

# SESSION 2

## How can procurement support zero waste?

For the second event, we spoke with industry leaders, Sue Maxwell ([Zero Waste BC](#)) and Jane Rushton ([City of Nanaimo](#)). Our conversation focused on how local governments and institutions can take steps to embed zero waste goals and criteria in their purchases.

“All waste we have is something we bought.” - Sue Maxwell



**Sue Maxwell**

Board Chair | Zero Waste BC



**Jane Rushton**

Purchasing Manager |  
City of Nanaimo

### Discussion takeaways

#### 1. Align procurement with zero waste strategies

In addition to looking at the waste created by different procurements and activities, Sue Maxwell reminded us that it's important to look at the impact of products purchased. Things like toxicity, the volume of materials, if an item is single-use or not, all have impacts beyond just waste – impacts that are not always reflected in lowest-price decision-making.

Including social and environmental goals in procurement processes is about achieving best value within an existing budget. While price and quality are still part of the equation, social and environmental criteria are also added to the evaluation of bids.

Including zero waste in public procurement represents a large opportunity. Many communities are adopting zero waste policies as part of their climate change plans. Zero waste commitments can lead to community benefits. Re-use it and Re-build it centres, such as Habitat for Humanity ReStores, are a great example of this as they're often places where waste is diverted from landfill and profits are reinvested into community services.

# SESSION 2

## How can procurement support zero waste?

### 2. Think about the lifecycle of materials

The zero-waste movement is ultimately about changing the way people and organizations consume things. Both Jane Rushton and Sue Maxwell identified procurement as a powerful tool to drive change and encourage suppliers to account for product lifecycles.

When thinking about the lifecycle of a product, there are easy opportunities to consider. Maxwell suggested conducting an analysis of what an organization buys most to identify what may not be needed. Another option is to look at purchases of single use items or products that are not easy to repair. Is there an alternative that will keep waste out of landfills?

### 3. Build on existing best practices

Rushton emphasized the power of relying on precedent and best practice examples when developing a procurement process or policy that includes zero waste and other social and sustainable goals. In addition to taking advantage of the BCSPi Member templates and tools, Rushton also spoke to other procurement staff who were implementing zero waste goals in their purchasing to learn about what was and wasn't working.

Shared learning and examples are especially helpful for small teams that might not have dedicated zero waste staff.

### 4. Leave room for storytelling

Jane Rushton shared that rather than setting hard targets or penalties, the City of Nanaimo is showing a commitment to achieving zero waste, backed by criteria in Requests for Proposals (RFPs) and other procurement processes that award supplier actions to deliver on these goals.

Rushton also said the City made "room for storytelling" in order to include small and medium enterprises in bids. Suppliers are asked to talk about what they will do, providing descriptions of how they can contribute to municipal goals, rather than creating hurdles or prescriptive outcomes they must satisfy.

This approach helps vendors to become ready for the new direction at the City while giving the market space to talk about what can be possible.

## Two concrete actions to take now

1. Jane Rushton: "Define it, move it forward, and bring the vendor community on board. Commodity by commodity we are going to make a difference."
2. Sue Maxwell: "Help raise awareness for City Councils about what is possible. Develop a committee for zero waste in community to collaborate locally and show the impacts."



# SESSION 3

## How can procurement help address poverty?

Community leaders Jill Zacharias ([Tamarack Institute](#)) and Susannah Cameron and Karen Bruno ([EndPovertyEdmonton](#)) shared insights on how local governments and institutions need to collaborate and find partners, allow for things to take time, and be both intentional and creative to “move the needle” on poverty in their communities.



**Jill Zacharias**

BC Manager of Growth and Impact - Communities Ending Poverty | Tamarack Institute



**Susannah Cameron**

Director of Inclusive Economy | EndPovertyEdmonton



**Karen Bruno**

Director of Indigenization | EndPovertyEdmonton

## Discussion takeaways

### 1. Learn how governments are taking poverty more seriously

In 2017, the Federal Government launched a poverty reduction strategy, [Opportunity for All](#). For the first time, there was a clear, unified definition of poverty in Canada that went beyond just a low-income number.

Two years later, the Government of BC launched [Together BC](#), the province’s first poverty reduction strategy. Together BC outlines six priority areas:

- More affordable housing for more people
- Supporting families, children and youth
- Expanding access to education and training
- More opportunities, more jobs
- Improving income supports
- Investing in social inclusion

In BC, local governments have access to funding to achieve outcomes through the [UBCM Poverty Reduction Planning & Action Program](#).

“We’re seeing a plethora of planning and action on poverty reduction at a broader, more in-depth scale than ever before.” - Jill Zacharias



“Poverty is complex, systemic, and deeply rooted, so finding a solution requires the whole community.” - Susannah Cameron

# SESSION 3

## How can procurement help address poverty?

### **2. Use social procurement to deliver outcomes for poverty reduction**

Social procurement encourages organizations to break out of silos and think across sectors to add social and environmental outcomes into existing purchasing.

Cameron highlighted some of the key opportunity areas where procurement can help address poverty:

- Inclusive employment and training for target populations with higher rates of poverty
- Purchasing from social enterprises, local businesses, diverse-owned businesses and small and medium businesses that hire locally and pay a living wage
- Leverage community benefit agreements on construction and infrastructure projects to target employment, training and purchasing outcomes that can support people facing poverty

The goal is to “create an economy that works for everyone, create ways for people to access business opportunities,” and social procurement can help, said Cameron.

Zacharias added that since local governments have a “whole community mandate” it’s vital they are at the table to tackle poverty. Governments and public institutions need to look at all tools in their toolbox and what their contribution can be, and social procurement shows what is possible when local governments get involved and demonstrate leadership.

### **3. Allow the time needed to consult with stakeholders**

Karen Bruno and Susannah Cameron both highlighted that time and lack of community involvement in design stages are two barriers to taking advantage of social procurement initiatives. They’ve heard this time and again when working with Indigenous businesses and other social value suppliers.

Cameron urged city staff to think about how to facilitate early community involvement when planning and designing their social procurement policies. To think strategically from the beginning about how to get broad engagement from the communities and businesses they’re trying to reach – for example connecting with local associations and networks.

In addition to time, organizations need staff who are empowered to act, and dedicated to their social procurement work. It may be helpful for suppliers to have a key contact in the purchasing organization to ask questions and build relationships.

# SESSION 3

## How can procurement help address poverty?

### 4. Get creative

Karen Bruno urged that organizations design processes based on success rather than deficit and work to support peoples' talents. She said it's important to co-create and interrogate "how we govern ourselves," especially as an organization is trying to become more inclusive and work to reduce poverty in their community.

Bruno shared an example of shifting process and working more creatively in Edmonton. One of the actions in EndPovertyEdmonton's road map for the City was to build an [Indigenous Culture and Wellness Centre](#). As co-chair of EndPovertyEdmonton's Indigenous Circle, Karen was part of the steering committee leading this project.

Before building, they needed to hire a consultant to do an environmental scan and community engagement. Indigenous committee members, including Karen, redesigned the RFP process to be more relational, and ranked the interview higher in the evaluation than the written response. With the focus on learning about each of the proponents and building relationships, they were able to learn that the company that had been their first choice on paper wasn't necessarily the right fit.

Another proponent they wouldn't have otherwise considered based on their written response ended up winning the bid because in the interview their commitment and experience working with Indigenous communities stood out. The environmental scan they received from this successful bidder was rich in Indigenous consultation. This result was only achieved because they focused more on relationship-building in an atypical bid process.

### 5. Keep learning and iterating

"Ongoing learning and evaluation is critical to be able to understand if you're being effective. Are you actually moving the needle in your community?" – Jill Zacharias

Bruno shared that measurement is an important part of building and maintaining relationships and accountability. However, it's important to be creative and rethink how we do measurement, and what we measure, she said. Historically, research and measurement were used to find the deficits of Indigenous people. Instead, organizations should strive to find ways to track the successes and progress made together as Indigenous and non-Indigenous people.

## Three concrete actions to take now

1. Karen Bruno: Reach out to the Indigenous community and local business associations and build those relationships.
2. Jill Zacharias: "Learn from what's working on the ground" and have someone dedicated to undertaking the work, with permission to take the time to do the work needed.
3. Susannah Cameron: Look at the resources and professional associations in your community that may already be out there that will help you connect with social enterprises, and small businesses.

# SESSION 4

## How can procurement support housing affordability?

For the fourth event, we spoke with community leaders Marla Zucht ([Whistler Housing Authority](#)) and Elizabeth Ballantyne ([PhD Candidate](#), University of British Columbia). Our conversation focused on the importance of non-market housing, organizational buy-in and creativity to support affordable housing initiatives.

“Move away from ROIs in favour of stability.” - Marla Zucht



**Marla Zucht**

General Manager | Whistler  
Housing Authority



**Elizabeth Ballantyne**

PhD Candidate | University  
of British Columbia

### Discussion Takeaways

#### 1. Understand why non-market housing matters

CMHC has made an aspiration that “by 2030, everyone in Canada has a home that they can afford and that meets their needs.”

Most often, when people talk about affordable housing, those lower prices are still linked to, and affected by, changes in the housing market. As the market changes, housing that started out as ‘affordable’ doesn’t stay that way.

That’s where non-market or price-restricted housing comes into play. Non-market housing is not tied to Bank of Canada interest rates, supply and demand, or other fluctuating metrics. Either the land and/or the mortgage are owned and managed by governments or non-profits, like the Whistler Housing Authority. It can come in the form of rental units or for ownership housing. It is designed to be truly affordable, in perpetuity.

Elizabeth Ballantyne emphasized that there is a “persistent low-visibility of non-market housing in political conversations” as a viable and proven option to support housing affordability.

# SESSION 4

## How can procurement support housing affordability?

### 2. Procure non-market housing

It's a big shift, but municipalities can set up development corporations and create the housing themselves.

The Whistler Housing Authority (WHA) is run by the municipality and has a development arm which uses municipal land to develop homes for ownership and rental for employee residents.

Rather than creating their own development corporation, BC SPI Member Town of Gibsons has partnered with key organizations including BC Housing and the Sunshine Coast Affordable Housing Society, a local non-profit, to develop affordable housing for both market and non-market options. Their projects include a three-unit mixed income development and a 40-unit supportive housing complex.

If municipalities don't choose to be so involved in development, there are still other levers. In addition to the WHA, The Resort Municipality of Whistler set up a municipal by-law to leverage the social impact of new developments as they saw what was happening in other resort communities like Aspen, Colorado. The by-law requires that new developments support affordable housing goals in one of three ways:

- Provide housing on site
- Provide housing off site
- Contribute cash in lieu to WHA.

Other options for purchasers include adding Community Benefit Agreements (CBAs) on construction and infrastructure projects and implementing social procurement policies to increase community capital and create more affordability in other ways.

### 3. Break down silos

In her research, Ballantyne points out that it is still rare to find dedicated government departments or ministries for housing, and it is difficult to predict which department it will fall under. All this, despite the fact that housing affordability is one of the top issues identified by communities across Canada, and has been acknowledged as a social determinant of health. "Housing is a policy orphan," Elizabeth Ballantyne said.

This is where social procurement can play a role in supporting housing affordability measures, because social procurement encourages organizations to break out of silos and think across sectors to add social and environmental outcomes into existing purchasing.

Procurement is one way to take advantage of the interconnected opportunities to tackle housing affordability.

# SESSION 4

## How can procurement support housing affordability?

### 4. Shift the understanding of best value

“Move away from ROIs in favour of stability” – Marla Zucht

Whistler Housing Authority, in providing non-market housing, offers tenants and owners “a nest... not a nest egg.” For owners and the developers, investing in non-market housing requires all parties to change their understanding of best value for land or units.

In Whistler, this sometimes means the Municipality sells land for far less than it is worth or contributes it directly to the WHA to be developed into non-market housing.

For all parties, instead of affordable housing providing equity for one family or household, non-market affordable housing is meant to stay affordable for community members throughout time, even as it changes hands.

## Two concrete actions to take now

1. Elizabeth Ballantyne: Become familiar with your municipal affordable housing policy and think about where there might be opportunities for greater alignment with values and goals in social procurement. Focus on quality, upkeep, affordability, and human impact.
2. Marla Zucht: Be a vocal advocate and champion for affordable housing and speak up at public hearings.

# SESSION 5

## How can procurement help reduce hazardous chemicals?

For the final event of the 2022-2023 season, we spoke with leaders Mathew Coady ([SLR Consulting Canada](#)), Darrin B Derosia ([New York State Office of General Services](#)), and Brendan Woodruff ([New York State Department of Environmental Conservation](#)). Our conversation focused on the key contributors to hazardous chemicals, how public purchasers can use procurement policy and guidelines to minimize chemicals at the source, and what we can learn from the New York State case study.



**Mathew Coady**

Environmental Scientist | SLR Consulting (Canada)



**Darrin B Derosia**

Deputy Counsel | New York State Office of General Services



**Brendan Woodruff**

Director of Sustainability | New York State Department of Environmental Conservation

### Discussion takeaways

#### 1. Understand why this is happening

Mathew Coady identified that a major source of hazardous chemicals entering our environments is municipal wastewater. “Wastewater treatment plants aren’t designed to deal with all the chemicals we put in them,” he said, and these “forever chemicals” are making their way into oceans and rivers.

While Coady acknowledged that there are options for solutions to add in treatment plants, they’re very expensive, so treating the problem upstream and preventing these chemicals from entering the wastewater at all is more valuable.



“If we can lead the way and make change in community as well, over time we should be able to reduce the costs of remediation.”

- Brendan Woodruff

# SESSION 5

## How can procurement help reduce hazardous chemicals?

### 2. Meet the top culprits

Some of the worst chemicals entering our environments are designated as PFAs, which are used in a wide range of products including fire retardants, paints, solvents, cleaning products, and home and workplace textiles.

Sustainable procurement becomes important when addressing these top hazardous chemicals, because “we don’t have time for remediation” before irreversible environmental damage is done, said Coady. Using sustainable procurement to reduce the purchasing of goods that contain hazardous chemicals is a clear way public purchasers can support their local ecosystems.

British Columbians have seen the harm these chemicals can cause already. A [CBC article](#) highlighted the impacts of PFAs on the local population of already-endangered orcas, also called killer whales, which is a warning that it’s impacting the entire food chain.

### 3. Learn from New York State

Since 2008, New York State’s Office of General Services (OGS) has had a [GreenNY Council](#) supporting design and implementation of green practices in State purchasing and operations. In 2022, this program was further strengthened by State [Executive Order No. 22](#): Leading by Example: Directing State Agencies to Adopt a Sustainability and Decarbonization Program.

Through the GreenNY program, OGS Procurement Services have developed a list of over 75 [approved specifications](#) for products which limit or eliminate hazardous chemicals from their components, along with [online resources](#) including tip sheets, case studies and more.

In addition to State policy, Brendan Woodruff leads the [Green Purchasing Communities](#) initiative, which supports local governments in New York State to update their local policies in line with what the State is doing, taking advantage of the “heavy lifting” of the State’s research and identification of green products and guidelines. The program delivers an “easy to administer green procurement program” for local governments in New York, which automatically updates any specifications and guidelines as they are developed by the State.

Woodruff is optimistic about what the Green Purchasing Communities program can do in the state: “It increases the purchasing power of New York. The State already spends \$7 billion per year, but adding municipalities lets us speak with a much larger voice and accelerate the development of sustainable products.”

Woodruff added, “the market listens,” and the State is using its “purchasing power to accelerate that market shift for everybody, we also want consumers to have access to these products.”

Derosia also sees that while positive impacts are increasing, “costs are staying the same or have decreased” as a result of purchasing green products.



# SESSION 5

## How can procurement help reduce hazardous chemicals?

### 4. Build on best practices

Derosia recommended not only relying on internal experts when looking to design or update social and sustainable procurement policies. He suggests that purchasers reach out to associations and non-profits working in this area, and to speak with industry representatives about what they're seeing is possible.

"They're going to comment [on your plan] anyway, it's always best to bring them in and work with them." - Darrin B. Derosia

Other best practice advice includes tailoring the approach to the right scale and focus, and looking for other programs and third party certifications to rely on as a place to get started, such as Green Seal and EnerStar.

Woodruff and Coady emphasized the importance of collaboration and sharing work within a region - like BC SPI - or even internationally.

"These learnings really translate government to government." - Brendan Woodruff

### 5. Apply learnings to the BC Context

Mathew Coady acknowledged that there's some groups that are much more advanced in this process than in British Columbia, and Western Canada as a whole. Those groups have had successes with phasing out hazardous substances.

As Woodruff alluded to, however, Coady is also conscious that there are "certainly some challenges for smaller municipalities or towns, and for us to scale up and have greater success we need to work towards collaboration and sharing the information that we're learning."

One possible solution would be to create a single destination for guidance and resources in the province, similar to what's been established in New York and elsewhere.

Ultimately though, it's about right-sizing efforts to match capacity. "We can start smaller and scale up," said Coady.

## Three concrete actions to take now

1. Darrin B. Derosia: "Use third party certifications to find better products."
2. Brendan Woodruff: "Start the conversation internally with fellow purchasers and political leadership, let them know what's possible and the costs we're having to deal with. Put this on the agenda."
3. Mathew Coady: "Make yourself aware and try not to feel overly daunted. Others have already invented this wheel, follow their lead."

# RESOURCES

## Continue learning and find tools to take action

### Advance Reconciliation:

1. [CCAB Directory](#)
2. [NationTalk platform](#) for bids and more
3. [Northeastern Alberta Aboriginal Business Association](#)
4. [RMWB Indigenous Learning Series](#)
5. [Indigenous Canada](#) online course
6. Book recommendation: *Indigenomics* by Carol Anne Hilton

### Support Zero Waste:

1. City of Nanaimo [Zero Waste Initiatives](#)
2. [Zero waste hierarchy](#)
3. City of Nanaimo [Sustainable Procurement Policy](#)
4. Government of BC [Extended Producer Responsibility](#)
5. [Recycle BC](#)
6. [BCSPI Vendor Outreach Guide](#)

### Address Poverty:

1. [City of Edmonton's Sustainable Procurement](#) webpage
2. City of Edmonton [Indigenous Procurement Framework](#)
3. City of Calgary [Benefit Driven Procurement questionnaire](#)
4. [Opportunity for All – Canada's First Poverty Reduction Strategy](#)
5. [Transforming our Systems: the 2022 Report on the National Advisory Council on Poverty](#)
6. [Together BC – British Columbia's First Ever Poverty Reduction Strategy](#)
7. [Guide | 10 Ways Local Government Can Propel Positive Social Change](#) (Tamarack Institute)

### Support Housing Affordability:

1. Report: [How to build affordable rental housing in Vancouver](#) (2021), Canadian Centre for Policy Alternatives
2. Canada's National Housing Strategy
3. Purpose Construction [affordable housing development](#) in Winnipeg
4. Town of Gibsons [Affordable Housing Projects](#)

### Reduce Hazardous Chemicals:

1. [CBC article](#) about the impacts of toxins on killer whales
2. SLR Consulting's [ESG advisory services](#)
3. [GreenNY](#)
4. [NonHazCity](#) initiative in Baltic Sea Region
5. Blog post – [Working together to reduce wastewater contaminants](#)

# CONCLUSION

---

Our purchases have impacts far beyond the initial economic transaction. Local governments and institutions across BC have an incredible opportunity to leverage those purchases to benefit people, planet and community.

As the Purchasing Power series demonstrates, there are passionate advocates and networks throughout BC and the country who provide context, knowledge and inspiration on how local governments and institutions can leverage their spending to address growing community concerns.

# STAY INVOLVED

---

- Sign up for the [BCSPI newsletter](#) to stay up to date on the latest updates from the collaborative
- For existing BCSPI Members, visit the [Member Home](#) for resources, tools and templates, training registration, and much more
- For prospective members, [connect with us](#) to explore membership options, or [learn more](#) about membership
- [Let us know](#) what issues we should explore in a future Purchasing Power event



BCSPI is supported by:



Services delivered in partnership by

