



**THE STATE OF SUSTAINABLE
PUBLIC PROCUREMENT IN CANADA**



ABOUT THIS REPORT

The Canadian Collaboration for Sustainable Procurement (CCSP) is proud to release its 2021 Annual Report on the State of Sustainable Public Procurement in Canada, which highlights national sustainable procurement trends, showcases member accomplishments, and features success stories from across Canada.

Information in this report was gathered through interviews with CCSP members from November 2021 to February 2022. A special thanks to all those who contributed their time to make this report possible.

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WHO WE ARE



Founded in 2010, the CCSP is a member-based network of 40 Canadian public sector institutions and nearly 250 staff members working together to align their spending with their values and sustainability commitments. Representatives from Procurement, Sustainability, Diversity & Inclusion, Indigenous Relations, and other interested internal business units meet virtually on a regular basis to network, learn, share information, and co-create tools to better address the environmental, ethical, social, and Indigenous risks and opportunities in their supply chains.

2021 Members

Member Benefits

Members routinely say that a huge benefit of the CCSP is being part of a practitioner community that provides access to expertise and resources across all four pillars of sustainable procurement. Members tell us that having access to a centralized repository of tools, specifications, reference materials, and training presentations is a great asset and time saver.

The CCSP helps members learn what their peers are doing, replicate successes, and save time and effort when building and implementing their sustainable procurement programs. CCSP services include:

- Peer exchange webinars, offering interactive discussions around trends and best practices;
- Facilitated working groups, enabling members to create new tools and resources; and
- An online resource library of tools, templates, and research.

Each member also receives access to the CCSP's Contact Directory, one-on-one support, and customized benchmarking and planning sessions.

Governance & Management

Reeve Consulting serves as the secretariat for the CCSP and receives operational and strategic guidance from a volunteer Steering Committee. Representatives from the City of Kelowna, the City of Winnipeg, The City of Calgary, The City of Victoria, Thompson Rivers University, and Halifax Regional Municipality served on the CCSP's 2020 Steering Committee.



Letter from the CCSP Steering Committee

A sincere thank you to all procurement professionals continuing to face difficulties and exceed expectations in meeting their organizations' and communities' needs. Despite another challenging year, the CCSP is setting itself apart by how it defines and perceives sustainability. The balanced focus on the pillars of environmental, social, ethical, and Indigenous procurement are four key facets under the umbrella of sustainability that continue to be championed by network members. This multi-faceted approach continues to resonate as a differentiating factor that sets the CCSP apart from similar network-based organizations.

This year, we saw the world of procurement draw on a common paradigm: where to start. How can we start implementing changes in our procurement practices with so many new sustainability mandates and requirements coming into effect? We often compare our efforts to those of mature entities out in the world with robust programs in place, and it's easy to forget that they likely started from ground zero too! Belonging to a supportive and collaborative network can be a gamechanger, especially in the face of rising pressure to do more in the areas of social and Indigenous procurement. The discovery of the mass Indigenous residential school graves shed new light on the oppression and inequities facing Indigenous people and businesses, in Canada and globally. Even with the urgency and calls to action in these areas, we want to communicate that no matter how small, every first step is one step closer to achieving success.

If you've found yourself feeling lonely working in sustainable procurement last year, we're pleased to tell you that you're not a-lonely (pun intended!). This narrative of isolation is something we've observed in many of you, especially in the midst of a global pandemic. It is our mandate to remind you that the CCSP can be a supporting body in many different ways. One person can make a difference, and YOU can be that person with support from your CCSP community. With 40 members in 2021, the network grew an additional 33% from 2020. This year's report showcases the sustainable procurement triumphs of our members in various dimensions, through evolving moon chart ratings, program developments, and success stories. In 2022, our Steering Committee is continuing to focus on ensuring members are enabled and supported to maximize their sustainability efforts regardless of their program maturity. We work to provide the opportunity for all members to gain a solid return on their membership investments. With that, it is our hope that readers will derive inspiration to become a sustainable procurement champion and join our community.

THE 2021 CCSP STEERING COMMITTEE

Erin MacDonald,
Senior Procurement
Consultant,
Halifax Regional
Municipality

Corinne Evason,
Contracts Supervisor,
City of Winnipeg

Matt Sutherland,
Procurement Leader,
Supply Management,
City of Calgary

Darren Tompkins,
Manager,
Purchasing,
City of Kelowna

Shelly Morrison,
Senior Director,
Financial Services
and Strategic
Procurement, UBC



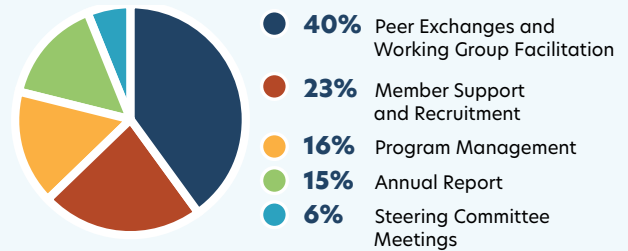


2021 CCSP Operations

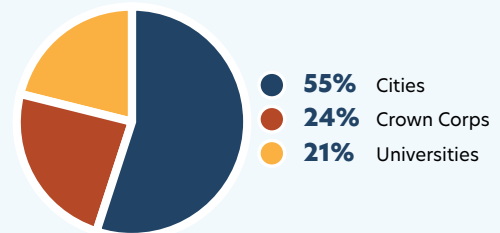
2021 Peer Exchanges

TOPIC	SPEAKERS
Annual Report Success Stories & 2021 Kick-Off	Andrea Westfall, Sustainable Procurement Coordinator, Material Management, City of Mississauga Jane Rushton, Manager, Purchasing and Stores, City of Nanaimo
Exploring Indigenous Procurement	Judy Kitts, First Nations Engagement Manager, Greater Victoria Harbour Authority Dan Munshaw, Manager of Supply Management, City of Thunder Bay
Greening Fleet Vehicles	Jack Nott, Team Lead of Acquisition Fleet Services, City of Calgary Evan Dacey, Acting Branch Manager, Fleet Strategy and Asset Management, City of Vancouver
Annual CPO Strategy Panel: Leaders in Sustainable Procurement	Stefane Belleau, Executive Director, Supply Chain, CBC/Radio-Canada. Alexander Ralph, Director of Supply Chain Management and CPO, City of Vancouver Karen Jensen, Director of Corporate Procurement, BC Lottery Corporation
Tenders and Trends in Sustainable IT	Frances Edmonds, Head of Sustainable Impact, HP Canada Terminder Singh, Contracts Officer, City of Winnipeg
Ecolabels and Certifications Deep Dive	Tori Grant, Advisor, Sustainability Reporting, University of Calgary Clare Hobby and Stephen Fuller of TCO Certified
Beyond the Numbers: Social Procurement Stories with Impact	Kim Buksa, Sustainable and Ethical Procurement Manager, City of Vancouver Matthew Davis, Manager, Capital Projects and Programs, Transportation Services, City of Toronto
Supplier Diversity Working Group Show & Tell – Year End	Lisa Myre, Senior Project Manager, Procurement Services, University of Toronto Rosalie Peevers, Senior Advisor Sustainable Procurement – Social pillar, CBC/Radio-Canada

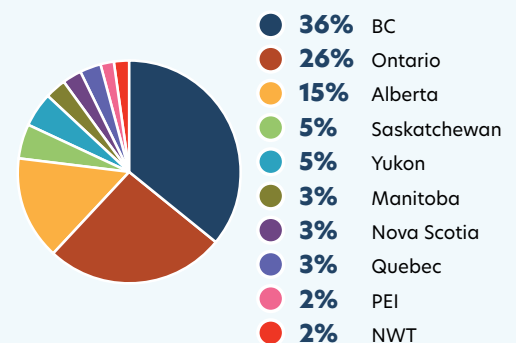
Our Network – Investments



Our Network – Sectors



Our Network – Geography





CCSP Definition of Sustainable Procurement

Sustainable procurement embeds relevant sustainability considerations into processes for selecting goods and services, alongside traditional considerations like price, quality, service, and technical specifications. It is a broad umbrella term under which most sustainability issues that relate to procurement can be nested.

Every purchase has a different blend of sustainability risks and potential opportunities. The CCSP promotes a holistic and integrated model of sustainable procurement which encourages members to emphasize sustainability issues that are already embedded in their corporate strategies while being open to the unique sustainability risks and opportunities within any given procurement.

Four Pillars of Sustainable Procurement

At the CCSP, we break down sustainable procurement into four distinct pillars.

<p>1</p> 	<p>2</p> 	<p>3</p> 	<p>4</p> 
<p>Green or Environmentally Preferable Procurement</p> <p>Aims to reduce greenhouse gas (GHG) emissions, energy and water usage. It also addresses waste and toxicity, supports clean, renewable industries, and increases the circularity of our economy.</p>	<p>Ethical Procurement</p> <p>Involves reducing 'sweatshop labour' by setting recognized minimum workplace standards for suppliers and subcontractors. This often involves assessing compliance with International Labour Organization's conventions against child labour, forced labour, employment discrimination, and the United Nations' Universal Declaration of Human Rights.</p>	<p>Social Procurement</p> <p>Fosters diversity and inclusivity by creating economic opportunities for equity-deserving and other target populations. This includes purchasing from suppliers that offer social value, such as non-profits, social enterprises, and diverse suppliers, and mandating suppliers to deliver social value as a condition of the contract, often outlined through Community Benefit Agreements (CBAs).</p>	<p>Indigenous or Aboriginal Procurement</p> <p>Promotes reconciliation through contracting and subcontracting Indigenous businesses; increasing employment and skills development opportunities for Indigenous peoples; and otherwise engaging them in public spending in alignment with the Government of Canada's Truth and Reconciliation Commission's Call to Action 92, Business and Reconciliation, and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).</p>

2021 SUSTAINABLE PROCUREMENT TRENDS



1. The Burning Platform – A Call to Climate Action



In 2021, the global increase in catastrophic climatic events was astronomical. The myriad of unprecedented fires, floods, smoke, and windstorms has impacted most if not all corners of the earth. Greenhouse gas emissions from human activities are driving these climatic events creating a burning platform for climate action. In November, the COP26 conference in Glasgow, UK focused on the transition towards a more sustainable, low-carbon world. The conference was a platform for leaders to set a global commitment to achieve net-zero emissions by 2050.

Procurements made by individuals, corporations, and organizations are a key determining factor in the scale of work done to slow climate change. [Canada's Greening Government Initiative Buyers for Climate Action](#) represents a group of large governments and large cities across Canada with net-zero targets that are actively greening their procurement. There is power in using procurement to drive emissions reductions in key categories of spend. The paradigm shift in global sustainable procurement is upon us, and our journey towards buying better is undoubtedly underway.

2. Circularity – A Household Term within Green Procurement



Procurement sits at the heart of a transition from a linear to a circular economy. Folks are realizing that their purchasing decisions impact how much waste and carbon emissions they output individually, or on behalf of their organization. Circularity has become a household term within the green pillar of sustainable procurement, reflecting the need for purchasing to focus increasingly on keeping existing goods in the economy. This can be achieved through product redesign strategies, as well as avoiding procuring brand new goods.

The District of Squamish in British Columbia is [launching a circular economy roadmap](#). The Government of Canada in collaboration with the Finnish Innovation Fund Sitra virtually hosted the [2021 World Circular Economy Forum](#). Canada also brought forth Bill C-272, the Right to Repair update to the nation's Copyright Act. This bill would allow Canadians more freedom to repair technological equipment. Sustained pressure from the public, fed up with inflated technology repair costs, is driving [increased legislative attention to this issue](#). When we can repair our tech rather than throw it away, we can save money, reduce waste, and embody circular principles. The right to repair movement has continued to gain traction across North America and Europe, and is a key component in the widespread adoption of this trend.



3. New Leaves for Food Services – Local, Low-Carbon, and Indigenous-Sourced



One of the many challenges COVID-19 has brought to light is society's reliance on global supply chains to meet nutritional needs. Amid this chaos, we're starting to realize the environmental and social impacts resulting from the growing, processing, packaging, transportation, and distribution of our food along the complete value chain from farm to table. It's common sense that shorter distances between producers and consumers means less waste, less GHG emissions, and less logistical costs.

This trend is being embraced by Canadian public sector institutions including schools, hospitals, and university campuses. [Feed BC](#) has been working collaboratively with the province's post-secondary institutions (PSIs) to increase procurement of B.C. foods on campuses across the province. [The University of British Columbia's](#) Vancouver campus is prioritizing locally sourced and minimally processed ingredients in their campus food services. The university currently procures 60% of all food served on campus from sources within 400km, such as the UBC Farm. They're providing a wide variety of meal options, with increased focus on vegetarian food.

4. The Green Hiring Boom – More Sustainability Roles in Purchasing

If you've explored LinkedIn, any job search portal, or even just the employment postings at your own institution, you may have noticed increased postings for mid to senior level roles such as *Sustainability Manager*, *Chief Sustainability Officer*, *Environmental, Social, Governance Manager*, or *Supply Chain Sustainability Specialist*. Organizations are recognizing that to make real progress, they can no longer rely on over-worked employees championing the cause from the sides of their desks.

This trend in hiring signals a demand for specialized employees focused solely on the green, social, Indigenous, and ethical pillars of sustainability. In the public sector, [the Cities of Kelowna, Calgary, and Charlottetown](#), as well as the [Districts of Squamish](#) and [Saanich](#) all boast newly minted staff specializing in sustainability and dedicated to furthering their municipalities' efforts, notably in sustainable procurement. We've also seen an increasing number of universities and municipalities alike forge cross-functional sustainable procurement working groups, supporting collaboration as an integral part of the process.





5. Single-Use Begone! – Return of the Reusables Movement



The devastation caused by the global single-use relapse has many advocating for an end to the stigma around the health risks of reusables in a post-pandemic world. Folks are regaining trust in industrial cleaning systems, container sharing programs are rising in popularity, and we're seeing leading government legislation around single-use item bans.

[The City of Vancouver implemented a Single Use Item Reduction Strategy](#) enforcing a ban on single-use plastic bags as of January 2022. [The City of Toronto approved a Single-Use and Takeaway Items Reduction Strategy](#) earlier this year. Multiple local mug sharing and container sharing businesses, such as Reusables.com and ShareWares, have launched on the west coast, promoting reusable products. The federal government is taking action, moving forward with a [comprehensive plan to address plastic pollution by banning single-use plastics nationally by as early as late 2022](#). The government has pledged to publish draft guidance to help businesses and suppliers adapt to the requirements of the proposed regulations.

6. Electric Avenue – Growing Popularity in Hybrid and Electric Transportation



Hybrid and electric vehicles are taking over the market when it comes to green fleet initiatives across Canada. Through the 2021 Zero Emission Transit Fund, the federal government committed to investing \$2.75 billion over the coming five years to support the electrification of public transit and school bus operations. This infrastructure funding mirrors many innovative green fleet measures being implemented by CCSP members.

[The District of Saanich launched a district-wide e-bike incentive pilot program](#) in October, and purchased a small e-bike fleet for district staff. The City of Brampton, Ontario introduced the [first electric bus to its public transit fleet](#), one of eight battery electric buses that will eventually hit city streets. Furthermore, the B.C. government unveiled its [enhanced climate roadmap this year](#), featuring an array of measures to accelerate carbon emissions cuts – including action on fuel standards, and rebates for EV chargers. The provincial zero-emissions vehicle mandate in B.C. is the most stringent of its kind in North America. Our network really is rockin' down to Electric Avenue!



7. The Bandwagon Effect – Supplier Engagement



Familiar with the *bandwagon* effect? While some organizations are jumping on the bandwagon of 'net-zero' and greening-up their procurement practices, many are jumping on another: investing in supplier engagement. With renewed interest in its strategic importance, and new tactics for improving the quality of engagement, many organizations are championing efforts to engage their suppliers. [The City of Calgary's new Benefit Driven Procurement Questionnaire](#) for suppliers is being used strategically by The City's Procurement Business Unit to learn more information about the suppliers. It's an inspiring way to inform best decision making, considering social, diversity, and inclusion related factors. It's becoming ever clear that once folks see their peers and competitors increase the quantity and quality of their engagement with suppliers, they're hopping on board. We're confident that the progress in this area of sustainable procurement will continue to grow exponentially.

8. Rise of the JEDI – Expanding on EDI



Kudos if you got the subtle Star Wars reference! And extra brownie points if you're familiar with the context of JEDI in sustainable procurement. The acronym for Justice, Equity, Diversity, and Inclusion has gained traction this last year. EDI (hold the J) has been a talking point and practice in the industry for a few years, but the addition of Justice to the acronym has expanded the conversation. The elements that make up the JEDI story range from the folk you involve in your contracts and bidding, your marketing and language, the facilitation of workshops, and the conversations you have across the decision-making process. Operationalizing justice in procurement requires moving beyond the 'check the box' performative exercise of meeting spend goals and quotas. Purchasers are starting to ask themselves: do our procurement policies and practices work for everyone? Leaders are starting to expand on a justice centered lens, working to remove barriers for all suppliers in the marketplace.

[The City of Toronto](#) has been working on creating a Transportation JEDI category in their engineering roster calls to make it easier for smaller firms to compete. [Public Services and Procurement Canada established a Task Force on Anti-Racism, Workplace Culture and Equity](#), and was selected as one of Canada's Best Diversity Employers of 2021. Their national Reconciliation and Indigenous Engagement unit was spotlighted for developing the department's Reconciliation Framework and Strategy.



9. Procurement as a Cornerstone of Indigenous Truth and Reconciliation



The discovery of hundreds of unmarked graves at multiple Canadian residential schools has further catalyzed the movement towards Truth and Reconciliation with Indigenous People nationwide. The light that now shines on the systemic racism, and inequities Indigenous Canadians face, has highlighted new opportunities for action within procurement. The growing commitment to Reconciliation has led businesses to look at how they can better support Indigenous communities with their purchasing.

The Canadian Council for Aboriginal Business (CCAB) believes that Indigenous procurement is a significant driver of economic reconciliation and development for Indigenous communities. The CCAB's Progressive Aboriginal Relations (PAR) program certifies corporate performance in Aboriginal relations at a bronze, silver, or gold level. Certified companies can promote their level with a logo, communicating their status as good business partners, excellent workplaces, and committed to prosperity in Aboriginal communities. The program is considered to be the premier Canadian corporate social responsibility program emphasizing Aboriginal relations. As of 2021, all federal departments and agencies are working to ensure that 5% of the total value of their contracts are held by Indigenous businesses. PSPC, Indigenous Services Canada (ISC), and the Treasury Board of Canada Secretariat (TBS) are collaborating to support this implementation, which is expected to be fully phased in by 2024. [ISC has invested \\$35.2 million over the last five years to support this government-wide target. TBS is developing policy guidance and will ensure departments have the tools they need to implement the government's Indigenous procurement requirement.](#) With such aggressive targets set by the highest level of government, it is conceivable that many public sector and potentially private sector organizations across the country will follow suit.

10. Together but Apart – Collaboration in the Age of Physical Distancing



In 2020, our world underwent a significant shift to working remotely and relying on virtual learning tools to continue working through the COVID-19 pandemic. In 2021, we witnessed the outcome of the learning curve on virtual collaboration, opening doors and increasing possibilities. Folks are not just proficient, but have become savvy at using Zoom, MS Teams, and other platforms to enhance engagement and collaboration across their organizations and around the globe.

This year, several CCSP members established productive internal working groups to reap the benefits of cross-functional, collective, and connected collaboration amongst different groups with a common goal. [The City of Mississauga](#) established a cross-functional team who convene quarterly to address sustainable procurement opportunities. Jenn McCabe, the lead for sustainable procurement strategy implementation at the City of Ottawa, formed the City's first cross-departmental Social Procurement Advisory Group. The City of Kelowna's Purchasing Manager Darren Tompkins engaged the City's cross-functional Sustainability Action Team to raise awareness around sustainable procurement. It's clear that despite the physical distancing and pandemic-related barriers keeping folks apart, CCSP members are finding innovative ways to collaborate, sparking innovation and delivering tangible best-value.

CCSP BEST PRACTICE FRAMEWORK FOR HIGH-PERFORMING PROGRAMS



Like any significant process improvement or change initiative, optimizing your sustainable procurement efforts means more than having a Sustainable Procurement Policy; it means have a complete program. The CCSP's 10-point Best Practice Program Framework guides organizations in ensuring sustainable practices are meaningfully adopted across the entire organization. Find out how each program element helps sustainable procurement leaders build and improve their sustainable purchasing below.



1. Strategy and Action Plan

Outline a long-term vision for the program and a clear work plan for implementing and managing it.



2. Staffing and Resources

Ensure adequate time, budget, and expertise are designated to implementation and management.



3. Policies

Provide clarity on the importance of sustainable purchasing to the organization and set clear green, ethical, social, and Indigenous priorities, ideally aligning with existing plans and policies.



4. High Impact Procurement Opportunity (HIPO) list

Identify specific categories of focus for sustainable purchasing, ideally those with high volume, spend, and/or strategic importance for sustainability.



5. Procedures

Guide staff in integrating sustainability in every type of procurement process. This may include guidance for developing specifications, weighting and evaluating responses, and developing supplier contracts.



6. Tools

Enable staff to take a standardized, more effective approach to making informed purchasing decisions.



7. Training and Engagement

Help staff understand the organization's sustainable procurement program and priorities, as well as build their skills and confidence in integrating sustainability into purchasing decisions.



8. Measurement and Reporting

Take regular stock of performance in order to highlight what is working well, identify challenges and opportunities, and build engagement across the organization.



9. Supplier Engagement

Collaborate with vendors to address sustainability risks and opportunities in your supply chain outside of traditional RFX processes.



10. Leadership and Collaboration

Collaborate with other organizations and sectors to advance the field of sustainable procurement and build mutually beneficial resources.

2021 MEMBER BENCHMARKING & PROGRAM DEVELOPMENTS



Every year, the CCSP conducts benchmarking interviews to support members in self-assessing their progress on implementing the **Best Practice Program Framework** and developing simple action plans for continuous improvement.

Interview results are then used to:

- Publish **Member Benchmarking Results** so members can compare program maturity;
- Celebrate member progress, as reported in the **Member Program Developments** section; and
- Showcase **Member Success Stories** of highly sustainable purchases.

Self-Assessment Framework

Members self-assessed using ratings analogous to the five phases of the moon (right), which represent increasing maturity levels in implementing each of the 10 program elements in the **Best Practice Program Framework**.

SYMBOL	MATURITY LEVEL
○	= not yet started or just beginning
◀	= some progress made
◐	= in progress
◑	= fairly well developed
●	= well developed with solid experience

Member Benchmarking Results

	Strategy & Action Plan	Staffing & Resources	Policy	HIPO List	Procedures	Tools*	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
City of Brampton	◀	◐	◑	◀	◀	○	◀	◀	◐	●
City of Calgary	●	◑	●	●	●	◑	●	◑	●	●
City of Charlottetown	◀	◐	◀	○	○	○	○	○	○	◀
City of Edmonton	◑	◑	◑	◀	◐	◑	◑	○	◑	◐
City of Kelowna	◀	◐	◑	○	◑	◀	○	○	○	◐
City of Mississauga	●	●	●	◐	◑	◑	◑	●	◀	●
City of Nanaimo	◐	◐	●	◐	○	◑	◐	◐	◀	◐
City of Ottawa	◐	◐	◑	◑	◑	◑	◐	●	◑	◐
City of Port Coquitlam	○	◀	◐	◐	◐	◀	◀	○	○	◀

2021 MEMBER BENCHMARKING & PROGRAM DEVELOPMENTS



	Strategy & Action Plan	Staffing & Resources	Policy	HIPO List	Procedures	Tools*	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
City of Regina	◐	◑	○	◐	◐	○	○	○	○	◑
City of St. Albert	○	◐	◑	○	○	○	○	○	○	◐
City of Saskatoon	◐	◑	●	◐	◑	◑	◑	◐	◐	◑
City of Toronto	●	●	●	●	◑	◑	◑	◑	●	●
City of Vancouver	●	●	●	●	●	●	●	●	●	●
City of Whitehorse	○	◐	◑	○	○	○	○	○	○	◑
City of Winnipeg	◑	◐	◐	◑	◐	◐	◐	○	○	◑
City of Yellowknife	○	◐	◐	○	○	○	○	○	○	◐
District of Saanich	◐	◐	◑	◑	◐	◑	◑	◐	◐	◑
District of Squamish	◐	◑	◑	◐	◑	○	○	○	○	◑
Halifax Regional Municipality	◐	◐	●	◑	◑	◑	◑	○	◑	●
BCIT	○	◐	◐	◐	◐	◐	◑	◐	◑	◑
BC Lottery Corporation (BCLC)	◑	◑	◑	◑	◐	◑	◑	◑	◐	◑
TransLink	◐	◐	◐	○	○	○	○	○	○	◑
Government of Yukon	◐	◑	◑	○	◐	◐	○	○	○	◑
Saint Lawrence College	◐	◑	○	○	○	◐	○	○	○	◑
Northern Alberta Institute of Technology (NAIT)	◐	◐	○	○	○	○	○	○	○	◑
Sheridan College	◐	◐	◑	◐	◐	◐	◐	◐	◐	◑
Simon Fraser University (SFU)	◑	◑	◑	◑	◑	◑	◑	◑	◑	●
Thompson Rivers University (TRU)	◑	◑	◑	◑	◑	◑	◑	◑	◑	◑
University of British Columbia (UBC)	◑	◑	●	◑	◑	◑	◑	◑	◑	●
University of Calgary (U of C)	◐	◑	○	○	◑	○	◐	○	○	◑



= not yet started or just beginning



= some progress made



= in progress



= fairly well developed



= well developed with solid experience

MEMBER PROGRAM DEVELOPMENTS



Strategy and Action Plan



- The City of Mississauga had their new 5-year Implementation Plan for Sustainable Procurement approved by council.
- The City of St. Albert established a cross departmental working group to amass recommendations for their Sustainable Procurement directive, completed in October 2021.
- Sheridan College has an Action Plan under development and has been conducting research on best practices from other post-secondary institutions and engaging stakeholders from multiple departments to inform the Action Plan.

Staffing and Resources



- The City of Charlottetown received approval for a grant from FCM, providing them the financial resources to go to market in 2022 for a consultant to develop an Action Plan and other key program elements like HIPO analysis and establishing KPI's.
- NAIT had several Capstone Students working to further build out their Procurement Policy by integrating sustainability in alignment with leading industry organizations and the CCSP.
- The City of Brampton hired an external consultant to conduct a Fair Wage and Community Benefits Feasibility Assessment.
- The City of Nanaimo worked over 2020-2021, establishing an internal core team of representatives from Corporate Services, Financial Services, and Purchasing to create a city-wide SP Program. The City also convened a cross departmental Working Group of approx. 20 members who provided input on the development of their Policy and Tools.
- The District of Squamish put together a cross departmental team comprising the Environment, Engineering, Economic Development, and Planning departments. Squamish also hired a new procurement specialist in January 2021.



Policy



- The City of Calgary had its Public Value Through Procurement Policy and the Environmental and Benefit Driven Procurement Strategy approved.
- Halifax Regional Municipality had its Sustainable Procurement Policy revised in April to include a Social Value Framework, speaking to elements like Supplier Code of Conduct, Living Wage, and environmental considerations.
- The City of Nanaimo approved and adopted a Sustainable Procurement Policy in February, created through consultation and with a cross-departmental working group.
- The City of Ottawa amended a bylaw which added “sustainability” into their definition for “best-value” and approved a rationale that now allows sole-sourcing of contracts to social enterprises owned by non-profits or charities.
- The District of Squamish formally adopted a Sustainable Procurement Policy in January 2021, now also including social procurement. Once the Policy was approved, every RFX included social and environmental rated criteria with weighting from 10-30%.

High Impact Procurement Opportunity (HIPO) List



- The District of Saanich is prioritizing action on product categories with its largest GHG sources (i.e. concrete, fleet, and buildings) driven from its 2020 Climate Plan and Strategic Energy Management Plan.
- Thompson Rivers University worked to develop 5 new Factsheets containing information on sustainability risks and criteria for product/ service categories from their HIPO list.
- University of Toronto developed a methodology to categorize spend data to include known diverse suppliers as part of a pilot project with MaRS, WBE and CAMSC membership. The basic framework and foundation are in place and can be used when required.

Procurement Procedures



- The City of Kelowna formally included sustainability criteria, weighted at 10%, for all bids and is considering raising that value in the future.
- The City of Brampton updated their procedures for invitational procurements to ensure that at least one certified diverse supplier is invited.
- The City of Regina developed optional criteria for community benefit and local procurement to be used in all RFX, and then discussed in negotiations and finalization of contracts.
- University of Calgary implemented a MERX electronic bid submission platform, a DocuSign electronic signature platform, and moved over 2500 of their suppliers' cheque-based payments to electronic fund transfer payments.



Tools



- The City of Mississauga launched a new Supplier Leadership Questionnaire, with tailored questions for consulting services, Supplier Codes of Conduct, and created an internal guideline for buyers on how to 'sell' sustainable procurement.
- The City of Saskatoon utilized their Triple Bottom Line Assessment tool approx. 60 times and is beginning to develop tools to support Indigenous procurement.
- University of Toronto adopted a diverse supplier registration portal through WBE and B2Gnow, to connect buyers with diverse suppliers for obtaining quotes and awarding business opportunities.

Training and Engagement



- The City of Edmonton hosted training on the City's new Social Procurement Framework and Policy for 40 staff from procurement and other business departments.
- The City of Mississauga's new internal virtual training course "Introduction to Sustainable Procurement" was created to be taken in tandem with other procurement courses for buyers and contract managers.
- The City of Saskatoon presented its Indigenous Procurement Protocol to the City's Project Management Community of Practice (120-150 participants).

Measurement and Reporting



- BCLC worked to establish a tracking tool to collect sustainability process data from competitive bids, and is in the process of developing additional KPI's for their procurement dashboard and annual report.
- The City of Ottawa's Corporate Energy Management Office's analysis of energy spend led to the installation of several electric boiler systems, and the creation of a facilities energy consumption dashboard, featuring financial savings and cost avoidance.
- Thompson Rivers University completed their STARS report, which occurs every 3 years, including six sections relating to sustainable procurement content.
- The City of Toronto worked on developing circular economy KPI's from pilot projects for procurements that included circular economy related criteria.



Supplier Engagement



- The City of Saskatoon collaborated with the Saskatchewan Indigenous Economic Development Network (SIEDN) and Saskatoon Regional Economic Development Authority (SREDA) to host a presentation to Indigenous businesses on doing business with the City of Saskatoon.
- The City of Edmonton shared its new Social Procurement Framework and Policy with local and regional construction associations, including the Alberta Road Construction Association, Consulting Engineers of Alberta, and Edmonton Construction Association.
- The City of Toronto began inviting certified diverse suppliers to attend “Doing Business with the City” vendor workshops, where they can gain an understanding of Toronto’s procurement processes, as well as their social procurement policy and program. Toronto also regularly hosts supplier diversity trade shows and participates in external trade shows, conferences, procurement fairs.

Leadership and Collaboration



- The City of Brampton is a corporate member of SDAC (which includes CGLCC, CAMSC, and IWSCC) and Buy Social. The City’s procurement staff participate regularly in organized workshops, forums and networks to share best practices.
- BCLC was a Convening Partner for the 2021 Propelling Purpose Summit, in collaboration with the Social Purpose Institute to promote the inclusion of Purpose into business and procurement practices.
- CBC/Radio-Canada became a member of CAMSC and WBE Canada
- The City of Toronto continued to invite certified diverse suppliers to attend “Doing Business with the City” vendor workshops, where they can gain an understanding of Toronto’s procurement processes, including the social procurement policy and program. Toronto also hosts supplier diversity trade shows and participates in external trade shows, conferences, procurement fairs.
- Sheridan College engaged with multiple external working groups in their region to share information within the sector and is a member of the College Institute of Canada social procurement working group.
- TransLink supports their staff exchanging information and resources externally, and multiple staff members are actively taking opportunities to do so.

MEMBER SUCCESS STORIES

1 Riding in Style Electrically at the City of Brampton



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Cities that are operating with either a partial or completely electric fleet are few and far between. Fuel switching for the sake of sustainability can be a challenge, especially when most cities cite the existence of 'perfectly fine' gasoline powered, outdated transportation infrastructure when opting out of ventures to electrify fleet. This year we are celebrating the City of Brampton's procurement of eight battery-electric buses, the first step in completely electrifying the City's fleet. In the spring, Brampton deployed the single largest standardized battery electric bus fleet (globally, to date), along with high-powered overhead on-route charging systems capable of fully recharging a bus in under 10 minutes. Brampton is proud to have seized the opportunity to pioneer a global-first e-fleet project in collaboration with The Canadian Urban Transit Research and Innovation Consortium (CUTRIC) and the Government of Canada (along with several other project partners), further enhancing the sustainability and connectedness of its public transit network.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The process to issue this pilot project began in 2019, with \$11.15 million in federal funding provided to the City by the Government of Canada through the Energy Innovation and Electric Vehicle Infrastructure Demonstration Program, allocated towards Phase 1. This first phase involved the City of Brampton's purchase of two battery-electric buses (BEBs) from the bus manufacturer Nova Bus, and an additional six BEBs from New Flyer. These zero tailpipe emission buses require charging. For this, a total of four high-powered (450kW) on-route overhead electric chargers were purchased (three from ABB Inc. and one from Siemens Canada Ltd.). The trial was officially launched in May 2021 and will run through December 2023. Brampton City Council approved an additional 10 BEBs as part of the 2022 Approved Capital Budget bringing the total number of BEBs to 18 in 2023.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Brampton is a city committed to reducing their carbon footprint, and is currently on a journey to lessen the City's greenhouse gas emissions generation by 80% by 2050. The transition of the Brampton Transit fleet to 100% electric, zero tailpipe emissions buses is a necessary step in achieving the City's sustainability goals. Paul Vincente, the Chair of Public Works and Engineering has stated that the BEBs in this trial will save on average approximately 235 tonnes of CO2 per year, per bus. This project has been deemed an important milestone in Brampton's commitment to the Community Energy and Emissions Reduction Plan (CEERP) to reduce contributions to global climate change and build a better future. The BEB fleet is one of several Council Priority initiatives Brampton is working on under its mandate to become a Greener City.

Brampton Transit will continue to retire buses at the end of their useful life, which is up to 18 years. The City is planning to replace existing clean diesel / diesel-electric hybrid buses with zero-emissions electric buses – whenever either new buses are required or when aging buses are replaced.

2 The City of Calgary is achieving Public Value through Procurement



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In 2018, The City of Calgary's Council directed the Supply Management Business Unit to provide a report on how social procurement had been implemented elsewhere and provide recommendations on future policy and procedures. Supply Management hired a consultant through an RFP process to aid in developing a report, prompting The City's initial identification of need to enhance overall social and public value. There was a clear opportunity in shifting their existing procurement strategy to capture and drive community benefit and strengthen the local economy. The City thus created their own Public Value Through Procurement Policy and Benefit Driven Procurement Strategy.

PROCUREMENT PROCESS

WHAT PROCESSES WILL BE USED AND WHO WAS ENGAGED?

The piloting of this project consisted of running 52 RFX projects with Benefit Driven Procurement Leadership questionnaire as part of the evaluation criteria. From council approval in September 2021 through until Jan 2022, an additional 64 RFX's have included the Benefit Driven Procurement Leadership questionnaire in their weighted evaluation criteria. These RFX's have a budget amount of \$240 million.

Since implementation, the Policy and Strategy have facilitated goods and services procurements between \$5,000 - 75,000, and construction procurements between \$5,000 - 200,000 with recommendation to obtain a minimum of three supplier quotes with at least one from a local supplier. Business units within The City have even been using a benefit-driven supplier leadership questionnaire for specific procurements, successfully engaging with certified diverse suppliers, and/or suppliers that embed sustainability in their business model and the goods and services they produce under contract.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

So far, the Policy and Strategy have resulted in some real and exciting benefit-driven procurements by The City of Calgary! The Transportation Department recently engaged local artists to paint murals on a number of concrete barriers, beautifying their urban environment COVID street-patios. Fleet Services contracted a local supplier in their purchase of flat deck hydraulic lift gates, and the Fire Department procured saws from a local supplier for cutting materials away from victims involved in accidents. Furthermore, out of the 64 RFX's that included the Benefit Driven Procurement Leadership questionnaire, 29 have been awarded, and of these awarded 48% received the highest scores respectively on their questionnaire submissions in the competition.

These procurements, and those still to come, will aim to achieve best value through apprenticeships, creating meaningful employment opportunities for underrepresented groups, and supporting suppliers who are implementing their own social procurement and living wage policies.

3 Renewable Energy is Heating Up – Electric Boilers for City of Ottawa Facilities



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In 2019, the City of Ottawa's Corporate Energy Management Office (CEMO) set out to implement an objective process for selecting energy efficiency projects based on analysis of costs and, for the first time, GHG impacts. CEMO analyzed the City's highest-cost facilities using two tools to calculate the net present value of a project: a shadow carbon price and a rate class account optimizer, that identifies the optimal balance of financial savings and GHG reduction over the lifetime of a project.

In 2020, CEMO's analysis resulted in a recommendation to a Project Selection Committee to electrify the heating systems at some of the City's largest facilities. This involved the procurement of an electric boiler system that would save the City money by using more electricity and less natural gas, thereby moving the facility into a different rate class for hydro billing and realizing both cost and environmental benefits.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

CEMO's analysis enabled the purchase of two 150-kilowatt electric boilers to be installed at Walter Baker Sports Centre in 2020, two more at Nepean Sportsplex in 2021, and eventually a fifth system at Minto Recreation Complex. The City's Building Engineering and Energy Management unit contracted with Hydro Ottawa's project management branch to procure and install the electric boilers.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Based on historical usage data, the City of Ottawa projected that the installation of the electric boiler systems would reduce the facilities' GHG footprints by 320 tonnes of CO₂ annually. Overall net savings are projected to be around \$98,000 annually, due to a reduced need for natural gas. With the updated hydro costs, the net present value over the lifetime of the project is an estimated \$1 million, meaning that the cost of the project is likely to be repaid to the City in 5.6 years.

4 District of Saanich's E-Bike Fleet has Staff in Motion



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Climate change is an urgent challenge for not only our municipalities, but our entire world. Many communities are realizing that one of the biggest sources of climate-change causing greenhouse gas emissions in municipal operations is transportation! Moving to active and shared transportation, as well as electric and other zero emission vehicles, is key to reducing emissions in line with science-based targets. As part of demonstrating leadership in changing transportation modes, the District of Saanich recently procured a small electric bicycle (e-bike) fleet and associated gear (panniers, locks, helmets, bells, etc.) for Saanich staff work trips. Prior to this procurement, most Saanich staff were either using the electric vehicle pool fleet, assigned fleet vehicles, or were being reimbursed for using a personal vehicle. This purchase aligned directly with Saanich's Climate Plan, the Saanich Electric Mobility Strategy, and the Active Transportation Strategy. It demonstrates that Saanich is willing to walk (or ride!) the talk in their commitment to supporting and expanding active transportation mode sharing shifts in the community.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

Throughout the project, multiple divisions of Saanich staff contributed to the program. The purchase was coordinated by the Sustainability Division and supported and funded by the Engineering Department. The Engineering staff were identified through a staff survey to be the primary users of the e-bike fleet. Saanich's Occupational Health and Safety and Risk staff reviewed the program. The purchasing department supported the direct award procurement process for the e-bikes and gear, and an ongoing maintenance blanket standing order. Saanich also contracted with a local social enterprise specializing in custom bicycle safety skills training courses for urban riding skills.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Since program launch, 26 staff have completed the required training that includes an in-classroom session, on-road skills assessment, and a written quiz. From July to December 2021, approximately 50 work trips were made by e-bike instead of a vehicle, and over 500km of e-bike travel was logged. This procurement demonstrated leadership in mode shift towards active transportation. It also helped reduce pressure on the existing pool fleet vehicles, providing more climate-friendly transportation options at a much lower price than sourcing multiple new electric vehicles and electric vehicle charging infrastructure. Saanich staff were ultimately provided access to a healthy, climate-friendly workday mode of transport, and valuable training on e-bike safety skills.

5 Sheridan College is Putting out the Welcome Mat for Sustainability



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Most folks can relate to the frustration of tripping on the 'curled up' corner of an entryway mat. Oh, the annoyance! Sheridan College is taking strides to not only eliminate this problem on their campuses, but do so sustainably. Sheridan wanted to improve their existing mat rental service by contracting a new supplier that could maintain the quality and flatness of their rental mats in washing, maintenance, and delivery processes. They also aimed to reduce CO₂ emissions by using mats with increased water retention technology, as well as emissions from fleet vehicles in pick-up/delivery.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

Sheridan released an RFQ invitation on behalf of the Halton Co-operative Purchasing Group (HCPG) to prospective proponents, with the goal of receiving proposals for supply, delivery, and replacement of their existing service for rental floor mats. Sheridan ultimately awarded the \$60,000 annual contract to a Canadian-owned and operated supplier, and engaged several stakeholders in the process. Internally, this procurement involved the Procurement and Facilities Departments at Sheridan College, and the HCPG, a consortium of municipal organizations working to promote overall efficiency in purchasing and materials management.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Based on industry standards, cleaning one square foot of floor matting emits about one pound (lbs) of CO₂ pollution, an estimated 4 billion pounds annually in Canada. Sheridan's new rental mat program includes a re-designed washing process estimated to reduce Sheridan's current mat-related carbon footprint. The new service offers a more efficient washing process that doesn't cause the mat corners to 'curl up' into tripping hazards. The use of unique, bi-level mat design to trap more dirt and moisture has allowed Sheridan to reduce their scheduled delivery from bi-weekly to monthly for Sheridan's three campuses. These mats can hold up to 1.5 gallons of water per square yard, an important statistic considering the wet winters in Ontario. This has even further reduced the organization's carbon footprint by minimizing CO₂ emissions from fleet vehicles needed to make trips to pick up mats for washing and replacement.

6

Thompson Rivers University's Handmade Furniture from Salvaged Elm Wood



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Furniture can at times be a challenging area for purchasers, especially for large institutions like universities. Cost, quality, and functionality are typically the deciding factors in this area, notwithstanding the risks in procuring from overseas or unsustainable manufacturers. Thompson Rivers University (TRU) demonstrated this year that sourcing beautifully handmade furniture suitable for a prestigious post-secondary institution is anything but a challenge. Despite the vacancy of all campuses during the pandemic, TRU purchased a unique set of custom, wooden coffee and end tables from Live Timber, a local woodworking company owned by Sascha Porteous. Sascha made the tables by hand from salvaged, now considered rare, elm wood.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

This procurement was a direct award due to dollar value, and a one-time purchase contracted to Sascha from TRU for \$20,000. The tables were purchased for the All My Relations Research Centre and the Indigenous Education office space on the TRU campus. Procuring furniture that was made of natural materials and colours was important to these groups, as well as the overall functionality and durability. The procurement involved various stakeholders including the Faculty of Education and Social Work, which the AMRC is apart of, a space planner from Facility Services, Procurement Services, and Sascha as the vendor.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Sascha lovingly crafted the tables by hand using local and salvaged wood, deriving not only environmental benefit but social and community benefit. The elm wood was salvaged 6 years ago from a development in his neighbourhood, where it would have otherwise ended up in a landfill. This aligned directly with TRU's existing sustainability goals. Sascha emitted significantly less carbon emissions making the tables compared to commercially produced wood furniture, usually manufactured in kilns. By working with Sascha, TRU eliminated typical transportation emissions due to the short geographic distance between his workshop and the university campus. As a sole proprietorship business, Sascha sourced his materials, built the tables, and completed delivery all within 15km of the TRU Campus in Kamloops, BC.

7 The City of Vancouver is Leading Change on Social Procurement



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In 2018, the social procurement movement was gaining traction, and the City of Vancouver was heading to market for restoration services to repair and maintain city assets. Given that the service category was well-suited for employment of equity-seeking individuals or people facing barriers to employment, the City saw an opportunity to pursue social/community owned businesses and integrate these businesses into contracts as suppliers and sub-contractors.

The City of Vancouver is one of the first Canadian cities to champion social value procurement through investments in training, research and development, community outreach, and more. They saw the potential for social procurement to add community value by redistributing wealth amongst small, and diverse-owned businesses, providing opportunities for capacity building and employment.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

A Request for Application (RFA) was released by the City of Vancouver in June 2018 with the intent to prequalify companies that specialized in emergency, abatement, and repair restoration services. The RFA included requirements that the awarded company must complete a portion of the services by sub-contracting or partnering with social enterprise organizations who help hire people facing barriers to employment. The contract was awarded to First Onsite Property Restoration.

While partnering with a social enterprise was new to them, First Onsite was eager to begin a discovery phase in learning more about social value initiatives and is now in the process of building relationships with local social enterprises to employ equity-seeking individuals to fulfill the City's restoration, maintenance, and repair projects.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

In contracting First Onsite to engage with social enterprises and non-profit organizations, the City of Vancouver is fostering important pathways to employment, which lead to increased economic independence, better quality of life and overall health for equity-seeking individuals.

The City of Vancouver is playing a leadership role in integrating social value into procurements and the community. First Onsite has testified that partnering with the City has helped them navigate realistic avenues towards achieving meaningful impact through procurement. Through this contract, the City demonstrated that suppliers are more than willing to meet sustainable procurement specifications, given the right tools, instruction, and education!

8 Prioritizing Diverse Hiring – Security Services at Winnipeg’s Millennium Library



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

This last year, we’ve witnessed our members address and align with the Indigenous Truth and Reconciliation movement in many different ways. When it comes to ‘doing-the-doing’, the City of Winnipeg is surely paving the way by including specific criteria for hiring Indigenous staff members in substantial RFPs, not to mention specific requirements around social-benefit training for new hires. The City overcame the initial challenge of coordinating different interests and created and finalized an RFP for the Provision of Security Services at the Millennium Library that included a strong set of social, ethical, and Indigenous related requirements. The RFP is a publicly posted document available at MERX: City of Winnipeg – Solicitations, on the Closed Solicitations page under RFP 639-2021.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The RFP was awarded to Neptune Security Services (NSS), an organization whose general manager is a social worker who understood the bid requirements of the contract. Under the contract, NSS is upholding their commitment to hire a staff of at least 50% Indigenous peoples, as well as paying a living wage to all guard staff. Multiple stakeholder groups at the City were engaged in the process, including the Community Services Department’s Library Services and Community Development Divisions, Materials Management, and multiple community member groups including Fearless R2W, Millennium4All, SEED, the Downtown Safety Partnership, and Sunshine House. This project aligns with the City’s various policies and strategies, such as OurWinnipeg, Poverty Reduction Strategy, and the Equity, Diversity and Inclusion Policy and Strategy. The contract was valued at approximately \$385,000.00.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

In awarding this contract to NSS, the City of Winnipeg indirectly began providing concerted training for security staff in life saving procedures, conflict de-escalation, anti-racism, cultural awareness, harm reduction, and trauma and mental health awareness. This contract required at least 50% of hires to be Indigenous peoples, a promising mandate to other departments at the City or neighbouring communities looking to implement social and Indigenous procurement in a meaningful and achievable way. The City has since reflected that this RFP positively aligned with the larger community interest of Winnipeg, as well as the library’s existing priorities of pushing for purposeful employment and training for security staff.

9

The City of Toronto's Social Procurement Program is Celebrating Success



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Doing business with diverse suppliers is something the City of Toronto is proud to be championing. The City's Social Procurement Program is one of Canada's flagship programs of its kind, improving access for diverse suppliers to their supply chain, enabling procurement spending to drive inclusive economic growth, and engage and uplift diverse suppliers. In 2021, South Central Inc. stood out as one supplier that notably benefited from the program. A member of the Inclusive Workplace and Supply Council of Canada, South Central Inc. gained increased access to social procurement opportunities, and was awarded frequent contracts over a short period of time. The City's framework for social procurement spending demonstrates their commitment to advancing social objectives by supporting diverse suppliers and their communities.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

South Central Inc. is a COR certified diverse supplier with over two decades of experience providing construction restoration and project management services in the Greater Toronto Area. In 2021, South Central Inc. was awarded five contracts, including over \$3.75 million in City of Toronto construction contracts varying from Nathan Phillip Square repairs to general City building repairs. Since registering with the City as a diverse supplier, South Central Inc. has been awarded over \$4.7 million. South Central Inc. attributes a number of City of Toronto project awards to their certification as a diverse supplier, and their participation in the City of Toronto's Social Procurement Program.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Besides impacting direct spend with diverse suppliers, Toronto's Social Procurement Program promotes diversity throughout the supply chain. South Central Inc. has adopted internal inclusion and environmental policies with a community benefit directive. They're making conscious sub-contracting decisions, hiring diverse candidates, and extending opportunities to local suppliers.

The City of Toronto's engagement with South Central Inc. really exemplified the benefits of their Social Procurement Program, in strengthening suppliers' abilities to do business with public sector entities, growing experience and references for future procurements, as well as successfully competing in open procurements.

10 From the CCSP Working Group – New Tools for Activating on Supplier Diversity



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

This year's CCSP member Working Group identified a common need to increase the CCSP network's knowledge on and ability to address supplier diversity. This involves increasing both engagement with diverse suppliers and diversity within the firms they are doing business with, focusing on equity-seeking and equity-deserving groups. Sustainable procurement and supplier diversity work spans across spending levels and can be scaled from low value p-card purchasing, to tenders and RFPs, to capital projects. This means there are many opportunities for public sector organizations to enhance supplier diversity. The Working Group focused on creating two resources for the network, which were profiled at the December 2021 Peer Exchange webinar.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

From April to November 2021, Working Group members including Halifax Regional Municipality, City of Saskatoon, University of Toronto, CBC/Radio-Canada, City of Winnipeg, TransLink, City of Brampton, and City of Mississauga convened to develop two resources to support members with increasing supplier diversity:

- 1. Supplier Diversity Council Profiles**, a series of 9 profiles on the Supplier Diversity Councils in Canada and Internationally. These are 2-3-page PDF documents that contain information about which sectors each council addresses, costs of membership, benefits of membership for buying institutions and for suppliers, and contact information. The profiled Councils engage a variety of diverse suppliers, ranging from Indigenous businesses, women-owned, LGBTQ+ owned, and other equity-seeking groups.
- 2. Supplier Diversity Training Presentation**, a deliverable for CCSP members to use in educating key audiences such as Tier 1 and Tier 2 suppliers, as well as internal stakeholders including procurement practitioners, social planning and EDI colleagues, and internal client departments. The presentation covers the basics of what supplier diversity means and provides a template to insert more specific information about your doing business with your institution, plus bonus details on what becoming a certified diverse supplier entails.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Both the Council Profiles and the Supplier Diversity Training Presentation deck are now accessible to all 40 member organizations through the CCSP's online Resource Library. This allows for hundreds of practitioners to save time and money in implementing more supplier diversity initiatives

Additional benefits of the Councils profiled by the Working Group is that they are great sources of information, and can connect buyers directly to diverse suppliers. Buying institutions can purchase memberships with these organizations and gain access to their supplier directories and other valuable benefits like learning tools and resources, events, roundtables, and networking. CCSP Members can look at the profiles we created to find out more information and determine if you wish to become a member of these organizations.

2021 CCSP Member Representatives



Cities

ORGANIZATION	NAME	TITLE
City of Brampton	Claudia Santeramo	Manager of Procurement Performance
City of Calgary	Matthew Sutherland	Procurement Leader
City of Charlottetown	Katrina Cristall	Sustainability Project Coordinator
City of Edmonton	Roger Lockwood	Director, Procurement
City of Kelowna	Darren Tompkins	Manager of Purchasing
City of Mississauga	Andrea Westfall	Sustainable Procurement Coordinator
City of Nanaimo	Jane Rushton	Manager, Purchasing and Stores
City of Ottawa	Joanne Graham	Chief Procurement Officer
	Jennifer McCabe	Analyst, Strategic Sourcing
City of Port Coquitlam	Ian Wind	Purchasing Manager
City of Regina	Tammy Moyse	Manager, Procurement & Supply Chain
City of Saskatoon	Genevieve Russell	Project Manager, Sustainability
City of St. Albert	Debi Skoye	Social Planner
	Cameron Campbell	Manager, Purchasing Services
City of Toronto	Kiruba Sankar	Director Program Support Policy & Development
City of Vancouver	Kim Buksa	Sustainable and Ethical Procurement Manager
City of Victoria	Valeria Kandiral	Manager of Supply Management Services
City of Whitehorse	Henry Hou	A/Supervisor Accounts Payable and Procurement, Financial Services
City of Winnipeg	Corinne Evason	Contracts Supervisor, Materials Management
City of Yellowknife	Reilly MacNeil	Procurement Officer
District of Saanich	Lorraine Kuzyk	Manager of Purchasing Services
District of Squamish	Anthony Jeffrey	Manager, Procurement
Halifax Regional Municipality	Jane Pryor	Manager, Procurement
	Erin MacDonald	Senior Procurement Consultant, Finance and ICT



Universities, Crown Corps and Health Care Institutions

ORGANIZATION	NAME	TITLE
BC Ferries	Colleen Hanlan	Manager, Environment
BCIT	Cecilia Hui	Purchasing Manager
BCLC	Karen Jensen	Director, Corporate Procurement
	Heather McLeod	Strategic Sourcing Manager
Federation of Canadian Municipalities	Pauline Pingusson	Project Officer, Green Municipal Fund
Government of Yukon	Edward Claringbold	Procurement Advisor
HealthPro Canada	Jennifer Ptovin	Vice President, Marketing and Communications
Northern Alberta Institute of Technology	Chris Marten	Manager, Procurement Services
OUPMA	Sandra Nelson	Chair
CBC/Radio-Canada	Rosalie Peevers	Senior Advisor Sustainable Procurement – Social pillar
Saint Lawrence College	Christine McParland	Associate Director Procurement and Ancillary Services
Sheridan College	Carol Izzio	Director, Procurement Services
Simon Fraser University	Laura Simonsen	Major Contracts Procurement Officer
	Rita Steele	Manager, Campus Sustainability
Thompson Rivers University	Eric Vandermeulen	Procurement Manager
TransLink	Kevin Bonin	Category Manager, Strategic Sourcing
University of Alberta	Tamice Froehler	Manager Contract Services
	Sherry Hickman	Manager Product and Equipment
University of British Columbia	Shelly Morrison	Director, Supply Management and Financial
University of Calgary	Vivian Mizera	Associate Director, Supply Chain
University of Toronto	Renata Faverin	Director of Procurement Services
	Lisa Myre	Senior Project Manager
Vancouver Coastal Health	Sonja Janousek	Environmental Sustainability Manager

Reeve Consulting serves as the Secretariat for the Canadian Collaboration for Sustainable Procurement (CCSP) and provides management, training and coordination services. For more information about the CCSP, contact:

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