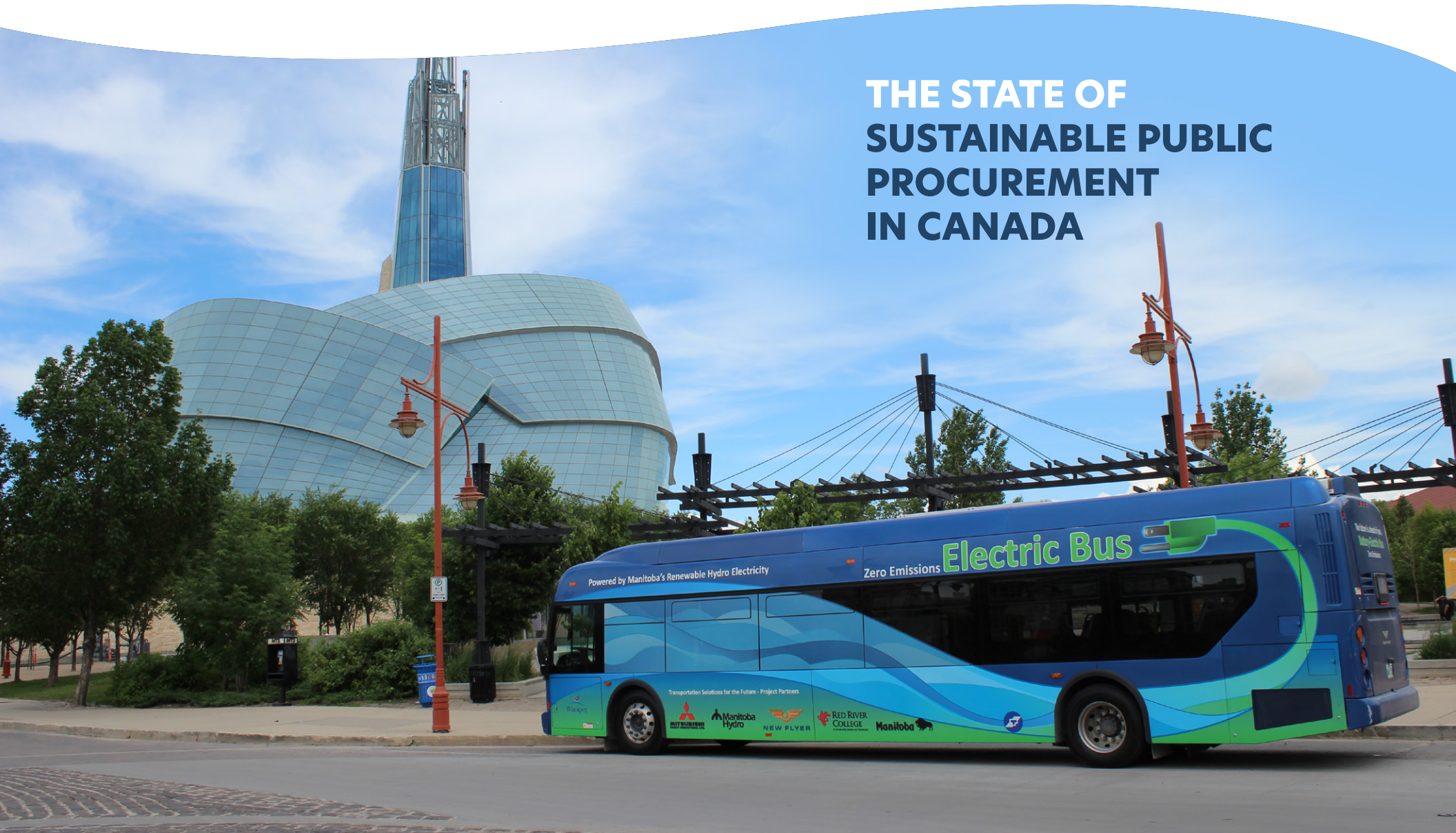


THE STATE OF
SUSTAINABLE PUBLIC
PROCUREMENT
IN CANADA



ABOUT THIS REPORT

The Canadian Collaboration for Sustainable Procurement (CCSP) is proud to release its 2022 Annual Report on the State of Sustainable Public Procurement in Canada, which highlights national sustainable procurement trends, showcases CCSP member accomplishments, and features success stories from across Canada.

Information in this report was gathered through interviews with CCSP members from November 2022 to February 2023. A special thanks to all those who contributed their time to make this report possible.

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LETTER FROM THE CCSP STEERING COMMITTEE

Staff turnover and supply chain volatility are nothing new, but the impact of these challenges hit procurement teams hard this year. Despite this, we saw a wave of announcements of new sustainable procurement related policies, action plans, and programs being unveiled from public sector organizations across the country.

With commitment towards sustainable procurement steady in its upward trend, this year we experienced a noticeable increase of discussion coming particularly from elected officials. Councils, Boards, and other levels of senior leadership are catching on to the importance of incorporating sustainability into their institution's procurement practices. This is great news, but also ups the pressure on procurement teams' ability to help achieve corporate strategic directives. For example, in the last couple years, social procurement has been a heavy focus, though this year we've found ourselves fielding questions across topics including climate change, circularity, Indigenous reconciliation, buying local, and ethical supply chain practices. As a result, we felt the pressure to grow our subject matter expertise across all four of the CCSP's pillars: environmental, social, Indigenous, and ethical.

This increase in expectation comes at a time while procurement teams also faced heightened challenges. Labour shortages rocked the market in more ways than one in 2022. On the buyer's side, struggles with maintaining internal staffing posed a barrier to upholding consistency of effort or taking on new initiatives. On the supplier's side, there were challenges in remaining competitive and meeting commitments for social value and diverse hiring, especially for construction projects.

Additionally, because of volatile pricing fluctuations within the market, procurement teams found themselves needing to shorten the time between posting and awarding in order to hold pricing and stay within budget. Meaning it was difficult to incorporate additional sustainability requirements in some procurement opportunities. This also highlighted the importance of considering sustainability and total cost of ownership early in the planning stages of a procurement.

Supporting procurement teams through these challenges and sharing tangible peer knowledge is where we think the CCSP shines. We find the opportunity to see what others are doing and identify areas of improvement for our own organizations, which is especially helpful in responding to questions from senior leadership about benchmarking and sector best practices. The CCSP goes beyond theory and offers a practical forum for us to connect with other practitioners. We were proud of the quality of this year's Peer Exchanges – with high caliber speakers from CCSP members and industry, speaking on topics like tools to help implement sustainable procurement, strategies for Indigenous procurement, and low-carbon construction market readiness.

Being highly member driven, the CCSP can be agile in addressing hot button topics and a go-to place for sharing best practices. We find that the CCSP continues to be a low barrier to entry and affordable offering to support public sector organizations in their sustainable procurement endeavours. We hope you join us in celebrating the successes and hard work of members in this year's annual report!

The 2022 CCSP Steering Committee

Erin MacDonald,

Portfolio Manager, Procurement,
Halifax Regional Municipality

HALIFAX

Corinne Evason,

Contracts Supervisor, Material
Management, City of Winnipeg



Matthew Sutherland,

Procurement Leader, Supply
Management, City of Calgary



Darren Tompkins,

Purchasing Manager,
City of Kelowna



Shelly Morrison,

Senior Director, Financial Services and
Strategic Procurement, UBC



WHO WE ARE

Founded in 2010, the CCSP is a member-based network of over 40 Canadian public sector institutions and over 200 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.

2022 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.

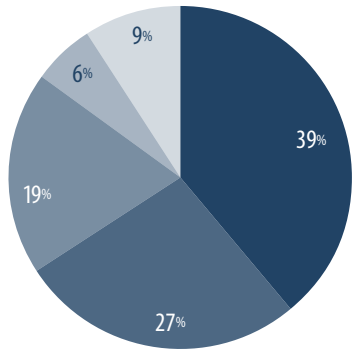
The CCSP helps members learn what their peers are doing, replicate successes, and save time and effort when building and implementing their sustainable procurement programs. CCSP services include:

- **PEER EXCHANGE** webinars, offering interactive discussions around trends and best practices;
- **FACILITATED WORKING GROUPS**, enabling members to create new tools and resources;
- **AN ONLINE RESOURCE LIBRARY** of tools, templates, research, and member Contact Directory;
- **NETWORKING** with over 200 procurement and sustainability professionals across Canada;
- **BENCHMARKING** assessment of your sustainable procurement program each year which can be used to compare to other members;
- **ONE-ON-ONE SUPPORT** as needed on program development advice or research needs;
- **RECOGNITION** through sharing stories in Peer Exchange webinars and profile within the Annual Report.

Governance & Management

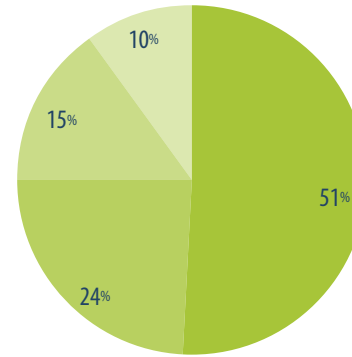
Reeve Consulting serves as the secretariat for the CCSP and receives operational and strategic guidance from a volunteer Steering Committee. Representatives from the City of Kelowna, the City of Winnipeg, the City of Calgary, the University of British Columbia (UBC), and Halifax Regional Municipality served on the CCSP's 2022 Steering Committee.





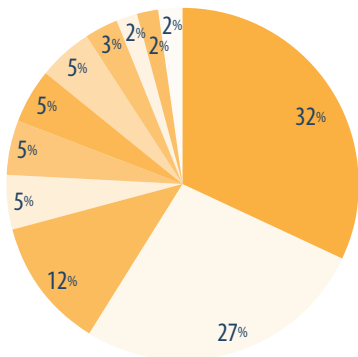
Network Financials

- 39%** Peer Exchanges and Working Group Facilitation
- 27%** Member Support and Recruitment
- 19%** Annual Report
- 6%** Steering Committee Meetings
- 9%** Program Management



Our Network – Sectors

- 51%** Cities
- 24%** Universities/Colleges
- 15%** Crown Corporations
- 10%** Provincial and Federal



Our Network – Geography

- | | | |
|------------------------|--------------------|-----------------------|
| 32% BC | 5% Yukon | 2% Nova Scotia |
| 27% Ontario | 5% Manitoba | 2% PEI |
| 12% Alberta | 5% Federal | 2% NWT |
| 5% Saskatchewan | 3% Quebec | |

Member Program Impacts

\$26.7 BILLION **15**

Approx. annual spend on goods, services, and construction

Members with a dedicated sustainable procurement Strategy/Action Plan

10

Members with a dedicated FTE role for sustainable procurement

22

Members with sustainable procurement addressed through policies

20

Members currently tracking sustainable procurement related KPIs

2022 Peer Exchange Webinars

Each year, the CCSP hosts a series of Peer Exchange webinars to facilitate the exchange of information amongst members. The Peer Exchanges provide an opportunity for members to share success stories and challenges with one another, hear from industry experts, and discuss key topics.

1. 2022 KICK-OFF	Tim Reeve, Program Director, CCSP Amanda Chouinard, Program Manager, CCSP
2. FILLING THE TOOLBOX: SUSTAINABLE PROCUREMENT TOOLS FOR EVERY JOB	Jen Silverthorn, Environmental Management Leader, City of Calgary Liza Bucoviz, Procurement Specialist, BCLC
3. LEADING TO LOCAL: ENGAGING YOUR SUPPLIER COMMUNITY	Amy Robinson, Founder & Executive Director LOCO BC Tammy Moyses, Procurement & Supply Chain Manager, City of Regina
4. PANEL DISCUSSION: THE POWERFUL PARTNERSHIP BETWEEN SUSTAINABILITY & PROCUREMENT TEAMS	Karen Jensen, Director of Corporate Procurement, BC Lottery Corporation Laura Simonsen, Major Procurement Contracts Officer, Simon Fraser University Jim Gudjonson, Manager of Sustainability Innovation, BC Lottery Corporation Rita Steele, Campus Sustainability Manager, Simon Fraser University
5. RAMPING UP RECONCILIATION: STRATEGIES FOR INDIGENOUS PROCUREMENT	Edward Claringbold, Senior Procurement Advisor, Government of Yukon Philip Ducharme, VP Entrepreneurship and Procurement, Canadian Council for Aboriginal Business
6. PUTTING THE "S" IN SERVICE: SUSTAINABILITY FOR SERVICE CONTRACTS	Lisa Spicka, Director of Sustainability Consulting, NSF Michael Salemi, Head of Innovation, NSF Jennifer McCabe, Procurement Advisor, City of Ottawa
7. THE RACE TO ZERO: PROCUREMENT FOR LOW-CARBON CONSTRUCTION	Ryley Picken, Policy Analyst, Centre for Gfedeening Government, Treasury Board of Canada Secretariat Jolene McLaughlin, Director of Corporate Sustainability, EllisDon Corporation
8. WORKING GROUP SHARE-BACK: ADDING THE MEASUREMENT PIECE OF THE PUZZLE	Liz De Bosscher, Procurement Specialist, BC Lottery Corporation Hieu Lam, Sustainable Supply Chain Lead, City of Edmonton

2022 Working Group Tackles Measurement & Reporting

Each year, the CCSP brings together a group of representatives from our members to work on a project that can be shared as a learning opportunity for the rest of the network. This year, the working group (WG) focused on Sustainable Procurement Measurement and Reporting. Although this can be a challenging element, it is essential to a successful and implementable sustainable procurement program. Implementing these components early on can allow for early success, monitor of progress, and data driven decisions.

CCSP members UBC, BCLC, City of Edmonton, Sheridan College, City of Mississauga and SFU came together to work on piloting various components of a measurement framework. They started with:

- **MENU OF KEY PERFORMANCE INDICATORS.** A shortlist of preliminary Process and Outcome KPI's that can be used as a starting point for building out metrics and monitoring performance of a sustainable procurement program.

- **BID SUMMARY FORM TEMPLATE.** A form to collect sustainability information from an individual procurement (both qualitative and quantitative data).
- **SUCCESS STORY TEMPLATE.** A form to collect qualitative narrative on a procurement that had particularly good sustainability outcomes and identified to highlight as a success story.
- **PROGRAM REPORT TEMPLATE.** A templated format that can be used to report on selected KPI's for a senior audience to demonstrate progress on a sustainable procurement program as a whole.

After applying these tools in their own organizations, the WG members compiled their collective commentary on the experience and subsequent recommendations into a White Paper for other CCSP members looking to apply these KPIs and templates; all of which can be found in the CCSP's Online Resource Library.

Sheridan College,
Maleeha Farooq,
Procurement Systems
Coordinator

BCLC,
Liz De Bosscher,
Procurement
Specialist

UBC, Paula McCready,
Purchasing Manager,
Student Housing &
Community Services

Simon Fraser University,
Mary Aylesworth, Director,
Financial Operations

City of Edmonton,
Roger Lockwood,
Director of Procurement

City of Edmonton,
Hieu Lam, Sustainable
Supply Chain Lead

City of Mississauga,
Natalie Adams,
Sustainable
Procurement Specialist





THE
UNIVERSITY OF
BRITISH
COLUMBIA



SFU
SIMON FRASER
UNIVERSITY





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 CCSP, we believe it's easiest to consider sustainable procurement as being comprised of four main pillars:

Green or Environmentally Preferable Procurement

Aims to minimize environmental harm and maximize positive outcomes for a healthier environment. Focuses on issues like reducing greenhouse gas (GHG) emissions, net-zero, energy efficiency, zero-waste and circularity, water usage and toxicity. It also supports the adoption of clean and renewable technologies.



Ethical Procurement

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.



Social Procurement

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).



Indigenous or Aboriginal Procurement

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).



2022 TRENDS IN SUSTAINABLE PROCUREMENT

Here is the CCSP's take on 10 trends over 2022. These trends reflect topics that are garnering increased or decreased attention and effort, evolving rhetoric, or shifting influence in the realm of sustainable public procurement.

1. Reuse for Good – Better for the Environment and Bottom Line

More and more public sector institutions are beginning to discover benefits at the convergence of circular economy and cost savings initiatives. We always like to say *the greenest purchase is the one we never make* – and reusing items to keep them within circulation is one of the great strategies to avoid spending on new items. In an effort to lower consumption and save money, Thompson Rivers University (TRU) first established their TRU RE-USE platform to reallocate surplus products within the university in 2018; in 2022, they celebrated the incredible milestone of surpassing half a million dollars in cost savings! Simon Fraser University's (SFU) Circular Economy Working Group followed in those footsteps by unveiling their development of two new software platforms this year; SFU Marketplace, which will help facilitate the reuse of assets so university staff can avoid purchasing new items, and Rencyclopedia, a public platform that helps direct people on how to responsibly dispose or repair items that cannot be reused. Similarly, University of British Columbia (UBC), received funding to hire a Reuse Initiative Coordinator and will be wrapping up a 2-year pilot in 2023 with [Rheaply](#) as a platform supporting the reuse of furniture, lab, and research equipment, with possibility for extension of use to other external stakeholders. The City of Ottawa also embraced reuse this year by contracting a local social enterprise to purchase the City's second-life IT hardware and redistribute it to community members in need. Leveraging reuse practices to reduce waste is certainly nothing new; however, this year we saw a multitude of Canadian public sector institutions actioning meaningful initiatives to enable reuse on an ongoing basis.



2. Circularity – Beyond Waste Reduction

In 2022, circularity has been at the forefront of many discussions driving the environmental pillar of sustainable procurement. Circular principles can be applied to reduce waste, but also to help us reduce greenhouse gas (GHG) emissions, mitigate risks to biodiversity, and lessen pollution. A functioning circular economy can also foster new economic development opportunities. [Municipal World](#) published an article stating that solid landfill waste, second only to buildings and transportation, is the largest contributor of municipal emissions. Thus, there is a significant opportunity for the public sector to adopt circular principles into spending to reduce waste and support climate action. 2022 also saw the first iteration of [Circular Economy Month](#) in October, organized by the Circular Innovation Council (CIC). The campaign focused on educating Canadians, governments, and business on the many cross-cutting benefits of the circular economy and encouraged the purchase of more circular and low-carbon goods and services. Internationally, the global [Circular & Fair ICT Pact](#) (CFIT) was launched as an action under the Sustainable Public Procurement Programme of the UN One Planet Network. The CFIT is open for any organization looking for guidance to make their IT purchases more circular.



3. Low Carbon Construction – A Strategy for Tackling Rising Emissions

In November, the World Economy Forum released a sobering [statement](#): global carbon dioxide (CO₂) emissions from fossil fuels and cement hit a record high in 2022. While global CO₂ emissions have remained relatively steady since 2015, they must begin rapidly declining to reach a state of net-zero by 2050 to limit warming to below 2 degrees Celsius. One area of high impact is capital infrastructure development, with 13% of global annual emissions coming from the embodied carbon of cement, steel, and aluminum. In Canada, the public sector is responsible for releasing 8 million tonnes of GHG emissions annually associated with construction materials, according to a [Clean Energy Canada Report](#). In response, the Federal Government, under its Policy on Green Procurement, has released a new [Standard on Embodied Carbon in Construction](#), which sets minimum requirements for the procurement of design and construction services to disclose and reduce the embodied carbon footprint of major construction projects. Several CCSP members are also mobilizing on this call to low-carbon and net-zero. The District of Saanich is designing a new firehall to be made of wood (a naturally lower-carbon material) and meeting the LEED Platinum standard with a net zero construction target. The City of Brampton completed a procurement to retrofit a major recreation center to become the City's first zero-carbon facility. The City of Charlottetown also has a City Works Building under construction that has been specified to meet net zero targets.



4. Hop on Board – Electrification Leading the Transportation Market

This year we continued to witness Canada's transportation market transformation towards electrification across all types of vehicle classes. It's exciting how commonplace it has become to see CCSP members advancing their green fleet strategies and planning purchases of electric vehicles (EV's), transit buses, and even firetrucks. Notably, the City of Winnipeg completed a tender in 2022 for 16 heavy duty low floor zero emission transit buses, which was made possible by funding from the Canada Infrastructure Program (ICIP) Public Transit Infrastructure Fund. The City of Kelowna grew their zero-emission fleet to account for 20% of their light duty/passenger vehicles. All cars in the District of Saanich municipal fleet are electric, with two electric trucks delivered in 2022 and a Zero Emissions Fleet strategy underway to be completed in 2023, in order to meet their zero emissions fleet targets. The City of Saskatoon ran a successful electric transit bus trial, which demonstrated significant potential for life-cycle cost savings and GHG reductions. Canada's Federal government is also invested in increasing the amount of EV's in the country. Two announcements were made on this topic to close out 2022; the opening of Canada's [first large-scale electric vehicle plant](#) owned by General Motors (with DHL Express Canada as its first customer), and the announcement that one fifth of all passenger cars, SUVs and trucks sold in Canada starting in 2026 will need to run on electricity under new regulations from the Environment Minister. These calls to action reflect an overall shift in the market that will increase the availability of EV's and their related technology and infrastructure.



5. Supplier Portals – Operationalizing Social Procurement

Social procurement, and particularly supplier diversity and JEDI (justice, equity, diversity, and inclusion) considerations, have been steadily on the rise in the last couple years; coming up to par with the longer standing environmental pillar. In 2021, we saw a trend around organizations defining their commitments to social procurement. This year we saw many procurement practitioners build on those commitments by implementing tools to connect directly with social value suppliers. Enter the supplier portal! Several organizations have begun using third party supplier directories, or building their own, to facilitate quick access to a master list of social value suppliers. For example, York University has set up a [publicly facing directory](#) of local social value vendors (some certified as diverse suppliers); and the City of Edmonton is currently conducting an inventory of their current supplier base to identify all local and social value suppliers within their procurement system. The University of Toronto has also implemented a diverse supplier portal as part of their efforts to support diversity in their supply chain. Notable third party software's offering directory services include [Tealbook](#), [Supplier.io](#), and [B2Gnow](#). Of course, don't forget about Canada's various diverse supplier councils offering already established directories, such as: [CAMSC](#), [CCAB](#), [CGLCC](#), and [WBE](#) to name just a few.



6. Local Procurement – Fostering Community Recovery

The pandemic shed light on the importance of supporting the people in our supply chains and stewarding local economic resilience. According to Statics Canada, most local businesses are small to medium sized enterprises (SME's), which make up approximately 98% of all businesses in the country and employ about 86% of the labour force. Municipalities have been key leaders in supporting the economic recovery of their communities by injecting spending into local SME businesses to create employment opportunities. While local purchasing can occur at all levels of spending, public institutions must adhere to Trade Agreement rules. That being said, there's a lot of opportunity for spending under Trade Agreement thresholds. We've seen an increasing focus on local "visible services" in the community like events, public art, wood reclamation, landscaping, and even local food. The Province of BC has set up a searchable BC food and beverage [product database](#) connecting institutional and commercial buyers with BC producers and processors. Beyond under-threshold spending, Canada's public sector is making a concerted effort to engage with the local vendor community, by building local considerations into procurement processes. The District of Squamish's Procurement team and Economic Development department are collaborating to build relationships with the local business community and have set-up an advisory board to discuss economic recovery after COVID-19. Additionally, the City of Regina completed an extensive consultation process with local stakeholders and developed criteria that can be used for local procurement and Community Benefit into their RFX templates.



7. Indigenous Procurement – Building Relationships and Committing to Increased Spending

Public organizations are increasingly looking to their procurement activities to advance reconciliation with and actively support the economic vibrancy of Indigenous peoples. In September of 2022, the CCSP hosted a session on Indigenous procurement, which garnered the largest audience at a Peer Exchange ever, demonstrating the public sector’s strong desire to learn and enact meaningful change in their institutions. This interest may be in part due to the 2021 release of the Federal government’s [Procurement Strategy for Indigenous Business \(PSIB\)](#) which sets a government-wide mandatory target that at least 5% of Federal spend go toward Indigenous business. Other stand-out points from the PSIB include mandatory set-asides, opportunities for Indigenous sub-contractors, an improved reporting framework, and mandatory training for the Federal procurement community. Many CCSP members furthered their progress on Indigenous procurement, with much focus on concerted efforts to engage and build relationships with Indigenous communities and businesses. The University of British Columbia updated its [UBC Food Vision and Values](#) to include Indigenous supplier considerations. Yukon government is seeing success stories from implementing the measures in its 2020 First Nations Procurement Policy. City of Saskatoon increased its Indigenous spend target to 5%, which would equate to approximately \$17M in Indigenous procurement spend and attended tradeshows with Indigenous vendors. The City of Edmonton established an advisory committee to help inform the creation and approval of their Indigenous Procurement Framework. Likewise, the City of Regina held numerous workshops with Indigenous stakeholders in anticipation of creating an Indigenous Procurement Policy in 2023.



8. Canada’s Rising Fair Labour and Trade Legislation – Beyond a Supplier Code of Conduct

The complexity of globalized supply chains can make it challenging for businesses to identify exploitation and forced labour. However, over the past few years, Canada has been implementing an increasing number of measures relating to modern slavery. While the issues underlying the regulations aren’t new, there are upcoming implications for organizations with international supply chains. Simply having a Supplier Code of Conduct (SCC) will no longer be enough for [certain types of organizations](#). The “Canadian Modern Slavery Bill”, or [Bill S-211](#) will enact the Fighting Against Forced Labour and Child Labour in Supply Chains Act. The Bill is likely to pass in 2023 and come into full force in 2024 along with reporting requirements. Another notable legislation of late is the United States-Mexico-Canada Agreement (USMCA). The USMCA prohibits the importation of goods produced in whole or in part by forced or compulsory labour from any origin and was made law in Canada in 2020. In tandem with the implementation of the USMCA, Canadian companies that are sourcing directly or indirectly from Xinjiang, China are now required to sign an [Integrity Declaration](#) on Doing Business with Xinjiang Entities prior to receiving services and support from the Trade Commissioner Service. These legislations are signaling to organizations that it will be critical to implement more fulsome risk assessments within their supply chains, either using third party software, auditors, or issuing supplier self-assessment questionnaires.



9. Strategy and Action Plan – Formalizing Sustainable Procurement Activities

A Strategy and Action Plan is an important element of a sustainable procurement program. It outlines the long-term vision for an organization's program and provides a clear course of action for implementing and managing it. In 2022 we saw a surge of effort being put towards developing and approving Strategies, Frameworks, and Action Plans for Sustainable Procurement. This is a clear indication that the public sector is moving towards formalizing sustainability procurement activities, which can often be ad-hoc, decentralized and off the side of staff desks. City of Winnipeg invested much time and effort into developing its three-year [Sustainable Procurement Action Plan](#), outlining priorities and key activities across environmental, ethical, social, and Indigenous pillars. The City of Brampton passed a [Sustainable Procurement Strategy](#) through its City Council that commits to three key principles and recommended policies staff will develop in the coming years. The City of Charlottetown sought funding from the Canadian Federation of Municipalities specifically to hire a consultant to work with them in creating a Sustainable Procurement Strategy and Action Plan to provide direction on building out a best practice program. The higher education sector is making similar moves, with the Ontario Colleges Purchasing Managers Association publishing a Request for Proposal looking for a consultant to build a Sustainable Procurement Framework and supporting implementation tools for their 24 member colleges.



10. Professional Services – Activation on a New High Impact Procurement Opportunity

Putting together a HIPO (High Impact Procurement Opportunities) list, is a helpful method for organizations to keep track of significant purchasing categories and forecast their upcoming spend to identify procurements where sustainability should be prioritized. One purchasing category we noticed getting more attention this year was services, more specifically, professional services. These include things like financial and legal services, training, consultants, marketing, and the like. While it may seem more intangible to think about the sustainability of a service offering when compared with the purchase of a physical product, there are still significant social, Indigenous, environmental, and ethical risks and opportunities to be found. Simon Fraser University (SFU) has been working on putting together a pre-qualified list of organizational development, leadership, and workshop consultants using a heavy weighting on JEDI (justice, equity, diversity, inclusion) criteria. Similarly, the City of Mississauga is updating their Supplier Leadership Questionnaire to include questions tailored for consulting services providers. Furthermore, NSF, an international non-profit public health and safety organization with many leading sustainability standards, is also focussing on professional services. They are currently close to wrapping up the development of [NSF/ANSI 391.1 General Sustainability Assessment](#) for professional service providers, focussing on: positive environmental impact, economic and corporate governance, social equity, and supply chain diversity and sustainability. Once published, NSF/ANSI 391.1 will be a new third-party certification that buyers can look for to verify that their suppliers have met high sustainability standards.



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 having 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.

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

Benchmarking Results

Member	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 Regina										
City of St. Albert										
City of Saskatoon										
City of Vancouver										
City of Whitehorse										
City of Winnipeg										
District of Saanich										
District of Squamish										
Halifax Regional Municipality										
BC Lottery Corporation (BCLC)										
Government of Yukon										
Saint Lawrence College										
Mohawk College										
Northern Albert 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)										
University of Toronto (U of T)										

= not yet started or just beginning = some progress made = in progress = fairly well developed = well developed with solid experience

MEMBER PROGRAM DEVELOPMENTS

Every year CCSP members take action and progress their maturity across the 10 program elements.

Below we share some of the main accomplishments from members in 2022.

Strategy & Action Plan

- The City of Brampton established and received Council endorsement on a Sustainable Procurement Strategy, formalizing their previous efforts and guiding a way forward.
- The City of Charlottetown received funding from the Canadian Federation of Municipalities' Green Municipal Fund to contribute toward hiring a consultant to create a Sustainable Procurement Strategy and Action Plan to kickstart the development of their program.
- The City of Winnipeg created both a Sustainable Procurement Action Plan and a Framework for Social Procurement, as a result of much internal and external stakeholder consultation throughout the year.
- The City of Saskatoon adopted a new Strategic Plan (2022-2025) which includes specific outcomes for economically viable, environmentally safe, and socially conscious procurement under the Pillar to Deliver Excellence in Core Services and Operational Priorities.



Staffing & Resources

- BCLC brought on a Senior Specialist of Social Purpose and Sustainable Procurement to lead the organization's implementation of their recently adopted Sustainable Procurement Policy and Action Plan, and to integrate BCLC's Social Purpose into its procurement practices.
- The City of Edmonton created a Sustainable Supply Chain role, filled internally by a key member of the procurement team, to have a more dedicated focus on updating policies, tools, and processes to reflect the City's evolving sustainable procurement commitments.
- The City of Regina's Council approved two net new positions dedicated to Indigenous Procurement Policy and Sustainable Procurement, which will be hiring in 2023.
- The District of Squamish's procurement team re-organized for great impact and now two staff are well engaged and ready to move forward on sustainable procurement.
- Thompson Rivers University (TRU) made significant progress in establishing the Terms of Reference for its Sustainable Procurement Subcommittee. They attracted new members beyond sustainability and procurement staff and identified the UN Sustainable Development Goals as a framework for prioritizing sustainability in purchasing.



Policies

- BCLC officially approved its Social Purpose and Sustainable Procurement Policy after being developed with an external consultant and updated with input from its Board of Directors.
- Staff at the City of Brampton got the go-ahead from City Council to begin the development of a Fair Wage Policy and Community Benefit Policy to support priorities from its Sustainable Procurement Strategy.
- The City of Edmonton updated and received Council approval for its Sustainable Procurement Policy to include considerations for Indigenous Procurement, after consultations with an Indigenous Advisory Committee.
- The City of St. Albert formally approved its Sustainable Procurement Directive and supporting Social Procurement Guidelines.



High Impact Procurement Opportunities (HIPO)

- The City of Charlottetown has been building out its HIPO list by pre-identifying categories with high spend and high potential for sustainability impact so once their Sustainable Procurement Strategy and Action Plan is approved, they can get started with piloting sustainability right away.
- Mohawk College identified swag as a key category of focus in 2022. The Sustainability Office began developing a Sustainable Swag Guide in collaboration with the Student Life department, a significant swag purchaser. The impact of this Guide will grow once shared out more widely.
- The City of Ottawa worked on finding opportunities where they can shift spend to social enterprises. Ongoing work with Centre for Social Enterprise Development (CSED) has identified upwards of \$450,000/month of spend has the potential to transition to social enterprise businesses (focussed on catering, translation, summer camp, and landscaping).
- The District of Saanich has been putting focus on spend categories with the largest greenhouse gas (GHG) emission sources, like fleet and buildings, and ensuring to include sustainability criteria in related purchases.
- The University of British Columbia (UBC) launched a program focussing on the purchasing category of business travel. Various research and engagement activities were used to create a new policy, guide and website to promote more sustainable travel.



Procurement Procedures

- City of Vancouver's Supply Chain Management team implemented a new e-sourcing software in 2022. Sustainability has been preliminarily included, but the City is excited to explore the further potential the new system brings.
- The City of Kelowna developed an internal checklist for use with procurements to ensure consideration of sustainable factors.
- The District of Saanich implemented an informal flag as part of its procurement process for a business unit to consult with sustainability staff, when a project is initiated to replace "like for like" for a fossil fuel powered piece of equipment. This allows barriers or opportunities to electrify to be explored.



Tools

- Halifax Regional Municipality developed Social Value (SV) Questionnaire to attach to procurements, and is weighted at 10%. It has already been leveraged on a number of procurements.
- The City of Kelowna hired a consultant to create a Sustainable Tendering Tool Kit, which provides more tailored criteria for various procurement categories. This has allowed the City to expand on its previous generic sustainability language and increase the impact of the sustainability score.
- The City of Ottawa updated its Sustainable Procurement Guideline to promote department specific action on department specific goals. Tools within the new Guideline are more granular and encourage sustainability considerations early in the procurement process, including a Total Cost of Ownership (TCO) tool.
- Simon Fraser University's (SFU) Circular Economy Working Group developed a new online tool called SFU Marketplace, which will help facilitate the reuse of assets so university staff can avoid purchasing new items.



Training & Engagement

- The City of Regina has begun training for all procurement staff on the City's updated Energy and Sustainability Framework, Strategic Priorities, and Sustainable Procurement.
- Three staff from the City of St. Albert completed the Social Procurement Certificate training from Buy Social Canada.
- Thompson Rivers University (TRU) went live with their updated Purchasing Share-point website, which contains educational resource for staff and faculty on how to buy sustainably for 20-30 product categories. Additionally, the Sustainability Office and Procurement team have been delivering 2-3 workshops per year for client department staff.
- All University of Calgary Supply Chain staff completed an Introduction to Sustainability online course, offered through the university. Those who are part of the SCM Sustainability Group completed an additional course: Introduction to Environmental Management.



Measurement & Reporting

- As a result of participation in the CCSP Working Group, BCLC evaluated and updated its sustainable procurement KPI's and incorporated them into the corporate wide ESG Framework.
- The City of Brampton developed a measurement and reporting framework for the new Supply Chain Diversity program which tracks the number of certified diverse suppliers registered with the City, invited to bid, awarded, and the value of contracts. The City first created a baseline and now reports quarterly.
- Halifax Regional Municipality implemented requirements for staff to indicate in their Award Reports whether Social Value was included; increasing accountability as rationale must be provided for not including it.
- The City of Nanaimo submitted its first sustainable procurement report to Council by consolidating the data from its Bid Close-out Forms which are completed by procurement staff. The Form is used to record sustainability features of the procurement once awarded.
- The City of Ottawa created a new internal dashboard to identify and track the number of contracts and spend going towards social enterprises.



Supplier Engagement

- City of Vancouver undertook a robust engagement process with Indigenous architects, community connectors and artists to inform the design of a decolonized and culturally relevant selection process for an Indigenous Design and Engagement Team to work on a Women's Legacy Project multiuse building. Based on this work, an Expression of Interest will be going to market in 2023.
- The University of British Columbia (UBC) updated its [Zero Waste Food Ware Strategy](#) and related policies and held a series of engagement events in 2022 with their food service providers to build awareness of the new requirements.
- In anticipation of creating an Indigenous Procurement Policy in early 2023, the City of Regina has been conducting extensive engagement this year with the Indigenous community through a series of workshops with a newly formed Indigenous Procurement Advisory Committee.
- The City of Saskatoon made updates to its external webpage for suppliers to include a section on Diverse Procurement and its Indigenous Procurement Protocol. The City has been engaging with Indigenous business through tradeshows with local vendors and Indigenous Business gatherings.
- The Government of Yukon has an established website, available publicly, dedicated fully to resources and information about Indigenous Procurement and also hold an annual reverse trade show along with community engagement visits with the Indigenous supplier community.



Leadership & Collaboration

- The City of Mississauga became a member of the Canadian Council for Aboriginal Business (CCAB) to support its upcoming efforts in updating its Sustainable Procurement Policy to include Indigenous considerations.
- St. Lawrence College is an active member of the Ontario Colleges Procurement Management Association (OCPMA), who in collaboration with the OECM embarked on developing and posting an RFP to develop a sustainable procurement program that can be leveraged by all 24 OCPMA colleges.
- Sheridan College participated in several external working groups in the sector, including the OCPMA Sustainable Procurement Working Group, with St. Lawrence College.
- The University of British Columbia participated in several external groups and programs including Feed BC, group buying organization BCNet, and other local initiatives to help reduce waste and single use packaging like Vancouver's [Mug Share Program](#) which helps reduce the purchase of single use cups.



1. City of Charlottetown's First Net Zero Building is Underway

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Charlottetown needed to build an additional their City Works Building and were conscious of the risk of using traditional construction methods with long-term emissions impacts. Thus, they saw an opportunity to invest in a net zero emissions building. Since the majority of this proposed buildings' footprint would be storage and open space for vehicle parking, the City determined this building as an ideal case for a net zero target, as minimal energy operations were required. Despite the higher upfront cost, the City of Charlottetown decided to invest in a net zero building to minimize the emissions and achieve long-term savings from operations in the upcoming decades.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

Buildings owned by the City of Charlottetown are traditionally designed to meet national building standards, selecting the lowest cost bids each time. However, the City decided to look into higher performance standards to contribute to the City's goal of becoming carbon neutral by 2050. The Public Works Department owns and operates city buildings and were a critical stakeholder in the design stage. They provided a detailed analysis to determine the investment required to improve the building envelope, and a financial analysis of solar panels and annual energy costs. Because of the size and the intended use of the space, it was decided and approved by City Council that this would be the ideal net-zero building. An architectural firm was hired, through an RFP process, to design and prepare appropriate construction tenders with sustainability and net zero criteria incorporated.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Despite a steep learning curve to develop a net zero building with new sustainability systems (such as geothermal walls), the City of Charlottetown felt confident in investing in their sustainability efforts to minimize GHG emissions. This building has low energy needs which can be met with the onsite solar panels. The City of Charlottetown anticipates that the project will cost approximately \$1 million more than a standard building; however, annual energy savings are estimated to be about \$29,000 per year (150 tonnes of GHG emissions reduced each year), which will equate to a payback period of approximately 32 years. This building is still under construction, but the City of Charlottetown is excited to meet its GHG reduction and energy-efficient building goals with its first net-zero building. After completing their project, they are looking to share lessons learned to encourage other cities to invest in self sufficient, net zero buildings.

2. Government of Yukon Increases Yukon First Nations Participation in Procurement Process

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In 2022, Macaulay Lodge, an old building owned by the Government of Yukon, located in the traditional territory of the Kwanlin Dūn First Nation and Ta'an Kwach'an Council, needed to be demolished. The demolition contract provided an excellent opportunity to partner with local Indigenous businesses. To support Indigenous partnerships and deliver on opportunities like this, the Government of Yukon introduced a [Yukon First Nation \(YFN\) Procurement Policy](#) in 2020. One of the Policy's measures is the Bid Value Reduction (BVR), which is a mathematical way to re-rank bids to increase the competitiveness of bids submitted by YFN businesses or vendors who have commitments to hire YFN people.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The Government of Yukon posted a Public Tender for the demolition contract at a value of over \$800,000. Knowing that this tender had the potential to receive YFN bids, the Government engaged with the YFN Business Registry to gain knowledge of businesses that could participate in this service category and make them aware of the opportunity. In the case of this tender, which was a price only evaluation, the results were altered by the BVR. The tender had five compliant bidders; the three lowest priced bidders and their related BVR's are summarized below:

Contractor	Original Bid	BVR	Evaluated Bid Price
1 – Out of Territory	\$760,665.00	\$0.00	\$760,665.00
2 – Out of Territory	\$780,000.00	\$14,250.00	\$765,750.00
3 – Local YFN owned business	\$826,701.11	\$105,255.17	\$721,445.94



Contractor 1 was an out of territory business that made no commitments to hire YFN people or use YFN subcontractors. Contractor 2 was also out of territory but did make a commitment to hire YFN people, so they received a BVR based on the value of work going to those YFN employees. Contractor 3 was a local 100% owned YFN business that committed to employ a large number of YFN people in the contract; therefore, receiving a significant BVR. With the BVR in place, the YFN owned businesses became the lowest cost bid and were successfully awarded the contract.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

This tender demonstrates a successful application of one of the YFN Procurement Policy measures, which made it possible to award to a vendor that will bring immense local economic value. Without BVRs the contract would have gone out of the territory to a business which did not benefit YFN in any way. This resulted in the Government paying an 8.6% increase in cost, however the economic development and employment benefits to the YFN outweigh this price increase. The project meets the principles and objectives of the YFN Procurement Policy and advances the economic self-reliance of the YFN people, which ties into Yukon's Chapter 22 Commitments under the [Umbrella Final Agreement](#).

3. Responsible Sourcing from Start-to-Finish with the City of Nanaimo's Light Fixtures

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Lighting in three of the City of Nanaimo's recreation facilities was reaching the end of its life and required an upgrade to LED fixtures. The amount of waste that would be created from the disposal of their old lighting and the installation of the new lighting didn't sit right with the City and their sustainability efforts. They identified an opportunity in their procurement process to minimize the amount of waste sent to landfill. They published a tender with mandatory sustainability criteria that would reduce the amount of landfill waste generated from replacing their lighting.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The City of Nanaimo included several mandatory sustainability requirements for Bidders to respond to. For the new lighting packaging, they required that there were no foam materials used nor excessive use of plastic packaging. Any packaging used to avoid breakage during transportation needed to be made of a material that can be recycled within the City's recycling streams, with an emphasis on environmentally preferable materials such as recycled content and renewable or biodegradable materials such as wood or paper.

They required contractors to be responsible for the proper separation and recycling of the old lights and fixtures that were at their end-of-life to avoid materials entering the landfill. To ensure compliance, contractors needed to provide documentation proving the responsible recycling processes were used. The City of Nanaimo also asked for a list of any conflict minerals and hazardous substances for disclosure and transparency.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The City of Nanaimo received multiple bids, which showcases that lighting suppliers have the capacity and capability to provide green packaging and proper disposal of products. Considering how well received their Request for Bid was, Scott Pamminger, City of Nanaimo's Infrastructure Planning and Energy Manager, realized that including more sustainable elements from start-to-finish on projects is a great way to reduce their waste impacts and carbon footprint.

4. City of Ottawa's Digital Hardware Finds New Life While Serving the Community

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In October 2021, Information Technology Services (ITS) reached out to Supply Services to explore how the City's end-of-life laptops could be disposed of in a way that benefitted the Ottawa community. Supply Services sought advice from the City's Integrated Neighbourhood Services Team (INST) and community partners, including the Ottawa Community Foundation and United Way East Ontario. All three recommended connecting with the Social Planning Council of Ottawa (SPC).

SPC is part of a group of local non-profits and community groups, called Digital Equity Ottawa, who combine their efforts to improve access to technology for Ottawa residents. Rather than disposing of the hardware using traditional e-waste services, the City took the opportunity to partner with community groups to give new life to IT equipment and improve digital access for the residents of Ottawa.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

profits. Over a series of meetings between various stakeholders, including the City's Supply Services, IT, and INTS teams as well as SPC and its affiliate groups, a pilot project was developed. This resulted in a contract for the sale of 30 decommissioned laptops, for \$1 each, to the SPC in March 2022.

The City's IT Security team decommissions the laptops to mitigate any potential IT security risks, while SPC adds necessary software and runs an application process to give laptops away to individuals and community organizations in need. By September, another 150 laptops were sold to SPC, and the City expects to make this a quarterly transaction.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

By making available the City's end-of-life hardware (laptops and desktops), this partnership is addressing a genuine need in the community, breaking down the digital divide, working to counter social isolation, and making a host of digital City services available. Not only does the program aid in wellness for community members, but it also provides a second life for City hardware and speaks to the City's priority of environmental stewardship. The SPC and its partners serve many equity-deserving groups such as new Canadians, Indigenous peoples, seniors and youth, and folks with disabilities or other visual minorities, as well as households in poverty.

While the City's IT department owns this series of transactions, it would not have been possible without the strategic advice of INST and Supply Services. Both the City's and community partner's willingness to try something new and the time and effort invested by stakeholders made this a success.

5. City of Saskatoon Uses Sustainable Transportation Infrastructure to Honour Indigenous Heritage

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Each June to coincide with Indigenous History Month and Indigenous Peoples Day, Saskatoon Transit has been unveiling a bus shelter displaying Indigenous artwork. To date, Saskatoon Transit has installed four bus shelters incorporating Indigenous art, the most recent being on June 22nd, 2022. Additionally, 60 Heritage Bike Racks have been installed to honour Indigenous history and cultures. These bike racks and bus shelters added local cultural significance and meaning to the City, replacing standard racks and shelters.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The bus shelters project was co-led internally by Saskatoon Transit and Indigenous Initiatives, who collaborated with the Saskatoon Survivors Circle and an Indigenous artist to develop the artwork.

Each year, different community groups are engaged in the design of the shelter released in that year. All contracts were sole sourced.

The bike racks project was led by the City's Urban Design and Indigenous Initiatives sections, who worked with First Nations Elder Harry Lafond and Métis Elder Senator Nora Cummings to identify meaningful symbols to demonstrate respect for Indigenous histories. Two sole source contracts were completed with the Saskatchewan Indigenous Cultural Center and Gabriel Dumont Institute. These groups wrote interpretive signs and plaques that were posted near the bike racks to add historical meaning and information about the project. The City then used an Open Competition process to select a supplier to manufacture and install the bike racks.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

These initiatives support the Truth and Reconciliation Commission (TRC) of Canada's Call to Action No. 79, which calls on Canadians to participate in commemorating the contributions and histories of Indigenous peoples. They also encourage more active and sustainable transportation infrastructure.

The bus shelter artwork from 2022 is the result of a collaboration between the Saskatoon Survivors Circle and an Indigenous artist, who worked to capture the reflections of Survivors using visual art. They sought to tell the story of their past, including the atrocities of residential schools, the Sixties Scoop, and those resulting from the child welfare and foster care system. The artwork is also intended to capture the Survivors' hopes for the future.

6. City of Winnipeg Advances Sustainable Transportation Through a Transit Overhaul

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Winnipeg has a comprehensive plan to reduce greenhouse gas (GHG) emissions and to transition to a zero-emission fleet by 2050. Advancing sustainable transportation through the utilization of zero-emission transit buses has been identified as a key strategic opportunity for the City to achieve their goals. In September 2022, Winnipeg invested \$33 million to issue a tender and to purchase up to 166 heavy-duty low-floor zero-emission transit buses. Currently, Winnipeg operates a fleet of 639 buses, consisting mostly of 40-ft heavy-duty diesel buses and several 60-ft and 30-ft heavy-duty diesel buses.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The City of Winnipeg issued a tender for this project after receiving funding from Canada Infrastructure Program to revamp its transit system. The target award date was before the end of the 2022 calendar year, which resulted in a short timeline for developing the Tender documents and vehicle specifications.

Despite a short open bid period of 8 weeks, the City of Winnipeg needed to work collaboratively with multiple departments across the City to address challenges. The tender included four different vehicle models and technical specifications for two different propulsion systems, which added complexity to the tender and resulted in a high number of questions submitted by potential bidders. With the short open bid period, the City needed to be prepared to increase responsiveness to the bid. To minimize potential vehicle performance and reliability issues, Winnipeg Transit consulted with Materials Management and Legal Services to develop Terms and Conditions based on the current technology readiness level. Winnipeg Transit and Materials Management decided to award by section which resulted in an award to New Flyer Industries.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Winnipeg's Transit Fleet Project will be testing a mixed fleet of 16 long-range zero-emission buses, including battery electric and fuel cell electric, to allow City of Winnipeg to gather data and to determine the most beneficial methods to support the City's fleet transition. These first 16 buses are already expected to make a big impact. The switch to zero-emission vehicles will eliminate over 1350 tonnes of CO₂e per year, with a lifetime reduction of 24,000 tonnes of GHGs. By switching over to the new buses, nitrogen oxide, volatile organic compounds and particulate matter will be eliminated. This will improve air quality for people who live, work or travel near the Winnipeg transit network, and improve the health and safety of employees.

7. Halifax Regional Municipality Demonstrates Their Commitment to Social Value Through Procurement

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Winnipeg has a comprehensive plan to reduce greenhouse gases (GHG). Halifax Regional Municipality (HRM) identified an opportunity to gain social value through their tendering process, but wanted to find a method that wasn't too cumbersome to vendors and wouldn't delay the award process to time sensitive procurements. Collaboratively across the municipality, they developed a Social Value (SV) Questionnaire to be able to collect information from potential suppliers around inclusive employment opportunities, work experience programs, diverse supply chains and environmental impacts. Social value is required to be included in tenders valued at or above \$1.25 million. Held accountable by Regional Council and their priorities for social value, HRM staff must provide justification if they did not include social value in the tender.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

HRM applied the SV Questionnaire in a recent tender for waste collection from municipal facilities. HRM allocated 10 points to social value, and the remaining 90 points to cost. HRM staff were happy to learn that there was just as much interest from vendors by including the SV Questionnaire. Two vendors responded to the Request for Tender; one scored 7/10 and provided the lowest cost, but they failed to provide the required supporting documentation to support their evidence on social value initiatives. The vendor called Re-Group, however, was able to achieve 10/10 with the inclusion of their company's social value initiatives.

The SV Questionnaire includes 5 questions:

Does your organization currently have strategies or policies around inclusive employment practices to ensure you are providing employment opportunities for individuals or groups with barriers to employment?

Does your organization offer paid work experience programs?



Do you have a strategy for how you will ensure a diverse supply chain (including subcontracting where applicable) that is accessible to all types of business, including where appropriate businesses owned by Equity-deserving Groups, social enterprises, and/or small sized businesses in the delivery of this contract?

Do you have a third party certification from any organization verifying social impact or membership of any organization verifying diverse ownership?

Do you have a strategy to reduce energy use and carbon emissions and/or increase the use of renewable energy, reduce or reuse waste, reduce the use of hazardous substances and/or promote the use of environmentally certified products during the delivery of the contract?

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

HRM had a successful tender with Re-Group while using their SV Questionnaire in the tender. They found that it was helpful to have the accountability of HRM Council, and to have the Questionnaire already developed. By consulting and educating the vendor community within the last year, HRM has found that most vendors are now receiving a full 10% score on the social value response. It was also important to work with vendors to further their understanding on social value and on how they can improve their scores next time. The success of awarding a vendor that demonstrates priority in social value such as Re-Group, shows HRM's commitment and dedication to social value.

8. SFU Embeds Sustainability in New Public Art Letters

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

This year, Simon Fraser University (SFU) has taken the concept of circular economy to a whole new level with their new public art block letters. Since September 2021, SFU has partnered with ChopValue, a Vancouver-based company that uses recycled chopsticks to engineer homeware, office, and furniture products. SFU has been collecting chopsticks with ChopValue through collection bins at their campus dining services for over a year. Then, SFU's Procurement team and Ancillary Services were ready to upcycle the collected chopsticks into large, vibrant university letters. These letters will be able to showcase the institution's creativity and commitment to sustainability.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

With an already existing business relationship with ChopValue, this project was sole sourced. SFU wanted to reuse the same chopsticks from their campus food services to close the loop on the life cycle of chopsticks. For under \$30,000, ChopValue provided the full suite of collection bin service and engineered and built the custom block letters for the university made with 114,240 recycled chopsticks.

ChopValue's expertise in design and manufacturing allowed for a seamless user experience, from inception to delivery, and their experience in serving public sector clients allowed them to work easily and efficiently with SFU Procurement to ensure that SFU procurement policies were adhered to. SFU needed a reliable supplier that could design and manufacture a stable product that could withstand travel across the campus without posing any health and safety risks.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

By procuring the customized block letters from ChopValue, SFU was able to support the local economy, as chopsticks were sourced on campus, and letters were handcrafted locally. The university's closed loop efforts diverted over 100,000 chopsticks from the landfill and gave them a second life. These legacy letters will last for years to come, while these chopsticks store 170,760kg of carbon, which would otherwise be released into the atmosphere, if sent to the landfill. These letters are mobile and will be travelling across the campus to events and community engagements to add vibrancy and amplify SFU's commitment to sustainability.

9. TRU Demonstrates Significant Sustainability Weighting for Print Services

CONTEXT

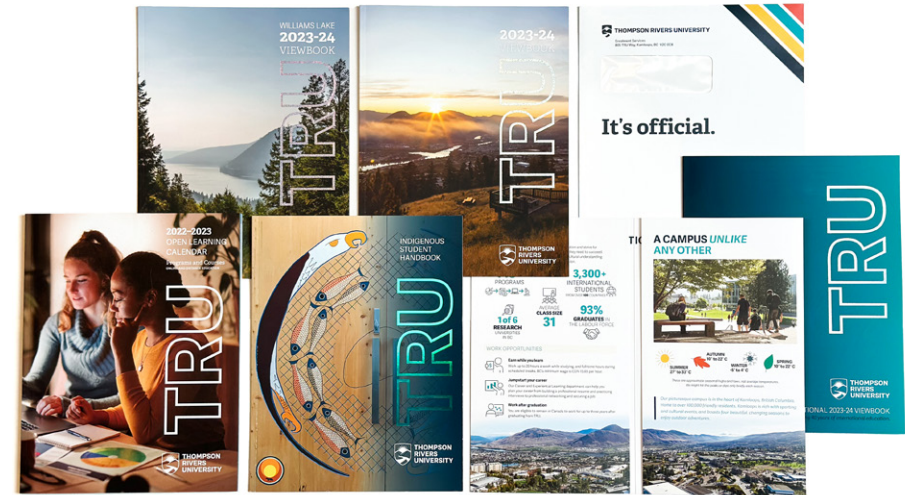
WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Despite the quickly evolving innovation of technology, large institutions such as universities still depend highly on printed materials in their physical spaces. Cost and quality are typically the major deciding factors for this service, but this year Thompson River University (TRU) embedded sustainability criteria into their print services procurement to ensure their spend continues to align with the university's vision and values. TRU spends approximately \$135,000 a year on five to eight procurements for print services, such as marketing materials, course calendars, etc., and would usually bid on each individual project, only taking cost into account. This year, TRU identified the opportunity to consolidate their print services into one five-year contract and update their RFP criteria, allocating 20% of the evaluation to sustainability.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

Proponents were asked to address multiple areas related to environmental, economic, and social sustainability. As the primary user of print services, the Marketing and Communications department understood aspects of print services that could be more sustainable (ink types, paper, printing processing, shipping) and worked collaboratively with the procurement team in determining the social and environmental factors to incorporate into the RFP. TRU also referred to Buy Social Canada's Social Value Menu for guidance on social RFP language.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

TRU awarded the contract to Hemlock Printers Ltd, who have practices that align well with the university's sustainability values and goals. Since partnering with Hemlock Printers Ltd, print materials obtained by the university will be FSC Certified, and carbon neutral, with emission offsets purchased with each print project. Boxes used to ship the print materials are also certified brown kraft and composed of at least 75% recycled content. On the social and economics front, Hemlock primarily utilizes small, local businesses in their supply chain to support the development of the local economy. Hemlock also has a well-established Diversity, Equity and Inclusion Committee that meets bi-weekly to establish company policies such as equitable hiring practices and respectful workplace policies for their employees. TRU found it was essential to have a sustainability champion in the business unit and to keep learning based on outcomes from previous RFPs.

10. BCLC Promotes its Business Values with Sustainable Swag

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

BCLC's Sales & Marketing team found themselves needing to update their available options for promotion goods; things like t-shirts, baseball hats, pens, umbrellas, travel mugs, and water bottles. However, it was acknowledged that there was a lot of dated swag items still left over. So, BCLC started thinking about how they could find suppliers to support the business's needs while also providing more sustainable options and providing a solution for the used swag.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

BCLC issued an RFP with the goal of awarding contracts for two categories of swag, one for traditional products and one for sustainable products. The sustainable swag category included criteria around waste reduction, toxic/hazardous chemicals reduction, GHG emissions reduction, and corporate sustainability leadership, alongside business and product requirements. Overall, seven proponents submitted proposals across the two categories, with the top two proponents in both categories also scoring the highest in sustainability with the most competitive pricing.

Ultimately, BCLC awarded the contract in the sustainable promotional products category to FairWare in Vancouver, a local promotional products company well-known for providing eco friendly, ethically sourced merchandise to North America's changemakers.



IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

In awarding their contract for sustainable promotional products to FairWare, BCLC strategically engaged a supplier who is known for ethical sourcing and sustainable material use. They prioritized creating an easily accessible, sustainable option for staff making purchases: goods with less packaging, manufactured without child labour, and other benefits. FairWare maintains an extensive list of suppliers including local manufacturers, social enterprises, Indigenous owned enterprises, and B-Corp certified companies. A specific trait of FairWare that peaked BCLC's interest was their reputation in managing stale, out of date, or damaged inventory using a hierarchy promoting reuse and recycling. Understanding the excess of products they already had floating around their space, BCLC knew that partnering with a supplier who specialized in repurposing, donation, and product recycling where feasible would be extremely valuable.

2022 CCSP MEMBER REPRESENTATIVES

Cities

ORGANIZATION	NAME	TITLE
City of Brampton	Claudia Santeramo	Manager of Procurement Performance
City of Calgary	Matthew Sutherland	Procurement Lead
City of Charlottetown	Katrina Cristall	Climate Action Officer
City of Edmonton	Roger Lockwood	Director, Procurement
	Hieu Lam	Sustainable Supply Chain Lead
City of Kelowna	Darren Tompkins	Manager of Purchasing
City of Mississauga	Erica Edwards	Manager, Materiel Management – External Services
	Natalie Adams	Sustainable Procurement Specialist
City of Nanaimo	Jane Rushton	Manager, Purchasing and Stores
City of Ottawa	Jennifer McCabe	Procurement Advisor
	Kristie Ritchie	Business Analyst, Strategic Sourcing
City of Windsor	Karina Richters	Supervisor Environmental Sustainability and Climate Change
City of Regina	Tammy Moyse	Manager, Procurement & Supply Chain

ORGANIZATION	NAME	TITLE
City of Saskatoon	Erin Akins	Triple Bottom Line Project Manager
City of St. Albert	Debi Skoye	Social Planner
	Cameron Campbell	Manager, Purchasing Services
City of Abbotsford	Lisa Pryce	Sr. Manager, Procurement
City of Vancouver	Kim Buksa	Sustainable and Ethical Procurement Manager
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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	Tristan Rayner	Manager, Procurement
Halifax Regional Municipality	Jane Pryor	Director, Procurement
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Universities, Crown Corps and Health Care Institutions

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	Colleen Hanlan	Manager, Environment & Climate Change
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BCLC	Jenny Miles	Senior Specialist, Social Purpose & Sustainable Procurement
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Government of Yukon	Edward Claringbold	Procurement Advisor
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Sheridan College	Carol Izzo	Director, Procurement Services

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	Rita Steele	Manager, Campus Sustainability
Thompson Rivers University	Eric Vandermeulen	Procurement Manager
TransLink	Kevin Bonin	Category Manager, Strategic Sourcing
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University of Toronto	Lisa Myre	Social Procurement Strategy Manager
Ontario Northland	Jason Baker	Manager Strategic Procurement
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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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