

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

# ABOUT THIS REPORT

The Canadian Collaboration of Sustainable Procurement (CCSP) is proud to release its 2023 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 2023 to February 2024. 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

Each year, Canadian public sector procurement professionals make momentous efforts to support their organizations in advancing sustainability objectives. Although the industry encounters ongoing challenges, organizations continue to make noteworthy advancements and produce success stories that inspire the sustainable procurement movement throughout the country.

A prominent challenge in 2023 has not only affected procurement departments but rippled through Canada's public and private sectors: uncharacteristic inflation has triggered cost uncertainty amongst public procurement departments, with budgets not adequately adjusting to keep up. Procurement professionals in the public sector are under amplified pressure to drive their organizations' sustainable procurement efforts with limited resources, while trying to encourage cash strapped client departments to continue integrating sustainability into purchasing decisions. Another challenge was the increasing severity and proximity of excessive fires and flooding – climate change is no longer someone else's problem; it's happening in our own communities. Procurement teams have shown resilience in these times however, showcasing the integral role that procurement professionals play in ensuring their institutions remain operational in times of crises.

Despite resourcing barriers, we saw a lot of activation particularly in social and Indigenous procurement with a focus on how to effectively measure impact in these areas and increase supplier diversity. Organizations were also prompted to begin examining their ethical procurement and social compliance practices with the incoming Bill S-211: *Fighting Against Forced Labour and Child Labour in Supply Chains Act*. This year, we were forced to acknowledge

that modern slavery remains a prominent issue in global supply chains, and this will no doubt be an area of reflection and action in the coming year. In response, the 2023 Working Group dove into the Ethical Procurement Pillar and created practical tools for our members to use. Likewise, digitization is becoming a norm in supply chains, with the rising presence of AI, data tracking, and supplier directories. The digital environment is allowing procurement processes to be optimized, more accessible, and will be important to keep an eye on!

This year, the CCSP was thrilled to deliver a diverse range of content in our Peer Exchanges, from social and environmental priorities in construction, to Indigenous procurement, to Tools that enable better decision-making, and Federal Government updates. The member Resource Library continues to grow, providing resources covering the four pillars of sustainable procurement. We also saw a major update to the sustainable procurement program Benchmarking Framework to keep up with evolving industry best practices. As always, the CCSP remains a member-driven network, addressing the basics as well as evolving trends to meet our members wherever they're at in their sustainable procurement journey.

On behalf of the 2023 CCSP Steering Committee, we would like to thank the entire CCSP network for another great year. The CCSP continues to offer a valuable range of resources and support for members and acts as a landmark for sustainability in the Canadian public procurement community. As the year has come to a close, we look forward to sharing the top trends, member stories, and metrics in our 2023 Annual Report. Join us in celebrating the achievements of all our members!

## The 2023 CCSP Steering Committee

**Corinne Evason,**

Sustainable Procurement Liaison,  
City of Winnipeg



**Darren Tompkins,**

Manager of Purchasing,  
City of Kelowna



**Ernesto Castano,**

Associate Director, Procurement,  
University of British Columbia



**Matt Sutherland,**

Procurement Leader,  
Supply Management  
City of Calgary



**Erin MacDonald,**

Senior Procurement Consultant,  
Halifax Regional Municipality



# WHO WE ARE

Founded in 2010, the CCSP is a member-based network of 50 Canadian public sector institutions and over 250 staff representatives working together to align their spending with their values and sustainability commitments. Practitioners 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.

## 2023 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. 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, 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 2023 Steering Committee.

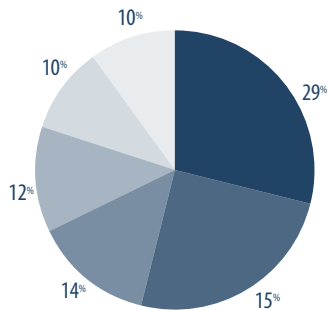


Amanda Chouinard,  
CCSP Program Manager



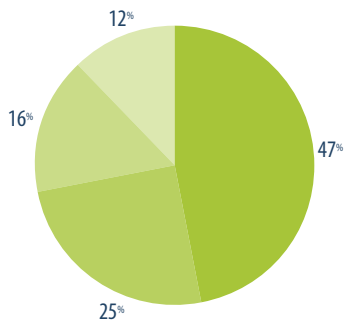
Tim Reeve,  
CCSP Program Director

## Our Network



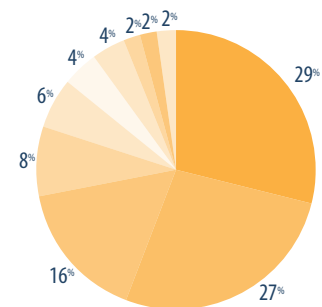
## Time Spent

- 29%** Member Support and Engagement
- 25%** Peer Exchanges
- 14%** Program Management and Steering Committee
- 12%** Marketing and Communications
- 10%** Working Group Facilitation
- 10%** Annual Report



## Sectors

- 47%** Cities
- 25%** Universities/Colleges
- 16%** Crown Corporations
- 12%** Provincial and Federal



## Geography

- |                    |                        |                                     |
|--------------------|------------------------|-------------------------------------|
| <b>29%</b> BC      | <b>6%</b> Federal      | <b>2%</b> PEI                       |
| <b>27%</b> Ontario | <b>4%</b> Saskatchewan | <b>2%</b> Newfoundland and Labrador |
| <b>16%</b> Alberta | <b>4%</b> Yukon        |                                     |
| <b>8%</b> Manitoba | <b>2%</b> Nova Scotia  |                                     |

## Program Impacts

**\$47 BILLION** **796**

Approx. spend on goods, services, and construction

Attendees across 9 Peer Exchange webinars

**15**

Members with a dedicated SP Strategy & Action Plan

**22**

Members with SP embedded into Policies

**16**

Members with SP written into Procedures

**8**

Members with a dedicated FTE SP role

**10**

Members with an established SP Working Group

**17**

Members with some SP Tools in place

**17**

Members have trained procurement staff on SP

**18**

Members currently tracking SP related KPIs

## 2023 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. 2023 KICK-OFF

Jenny Miles, Manager of Social & Sustainable Procurement, BCLC  
Erin Akins, Triple Bottom Line Project Manager, City of Saskatoon  
Jennifer McCabe, Procurement Advisor, City of Ottawa

### 2. INTEGRATING SUSTAINABLE PROCUREMENT TOOLS AND PROCEDURES FOR GREATER IMPACT

Kristie Ritchie, Business Analyst, Strategic Sourcing, City of Ottawa  
Darren Tompkins, Purchasing Manager, City of Kelowna

### 3. ADVANCING ENVIRONMENTAL PRIORITIES FOR CONSTRUCTION & INFRASTRUCTURE PROJECTS

Juhee Oh, Sustainability, WSP  
Ryan Zizzo, Founder and CEO, Mantle Developments  
Penny Martyn, Green Building Manager, University of British Columbia

### 4. FEDERAL UPDATE: STANDARD ON THE DISCLOSURE OF GHG EMISSIONS AND THE SETTING OF REDUCTION TARGETS

Jane Keenan, Director, Treasury Board of Canada Secretariat  
Aline Ribas, Senior Advisor, Treasury Board of Canada Secretariat  
Louis-Philippe Gagné, Manager, Environment & Climate Change Canada  
Jennifer Legere, Senior Policy Advisor, Public Services & Procurement Canada

### 5. ECONOMIC RECONCILIATION: ATTRACTING INDIGENOUS SUPPLIERS

Steph Baryluk, Indigenous Chef, SFU Rooted  
David Hunt, Environmental Social & Governance Procurement, Canada Post

### 6. TRACKING AND REPORTING ON SOCIAL PROCUREMENT KPIS

Chase Smith, Manager of Procurement Transformation, The City of Calgary  
Landon Modien, Leader of Public Value within Procurement Transformation, The City of Calgary  
Corinne Evason, Sustainable Procurement Liaison, The City of Winnipeg

### 7. BUILDING OUR COMMUNITIES UP: ADVANCING SOCIAL IMPACT IN CONSTRUCTION PROJECTS

Brent Brodie, Snr. Procurement Analyst & Project Lead, Strategic Procurement Services, York University  
Austin Lui, Social Planner II, Community Economic Development, City of Vancouver

### 8. WORKING GROUP SHARE-BACK: ADDRESSING SOCIAL COMPLIANCE & HUMAN RIGHTS

Jenny Miles, Manager of Social & Sustainable Procurement, BCLC  
Erin Akins, Project Manager, Sustainability, City of Saskatoon

### SPECIAL SESSION: BUYING BETTER OUTCOMES: ENABLING SUSTAINABILITY WITH GROUP PURCHASING ORGANIZATIONS

Facilitator: Frances Edmonds, Head of Sustainable Impact, HP Canada  
Jim Hadjiyianni, Director of Business Development, OECM  
Darren Tompkins, Purchasing Manager, City of Kelowna  
Dennis Silva, Chief Procurement Officer, BCNET

## 2023 Working Group Investigates Modern Slavery and Social Due Diligence

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.

In 2023, modern slavery became an area of focus in global supply chains, especially with the introduction of the Government of Canada's new **Supply Chains Act**. With this renewed sense of urgency to look into supply chain risk and social compliance, CCSP members chose to dive into the Ethical Pillar of procurement. The Working Group set out to identify which common purchasing categories are at highest risk for human rights violations and what actions public sector organizations can take to mitigate these issues – resulting in the creation of several resources:

1. **ETHICAL PROCUREMENT GUIDE:** defines ethical procurement and describes various practices organizations can take, ranging from beginner to more intermediate, to start addressing ethical issues in your supply chain.
2. **SUPPLIER CODE OF CONDUCT (SCC):** a templated SCC capturing minimum standards recognized by the International Labour Organization (ILO) and other international bodies for suppliers to comply to.
3. **IMPLEMENTATION TOOL:** a 3-in-1 resource including a list of high-risk purchasing categories, a menu of RFX clauses, and a list of Third-party organizations that support this work.
4. **GRIEVANCE & REMEDIATION CONSIDERATIONS:** a short introduction to the concepts of Grievance and Remediation and what to put in place to get these processes started at your organization ranging from lower to higher effort.

## 2023 Working Group Members



Sheridan





# CCSP DEFINITION OF SUSTAINABLE PROCUREMENT

**SUSTAINABLE PROCUREMENT** (SP) embeds relevant sustainability considerations into processes for selecting goods/services and suppliers, 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, including environmental, social, Indigenous and ethical considerations. SP ensures that buyers obtain the best value for money when purchasing more sustainable goods and services from more sustainable suppliers, to support your organization's strategic goals.

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, and giving preference to suppliers who demonstrate corporate sustainability.

## Four Pillars of Sustainable Procurement

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

### Environmental Procurement

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



### Ethical Procurement

Involves reducing modern slavery and forced labour by setting recognized minimum workplace standards for suppliers and subcontractors. This often involves assessing compliance with the **United Nations' Universal Declaration of Human Rights** and the **International Labour Organization's** conventions against child labour, forced labour, and employment discrimination.



### Social Procurement

Fosters diversity and inclusivity by creating economic opportunities for equity-deserving and other target populations. This includes purchasing from local suppliers, suppliers that offer social value, such as non-profits, social enterprises, and diverse suppliers, and mandating other suppliers to deliver on social value through their own corporate practices and services they offer, including living wage and Community Benefit Agreements.



### Indigenous Procurement

Promotes reconciliation through contracting and subcontracting Indigenous businesses, increasing employment and skills development opportunities for Indigenous peoples, and reducing barriers for Indigenous participation 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)**.

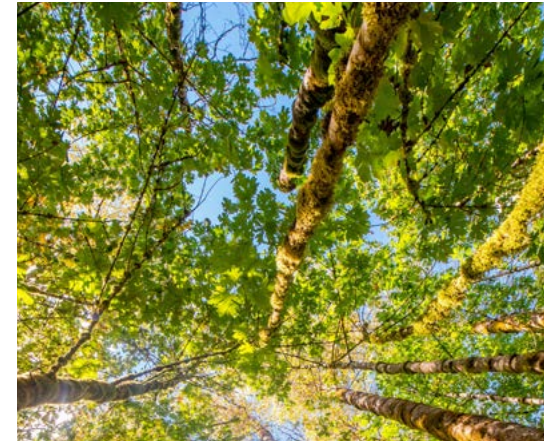


# 2023 TRENDS IN SUSTAINABLE PROCUREMENT

Here is the CCSP's take on 10 trends over 2023. 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.

## TREND 1. The Rising Tide on Biodiversity – Time to Protect our Natural Defenses

Following the adoption of the **Global Biodiversity Framework** at COP15 in Dec. 2022, **Greenbiz** took a stand that “Biodiversity is on track to becoming sustainability’s hottest topic of the year” for 2023. Biodiversity – the variety of all life on Earth, from bacteria to entire ecosystems – is heralded by the UN as our strongest **natural defense against climate change**. Biodiversity is a key regulator of natural ecosystems; the life-support system of our planet, critical for agriculture, water, and clean air, all supporting the global economy. This year, we saw a wave of activities from regulatory bodies formalizing frameworks and urging commitments to protect the diversity of our natural environment. The UN published the **High Seas Treaty**, protecting the marine environment’s biodiversity in international waters. The Government of Canada passed **Bill S-5**, giving rights to the natural environment in Canada. Similarly, the Science Based Targets Network introduced the very first **science-based targets for nature** to help track and reduce an organizations’ impact on biodiversity, and CSA group published a standard for identifying **natural asset inventories** pushing organizations to improve natural asset management. Biodiversity **credit markets** are also rapidly emerging, aiming to “unitize” and “monetize” biodiversity and prompt investment in the area. Biodiversity loss ripples through supply chains from destructive resource extraction practices like logging and deforestation, mining, land use for commercial crops, and over-fishing. The EcoVadis article: **Biodiversity Protection is essential for Resilient Supply Chains**, highlighted why organizations should identify the highest ecological risks in their value chains, and how they can act on it. Procurement professionals should look for alternative options and ask suppliers what practices they are implementing to minimize biodiversity loss within their supply chain.



## TREND 2. Its Never too Early, or too Late, to Start Measuring the Impact of Sustainable Procurement

The CCSP observed an increased focus on the Measurement & Reporting program element from our members this year. Some, who have been working awhile on establishing other program elements, like Policy, Procedures, Tools, and Training, are now turning attention to how they can measure the progress and impact of their work. Others, who are just starting out at this time, are opting to establish KPIs early on in program development; ensuring they set up the necessary systems and processes to enable ongoing tracking. Often, we see KPI selection occur in tandem with the development of a Sustainable Procurement Strategy & Action Plan. Such is the case for the City of Charlottetown and the City of Winnipeg, which pre-identified process and outcome KPIs across environmental, social, and Indigenous outcomes. Both municipalities have set goal posts and will be tackling their KPIs over time. On the other hand, The City of Calgary and Sheridan College have been working to integrate automated data collection into e-procurement systems like SAP and Bonfire, to transition away from manual review of data. The global community is also taking note of the importance of effective and streamlined data and reporting. In June, the **International Sustainability Standards Board (ISSB)** released the first set of new reporting standards intended to be **THE global standard for ESG reporting**. Prior to this, sustainability and ESG disclosure was disparate, with a lack of consistency across tons of varied reporting standards. The ISSB has now consolidated many of these into one standard – enabling reduced reporting costs, more comparability in data, and the ability to set a global baseline to evolve from.



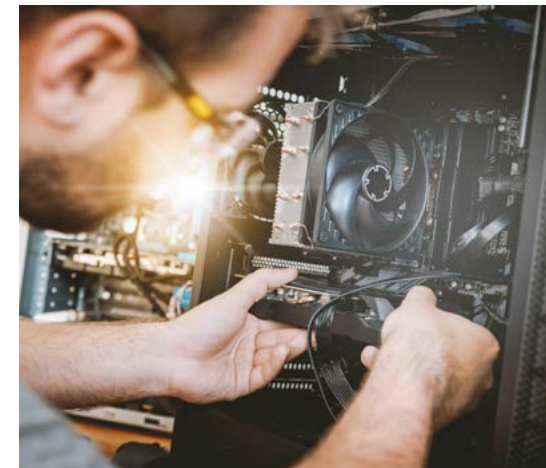
### TREND 3: The Pursuit of Diversity Data Takes the Driver's Seat on Social Procurement

Off the back of Measurement & Reporting, CCSP members doubled down on their efforts to track supplier diversity. This included engaging more with diverse businesses, establishing methods for diverse suppliers to identify themselves during bidding processes, streamlining data assessment, and issuing reports to senior leadership on progress. In its **2023 State of Supplier Diversity** report, Supplier.io also found that data collection and accuracy was the primary challenge and area of biggest improvement this year. As one of the most voted on topics, the CCSP hosted a Peer Exchange on the subject. The City of Calgary and City of Winnipeg shared which social KPIs they are tracking – like % of total spend and # of contracts with Indigenous and Diverse businesses – and what mechanisms are used to collect that data – like questionnaires at the supplier registration stage or supplier responses to specific RFP questions. Check out the CCSP's **summary of the Peer Exchange here**. Other examples include efforts by TransLink to establish its supplier diversity baseline and train staff on the subject, as well as the Regional Municipality of Halifax which has been adding its Social Value Questionnaire to 90% of public tenders to collect social-related information from suppliers. Promoting supplier diversity within construction contracts has been especially prevalent. At another CCSP **Peer Exchange on Social Impact Construction**, the City of Vancouver discussed the implementation of its Community Benefit Agreement (CBA) Policy, which requires major development projects to procure 10% from diverse-owned or certified social value businesses, among other targets around local procurement and hiring of equity-deserving individuals. York University shared its approach for incorporating a Social Procurement Plan into construction projects and shared the results on data collected to date for # of equity-deserving individuals and apprenticeships hired.



### TREND 4: Spiraling Out of Control – We're Not Closing Enough Loops

2023 saw the world's first **Plastic Overshoot Day** – when the amount of plastic outweighed the world's ability to manage it. Excessive production coupled with mismanagement of plastic waste poses a significant threat to environmental and human health. The 2023 **Circularity Gap Report**, indicates the global economy is still only 7.2% circular, and we're on a downward trend. Circularity has been at the forefront of the sustainable revolution for some time, but these reports indicate a need to act quicker and implement circularity across more projects. Even with the grimmer outlook this year, there are many initiatives setting examples worth recognizing. In May, the World Circular Economy Forum took place, providing outcome-oriented sessions to attendees to help inspire global action; this **report** summarizes the event's key learnings. Similarly, the **Circularity '23** conference held the fourth annual **Reusies**, awarding activists, communities, and innovators for their circular initiatives. CCSP members also showcased circularity through their procurement practices. UBC extended its partnership with **Rheaply** for another two years to continue managing furniture reuse. **This program** helps avoid the purchase of new furniture, so far diverting over 10,000 lbs from landfill, avoiding over 13,000 kg of CO2 emissions, and reducing expenditures. Through its procurement of full-service IT management, the City of Vancouver advanced circularity while addressing a community need. The successful vendor partnered with **BC Tech for Learning**, a registered charity specializing in refurbishing IT and giving it to local schools, non-profits, and individuals in need. Public procurement is a key leverage point that creates strong market signals for change and innovation. We challenge procurement professionals to not only ask for products that contain recycled material and last longer, but also reduce the purchase of new products and manage items at end-of-life so they can be recirculated in some way.



## TREND 5: One Scope, Two Scope, Three – Supplier Carbon Disclosure is the Key

Climate change is no doubt one of the most significant sustainability challenges of our time, however most indicators of climate progress are concerningly off track, according to the **State of Climate Action 2023**. There's no way we'll get to net-zero by 2050 without addressing **Scope 3 emissions**; which are emissions associated with purchased goods and services along with 14 other categories. But how can organizations know if they're reducing Scope 3 without emissions data from suppliers themselves? At the **2023 SPLC Summit**, everyone was talking about this challenge and the opportunity to engage with suppliers. Supplier disclosure of GHG emissions AND their reduction targets is now a necessity. Organizations can start with requiring their largest suppliers to do so, while smaller suppliers may need more time and resources. The good news is there has been an emergence of technology solutions available, like **SupplyShift**, **EcoVadis**, **South Pole**, and **Kloopfiy**, that can help organizations gather and analyze data from suppliers to support Scope 3 emissions tracking. Canada recently released a new federal **Standard on the Disclosure of GHG Emissions and Setting of Reduction Targets**, which applies to federal procurements over \$25 million and induces suppliers to measure and disclose their GHG emissions and adopt a **science-based target** to reduce their emissions (in line with the **Paris Agreement**). This can be demonstrated through participation in ECCC's **Net-Zero Challenge** or in an equivalent initiative or standard (e.g., Carbon Disclosure Project (CDP), Science Based Targets initiative (SBTi)). Public Services and Procurement Canada (PSPC), the central purchasing agent for the Government of Canada, updated their **procurement policies** to require the application of the Standard. Acquisition processes around the world are moving towards a more transparent and accountable system for GHG emission disclosure, and Canada's public sector is no exception.



## TREND 6: From Transaction to Connection – Building Trust and Celebrating Indigenous Culture

Indigenous procurement has continued its upward trend this year, as organizations progress from learning and planning to doing. We're seeing increased commitments through the setting of spend targets, updating policies and strategies to include Indigenous procurement, more engagement with Indigenous businesses, and applying methods in bidding processes to increase Indigenous participation. One such method being leveraged more to connect with suppliers, is Indigenous business directories, which can take several forms: diversity councils like **CAMSC** and **CCAB**, the Federal Government **Indigenous Business Directory**, Indigenous Chambers of Commerce, and business listings through local Band Councils. Advancements made by CCSP members this year include the City of Saskatoon approving its Indigenous Procurement Strategy to support a 5% spend target; SFU working with Indigenous Chef Steph Baryluk to create the **Rooted Program** to showcase Indigenous cuisine in dining halls; the City of Vancouver doing research into de-colonizing its procurement practices; BCLC integrating Indigenous related questions into its RFP criteria menu; and the City of Regina hired an Indigenous Procurement role along with updating its Procurement Protocol with strategies to implement Indigenous procurement, resulting in over 7 million dollars spent with Indigenous suppliers. Discussion at the CCSP's annual **Indigenous procurement Peer Exchange** centered around the importance of relationship building as a key ingredient for reconciliation and successful Indigenous procurement. It's crucial to go beyond the financial transaction of procurement to build the foundation of trust and connection needed for strong working partnerships with Indigenous businesses.



## TREND 7: The Road to Net Zero – Electrification Continues to Sweep the Nation

It's no surprise to see continued progress from the public sector in transitioning fleets over to hybrid, electric, and other alternative fuel vehicles. Transportation is Canada's **second largest contributor of GHG emissions**, second only to the oil and gas sector. This means that fleet is a purchasing category of high opportunity for organizations in helping to achieve their carbon reduction goals. For municipalities, switching to electric transit buses has been identified as a key ingredient within Canada's national net-zero by 2050 plans, according to **Municipal World**. Switching to electric is not without its challenges, such as high upfront costs and the need for charging infrastructure to keep up with the transition. However, CCSP members are showcasing the possibilities. TransLink has announced it will be adding 15 new electric buses to the Metro Vancouver fleet. Since 2019, Mississauga has purchased exclusively hybrid-electric buses, and now at the end of 2023 has 206 hybrid-electric buses, representing 41% of the total fleet with plans to continue growing every year. The District of Saanich purchased electric cargo vans and an additional electric truck, while UBC and the City of Kelowna both purchased Hydrogen vehicles. Likewise, Ontario Northland introduced a fully electric truck, a hybrid SUV, and electric charging stations at all its facilities. Moving away from fossil-fuel based modes of transportation is now an expectation as we travel down the road toward net-zero emissions.



## TREND 8: What's in Your Supply Chain? Don't be Complacent on Social Compliance

Latest estimates show that forced labour has increased significantly in the last five years, with over 50 million people worldwide currently in modern slavery; according to the **International Labour Organization**, Walk Free and the International Organization for Migration – this is the highest its ever been. Following the lead of other countries, like Australia and several European nations, Canada passed legislation in 2023 promoting supply chain transparency: the Fighting Against Forced Labour and Child Labour in Supply Chains Act (**The Supply Chains Act**). Starting January 1st, 2024, certain organizations will be required to submit reports each May on measures taken to prevent and reduce the risks of forced and child labour in their supply chains. The Act applies to both Federal government agencies and "Entities", that meet **certain thresholds** for assets, revenue, and employees. This has no doubt sent a ripple effect into the public procurement sphere, which admittedly has let attention on modern slavery have a back seat to the pressing environmental and social issues of our time. However, with this renewed sense of urgency to look into supply chain risk and social compliance, the 2023 CCSP Working Group decided to develop some guidance and a suite of templates that would give public sector organizations the tools they need to re-integrate ethical considerations into procurement practices. Now, CCSP members are adopting updated Supplier Codes of Conduct, integrating questions on human rights into RFP's, and setting up basic due diligence processes.



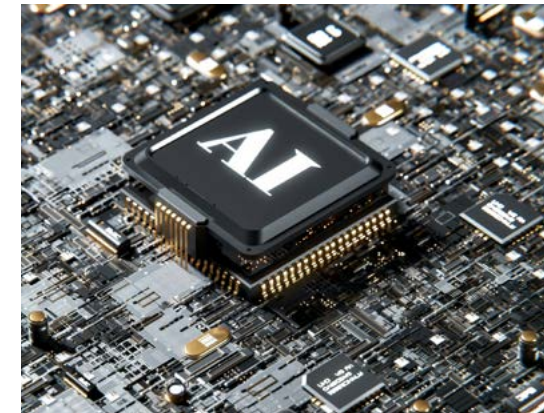
## TREND 9: Climate Adaptation Efforts Slowing at a Time When They Should be Accelerating

With all the attention on climate mitigation, and achieving net zero emissions by 2050, we cannot forget to make efforts to protect our communities from climatic changes that have already begun and will continue to build (known as **climate adaptation**). We are witnessing hotter temperatures, dryer summers, more extreme storms, and flooding; all of which cause costly damage to our infrastructure and sometimes deadly impacts on community health and wellbeing. The public sector at all levels must focus on building and retrofitting their infrastructure assets to be more **climate resilient** to withstand these new extremes. However, UNEP's **2023 Climate Adaptation Gap Report** shows "that progress on climate adaptation is slowing when it should be accelerating." Urban areas are particularly vulnerable to the urban heat island effect, though Canada's cities are currently ill-prepared for the consequences of rising temperatures, says this **Municipal World article**. When facing construction and infrastructure projects, both new and retrofitted, project managers need to be thinking about how to make the built environment resilient to short- and long-term climate changes. CCSP member examples include: Ontario Northland undertaking multiple building envelope projects to increase the **R-Value** of exterior walls and roofs; UBC's Climate Ready Building Requirements, shared during the CCSP's **May Peer Exchange**, and its recent building retrofit project adding features like thermal comfort, rainwater management, indoor air quality, and water use reduction; and the District of Saanich's heat pump conversion project for the Bert Richman recreation centre which will not only reduce GHG emissions through switching from fossil fuels to renewable electricity, but also act as a climate resilience upgrade now providing cooling in a building that did not provide cooling in hot weather before. Investing in climate-resilience infrastructure more now will help save money and lives.



## TREND 10: Time to Start Learning the ABCs of AI for Sustainable Procurement

The emergence of generative Artificial intelligence (AI) is likely one of the most defining factors to transform our society in this digital age; but it feels like we're still in kindergarten when it comes to our understanding of the potential opportunities and risks this will have. Procurement and sustainability professionals are still learning our ABC's in terms of what AI is, how to use it, and what can be achieved when we start exploring all the possible letter combinations. AI can certainly create more efficiency and automation throughout the entire procurement process from planning, RFP creation, and evaluation, as described in this **Keelvar Webinar** – its exciting to think about how this can support the integration of sustainability at each phase. Its also clear that, in tandem with an increasing number of supply chain software solutions like Tealbook, EcoVadis, and **FRDM**, AI can lead to better measurement and reporting, through increasing traceability, access to data, and data analytics. Specifically, some are finding it can **help reduce modern slavery** by providing visibility into complex global supply chains and highlighting risks or gaps. Others are discussing the merits of digitization and AI for being able to track and **close materials loops**, like plastic, connecting buyers and sellers and supporting a circular economy. Despite the positives and many opportunities for advancing sustainability efforts, there is also lots of misinformation, risks, and potential **contribution to the climate crisis**. Either way, there's no doubt AI is here to stay, and procurement professionals should be keeping a close eye on how to leverage it while mitigating any potential risks.



# 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 environmental, 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.

# 2023 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**.

In 2023 the CCSP completed a major revamp to the Questionnaire used to conduct the Benchmarking Assessments. All 10 Program Elements are the same, however we evolved the criteria that measures maturity for each Element and updated the format for more consistency, to decrease the level of subjectivity, making it easier for our members to calculate which Moon Rating they achieved. The update was in service of evolving along with industry best practices and keeping up with the amazing progress of our members! Because of the update, some member's Moons may have decreased or remained the same as previous years, however this doesn't necessarily reflect a dip in their progress; rather it represents that sustainable procurement continues to advance as a movement and CCSP members will continue to advance along with it.

### 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	Policies	Procedures	Tools	HIPO List	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
Alberta Health Services										
British Columbia Lottery Corporation (BCLC)										
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 Saskatoon										
City of St. Albert										
City of Vancouver										
City of Whitehorse										
City of Winnipeg										
District of Saanich										
District of Squamish										
Edmonton Airports										
Government of Newfoundland										
Government of Yukon										
Halifax Regional Municipality										
Mohawk College										
Northern Alberta Institute of Technology (NAIT)										
Sheridan College										
Simon Fraser University (SFU)										
Saint Lawrence College										
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

Each year, CCSP members progress their sustainable procurement programs on multiple fronts. In this section, each member shares just one or two of their main developments from the past year.

### Strategy & Action Plan

1. The **City of Charlottetown** approved its Sustainable Procurement Strategy & Action Plan in 2023. The plan highlights priorities across environmental, social, ethical, and economic pillars and lays a foundation for the City to move forward with updating policy and procedures for more integration of sustainability into procurement decisions.



### Staffing & Resources

1. The **City of Kelowna** assigned one of its existing Buyers on the procurement team to be a Sustainable Procurement Champion. This person now formally has sustainable procurement as part of their role and can help drive initiatives at the City.
2. The **City of Mississauga** filled its Sustainable Procurement Consultant role in September, which had been vacant for most of the year. The City is excited to continue progressing on integrating sustainability into procurement.
3. The **District of Saanich** hired an additional sustainability staff person this year, better enabling the continued collaboration between the sustainability and procurement teams. Notably, the “fossil fuel flag” system provides a touchpoint between the two teams to identify renewable energy opportunities across the District’s operations.
4. During 2023, the **University of British Columbia’s** (UBC) Procurement Programs team became fully staffed. This includes two full-time positions which have sustainable procurement embedded into their job purpose and aim to advance the university’s environmental, social, and Indigenous procurement efforts.



### Policies

1. The **City of Mississauga** commenced work on reviewing its current Sustainable Procurement Policy, which was originally approved in 2017. The City conducted a policy best practice survey with other CCSP members and is identifying updates to make to its own policy.
2. **Ontario Northland** updated its Procurement Policy to now incorporate Indigenous procurements, partnerships, and the application of the **Ontario Aboriginal Procurement Program** (APP) for the communities it serves.
3. The **City of Saskatoon** has been working on a Vendor Code of Conduct to enable the upholding of labour rights as a priority for the City. Additionally, revisions were made to the Indigenous Procurement Policy to support the City in meeting its 5% spend target with Indigenous businesses.



## Procurement Procedures

1. The **City of Calgary** automated its Social Procurement Questionnaire by embedding it within SAP Ariba, making it a formal part of the vendor registration process and streamlining the review of responses.
2. The **Regional Municipality of Halifax** (HRM) transformed its procurement structure this year including transitioning from individual roles to four teams enabling a collaborative approach to client service, introducing a new central intake process, and the launch of Bids and Tenders which includes a database of social value vendors.
3. The **City of Regina** finished its work on creating a new Sustainable Procurement Protocol. The Protocol directs City departments on determining what makes a sustainable supplier and provides direction for staff to consider the evaluation of environmental, economic, Indigenous and social sustainability.
4. The **City of St. Albert** introduced a social and environmental sustainability consideration check-point into its procurement process map to encourage business units to remember to think about sustainability.



## Tools

1. **BC Lottery Corporation** (BCLC) worked internally amongst procurement, EDI, and Indigenous relations staff to make updates to its procurement Toolkit to include more guidance for staff to help with considerations for EDI and Indigenous procurement.
2. The **City of Edmonton** launched two new Tools this year. The first being a Sustainable Low-value Purchasing Guide (25K or less) to help staff consider the sustainability of decentralized purchases. Second, was the Sustainable Procurement Menu which includes social and environmental criteria to include in RFP's, and a suite of contract requirements.
3. The **University of British Columbia** (UBC) developed an Environmental Sustainable Purchasing Guide as well as Indigenous Payment Guidelines, both giving staff more direction for increasing Indigenous procurement and how to select more environmentally preferable goods and services.
4. The **City of Winnipeg** created two RfX Questionnaires, one for environment and one for social and Indigenous, for use in the RFP process. Both Questionnaires are in the pilot stage and will continue to be rolled out as staff become oriented.
5. The **City of Vancouver** developed "A Practical Guide for Procuring Equity Expertise" as a resource for staff to create more accessible RFPs for JEDI (justice, equity, diversity, inclusion) related services. Use of the Guide resulted in an internal roundtable of champions and the implementation of a number of considerations, such as offering compensation to respond to an RFP to lower barriers to entry.



## High Impact Procurement Opportunities (HIPO)

1. **Mohawk College** conducted work on translating its spend analysis into HIPO categories to identify some key impact spend areas where sustainability intervention could be focussed.
2. The **City of Nanaimo** reviewed its HIPO list and focussed on the category of Print Services, ensuring that the two separate RFPs issued in 2023 contained sustainability questions.
3. The **City of Ottawa** carried out an audit recommendation whereby departments set about modifying processes to improve their documentation of sustainability considerations. Procurement staff first engaged with the biggest spending departments to identify high impact opportunities.
4. The **University of British Columbia** (UBC) completed a procurement planning exercise that included spend analysis to identify HIPOs at the department level. Notably, the Shared Housing and Community Services (SHCS) Department formalized their own HIPO process and identified opportunities at the unit level.



## Training & Engagement

1. **Alberta Health Services** joined the CCSP in 2023 as an avenue for providing education opportunities for its procurement staff, such as attending Peer Exchange Webinars, on best practices in sustainable procurement.
2. The **Regional Municipality of Halifax** (HRM) ran monthly procurement training sessions with Social Value being a large part of the learning objectives, including how to use the existing Tools and RFX guidance available.
3. The **University of British Columbia** (UBC) implemented Indigenous cultural awareness training for buyers and procurement officers and will continue to develop and implement this training on an annual basis.
4. **TransLink** worked to build the understanding of its Supply Chain and Category Management staff on supplier diversity. TransLink worked with a consultant to deliver an in-person training covering off the what, why and how of supplier diversity.



## Measurement & Reporting

1. The **City of Calgary** made a lot of progress with data collection from its automated Social Procurement Questionnaire, which enabled it to submit a detailed progress report to Council on KPIs including percent of contracts awarded to small- or medium-sized businesses, percent of suppliers providing work experience programs, and percent of contracts awarded to suppliers with the top social procurement score.
2. The **Edmonton International Airport** worked on building its understanding of what other similar organizations are measuring and reporting on and matching this up to the data it currently has the ability to track.
3. **Sheriden College** took the next step in its measurement journey, now with KPI benchmarks established, procurement staff worked on establishing methods to automate data collection and reporting through the use of Bonfire.



## Supplier Engagement

1. **BC Lottery Corporation** (BCLC) held meetings with its most strategic suppliers as part of its updated Vendor Performance management (VPM) Program to communicate ESG goals and objectives to its suppliers.
2. **Simon Fraser University** (SFU) adopted the EcoVadis platform and began implementing it with a few strategic suppliers to start the process of obtaining sustainability ratings for a large percentage of its supplier base.
3. The **City of Winnipeg** established a Social Procurement Supplier Registry on its procurement webpage so that social value and diverse suppliers can identify themselves and make it easier for City staff to invite them to bid on opportunities.
4. **Sheridan College** held a Procurement 101 webinar for local suppliers which included communicating the College's sustainability objectives and guidance on how to make successful bids to the College.



## Leadership & Collaboration

1. **Simon Fraser University** (SFU) was a key contributor to several cooperative procurements done through BCNET by encouraging the integration of more sustainable criteria and contracting KPIs.
2. **BC Lottery Corporation** (BCLC) provided feedback to the Embedding Project's new **Sustainable Procurement Resource Wheel**; shared an external facing video on the benefits of sustainable procurement, and presented at events for both the SDAC (Supplier Diversity Alliance Canada) and United Way Social Purpose Institute.



## The City of Vancouver Circulates IT Hardware and Addresses the Digital Divide

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Vancouver is proactively addressing its **Zero Waste 2040** goals by prioritizing the extension of material life through repair and refurbishment: crucial steps in advancing towards a circular economy. This commitment is complimented by the implementation of the **Social Value Procurement Framework (SVF)**, which emphasizes inclusivity, diversity, and economic opportunities for marginalized communities. When the need arose to procure a new full-service provider for IT hardware and software, City staff saw an opportunity to support both strategies. At the time, the City’s e-waste practices consisted of sending the end-of-life items to an e-waste recycler, that donated some proceeds to charities. The City was looking for ways to improve upon this process and incorporate principles from both the SVF and Zero Waste 2040 plan.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The City released a large multifaceted RFP combining the supply and end-of-life management for IT. Various City Departments including Community Services, Technology Services, Sustainability, and Supply Chain collaborated to plan this RFP, initially focusing on understanding the status of the City’s IT hardware and data. Over time, other groups such as the Parks and Recreation Board, Police Board, and Public Library Board joined the process, serving as evaluators for incoming RFP responses. The RFP included a specific requirement for the proponent to be able to refurbish 90-95% of the hardware at end-of-useful-life (approx. 1000 pieces of equipment per year), leaving it up to the respondents to outline how they would accomplish this. The expectation was that a vendor would be able to partner with a community organization to support the refurbishment and redistribution of equipment into the community. The contract was ultimately awarded to **Microserve**, an end-to-end IT solutions provider which specializes in the complete lifecycle management of hardware and software, including testing for usable life before decommissioning.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

A significant piece of Microserve’s value to the City was their long standing and strong partnership with **BC Tech for Learning Society (BC Tech)**, which is a BC based not-for-profit that refurbishes and redistributes used technology. With a keen focus on social value, reuse, and circularity, Microserve assesses decommissioned IT equipment, and then sends equipment to BC Tech. Moreover, both Microserve and BC Tech are focused on responsible data management, ensuring secure handling and permanent removal of data from retired hardware to maintain data integrity and privacy. Beyond environmental considerations and at little to no cost to the City or vendor, the partnership with BC Tech creates social value and addresses the digital divide by redistributing IT equipment to non-profits and Indigenous groups. BC Tech also has a youth employment program, providing high school students with experience and skills they can carry into the future. By selecting a vendor capable of fulfilling the high refurbishment rate requirement, the City was able to advance its circular economy objectives while also serving a social community need.

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Ottawa knows that social procurement is an important part of building a sustainable and inclusive city. Procurement staff have recently developed a variety of tools within a Social Procurement Guideline to help staff consider social impact with every step of procurement. When the RFP for Crossing Guard Services was first created, City staff recognized the opportunity to maximize social impact and utilize these new tools. Procurement staff collaborated with the City's Social Procurement Advisory Group to select two evaluation questions from the Social Impact Evaluation Criteria Template.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The By including the two questions within the RFP, procurement staff could effectively include social concerns when finding a vendor to support their needs. The RFP evaluated vendors on both their ability to provide crossing guard services, and other business activities that affect the community. To assess these social effects, the RFP considered a vendor's community employment benefits and community investments. The social procurement questions accounted for 10 points out of 70, or about 14%, of all evaluation points. The procurement process was led by a procurement officer, who coordinated the evaluation team for technical sections of vendors' proposals, while a separate team evaluated the social impact sections. As a result, the **Ottawa Safety Council** – a local nonprofit – was awarded the contract to administer a crossing guard program across Ottawa's public schools.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Despite being the first RFP to include social impact criteria, the procurement process for this program ran smoothly. The readily available tools made it easy for procurement staff to include social concerns within their process, as they could use questions and criteria provided within the template. They were also supported by the members of the Social Procurement Advisory Group, composed of City staff from Integrated Neighbourhood Services, Community Safety and Well-Being, and Employment and Social Services. These are staff from various areas of the city with expertise in Ottawa's social concerns and community needs.

The Ottawa Safety Council was able to deliver on the contract and are now operating in school zones across the city. This is providing layered benefits, from keeping children safe in high-risk traffic zones, to giving employment opportunities to equity-denied, new immigrant, and fixed/lower income groups. By using a social procurement framework, the project team was able to achieve the primary goal of road safety, while helping with overarching socio-economic goals and stimulating the local community. The success of this program will help to inspire more social procurements within the city, and will help prove that social enterprises and non-profit organizations can provide the same level of service as their profit driven counterparts. Hopefully, this is the first of many good news stories as the city continues its journey into social procurement and achieving its development goals through innovative procurement practices.

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The University of British Columbia (UBC) was looking to issue a competitive RFP in 2023 for the supply and distribution of grocery items to support the operations of food systems on both UBC Point Grey and UBC Okanagan (UBCO) campuses. Leading up to this, UBC had given much focus to formalizing its sustainable **Food Vision & Values** of inspiring and enabling a lifetime of healthy eating. Staff knew this procurement would be a great opportunity to align with these values and several strategic plans that include commitments impacting the procurement and operations of UBC campus food systems; such as the **Food Systems Targets & Actions** within the 2023 Climate Action Plan, as well as both the **Food Scrap Waste** and **Zero Waste Food Ware** strategies within the Zero Waste Action Plan.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

This procurement was a publicly tendered RFP, posted for a five-week period with an estimated value of \$7 million per year, requiring approval to go through the UBC Board of Governors. To design the RFP requirements, Food Services Operations and Culinary teams worked collaboratively with Procurement staff, the Director and Associate Director of Food Services, as well as Executive Chefs from the UBCO campus. Sustainability requirements were given a significant weighting at 20%, which spanned 14 questions on objectives such as the reduction of single-use containers and packaging, reducing food waste, and strategies to include Indigenous businesses and foods. Additionally, a new Value-Add section was included at 10% weighting, which provided proponents an opportunity to share new, innovative details to help align their proposal with UBC's criteria, goals, strategic plans, and culture. UBC also held a project briefing to ensure bidders had a clear understanding of the requirements.

Having clarity on the strategic plans and values allowed the procurement project team to have collective understanding on the requirements of the procurement from the planning stage onwards. This process also helped with change management at the operational level to overcome the challenge of communicating benefits to the individuals whose daily work is affected by the terms of the contract. Proactive communications and providing support to employees during implementation of the changes was found to be helpful in ensuring success of the RFP.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

With the contract being only within its first year, metrics are not yet available, however, UBC feels that the proponent is well aligned with UBC's vision and values and is actively delivering on multiple elements of the strategic plans. UBC found that incorporating a Value-Add segment into the RFP greatly enhanced the process by empowering bidders to do their research, focus on differentiators, and fully describe how they match the vision and mission of the university in addition to responding to the evaluation criteria. The Value-Add section is now recommended for use in all RFP's issued by Student Housing and Student Services.

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Saskatoon embarked on a project to upgrade the spray pad fixtures at a local waterpark, driven by the need for sustainability improvements. Summers in the City can reach extremely hot temperatures and these structures are often used for the public to cool-off. The existing fixtures lacked features to ensure efficient and sustainable water usage. Prioritizing water conservation principles, the focus was on finding nozzles compatible with the current fixtures and promoting low-flow technology. User enjoyment also remained a key consideration, although determining the factors or fixture types that could lead to enhanced enjoyment was difficult to assess. To minimize disruption to the public, upgrades were scheduled for the spring, within a limited window after the thaw, to maintain access to the spray pad.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

In February 2023, a Request-for-Information (RFI) was initiated to identify potential suppliers and manufacturers capable of replacing existing structures at Saskatoon's local waterpark. The RFI included "Conservation of Water," in the title, which was a strategic approach to communicate procurement goals and criteria to prospective suppliers. This was followed by a three-quote process to finalize the selection of the vendor. Throughout the planning and issuing of the procurement, procurement staff engaged with staff from Facilities Management, Recreation and Community Development, as well as Communications and Public Engagement. A compelling case for cost savings emerged, with an estimated \$24,000 reduction in water usage projected for two spray pads during the Summer 2023 season. The total cost for upgrading the spray pads amounted to \$46,500, resulting in a promising Return on Investment (ROI) period of approximately two years. This success has paved the way for the program's expansion to 22 sites over the next few years.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Ultimately, the new spray pad fixtures will allow for the conservation of 6.4 million liters of water and 2.7 tonnes of CO2 emissions avoided. Moreover, the spray pads serve a critical function in the City's extreme heat event response protocol, functioning as cool-off stations during dangerous temperatures. This dual role underscores the importance of aligning climate adaptation efforts with climate mitigation strategies. While the spray pads provide essential relief from heat, it's equally crucial for them to operate efficiently to minimize further contributions to greenhouse gas emissions. Beyond the environmental impact, these upgrades present an opportunity to engage the community in a positive sustainability success story.



### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Winnipeg was looking at an upcoming procurement to source hourly labour for litter pick-up at the City Brady Road Landfill. This contract previously was fulfilled via a temp agency; however, the City saw an opportunity to support objectives outlined in its **Poverty Reduction Strategy** and **Sustainable Procurement Action Plan (SPAP)**, specially, to increase business with local social enterprises. By working with a social enterprise, the City can create employment opportunities for community members and foster increased social inclusivity.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

During one of the City's internal Sustainable Procurement Working Group bi-monthly meetings, the Sustainable Procurement Liaison brought in Siloam Mission to give a presentation about the services they offer. Through this engagement, the City was able to single source the hourly labour contract to Siloam Mission, a local social enterprise that creates transition opportunities and services for those experiencing homelessness.

### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The City arranged to hire five workers from Siloam Mission, a majority of whom began as actively experiencing homelessness. Now, as a result of this employment opportunity, many have successfully transitioned into stable housing situations. The positive impact has also extended beyond the initial contract, leading to additional work for **Siloam Mission** with the Public Works Department of the City. The success of this initiative can be



attributed to the flexibility and understanding demonstrated by the City to accommodate varying staffing levels and show a keen awareness of the diverse backgrounds of the workers. This has allowed for the provision of appropriate levels of work, training, and communication, with a focus on setting realistic expectations. An open and empathetic approach is evident in the willingness to listen to workers' concerns, recognizing the unique challenges faced by these individuals. The City has also displayed flexibility by scheduling work on an as-required basis, offering a variety of tasks to enhance workers' experience while meeting core requirements. Additionally, the contract allows for shorter shifts, facilitating a smooth transition for individuals acclimating back into the workforce. Overall, this single sourced procurement with a social enterprise in the City of Winnipeg has not only addressed immediate workforce needs but has also contributed

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Landfills emit methane, a greenhouse gas (GHG) generated from the breakdown of organic material that contributes to climate change. The City of Mississauga decided to tackle this issue in a creative way by targeting the diversion from landfill of a specific type of organic waste—dog waste! Dog waste is a litter issue and a contaminant in recycling containers. If dog waste is placed in a recycling container, the contents are considered contaminated and collected as garbage. Dog waste also takes time to decompose and may contain harmful bacteria (e.g. *Campylobacter*, *E.coli*), parasites (e.g. *Giardia*, Roundworm), diseases, viruses and infections (e.g. *Salmonella*) which can penetrate soil, making people or other wildlife very sick if exposed to it. When left on the ground, it can also wash into stormwater systems and pollute local waterways.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

Efforts began in 2018, with the launch of a pilot program via a sole source contract with **Sutera Inc.** which installed thirteen in-ground collection containers in specific city parks. The pilot program saw great success made possible by collaboration amongst Parks Operations staff, Environment staff, the Marketing team, Animal Services team, and Sutera. By demonstrating the reduction of recycling contamination, reduced need for pick-up, and positive feedback from park visitors – along with alignment with the City's Strategic Plan, Climate Change Action Plan, and the Sustainable Procurement Policy – the City ultimately approved the **permanent program** and issued an RFP in 2023 for a full-service provider. Sutera was the successful bidder and allowed for a smooth transition between the pilot program and its expansion with an additional 11 containers installed at the end of 2023 for a total of 24 containers that are now in use.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The dog waste collection program has resulted in many benefits, including improved staff safety by minimizing interaction with dog waste, reduced odour, improved recycling rates, increased waste container service levels and improved understanding by park visitors about where to dispose dog waste. Since 2018 there has been approximately 94 metric tonnes (MT) of dog waste collected, with the amount increasing year over year. The City has seen a significant decrease in contaminated recycling, from approximately 81.2 per cent in 2017 to approximately 53 per cent in 2020. The dog waste collected is sent for diversion to a waste-to-energy facility. Additionally, by collecting dog waste in a separate, in-ground container, larger volumes can be collected at one-time reducing the amount of trucks on the road and associated emissions. The dog waste containers also provide the opportunity to bring awareness around litter management, which benefits furry animals and their human companions.

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Charlottetown is updating their Public Transit Strategic Plan (the Transit Plan) to address the increasing ridership in the region in recent years and move towards more sustainable transit options. In 2023, the City needed to issue an RFP for a consulting firm to partner with on the development of this strategy, in addition to the procurement of three new transit buses. In the past, there was no request for bidders to provide information on social or environmental responsibility. However, with newly developed sustainable procurement guidelines, there was an opportunity for the City to procure companies that align with its mission to bring social and environmental value to the community.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The procurement for the Transit Plan consultants was a publicly tendered RFP in June 2023. The evaluation committee comprised of stakeholders from the City of Charlottetown, Town of Cornwall, and Town of Stratford — the group is called The Capital Area Transit Coordinating Committee. The project budget was estimated at \$85,000 with a desired kickoff date in August 2023. For inclusion of sustainability into the RFP, staff utilized the City's new Sustainable Procurement Toolkit, including Sustainability RFP Question Menu and Evaluation Guide. The Tools played a pivotal role in crafting the RFP as they enabled staff to quickly identify relevant sustainability issues, insert standardized clauses, and include an evaluation score matrix specifically designed for sustainable procurement. Likewise, the Tools were applied to the RFP of the three new transit buses, asking bidders to explain how they commit to sustainability, EDI (equity, diversity, and inclusion), toxics management, and workplace health and safety.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Simply by asking questions that it hadn't before, the City was able to hire vendors who demonstrated leadership in corporate sustainability, support local economic development, and align with strategic goals. The successful Transit Plan consultants had a demonstrated company commitment to sustainability, outlined how they would support the local economy, and reduce their carbon footprint through the course of the project – including being a carbon neutral business. The highest scoring bidder to provide the new Transit buses also had a comprehensive response, detailing its environmental policies, EDI priorities, zero emissions vehicle plans, environmental audit and safety measures, and corporate alignment with the UN Sustainable Development Goals. These successful outcomes show the initial possibilities and opportunity to scale the Sustainable Procurement Program at the City and ensure that future procurements continue to incorporate social value and environmental stewardship.

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Sheridan sought to streamline its approach to procuring services for trades and small facilities repairs such as painting, drywall repair, concrete work, and more. Historically, the college had engaged these services either by reaching out to known vendors or through publicly posted RFPs. However, recognizing the need to minimize barriers associated with lengthy procurement procedures, Sheridan aimed to improve the process, seeking efficiency in vendor selection and deeper engagement to better enable participation from local businesses.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The college put in place a Vendor of Record (VOR) process so that vendors would become pre-qualified. This not only streamlined the procurement process but also ensured that vendors were well-equipped to meet the requirements of the Request for Quotes (RFQ). Specialization within the VOR, such as focusing on specific trades, allowed vendors to better assess their capacity and determine if they can engage effectively and respond to the RFQ. Sourcing Specialists also invested time in directly engaging with local vendors through information sessions to educate them on the bidding process and facilitate their participation. Moreover, Sheridan provided alternative arrangements and specialized support and training for vendors facing barriers to entry, ensuring inclusivity and diversity among participants. Several departments have the flexibility to opt into the VOR to help streamline their engagement with local vendors and allow for adaptability across various project needs. Additionally, the opportunity to go to primary, secondary, and tertiary vendors to get quotes if there is a capacity issue, diversifies the list, and reduces risks of labour shortage or needing to single source.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Beyond process efficiency, the VOR process was chosen for small local trades as part of Sheridan's ongoing objectives to foster sustainability by promoting local economic growth and reducing the environmental impact associated with larger, more distant vendors. Ultimately, the simplified process helps reduce barriers by allowing vendors to participate in opportunities without needing to go through a lengthy and complex RFP process each time. This process also helped change the culture of going directly to already familiar suppliers by expanding the vendor pool. In this way, Sheridan opened the door to work with more local businesses, support local hiring, and bring value back into the community.

The positive outcomes of the VOR process are evidenced by the participation of numerous vendors in the information sessions, becoming pre-qualified, and ultimately resulting in several awarded contracts, thus fostering local economic development, promoting fair competition, and creating a more efficient and predictable environment for both the organization and vendors.

### CONTEXT

#### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

For the City of Kelowna, Climate & Environment is one of six **Council Priorities** for 2023-2026. Accordingly, City staff are tasked with including a “climate lens in decision making to assess mitigation and adaptation”; procurement being a large area of opportunity. With this in mind, when the need arose to procure a new vendor for Parking Management Services, staff took the opportunity to include additional requirements that would lead to the reduction of greenhouse gas (GHG) emissions associated with the provision of the service. Parking Management Services generally involves the oversight and implementation of the City-wide Parking Management Strategy – including short- and long-term parking in the downtown core and at city lots and facilities, managing payments and customer service, and coordinating with institutions, businesses and developers.

### PROCUREMENT PROCESS

#### WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

Typically conducted via 5-year contracts, Parking Management Services was issued as an open competitive RFP in 2023 at over one million dollars per year in contract value. To help ensure there were relevant specifications in place to address GHG emissions reductions, staff from Energy Management were engaged, in addition to staff from Fleet and Parking Management, to develop the RFP. Ten points were weighed towards sustainability, including the requirements to utilize electric or other alternative-fuel and zero-emissions vehicles, plus the installation of EV charging stations to be used by the service provider as well as the City’s own EV fleet vehicles. Moreover, the City requires Scope 1 tracking from all services and includes a contract clause stating that “if any fossil fuels are used in the performance of the services of the contract, the usage and type of fuel needs to be reported to the City annually.”



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Ultimately, the successful vendor, INDIGO, was able to provide an all-electric fleet for use in its parking management operations throughout the City. Additionally, INDIGO is a participant in the Government of Canada’s **Net Zero Challenge**, which requires them to develop and publish a net-zero plan, outlining specific goals, strategies, and timelines for reducing emissions and reaching net-zero by 2050 as well as reporting annually. INDIGO’s current **GO for Climate Plan** consist of measures to achieve net zero in Scope 1 and Scope 2 emissions by 2025 and control Scope 3 emissions by 2050. This procurement was able to align with goals found in the Community Climate Action Plan and the Corporate Strategic Energy Management Plan, which identify opportunities for both the community and corporation to reduce emissions. The City puts an emphasis on the use of electric or zero emission vehicles wherever possible.

# 2023 CCSP MEMBER REPRESENTATIVES

## Local, Provincial, and Federal Government

ORGANIZATION	NAME	TITLE
City of Abbotsford	Tim McBride	Purchasing Manager
	Alix Alden	Sr. Manager, Procurement
City of Brampton	Claudia Santeramo	Manager of Procurement Performance
City of Calgary	Matthew Sutherland	Procurement Leader
City of Charlottetown	Katrina Cristall	Climate Action Officer
City of Edmonton	Hieu Lam	Sustainable Supply Chain Lead
City of Kelowna	Darren Tompkins	Manager of Purchasing
City of London	Elaine Nickerson	Manager, Purchasing & Supply
City of Mississauga	Andrea McLeod	Sustainable Procurement Consultant
City of Nanaimo	Jane Rushton	Manager, Supply Chain Management
City of Ottawa	Patrick Munro	Business Analyst — Sustainable Procurement
City of Regina	Susan Kozey	Acting Manager of Procurement and Supply Chain
	Qaisar Jamal	Sustainable Procurement Specialist
City of Saskatoon	Erin Akins	Project Manager, Sustainability
City of Spruce Grove	Tania Shepherd	Director, Integrated Planning and Strategic Services
City of St. Albert	Debi Skoye	Social Planner, Community Services
	Alicia Ushko	A/Manager Purchasing Services
City of Vancouver	Kim Buksa	Sustainable Procurement Manager
City of Victoria	Valeria Kandiral	Manager of Supply Management Services

ORGANIZATION	NAME	TITLE
City of Whitehorse	Henry Hou	A/Supervisor Accounts Payable and Procurement, Financial Services
City of Windsor	Karina Richters	Supervisor Environmental Sustainability and Climate Change
City of Winnipeg	Corinne Evason	Sustainable Procurement Liaison
District of Saanich	Lorraine Kuzyk	Manager of Strategic Procurement
District of Squamish	Tristan Rayner	Manager, Procurement
Halifax Regional Municipality	Jane Pryor	Manager, Procurement
	Erin MacDonald	Senior Procurement Consultant, Finance and ICT
Metro Vancouver	George Kavouras	Acting Director, Procurement
Town of Stratford	Maddy Crowell	Environmental Sustainability Coordinator
Government of Newfoundland & Labrador	Mark Drover	Director of Policy, Planning and Administration
Government of Yukon	Edward Claringbold	Procurement Advisor
Manitoba Labour, Consumer Protection and Government Services	Greg Reader	Manager, Governance, Policy, and Performance
Treasury Board Secretariat of Canada	Andrea Saldanha	Senior Advisor, Centre for Greening Government (Secretariat of the Buyers for Climate Action)

## Post Secondary, Crowns Corps and Health Care Institutions

ORGANIZATION	NAME	TITLE
Alberta Health Services	Thiago Braga	Senior Program Officer, Strategic & Clinical Contracting
Atlantic Lottery Corporation	Phil Elliot	Manager, Supply Chain
BC Ferries	Renée McDonald	Environment Advisor, Safety, Health and Environment
BCLC	Jenny Miles	Manager of Social & Sustainable Procurement
Capilano University	Paul Gruber	Manager, Purchasing
Edmonton Regional Airports Authority	Noreen Cervo	Manager, Contracts Management
Federation of Canadian Municipalities	Lindsay Telfer	Manager, Capacity Development
Manitoba Liquor & Lotteries	Jamie Wolfe	Procurement Supervisor
Mohawk College	Allison Maxted	Manager, Sustainability Office
Northern Alberta Institute of Technology	Chris Martens	Manager, Procurement Services
OCPMA	Jason Stober-Baboushkin	OCPMA Chair; Director of Procurement, Seneca College

ORGANIZATION	NAME	TITLE
OECM	Luba Medvedeva	Business Development Lead
Ontario Northland	Jason Baker	Manager Strategic Procurement
OUPPMA	Ray Pero	Director, Procurement Operations
Red River College Polytechnic	Jade Karsin	Director, Procurement and Logistics
Sheridan College	Carol Izzio	Director, Procurement Services
Simon Fraser University	Laura Simonsen	Major Contracts Procurement Officer
St. Lawrence College	Aman Chhina	Associate Director Procurement
TransLink	Kevin Bonin	Category Manager, Strategic Sourcing
University of British Columbia	Ernesto Castano	Associate Director, Procurement
	Carolyn Arthur	Senior Manager, Procurement Programs
University of Calgary	John Morrison	Procurement 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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