

**From:** ["Mochrie, Paul" <Paul.Mochrie@vancouver.ca>](mailto:Paul.Mochrie@vancouver.ca)  
**To:** ["Direct to Mayor and Council - DL"](#)  
**CC:** ["City Manager's Correspondence Group - DL"](#)  
["Impey, Patrice" <Patrice.Impey@vancouver.ca>](mailto:Patrice.Impey@vancouver.ca)  
**Date:** 5/25/2021 4:35:20 PM  
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FRS - Memo to Mayor Council - CCSP Annual Report on Sustainable Procurement (May 2021).pdf

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Dear Mayor and Council,

The purpose of this memo is to share with Council the results of the latest 2020 Annual Report – *State of Sustainable Procurement in Canada*, which ranks the City of Vancouver as a leader in the public sector, striving to use the procurement function to support the organization in generating environmental and social value. The 2020 Annual Report is attached.

- ☐ Every year CCSP publishes the report, which compiles success stories, emerging trends, commentary, and resources that describe the State of Sustainable Procurement in Canada.
- ☐ The benchmark results presented highlight the City's strong performance relative to other municipalities. As the chart on pages 11 and 12 of the attached report show, *the City of Vancouver has, by far, the largest number of mature program areas, including plans, supported by policy, resources and tools.*
- ☐ The success of the City of Vancouver's sustainable procurement initiatives differentiate it from other public sector organizations, as they focus on including the Green Operations Plan and the Social Procurement Framework, which establish clear implementation areas for high impact for sustainable outcomes, engage and train staff to understand the organization's priorities, incorporate them in the day-to-day purchasing decisions, and set ambitious targets where progress and performance are measured and reported on an ongoing basis.

Should you have any questions regarding the attached Annual Report, please feel free to contact me or Patrice Impey at (604) 873-7610, or [patrice.impey@vancouver.ca](mailto:patrice.impey@vancouver.ca).

Best,  
Paul

**Paul Mochrie (he/him)**

City Manager  
City of Vancouver  
[paul.mochrie@vancouver.ca](mailto:paul.mochrie@vancouver.ca)



The City of Vancouver acknowledges that it is situated on the unceded traditional territories of the xʷməŋ̱əm̱ (Musqueam), lə́w̱ 7mesh (Squamish), and səliwətał (Tsleil-Waututh) Nations.

## **2020 ANNUAL REPORT**

**Profiles of the Members of  
the Canadian Collaboration  
for Sustainable Procurement**

Prepared by

**reeve**  
CONSULTING.COM

**on the  
State of Sustainable  
Public Procurement  
in Canada**



## ABOUT THIS REPORT

The Canadian Collaboration for Sustainable Procurement (CCSP) is proud to release its *2020 Annual Report on the State of Sustainable Public Procurement in Canada*, which highlights national sustainable procurement trends, showcases member accomplishments, and features success stories from across Canada.

Information in this report was gathered through interviews with CCSP members from November 2020 to January 2021. A special thanks to all those who contributed their time to make this report possible.

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## WHO WE ARE



Founded in 2010, the CCSP is a member-based network of 30 Canadian public sector institutions working together to align their spending with their values and sustainability commitments. Members meet virtually to network, learn, share information, and co-create tools to better address environmental, ethical, social, and Indigenous risks and opportunities in their supply chains.

## 2020 Members

See a list of member staff representatives in [Appendix 2: 2020 CCSP Participants](#).

## Member Benefits

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

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

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

## Governance & Management

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





## Letter from the CCSP Steering Committee

Congratulations and thank you to all the supply chain professionals across Canada who worked exhaustively to provide PPE and other essential products and services in response to the COVID-19 pandemic. You rose to a monumental challenge to keep procurement activities flowing and goods and services where they are needed most.

You did it in a time of great urgency, and you deserve to be recognized for the way in which you have totally changed how you work, where you work, and how you communicate (Zoom fatigue anyone!?). Virtual work may seem like a new normal, but it was astonishing to experience whole procurement departments being told to go home and be ready to work remotely (indefinitely) by the next day.

COVID 19 has showed the fragility and the resilience of some of our critical food and medical equipment supply chains, as well as the great shortcomings in labour practices in facilities that care for society's most vulnerable. The Black Lives Matter movement brought renewed attention to inequities in our social and economic systems. The delivery of vaccines to hundreds of millions of people will test these supply chains once again. Rarely have we had such a year in our lifetimes.

With that said, the year has offered many great examples of working together to innovate and solve complex challenges. 2020 once again showcased how sustainable procurement can address society's most pressing environmental and social issues. It is clear that sustainable procurement in all its forms—environmental, social, ethical, and Indigenous—is one of the keys to 'building back better'.

For the CCSP, 2020 has been a very encouraging year. Membership has grown by 67%, and we now stand at 30 members strong. Member engagement is up, and sharing resources and lessons learned between members has been especially robust this year — touching on topics like living wages, Indigenous procurement, and tools.

We rebranded to our new CCSP moniker in January to reflect the diversity of our memberships from municipalities to crown corporations, post-secondary institutions, health care groups, and government departments across Canada. We have included the supplier perspective in many of our product-based peer exchange webinars with great response and will continue to deepen supplier involvement in 2021. Additionally, we have strengthened our work with ECPAR in Quebec, as well as other organizations whose mandates intersect with sustainable procurement like the Federation of Canadian Municipalities (FCM), Circular Innovation Council (CIC) and Canadian Business for Social Responsibility (CBSR).

We hope this compilation of success stories, emerging trends, commentary, and resources inspires you to take the next step on your sustainable procurement journey. Sustainable procurement is part of the long game to build back better – though, around our team we often talk about #buybackbetter!

Sincerely,

### THE 2020 CCSP STEERING COMMITTEE

Erin MacDonald,  
Senior Procurement  
Consultant, Halifax  
Regional Municipality

Corinne Evason,  
Contracts Supervisor,  
City of Winnipeg

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

Darren Tompkins,  
Manager, Purchasing,  
City of Kelowna

Leah Hamilton,  
Buyer,  
City of Victoria

Jim Gudjonson,  
Director of Environment  
and Sustainability,  
Thompson Rivers  
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 can be nested.

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

## Four Pillars of Sustainable Procurement

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

<b>1</b> 	<b>2</b> 	<b>3</b> 	<b>4</b> 
<b>Green or Environmentally Preferable Procurement</b>  Aims to reduce greenhouse gas (GHG) emissions, energy and water usage. It also addresses waste and toxicity, supports clean, renewable industries, and increases the circularity of our economy.	<b>Ethical Procurement</b>  Involves reducing 'sweatshop labour' by setting recognized minimum workplace standards for suppliers and subcontractors. This often involves assessing compliance with <a href="#">International Labour Organization's</a> conventions against child labour, forced labour, and employment discrimination, and the United Nations' <a href="#">Universal Declaration of Human Rights</a> .	<b>Social Procurement</b>  Fosters diversity and inclusivity by creating economic opportunities for equity-seeking groups 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).	<b>Indigenous or Aboriginal Procurement</b>  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 <a href="#">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</a> (UNDRIP).



# 2020 SUSTAINABLE PROCUREMENT TRENDS



## 1 COVID-19 response efforts turbocharge buying from local SMEs



COVID-19 spurred a *buy local* movement across Canada, enabling small-medium enterprises (SMEs) to help with emergency response efforts and stay afloat through lockdowns and restrictions. In the early days of the pandemic, organizations looked to local businesses to deliver essential supplies like personal protective equipment (PPE), cleaning supplies, and food amidst global supply chain disruptions and price gouging. For example, the Government of BC, City of Victoria, City of Kelowna, and City of Regina procured hand sanitizer from Canadian craft breweries and distilleries, which rapidly shifted their operations to support response efforts. These purchases allowed breweries and distilleries to generate new revenue streams, avoid layoffs, and utilize ethyl alcohol (a by-product that would have gone to waste otherwise) to produce essential supplies. In support of creating more agile local economies, the Government of Ontario even launched a \$50 million Together Fund to help local businesses retool their operations to produce PPE, find technology solutions, and develop services necessary to reopen Canada's businesses and public services safely.

Once a 'new normal' was established, leaders like the Government of Newfoundland and the City of Victoria began encouraging staff to prioritize local companies for low-value purchases (below procurement thresholds). Newfoundland raised their thresholds to the maximum allowed under the Canada Free Trade Agreement (CFTA) so staff could sole-source to local companies, and they introduced a new local preference policy whereby 10% allowance was added to bid prices of provincial suppliers. Likewise, Victoria trained purchase cardholders (or p-cardholders) on how to buy local and consider social value in their purchases.

## 2 City Councillors mainstream buying for good



City Councillors took an unprecedented role in championing sustainable procurement in 2020. Initiatives for elected officials like the Climate Caucus' community of practice and FCM's Municipalities for Climate Innovation online course helped mainstream sustainable purchasing. In turn, these City Councillors called for action in ensuring City buying power supports its social and environmental goals. For example, Councillors from Halifax Regional Municipality pushed for greater clarity and commitment in regards to social procurement, fast-tracking a new Social Procurement Framework and Living Wage requirements for service contracts. In Nanaimo, City Council provided discretionary funding and input to develop the City's first ever sustainable procurement program, as well as approved budget for a new buyer to implement the strategy. Councillors from the City of Timmins questioned what and how the City buys and investigated how to include weighting for environmental considerations in all bids and tenders.





### 3 It's about time: living wage programs explode to help front line workers



Although most public sector employees are paid [living wages](#), organizations have increasingly discovered contractors for janitorial, security, lawn care, and garbage collection services are too often paid less than they need to survive. This realization was further spurred by COVID-19, which drove a renewed focus on frontline workers and their compensation.

Municipalities like the [City of Edmonton](#), [City of Burnaby](#), [City of Kingston](#), and the [Municipality of North Perth](#) became Living Wage Certified in Fall 2019, and countless others are seeing procurement as a strategic tool for economic development and affordability in 2020. Cities stepped into their role as anchor institutions to be examples for the private sector, and sought to ensure their employees and contractors could support their families through this time of economic uncertainty. These municipalities connected with BC's [Living Wage for Families Campaign](#) and the [Ontario Living Wage Network](#) for certification and accelerated adoption of their new Living Wage programs. For instance, in September, Halifax Regional Municipality adopted new living wage requirements for service contracts, similar to [those of the City of Vancouver](#). They now require all service contracts performed on properties leased or owned by the City and valued above \$250,000 to pay living wages. The City of Mississauga followed suit by kicking off a feasibility assessment in December.

### 4 Searching for the intersection between procurement and reconciliation



Canadian pipeline and railway protests in January and attacks on Mi'kmaq fisheries in October sparked national conversations of how public procurement could accelerate reconciliation with Indigenous Peoples. These discussions translated into advancing the [Government of Canada's Truth and Reconciliation Commission's Call to Action 92, Business and Reconciliation](#).

This meant adopting new policies and practices that promote contracting and subcontracting Indigenous businesses; increasing employment and skills development opportunities for Indigenous peoples; and otherwise engaging them in public spending. For instance, the the Government of Canada's mandate letter called for the [Minister of Public Service and Procurement Canada \(PSPC\)](#) to collaborate with the Minister of Indigenous Services and the President of the Treasury Board to create a new target to award 5% of all federal contracts to Indigenous businesses in January. The City of Saskatoon and Regina's procurement teams contributed to the creation of a database of local Indigenous businesses with their Indigenous departments, and they hosted an Indigenous supplier showcase alongside the Government of Saskatchewan's [Corporate Procurement Committee](#), SaskPower and several crown corporations. Similarly, the Government of Yukon approved a [First Nations Procurement Policy](#) in December.

In the CCSP community, these events inspired the adoption of a new Indigenous Procurement pillar in our sustainable procurement framework—acknowledging the unique responsibility we have to Indigenous peoples and distinguishing it from other social, environmental, and ethical goals.





## 5

## BLM protests call on organizations to start walking the talk



In addition to the advancement of Indigenous procurement, George Floyd's death and subsequent worldwide Black Lives Matter protests brought renewed attention to racial inequities in Canada's social and economic systems. Many public sector organizations investigated how to remove systemic barriers faced by people of colour, leveraging procurement as a force to drive this change. For example, the [Government of Canada's Speech from the Throne](#) in September promised to redouble economic empowerment efforts by increasing diversity in public procurement, including continuing to host their [Diversifying the Federal Supply Chain Summit](#) and delivering on recommendations from the Procurement Ombudsman's study on [Supplier Diversity and Workforce Development](#). The [Government of BC](#), [City of Victoria](#) and [Halifax Regional Municipality](#) updated their policies to include supplier diversity as key priorities. Additionally, the City of Vancouver continued to work towards their target of awarding 50% of contracts both in number and in value to social and diverse businesses by 2023—building off their [reported 27% in number and 17% in value in 2019](#). The City of Brampton also launched a new supplier diversity [initiative](#) for invitational bids, and joined the Supplier Diversity Alliance of Canada. Many other organizations including but not limited to CBC/Radio-Canada, Nanaimo, and BC Ferries also began to strategize on how to increase supplier diversity.

## 6

## Return of the disposable; single use plastics explode



Amidst the Government of Canada's [announcement to ban single use plastic products and achieve zero plastic waste by 2030](#), single use plastics and products made a comeback. People began to forego reusables in order to stay safe during the COVID-19 pandemic—increasing their use of disposable face masks and shields, takeout containers, plastic bags and packaging, and more. All the while, [global demand and prices for oil plummeted](#) as lockdowns took effect, making virgin plastics far less expensive than recycling. According to [Dalhousie University's Agri-Food Analytical Science Lab](#), this perfect storm significantly reduced public support for stronger regulations and bans on plastics as people prioritized cost and health and safety. Early figures from Vancouver, Calgary, Winnipeg, Toronto and Halifax reveal that residential garbage collection [increased as much as 35% compared to 2019](#). Countries like [Spain and China](#) also reported a drastic 350% and 370% increase in [medical waste](#), respectively.

However, not all hope is lost. Public sector organizations are not turning a blind eye to this new challenge. They are increasingly participating in circular economy events; such as the [World Circular Economy Forum](#) in September, Metro Vancouver's [Zero Waste Conference](#) in November, the [Circular Innovation Council's](#) (formerly Recycling Council of Ontario) year-round programming, the [Coalition for Green Healthcare's](#) year-round programming. Furthermore, some organizations like the City of Victoria took swift action to reduce waste, installing [Safety Equipment and Protective Gear Zero Waste Boxes](#).



## 7 IT purchasing: ready or not, here we come



As employees were directed to work from home, many organizations had to rapidly implement new IT processes and tools which left many organizations scrambling when it came to considering sustainable specifications related to human rights, circularity, end-of-life and the myriad of other issues that arise when you peek under the lid of IT procurement. The City of Mississauga, City of Winnipeg, and the Government of Yukon fast-tracked e-procurement implementations to ensure continuity of service and the health of staff and vendors. This digitization led to positive environmental outcomes like reduced paper usage and commuting-related emissions.

However, the rapid purchase of IT equipment like laptops and cellphones for staff working from home can involve new sustainability impacts, many of which just weren't accounted for in many template specifications from prior bids. For example, it is estimated that 50M metric tonnes of e-waste is generated annually with only 20% of the stream safely recycled. Other estimates report electronic waste contained \$85 billion of gold, silver, copper, platinum, palladium and other recoverable materials. What's more, IT equipment suppliers are also at high risk for breaking the International Labour Organization conventions against child labour, forced labour, and employment discrimination. With this in mind, organizations are increasingly looking to ecolabels and third-party verifications like TCO Certified, EPEAT, Energy Star, Ecovadis, and CDP, as well as participating in initiatives like Green Economy Canada's new Sustainable Procurement Pilot Research Project (in partnership with HP Canada), to develop stronger specifications for IT. (Read a great example of IT purchasing in the City of Winnipeg's Success Story).

## 8 Doing the doing: implementation of tools to turn policies into impacts



Sustainable procurement tools became a hot topic for the public sector because experience bears out that policies don't obtain widespread adoption on their own; tools are needed to help buyers and business units bake sustainability into all types of purchases. They created and implemented lists of ecolabels, supplier codes of conduct, risk-opportunity assessments, guides, checklists, sample clauses, evaluation guides, FAQs documents, Supplier Leadership Questionnaires (SLQs), case studies, and more.

For example, the Halifax Regional Municipality drafted a Supplier Code of Conduct and a Social Procurement FAQ. The City of Saskatoon required all projects and purchases over \$10K be assessed using their new Triple Bottom Line Decision Making Tool. (Read more about this initiative in Saskatoon's Success Story.) The City of Edmonton used Buy Social Canada's Social Value Procurement Menus to determine and evaluate social criteria for every procurement. BC Lottery Corporation piloted a risk opportunity-assessment at the business unit level to identify strong sustainability specifications and questions for their Request for Proposals (RFP) for Promotional Products – a high profile category from a brand reputation perspective.





## Doing the doing *Continued*

### 9 Win-win-win: cutting carbon, cutting costs and building resiliency

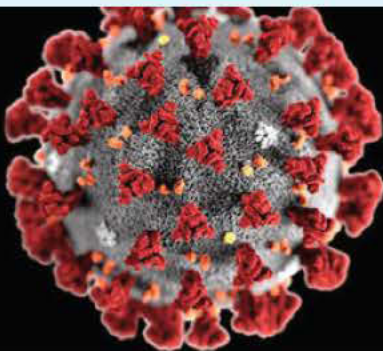


The City of Victoria and the [Province of Nova Scotia](#), with the help of Halifax Regional Municipality, created social value supplier lists for their respective regions. Finally, the CCSP's Working Group co-created 3 new tools in an effort to standardize sustainable purchasing across Canada and help other members progress with minimal resources. (Learn more about their efforts in their [Success Story](#).)

Last year's 529 Climate Emergency Declarations from [government bodies](#) and [post-secondary institutions](#) deepened the commitment to use sustainable procurement to lower eco-impacts and reduce costs. For example, UBC developed its new [Climate Action Plan](#) with new procurement guidelines for food and fleet. The City of Vancouver developed its [Climate Emergency Action Plan](#) and updated its Green Operations Plan (internal)—calling out low carbon procurement, the use of lifecycle assessments, and increased measurement and reporting as key drivers of success. The City of Mississauga adopted a new Green Fleet Policy to guide the purchase of low or zero emission transit and corporate vehicles.

What's more, public sector organizations increasingly recognized that climate-friendly initiatives lead to both environmental and economic resilience. Low-carbon approaches were cited as a means to [#buildbackbetter](#) and support overall efficiency. For example, the City of Ottawa's Corporate Energy Management Office (CEMO) doubled down on measuring and reporting retrofit projects for boilers, insulation, and lighting to inform new, more environmentally and economically effective energy projects and purchases. UBC adopted new Energy Efficient Ultra Low Temp freezers (EE-ULT) through their [Green Labs Program](#) and invested in [award winning green building practices for the new Skeena residence](#). Finally, Mississauga is piloting battery-powered small equipment to replace their gas and diesel units. (Learn more in [Mississauga's Success Story](#)).

### 10 COVID-19 sidelines sustainable procurement for smaller organizations



Although many public sector organizations made significant strides in 2020, sustainable procurement efforts in smaller cities, universities, and crown corporations were often stalled. Procurement staff focused on emergency response efforts and relied on sole sourcing for speed. They had greater difficulty with reaching suppliers and getting lead times; evaluating suppliers with counterfeit products; and with rapidly learning how to buy new, health-related products and services. They faced hiring and budget freezes in light of economic uncertainty, loss of revenues, and in the case of municipalities, deferred property taxes. This meant increasing demands and fewer resources. For example, several cities were down buyers for most of the year. Alberta universities faced significant layoffs and some BC post-secondary institutions were forced to lay off senior sustainability staff. At a strategic level, the crisis highlighted the vulnerability of public supply chains and the importance of well-resourced, sustainable procurement departments.



# BEST PRACTICE FRAMEWORK FOR HIGH-PERFORMING PROGRAMS



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.



## 6. Tools

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



## 2. Staffing and Resources

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



## 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.



## 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.



## 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.



## 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.



## 9. Supplier Engagement

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



## 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.



## 10. Leadership and Collaboration

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

## 2020 MEMBER BENCHMARKING & PROGRAM DEVELOPMENTS



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

Interview results are then used to:

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

### Self-Assessment Framework

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

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

### Member Benchmarking Results

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





	Strategy & Action Plan	Staffing & Resources	Policy	HIPO List	Procedures	Tools*	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
City of Port Coquitlam										
City of Regina										
City of Saskatoon										
City of Vancouver										
City of Victoria										
City of Whitehorse										
City of Winnipeg										
City of Yellowknife										
District of Saanich										
District of Squamish										
Halifax Regional Municipality										
Government of Yukon										
BCIT										
BC Lottery Corporation (BCLC)										
Capilano University										
Simon Fraser University (SFU)										
Thompson Rivers University (TRU)										
University of Alberta (U of A)										
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



# 1 Strategy and Action Plan



- BCLC, Nanaimo and the Yukon developed sustainable procurement action plans based on the CCSP's 10-point Best Practice Program Framework in Summer 2020.
- Mississauga began reviewing the results of its [2018-2020 Sustainable Procurement Implementation Plan](#) (Phase 1) and planning for Phase 2.
- Yukon launched its climate change strategy, Our Clean Future, in Fall 2020—committing to 50% electric fleet vehicles by 2030, along with additional commitments.
- Vancouver updated their Green Operations Plan (internal) in alignment with its new [Climate Emergency Plan](#) and [Greenest City Action Plan Update](#)—calling out low carbon spend, lifecycle assessments, and increased measurement and reporting as key drivers of success.
- Saskatoon integrated sustainable procurement into their [Triple Bottom Line Action Plan](#).
- UBC developed its new [Climate Action Plan](#) with new procurement guidelines for food and fleet in alignment with its 2019 Climate Emergency Declaration.
- UBC's [Zero Waste Foodware Strategy](#) and [Food Service Ware Procurement Guideline](#) came into effect in January.

# 2 Staffing and Resources

- BCLC, Nanaimo, Squamish, and the Yukon each established cross-functional working groups to advance and inform their sustainable procurement programs.
- Regina launched an Energy & Sustainability Solutions branch to collaborate with procurement in achieving the City's [Renewable Regina 2050](#) target.
- Kelowna received a grant to hire a [UBC Sustainability Scholar](#) to [score the City's work in relation to the United Nations' 17 Sustainable Development Goals](#) (SDGs), including SDG 12: Sustainable Production and Consumption.
- Brampton hired an external consultant for a Fair Wage and Community Benefits Feasibility Assessment in October.

## NEW 2020 SUSTAINABLE PROCUREMENT DELEGATES

13 new faces were designated to lead sustainable procurement within their respective organizations for 2020 and beyond. Welcome Heather McLeod and Christine Estrada (BCLC), Lisa Mykituk and Chris Martens (Edmonton), Andrea Westfall (Mississauga), Jenn McCabe (Ottawa), Tammy Moyse (Regina), Genevieve Russell (Saskatoon), Anthony Jeffrey (Squamish), John Morrison and Derek Kogstad (University of Calgary), Gloria Kasigazi (Whitehorse), Reilly MacNeil (Yellowknife), and Edward Claringbold (Yukon)!





## 3 Policies



- Yukon approved a [First Nations Procurement Policy](#) with commitments to contracting and subcontracting Indigenous businesses, increasing employment and skills development opportunities for Indigenous peoples, and expanding their engagement activities.
- Halifax's Council approved [new Social Value Framework and Living Wage requirements](#) for procurement in Fall 2020.
- Squamish updated its procurement policy with new social procurement components in alignment with their new [Strategic Plan](#).
- City of Whitehorse launched a [new procurement policy](#) with new commitments to economic, environmental and social sustainability in August.
- Victoria updated its [procurement policy](#) to include new social procurement commitments around Living Wages and considering community benefits in all purchasing in February.

## 4 High Impact Procurement Opportunity (HIPO) List



- BCLC developed its first ever HIPO list and began regularly tracking upcoming procurements to incorporate sustainability. HIPO categories include professional services, marketing materials, gaming equipment, IT, paper, office furniture, and cleaning services and supplies.
- Halifax developed its first ever HIPO list which includes lawn care, janitorial services and supplies, public relations, uniforms, signage, catering, courier services, and construction.
- Mississauga's cross-functional Environmental Community of Practice added sustainable procurement to their standing agenda to help identify upcoming HIPOs.

## 5 Procedures

- Kelowna formally began weighting environmental and social sustainability as 10% of all bids.
- Regina piloted criteria for community benefits and local procurement in RFx documents.
- Ottawa updated their procurement guidelines to align with department specific sustainability policies like their [Climate Change Master Plan](#), [Green Building Policy](#), [Green Municipal Fleet Plan](#), and [Transit Emission Reduction Strategy](#).
- Saskatoon's [Triple Bottom Line](#) (TBL) initiative created and implemented new procedures on how and when to apply TBL considerations to projects and purchases.





- Port Coquitlam has an Environmental Sustainability section integrated within every RFP which includes two questions adjusted on a case-by-case basis depending on the type of procurement.
- SFU developed new Aboriginal Procurement Procedures to provide a set of steps for buyers to diversify SFU supply sources, to increase the number of Indigenous businesses participating in SFU procurement processes, and to actively establish supply relationships between SFU and Indigenous businesses.
- SFU adapted its procurement procedures to develop a more accessible application process for diverse and social enterprises, while still aligning with the university's goals and initiatives, and the needs of the SFU community.
- Brampton updated their procedures for invitational procurements (\$25-100K) to ensure that at least 1 certified diverse supplier is included in their 3 invites.

## 6 Tools



- CCSP's Working Group including Halifax, Mississauga, Regina, Yukon, and GreenCare<sup>1</sup> co-created 3 new tools to share with members in December. Learn more in their CCSP Success Story.
- BCLC began building a comprehensive toolkit, including a Risk-Opportunity Assessment, Vendor Response Guide, Sustainability Leadership Questionnaire, and more. The Risk-Opportunity Assessment was piloted in several purchases in Fall 2020.
- Halifax created a new Supplier Code of Conduct in alignment with their new Social Value Framework.
- Saskatoon's [Triple Bottom Line Decision-Making Tool](#) was used to further program development.
- Mississauga launched a new sustainable procurement checklist for IT hardware and software, which includes key risks and opportunities and certifications.
- University of Calgary's Sustainability department developed and promoted a list of reputable ecolabels to Purchasing staff and contract managers.
- Edmonton leveraged Buy Social Canada's [Social Value Menus](#) to develop and evaluate social procurement criteria for all procurements.
- Victoria launched a Social Value Supplier Directory in July. Learn more in their CCSP Success Story.
- Regina supported local non-profit, [Economic Development Regina](#), in their creation of a database of Indigenous businesses.
- Winnipeg leveraged tools from [Sustainable Procurement Manitoba](#), including lists of ecolabel and sample sustainability specifications.

<sup>1</sup> GreenCare is a shared initiative of the BC Lower Mainland Health Organizations: Fraser Health (FH), Providence Health Care (PHC), Provincial Health Services Authority (PHSA), and Vancouver Coastal Health (VCH).





## 7 Training and Engagement



### Training

- Mississauga customized their sustainable procurement training to be category specific. As of December, 82% of all identified buyers and contract managers have been trained.
- Edmonton trained 40 Procurement staff and several business unit staff on the City's [new Social Procurement Framework and Policy](#) from January to March.
- Vancouver trained business unit directors and the engineering teams on how to champion sustainable procurement initiatives in their department.
- Saskatoon developed and launched an extensive training program for their [Triple Bottom Line](#) initiative, including videos, checklists and guides, interactive workshops, and 1-on-1 meetings.
- Victoria mandated all purchasing cardholders complete training on including social value considerations in their low-value purchase as of December, and they launched an internal website with supporting resources.
- Yukon launched an online Procurement Academy and is developing a module on sustainability in line with their new eProcurement System.

### Engagement

- Kelowna's Darren Tompkins looked to resurrect the City's cross-functional Sustainability Action Team to raise awareness about sustainable procurement.
- The City of Mississauga's Indigenous Relations Team launched an internal Indigenous Relations Resource Hub which provides guidance and support for all projects, programs and initiatives that involve Indigenous Peoples.
- Ottawa's Jenn McCabe began collaborating with the Equity Secretariat (established in 2020), Community and Social Services, and Economic Development teams.
- Victoria's Leah Hamilton began collaborating with the City's Climate Action and Zero Waste teams.

## 8 Measurement and Reporting



- 12 CCSP members participated in the [2020 Sustainable Procurement Barometer](#), alongside 142 other Canadian public and private sector organizations.
- Vancouver published their [2019 Annual Procurement Report](#) in March, providing their first update on their goal of awarding 50% of service contracts to social and diverse businesses.
- Greencare launched an [Environmental Report](#), featuring its most recent waste reduction and sustainable procurement initiatives.
- Whitehorse's new procurement policy requires procurement staff to report their sustainable procurement program developments and sustainable procurements to Council semi-annually.
- Brampton developed a measurement and reporting framework for supplier diversity and invitational bids.





## 9 Supplier Engagement



- BCLC's Vendor Performance Management team piloted a sustainability questionnaire with 27 strategic suppliers to build baseline data and inform supplier engagement activities in 2021.
- Edmonton shared their new Social Procurement Framework and Policy (2019) with local and regional construction associations, including the Alberta Road Construction Association, Consulting Engineers of Alberta, and the Edmonton Construction Association.
- Ottawa engaged the Centre for Social Enterprise Development and Ottawa Community Foundation to develop new strategies to support budding social enterprises.
- Halifax met with suppliers and prepared an [FAQ](#) to socialize their new Social Value Framework.
- Regina and Saskatoon created a shared database of Indigenous suppliers in Saskatchewan.
- SFU notified vendors that they are eliminating plastic water bottles from dining and vending for all campuses by December 2020 and published [this video](#).
- Brampton created a new dedicated webpage on supply chain diversity, shared a public media release, and hosted 4 virtual vendor engagement sessions to raise awareness about their new supplier diversity initiative for invitational bids.

## 10 Leadership and Collaboration



### Collaboration

- Yukon Government engaged all 14 First Nations governments and co-drafted their [First Nations Procurement Policy](#) as a government-to-government table. The Yukon First Nations Chamber of Commerce, Yukon Chamber of Commerce, Whitehorse Chamber of Commerce, and other key stakeholders were also briefed on the policy.
- Vancouver helped advance new Accounting for Sustainability (A4S) practices alongside Telus, Fortis, KPMG, and the Port of Vancouver.
- Vancouver worked closely with B Lab, VEC, Buy Social, and Women in Business to advance sustainable purchasing from social value businesses.
- Ottawa engaged Ottawa's [Community Benefit Coalition](#) on two upcoming projects: Lebreton Flats and the Central Library.
- Halifax is currently collaborating with [Nova Scotia's](#) sustainable procurement working group to develop a database of social enterprises in the region.
- BCIT, UBC, and Greencare participated in BC's [Feed BC Value Chain Advisory Group](#) meeting in March.
- Regina and Saskatoon worked with Saskatchewan's [Corporate Procurement Committee](#) alongside several crown corporations to coordinate their Indigenous messaging and resources, and to invite Indigenous business owners to showcase their businesses.





## Leadership and Collaboration Continued



- Victoria participated in two of the Coastal Communities Social Procurement Initiative (CCSPI) working groups on the topics of supplier diversity and measurement, respectively.
- Winnipeg participated in the [Sustainable Procurement in Manitoba](#) working group, alongside Government of Manitoba, Manitoba Liquor and Lotteries, and many other public sector purchasers.
- Ottawa joined a small cohort of municipalities and post-secondary institutions for [Green Economy Canada's new Sustainable Procurement Pilot Research Project](#) in partnership with [HP Canada](#).
- Brampton became corporate members of the Supplier Diversity Alliance Canada (SDAC) (which includes CAMSC, CGLCC, IWSCC, and WBE) as well as Buy Social.
- Brampton, Caledon, Mississauga, and Peel began regularly meeting to align sustainability and sustainable procurement approaches.

## Leadership



- Mississauga's Andrea Westfall spoke on the Ontario Public Buyer's Association's sustainable procurement expert panel.
- Vancouver presented its sustainable procurement approach to BC Municipality City Managers.
- Vancouver presented the City's approach to social procurement at [Building Operations and Maintenance Association's BOMEX](#) conference alongside supplier FirstOnSite Restoration.
- Regina supported local non-profits in obtaining essential COVID-related supplies like PPE during emergency response efforts in Spring 2020.
- Vancouver was featured in the [European Union's 71 Social Procurement Case Studies](#) (case 65).
- SFU's Vancouver campus catering won the [SFU president's award in sustainability](#).
- In Oct. SFU was named the first [Fair Trade Gold Campus](#) in Canada.

# MEMBER SUCCESS STORIES

## 1 BCIT Reduces GHG Emissions by Transitioning to Sugar Sheets



### CONTEXT

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

British Columbia Institute of Technology (BCIT) has long been committed to sustainability and innovation. They set an aggressive target to reduce their [Ecological Footprint](#) by 75 per cent in 2007; and in 2019, they updated their Strategic Plan and [Sustainability Vision](#) to meet these goals—highlighting sustainable procurement as a key driver for success. Recognizing that paper represented 3 per cent of BCIT's total greenhouse gas (GHG) emissions in 2018, the Corporate Services Department, who supplied most of the paper and printing services on campus, sought to reduce their paper-related emissions.

### PROCUREMENT PROCESS

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

BCIT's Imaging group conducted market research and discovered [Sugar Sheets](#), a 100% forest free paper derived from agricultural sugarcane waste. According to a [cradle-to-grave Life Cycle Analysis \(LCA\)](#) by TruCost, every two boxes of Sugar Sheets saves one tree and 29.2 kg of emissions (2017). Their mill is ISO 14001 and 18001 certified, providing third party verification of their environmental and occupational health and safety management practices. The paper is 99.9% jam free certified by Buyers Laboratory Inc. (BLI), can be recycled in traditional recycling systems, and compares in price to paper with 30% recycled content—BCIT's paper option at the time. Once the initial research was complete, the Imaging group then engaged the Purchasing group to source the Sugar Sheets. Purchasing collaborated closely with BCNET to evaluate potential suppliers. Social Print Paper was the only supplier of Sugar Sheets able to fulfill BCIT's needs and was directly awarded the contract.

### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

BCIT began by piloting 8.5x11 Sugar Sheets in September 2019. As of December 2020, they have completely switched all 8.5x11 and some 11x17 paper to Sugar Sheets, becoming the top user of Sugar Sheets across all PSIs in BC. As a result, BCIT has reduced their paper-related emissions by 50%. From September to November 2020 alone, they saved 1,144 trees and 33,405 kg of emissions. Finally, BCIT also procured a year's supply of Sugar Sheets, reducing transportation emissions from delivery of the typical 5-10 orders placed annually.



## 2 Nanaimo Cleans up Downtown with the Help of Local Social Enterprise



### CONTEXT

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

The Urban Clean-Up Program was developed in response to concerns voiced by downtown residents and businesses about the impacts that social issues were having on the urban areas of the city, such as rubbish left behind from the homeless population. The City noted this gap in its own service provisions and recognized an opportunity to create social value while addressing cleanliness issues. As a result, the City found a local non-profit organization, the Nanaimo Region of the John Howard Society, to work with and create an Urban Clean-Up Program. The program was originally brought to life in 2007 for a short period of time and was rebooted in 2017 due to an increase in the number of needles and other debris found in the downtown area.

### PROCUREMENT PROCESS

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

The City reached out directly to the Nanaimo Region of the John Howard Society (JHS), who put together a proposal, resulting in a direct sole-sourced contract. The idea was to create a social enterprise business model solution that would hire individuals with barriers to employment, such as those who have experienced homelessness or incarceration, to clean up discarded needles and other debris.

### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The program has been successful both for the hired participants, who are receiving a fair wage and work experience, and for the resulting cleanliness of the downtown area. The program employs two part-time JHS staff and contracts six program participants. Although some participants have come and gone, four have been actively engaged with the program for the past three years. Between 2017 and 2020, a total of 3,064 bags of garbage and 3,843 discarded syringes have been picked up. Additionally, other businesses and groups in the downtown core have separately contracted JHS for these services on their private property, providing further employment through the program. Another positive outcome is that participants felt an increased sense of belonging, self-worth, and confidence through their newfound employment.

**“What started off as a small contract with the City, is showing growth and resilience. It has been great for the participants to get experience and find a routine again.”** — *Bill Corsan, Director, Community Development*

## 3 Winnipeg Increases IT Sustainability Across Lifecycle



### CONTEXT

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

The City of Winnipeg was looking to update their roster of multi-function printing devices (MFDs) at end-of-life and procure a fully managed fleet solution. In doing so, the IT department saw opportunities to reduce their energy usage, paper consumption, and other environmental impacts.

### PROCUREMENT PROCESS

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

A [public RFP](#) was drafted over 11 months through a partnership between IT, Materials Management, and various other departments. The document included mandatory sustainability specifications, including:

- Electronic Product Environmental Assessment Tool (EPEAT) Certification, Silver or higher;
- Paper reduction capabilities, including all devices set to double-sided printing;
- Secure end-of-life recovery and recycling at an Electronic Product Recycling Association (EPRA) facility;
- Recyclable packaging; and,
- Ability to use paper with post-consumer recycled content.

Non-mandatory requirements, valued at 15% of the proposal, included sustainability features such as Energy Star compliance, proof of involvement in conflict-free metal programs for tantalum, tin, tungsten and gold (3T+G), and assistive technologies and devices in compliance with the Accessibility for Manitobans Act.

### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The City received proposals from several vendors and awarded the contract to Carlyle Printers, Services and Supplies with their suite of HP products. The evaluation team was particularly impressed with the sustainability features and services offered:

- EPEAT Printers and Toners;
- An HP-run closed loop recycling service for toner and ink cartridges;
- An end-of-life recycling program in partnership with EPRA accredited facilities;
- Environmentally preferred packaging, which uses recycled and recyclable content, minimizes materials, optimizes shipping, and avoids toxic chemicals; and
- Reliable and long-lasting devices, allowing the City to not reprovision devices well beyond year 5 of the contract, among many other sustainable benefits across the product life cycle.

*Learn more about [HP's Sustainability Impact](#) fact sheet [here](#).*



# 4 Mississauga Cuts Emissions with New Electric Grounds Equipment



## CONTEXT

### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In Fall 2019, the City of Mississauga's Parks Operations Department decided to pilot the use of battery-powered small equipment to replace their gas and diesel units in alignment with the City's new [Climate Change Action Plan](#) and upcoming Green Fleet Policy.

## PROCUREMENT PROCESS

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

In Winter 2020, the Parks Operations and Transportation and Works Departments collaboratively developed and issued a Request for Tender for grounds and grass cutting equipment to support the creation of the City's first all-electric turf crew.

The City awarded the tender to G.C. Duke Equipment Ltd. for the supply of two electric zero turn mowers, four electric trimmers, two electric backpack blowers and one electric push mower, along with rechargeable batteries that have the capacity to complete a full day's work, and are interchangeable among the equipment. An enclosed trailer was also customized in house to allow for all necessary turf equipment to be charged inside from one wall-mounted electrical receptacle.

## IMPACT

### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Although the environmental benefits have yet to be calculated, according to the U.S. Environmental Protection Agency (EPA), a new gas-powered lawn mower produces the same emissions in one hour of operation as 11 new cars each being driven for one hour. Additionally, in leaf blowers, two-stroke engines have been shown to emit contaminants comparable to large automobiles. A 2011 test by the car experts at Edmunds showed that ["a consumer-grade leaf blower emits more pollutants than a 6,200-pound 2011 Ford F-150 SVT Raptor."](#) Beyond the benefits of reduced emissions, the electric equipment produces far less noise, providing staff and residents a more pleasant experience in parks and cemeteries by reducing noise pollution.

As a bonus, the cost of the electric equipment was comparable to the cost of gas and diesel units, making the choice to reduce the City's emissions even easier. A second vendor had also joined the process, allowing for increased competition and lower prices, a sign of the rapidly evolving market landscape in sustainable goods, and the need for staff to remain up-to-date on new and affordable opportunities.



## 5 BCLC Looks Good While Doing Good with B-Corp Swag



### CONTEXT

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

BCLC was in need of a multi-purpose swag item to include in their Lotto Max winner gift bags and other marketing activities. They sought to purchase a few high-quality, sustainable items that would be a lasting extension of their brand, as opposed to a large number of lower quality disposable ones.

### PROCUREMENT PROCESS

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

BCLC went through their standing promotional products vendor, Genumark, to see what product options were available. Genumark presented Miir's travel pouch as one of the branded options and BCLC instantly saw a great fit because of the sustainability, functionality, and durability of Miir's products.



### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Miir is a certified B Corporation, meaning their social and environmental leadership is assessed and validated by a recognized third party. It is Certified Climate Neutral, a standard for all businesses taking bold and comprehensive action to measure, offset, and reduce carbon emissions. Additionally, Miir gives over 1% of their revenue to fund trackable projects focused on clean water, a healthy environment, and strong communities. As of December 2020, Miir granted \$1.5 million to 71 projects in 26 countries since its founding in 2010.

**“We always look for high-quality products that will last and ideally have a value-add for the customer. Miir was a premium brand choice and its give-back program was the icing on the cake.”** — Clare Albrechtsen, Senior Brand Manager, Lotto Max



## 6 New Tool Increases Sustainability of Saskatoon's Central Library



### CONTEXT

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

The City of Saskatoon had many sustainability plans and policies, including their [Official Community Plan](#), [Low Emissions Community Plan](#), and [Procurement Policy](#). However, the City did not have a way to systematically integrate sustainability into its daily activities. In 2018, City Council requested “that the Administration report back on the development of a sustainability-lens into all areas of the corporation,” which created an opportunity for a sustainability policy that would affect decision making.

### PROCUREMENT PROCESS

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

In response to Council’s request, the Sustainability department assembled a diverse project team—including staff from the Procurement, Strategy and Transformation, Community Service, Transportation, and Planning teams—to co-develop solutions. They drafted a Triple Bottom Line (TBL) Framework and Policy which considers four pillars, 42 indicators, and 115 corresponding success metrics. The TBL team began immediately integrating TBL principles into new projects, piloting a TBL decision-making tool, and soliciting feedback from staff to refine their approach. This easily built greater buy-in from staff who were able to see changes based on their input.

Council enacted the [TBL Policy](#)<sup>2</sup> in January 2020. It mandates that all new projects and purchases evaluate and report the sustainability of potential options using the decision-making tool. The process involves project leads meeting with Sustainability to walk through the tool and independently entering relevant risks and opportunities for each option (a 2-4 hour process). An automated report summarizes how various options score on the four pillars, which is then shared with Council and Senior Management who decide on how to procure to maximize TBL outcomes and mitigate undesirable trade-offs. From May 2019 to the end of 2020, the tool has been used over 40 times—averaging one assessment a week. For example, the tool was used to assess whether to renovate the City’s existing central library or build a new one.

### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The [TBL report](#) led council to approve building a new library with exciting sustainability features like:

- Social benefits such as additional Indigenous art and dedicated ceremony area, improved accessibility, and enhanced safety and security.
- Environmental benefits such as compliance with LEED and other green building certifications.
- Economic benefits such as reduced maintenance and operating costs, being a tourist destination that animates the downtown, and supporting place-making and economic diversification.
- Governance benefits such as helping the library fulfill its strategic plan, as well as addressing population growth and increased service demands.



2. The City's TBL initiative received the [Education for Sustainable Development Award](#) from the Saskatchewan Regional Centre of Expertise and was featured by the [CBC](#).



# 7 Victoria Finds New Social Value Suppliers



## CONTEXT

### WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Every year, local governments on Vancouver Island and the Sunshine Coast spend approximately \$1.5 billion on goods and services. Over the past 2 years, the City of Victoria has emerged as a leader in the region, promoting social procurement practices that leverage current spending to produce additional benefits for the community. Social procurement<sup>3</sup> fosters local employment, economic inclusivity, and affordability by creating economic opportunities for equity-seeking groups and target populations. This includes purchasing from suppliers that offer social value (e.g., non-profits, social enterprises, and diverse suppliers) and mandating that other suppliers deliver social value as a condition of their contract.

In 2019, the City participated in the Canadian Coastal Communities Social Procurement Initiative (CCSPI) and the CCSP's Working Group on Social Procurement for Low-Value Purchases to advance their Good Jobs + Good Business = Better Community Action Plan. However, as the City grew the demand for social value businesses, they recognized City employees did not know where to find suppliers who deliver community benefits. Leveraging supplier lists from certifying bodies like the Canadian Aboriginal and Minority Supplier Council (CAMSC), Canadian Council for Aboriginal Business (CCAB), B Corps, Buy Social Canada, and Living Wage Canada is possible in larger cities like Toronto and Vancouver. However, Victoria's research showed there were little to no certified organizations on the island, especially in categories of high spend or strategic importance like consulting, engineering, and construction.

## PROCUREMENT PROCESS

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

From June to July 2020, the City issued a Request for Information (RFI) inviting suppliers to identify social value elements of their business, and used the responses to develop their own Social Value Supplier Directory. The City then hosted two informational webinars to explain the directory to vendors.

## IMPACT

### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The RFI received over 33 responses, which are housed in a spreadsheet and shared with City staff, as well as the CCSP and CCSP's networks. It helps reduce barriers employees face when searching for new, more socially responsible vendors. The RFI identified businesses that may be hard to reach and/or face barriers to certification (e.g., lack of awareness, membership costs, time and effort to apply, etc.). The initiative was also a communication tool to signal to the supplier community that the City is looking to achieve best value through their spend with social value suppliers. In 2021, the City's Procurement team will be working with IT to develop a web form for suppliers to complete so their information is available via a searchable database. Finally, they will be working with other public sector organizations hoping to replicate similar initiatives.

3. Check out the CCSP's blog post on social procurement [link](#) for clarification on equity-seeking groups, target populations, social value businesses, and more.



## 8 Yukon Advances Reconciliation through Infrastructure Procurement



### CONTEXT

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

Many public sector organizations are creating action plans to address the [Government of Canada's Truth and Reconciliation Commission's Calls to Action](#) and the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#). This requires fundamentally shifting their relationships with Indigenous peoples—focusing on concepts like prior informed consent, equal partnership, and autonomy. In public procurement, this translates to adopting policies and practices that promote contracting Indigenous businesses, employing and training Indigenous peoples, and otherwise engaging them in public spending.

In Yukon, where [23% of the territory's total population is Indigenous](#) (2016) and 11 out of their 14 First Nations are self-governing, the Government of Yukon has long considered Indigenous peoples as key partners. When they approved the [Dempster Fibre Project](#) in 2018, the government knew there was a significant opportunity to achieve best value through their \$79 million investment. The project will not only ensure that a large number of northern communities have more reliable internet and cell phone service, it also offers opportunities for Indigenous jobs, capacity-building, and cultural training.

### PROCUREMENT PROCESS

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

The project is led by the Yukon's Department of Highways and Public Works (HPW) and supported by numerous departments including their Finance, Aboriginal Relations, Environment, and Economic Development departments, as well as the Government of Canada, Government of Northwest Territories, and Northwestel. HPW's extensive process included:

- Hiring a consultant to help manage the regulatory permitting process in Yukon and Northwest Territories in Fall 2018;
- Hiring an engineering team to design the installation of this fibre optic line through sensitive environmental areas;
- Beginning consultations and engagement with First Nations and Indigenous Groups<sup>4</sup> in Winter 2019;
- Developing a public Request for Qualifications (RFQ) to pre-screen construction contractors from December to January 2020;
- [Hosting engagement sessions and open houses](#) with the 3 eligible contractors in Whitehorse and each community, to allow for direct engagement with communities impacted by the project; and
- Creating and releasing a Negotiated Request for Proposals (NRFP) with significant Indigenous criteria in Summer 2020.

4. Yukon First Nations and Transboundary Indigenous Groups in Northwest Territories include Vuntut Gwitchin First Nation, Tr'ondëk Hwëch'in, First Nation of Na-Cho Nyäk Dun, Ehdliat Gwich'in Council, Gwichya Gwich'in Council, Nihtat Gwich'in Council, Tetlit Gwich'in Council and Gwich'in Tribal Council.

## IMPACT

### WHAT WERE THE SUSTAINABILITY OUTCOMES?

Although the contract for the NRFP has not yet been awarded as of December 2020, the anticipated impacts are significant as the document mandates that suppliers are evaluated on extensive Indigenous-related criteria. The key objective of the procurement was to increase employment, training and business opportunities for Yukon First Nations citizens and Indigenous groups from the Mackenzie-Delta region of the Northwest Territories who are also impacted by the project.

In order to meet this key objective, HPW sought feedback on the principles and the structure of the procurement from each impacted community. Options presented during these discussions were largely incorporated into the NRFP process.

Furthering this procurement partnership approach, HPW funded costs for proponents' travel and engagement sessions in each community. This interface brought forward opportunities for citizens to participate directly in the construction process.

Indigenous specifications represented 23 per cent of the total NRFP's evaluation criteria. Proposals were evaluated as follows: 11% for subcontracting...10 per cent for the hours...and 2 per cent for outlining their action plans to address Northern social and cultural challenges and opportunities, such as alcohol and drug abuse, the influx of large numbers of workers in small Indigenous communities, and opportunities for cultural education and exchange.

Finally, the project has set new standards for acknowledging and encouraging direct participation of Indigenous citizens impacted by infrastructure projects in their communities. For example, in 2021, Government of Yukon, through Aurora College, will [deliver environmental and wildlife monitoring courses for Indigenous citizens](#) from communities whose territories are adjacent to the fibre line. The course will teach skills needed for employment opportunities during the upcoming construction phase.

**In support of the Government of Yukon's commitment to their First Nations citizens, they co-created a ground-breaking First Nations Procurement Policy alongside local First Nations and Indigenous groups, recently unveiled at Yukon Forum in December 2020.**

Other Canadian public sector organizations already on their journey to align their spending with their commitments to Truth and Reconciliation include [BC Hydro](#), [Manitoba Hydro](#), [Hydro One](#), [Province of BC](#), [Government of Saskatchewan](#), [SaskPower](#), and the [City of Saskatoon](#). Click on their names above to learn about their Indigenous procurement policies and initiatives.



# 9

## CCSP Members Operationalize Sustainable Procurement with 3 New Tools



### CONTEXT

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

Public sector organizations have stepped up their commitment to green, social, ethical, and Indigenous purchasing in 2020 with dozens of new plans and policies. However, many are not yet equipped to ensure widespread adoption and operationalization of new policies. They lack the tools to bake sustainability into all types of purchasing—RFPs, quotes, low-value spend, etc. With this in mind, members of the CCSP's 2020 Working Group decided to co-create new tools and promote a standardized approach to sustainable purchasing so members can progress with minimal resources.

### PROCUREMENT PROCESS

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

From April to July 2020, Working Group members<sup>5</sup> including Halifax, Mississauga, Regina, Yukon, and GreenCare<sup>6</sup> convened to develop 3 sustainable procurement tools, including a/an:

1. **Sustainability Risk and Opportunity Assessment** to identify potential sustainability impacts before determining clauses and questions to include in solicitations.
2. **Ecolabel Guide** to provide a list of common labels and tips to include in solicitations.
3. **Supplier Leadership Questionnaire (SLQ)** to collect and evaluate enterprise-level sustainability.

The group then piloted the tools from July to November 2020, garnering input from key stakeholders, including senior leaders, buyers, sustainability staff, and business units. They discovered sustainable procurement was new to many stakeholders and created educational resources like a list of definitions and a short training slide deck to accompany the tools. Finally, in December 2020, the group shared their work and lessons learned with the wider CCSP community at the final webinar of the year.

### IMPACT

#### WHAT WERE THE SUSTAINABILITY OUTCOMES?

The 3 tools are now accessible to all 30 member organizations through the CCSP's online Resource Library, allowing hundreds of practitioners to save time and money in implementing their program. So far, the City of Mississauga has already implemented the SLQ and the Ecolabel Guide and will pilot the Assessment tool in 2021. Likewise, the Government of Yukon will promote the adoption of the Ecolabel Guide in 2021. Working Group member, Tammy Moyse from the City of Regina found great value in the process: "The group helped me stay motivated to learn best practices and advance my sustainable procurement initiatives amid a chaotic global pandemic. I couldn't have done it without them!"

*Read the [extended version of this success story](#) on the CCSP's blog.*

5. Andrea Westfall, Sustainable Procurement Coordinator at the City of Mississauga, Edward Claringbold, Procurement Advisor at the Government of Yukon, Jane Prior, Manager, Procurement at the Halifax Regional Municipality, Sonja Janousek, Sustainability Manager at Vancouver Coastal Health, and Tammy Moyse, Procurement Manager at the City of Regina.

6. GreenCare is a shared initiative of the BC Lower Mainland Health Organizations: Fraser Health (FH), Providence Health Care (PHC), Provincial Health Services Authority (PHSA), and Vancouver Coastal Health (VCH).



## Local Government Members

ORGANIZATION	NAME	TITLE
City of Abbotsford	Lisa Pryce	Senior Manager, Procurement
City of Brampton	Claudia Santeramo	Manager of Procurement Performance
City of Brampton	Diane Oliveira	Manager of Purchasing
City of Calgary	Matt Sutherland	Procurement Lead
City of Edmonton	Roger Lockwood	Director, Procurement
City of Kelowna	Darren Tompkins	Manager of Purchasing
City of Mississauga	Andrea Westfall	Sustainable Procurement Coordinator
City of Mississauga	Erica Edwards	Manager, Materiel Management
City of Nanaimo	Jane Rushton	Manager, Purchasing and Stores
City of Ottawa	Will McDonald	Chief Procurement Officer
City of Ottawa	Jennifer McCabe	Analyst, Strategic Sourcing
City of Port Coquitlam	Ian Wind	Purchasing Manager
City of Regina	Tammy Moyse	Manager, Procurement & Supply Chain
City of Saskatoon	Genevieve Russell	Project Manager, Sustainability
City of Vancouver	Kim Buksa	Sustainable and Ethical Procurement Manager
City of Vancouver	Alexander Ralph	CPO and Director of Supply Chain Management
City of Victoria	Leah Hamilton	Buyer, Supply Management
City of Whitehorse	Gloria Kasigazi	Supervisor Accounts Payable and Procurement
City of Winnipeg	Corinne Evason	Contracts Supervisor, Materials Management
City of Yellowknife	Reilly MacNeil	Procurement Officer
District of Saanich	Lorraine Kuzyk	Manager of Purchasing Services
District of Squamish	Anthony Jeffrey	Manager, Procurement
Halifax Regional Municipality	Jane Pryor	Manager, Procurement
Halifax Regional Municipality	Erin MacDonald	Senior Procurement Consultant, Finance and ICT





## Universities, Crown Corps and Health Care Institutions

ORGANIZATION	NAME	TITLE
BCIT	Sandra McLaughlin	Assistant Director
BCLC	Heather McLeod	Strategic Sourcing Manager
BCLC	Cristine Estrada	Manager, Procurement Operations
Capilano University	Paul Gruber	Manager, Purchasing
Federation of Canadian Municipalities	Pauline Pingusson	Project Officer, Green Municipal Fund
Government of Yukon	Edward Claringbold	Procurement Advisor
Simon Fraser University	Laura Simonsen	Major Contracts Procurement Officer
Simon Fraser University	Rita Steele	Manager, Campus Sustainability
Thompson Rivers University	James Gordon	Environmental Programs and Research Coordinator
Thompson Rivers University	Eric Vandermeulen	Procurement Manager
University of Alberta	Tamice Froehler	Manager Contract Services
University of Alberta	Sherry Hickman	Manager Product and Equipment
University of British Columbia	Shelly Morrison	Director, Supply Management and Financial Operations
University of British Columbia	Paula McCready	Senior Procurement Officer, Student Housing and Hospitality Services
University of Calgary	Vivian Mizera	Associate Director, Procurement and Distribution
Vancouver Coastal Health	Sonja Janousek	Environmental Sustainability Manager

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

Erin Unger, *Program Manager*, CCSP  
ccsp@reeveconsulting.com

or

Tim Reeve, *Managing Director*, CCSP  
timreeve@reeveconsulting.com

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## MEMORANDUM

May 21, 2021

TO: Mayor and Council

CC: Paul Mochrie, City Manager  
Karen Levitt, Deputy City Manager  
Katrina Leckovic, City Clerk  
Lynda Graves, Administration Services Manager, City Manager's Office  
Maria Pontikis, Director, Civic Engagement and Communications  
Anita Zaenker, Chief of Staff, Mayor's Office  
Neil Monckton, Chief of Staff, Mayor's Office  
Alvin Singh, Communications Director, Mayor's Office  
Doug Smith, Director Sustainability  
Alexander Ralph, Chief Procurement Officer and Director of SCM  
Kimberly Buksa, Sustainable and Ethical Procurement Manager

FROM: Patrice Impey  
General Manager, Finance, Risk and Supply Chain Management

SUBJECT: 2020 Annual Report – State of Sustainable Procurement in Canada

RTS # N/A

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The purpose of this memo is to share with Council the results of the latest 2020 Annual Report – *State of Sustainable Procurement in Canada*, which ranks the City of Vancouver as a leader in the public sector, striving to use the procurement function to support the organization in generating environmental and social value.

### **BACKGROUND**

The Canadian Collaboration for Sustainable Procurement (CCSP) is a growing member-based network of Canadian public-sector institutions working together to align their procurement with their values and commitments on sustainability. Members meet virtually to network, share information and co-create tools to better address environmental, social, ethical and indigenous opportunities and risks in their supply chain.

The City of Vancouver (CoV) is a founding member of the organization since its inception in 2010. At that time, the group was branded as the Municipal Collaboration for Sustainable Procurement (MCSP) and it included only a few local government participants with CoV serving as a steering committee member. The organization has grown since then and now it is comprised of 30 public sector organizations that not only include cities, but also higher education institutions, crown

corporations, health organizations and bodies such as the Federation of Canadian Municipalities (FCM).

Every year CCSP publishes a report, which compiles success stories, emerging trends, commentary, and resources that describe the State of Sustainable Procurement in Canada. Attached is the 2020 Annual Report for reference.

### **THE CITY'S PERFORMANCE**

The benchmark results presented highlight the City's strong performance relative to other municipalities. As the chart on pages 11 and 12 of the attached report show, the City of Vancouver has, by far, the largest number of mature program areas, including plans, supported by policy, resources and tools. The success of the City of Vancouver's sustainable procurement initiatives differentiate it from other public sector organizations, as they focus on including the Green Operations Plan and the Social Procurement Framework, which establish clear implementation areas for high impact for sustainable outcomes, engage and train staff to understand the organization's priorities, incorporate them in the day-to-day purchasing decisions, and set ambitious targets where progress and performance are measured and reported on an ongoing basis.

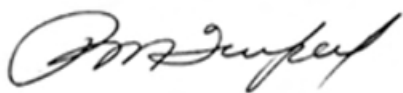
Additionally, the City of Vancouver participated alongside 11 other CCSP members and 142 other Canadian public and private sector organizations in a benchmarking exercise with the EPCAR 2020 Sustainable Procurement Barometer campaign (<https://2020barometer.org/>) where CoV ranked in the top 25%. The survey aims to connect sustainable procurement to the UN's Sustainable Development Goal, and every 4 years compare the progress of Canadian organizations in sustainable procurement in collaboration with research centers and practitioners.

### **SIMILAR COLLABORATION INITIATIVES**

The City of Vancouver, along with Toronto and Montreal, play a leadership role to advance in this field and engage with CCSP to enhance the use of sustainable procurement to help build healthy and vibrant communities. Similar collaboration is currently being coordinated by the Government of Canada with the Buyers for Climate Action initiative, which has an objective to disseminate outputs to a wider national and international audience.

Should you have any questions regarding the attached Annual Report, please feel free to contact me at (604) 873-7610 or [patrice.impey@vancouver.ca](mailto:patrice.impey@vancouver.ca).

Best Regards,



Patrice Impey  
General Manager, Finance, Risk and Supply Chain Management and Chief Financial Officer