



mcsp

2019 ANNUAL REPORT
on the State of Sustainable
Public Procurement in Canada

Profile of the Members of the Municipal Collaboration
for Sustainable Procurement

Prepared by

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About This Report

The Municipal Collaboration for Sustainable Procurement (MCSP) is proud to release this **2019 Report on the State of Sustainable Public Procurement in Canada**, which highlights national sustainable procurement trends, showcases member benchmarking and accomplishments, and features success stories from across the country.

Information in this report was gathered through interviews with MCSP members from November 2019 to January 2020. A special thanks to all those who contributed their time to make this report possible.

Table of Contents

WHO WE ARE	1
Message from the MCSP Steering Committee.....	2
The 2019 Year in Review	3
TRENDS IN CANADIAN SUSTAINABLE PUBLIC PROCUREMENT	4
1. Circular and Zero-Waste Procurement are on the Rise	4
2. Municipalities and Universities Prioritize Social Value in Procurement.....	4
3. Public Sector Responds to the Growing Climate Movement.....	5
4. A Focus on Social Value in P-Card Purchases Generates Rapid Results	5
5. Third Party Certifications Enable Organizations to Buy Social with Confidence.....	6
6. Cross-Functional Teams Drive Sustainable Purchasing Impacts.....	6
7. A Rise in Cooperative Purchasing Saves Time and Effort.....	6
MCSP BEST PRACTICE FRAMEWORK	9
2019 MEMBER BENCHMARKING & PROGRAM DEVELOPMENTS	12
MCSP MEMBER SUCCESS STORIES	20
1. SFU Contracts Social and Indigenous Caterers for Vancouver Food Services.....	20
2. TRU Repurposes Furniture Across Three Campuses with TRU-ReUse	21
3. Halifax Social Enterprise Wins Picnic Table Bid on Cost, Delivers Best Value.....	22
4. Ottawa Establishes Corporate Energy Management Office to Save Energy and Money	23
5. Toronto Recognized for Supply Chain Diversity	24
6. Mississauga Electrifies Ice Resurfacing Fleet to Save Energy and Money	25
7. Edmonton’s Custodial Workers Earn a Living Wage.....	26
8. Targeted Grazing in Calgary Eliminates Pesticide Use	26
9. Vancouver Updates Procurement Policy to Promote Animal Welfare	27
10. MCSP Members Train Staff on Social Procurement for Low Value Purchases.....	28
APPENDICES	30
1. About the MCSP.....	30
2. 2019 MCSP Participants	31
3. 2019 Webinar Speakers and Working Group Members.....	32
4. Coordination Office and Contact Information.....	33

WHO WE ARE

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

2019 Members



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

MEMBER BENEFITS

The MCSP helps members learn what their peers are doing, replicate successes, and save time and effort in implementing their sustainable procurement programs. MCSP services include Peer Exchange webinars, which offer interactive discussions around trends and best practices, a facilitated Working Group enabling members to create new tools and resources, and an online Resource Centre of tools, templates, and research. Each member also receives a contact directory, one to one benchmarking sessions, and up to 5 hours of customized support per year. Learn more about MCSP benefits and services in [Appendix 1](#).

GOVERNANCE & MANAGEMENT

[Reeve Consulting](#) serves as the secretariat for the MCSP and receives operational and strategic guidance from a volunteer Steering Committee. Members from the City of Mississauga, City of Toronto, City of Calgary, City of Kelowna and the University of British Columbia served on the 2019 Steering Committee.

Message from the MCSP Steering Committee

As members of the MCSP's governance team, we are proud to reflect on a year filled with high energy and strong collaboration around new sustainability trends like social, zero-waste, and circular procurement from Canada's public sector.

Guided by our 2018-2022 Strategic Plan, we expanded our membership within the post-secondary institutional sector, increased collaboration with other sustainable procurement networks in Canada, and invited new perspectives from diverse sectors and regions. We also expanded our services, increasing the number of Peer Exchange webinars. We engaged private sector sustainability leaders to participate in Peer Exchanges and share sustainability innovations in printing, IT products, and promotional materials (see [2019 Year in Review](#)). Finally, we raised our benchmarking process to the next level with an updated self-assessment questionnaire that reflects the maturity of the sustainable procurement movement (see [2019 Member Benchmarking and Program Achievements](#)).

In 2020, we are officially relaunching as the Canadian Collaboration for Sustainable Procurement (CCSP), a brand that better reflects our mission to serve all Canadian public sector organizations that are advancing social, ethical, and green procurement. As part of our relaunch, we are making our community more accessible to small organizations and adding new benefits and services for members.

We hope this report inspires and energizes you to take the next step on your sustainable procurement journey to reach your organization's most strategic environmental and social goals. We encourage you to share this report across your networks and use it to promote your learnings and successes!

Sincerely,

The 2019 MCSP Steering Committee

Natalie Adams,
Sustainable
Procurement
Coordinator (Past)

Waheeda Giga,
Policy and Issues
Management Advisor,
Office of the CPO

Matt Sutherland,
Procurement Leader,
Supply Management

Darren Tompkins,
Manager of Purchasing

Curt Steckhan,
Manager of
Purchasing (Past)





The 2019 Year in Review

The MCSP offered members relevant sustainable procurement best practices, tools, and engaging discussion through interactive webinars and collaborative projects listed below.

PEER EXCHANGE WEBINARS

1. SUSTAINABLE PLASTICS

Reducing single-use plastics at UBC and the Government of Canada as well as Hewlett Packard (HP)'s approach to increasing circularity of plastics.

2. MOBILIZING STAKEHOLDERS

Engaging stakeholders on sustainable procurement through training, communications, and events with case studies from Halifax, Mississauga, and the University of Alberta.

3. SUSTAINABLE CONSTRUCTION AND INFRASTRUCTURE TRENDS

Sustainable procurement approaches in construction and infrastructure categories with case studies on Vancouver's Community Benefit Agreement pilots and BC Housing's green building strategies.

4. ANNUAL CHIEF PROCUREMENT OFFICER (CPO) PANEL

Panel presentation on the value proposition for sustainable procurement, approaches to strategy and implementation, and solutions to challenges with CPOs from Vancouver, Toronto, and Mississauga.

5. ENGAGING SUPPLIERS TO ADVANCE SUSTAINABILITY

Engaging suppliers on sustainability across the procurement life cycle with case studies on Hemlock Printing's vendor-buyer collaboration, Nova Scotia's reverse trade show, and Mississauga's vendor capacity-building workshops.

6. INTEGRATING CIRCULAR PRINCIPLES INTO PROCUREMENT

Overview of circular procurement with case studies on circular disposal in Thunder Bay, circular food services at the Vancouver Airport Authority and SFU, and Fairware's zero waste promotional products.

7. ACTIVATING SOCIAL PROCUREMENT FOR LOW-VALUE PURCHASES

Showcase of the training program developed and piloted by the MCSP's 2019 Working Group.

See [Appendix 3](#) for a list of webinar speakers.

WORKING GROUP

This year, MCSP's Working Group members developed and piloted a 15-minute training module for staff with P-Cards or credit cards entitled "Including Social Value in Your Low-Value Purchases". Learn more about the Working Group's results in their [Success Story](#). See [Appendix 3](#) for a list of Working Group members.

LEADERSHIP & COLLABORATION

MCSP representatives expanded the community's reach and thought leadership by:

- Co-presenting with the Mississauga at the [Sustainable Purchasing Leadership Council \(SPLC\) Summit](#);
- Aligning Canadian sustainable procurement practices with the [United Nations' Sustainable Development Goals](#) (SDGs) in collaboration with other leading sustainable procurement networks in Canada; and,
- Benchmarking sustainable procurement practices for the [Federation of Canadian Municipalities](#).



TRENDS IN CANADIAN SUSTAINABLE PUBLIC PROCUREMENT

1 Circular and Zero-Waste Procurement are on the Rise

According to the [Circularity Gap Reporting Initiative's](#) findings, only 9.1% of the world's economy is circular. Although this statistic is alarming, Canada's public sector has not been idle. Cities and universities are working together to address circular and zero waste challenges and opportunities. Conferences like Canada's first ever [Circular Procurement Summit](#) hosted by the [Recycling Council of Ontario \(RCO\)](#) in Toronto and the [Zero Waste Conference](#) presented by the [National Zero Waste Council](#) in Vancouver

shared insights and tools for implementation from local and global leaders. In 2020, Canada will host the [World Circular Economy Forum 2020](#).

The City of Toronto's Purchasing and Materials Management Division, in partnership with the Solid Waste Management Services Division, held circular economy training for staff and identified circular procurement pilots with internal stakeholders. In spring 2019, Toronto collaborated with the circular economy thought leader Ellen MacArthur Foundation (EMF) to design and facilitate a collaborative working session for their [Circular Economy 100](#) membership network in April. Toronto also sponsored the Recycling Council of Ontario Circular Procurement Summit in June and spoke at the Zero Waste Conference in November, among other initiatives.

In Metro Vancouver, UBC, SFU, BCIT and the City of Vancouver exchanged implementation approaches and experience around reducing single-use plastics. UBC advanced their [Zero Waste Action Plan](#), which aims to remove 100% of single use plastics by 2020 and divert 80% of all waste from landfills by 2030. In September 2019, SFU launched their [Re-use for Good](#) program to reduce single-use plastics, offer reusable alternatives, and minimize waste from campus food services. Food service areas now offer metal cutlery and GoGreen containers; SFU Bookstores sell reusable straws and bags; and vending machines provide low-cost reusable water bottles.

2 Municipalities and Universities Prioritize Social Value in Procurement

Social procurement remained a hot topic in the public sector this year. By leveraging organizational spending power, social procurement helps create an inclusive economy, reduces poverty and creates employment opportunities for those who need them most. MCSP members have taken action by revamping their purchasing policies to include social procurement, launching pilot projects, and collaborating with peers across the country.

The City of Toronto led on social procurement with dedicated Supply Chain Diversity and Workforce Development programs. Edmonton integrated their new Community Benefits Framework into their [Sustainable Procurement Policy](#) and implemented a living wage requirement for janitorial contracts. Vancouver updated its bidding templates to align with its [Social Value Procurement Framework](#) launched in 2018 and collected baseline information on the diversity of its suppliers. Many municipalities — such as Ottawa, Winnipeg, Mississauga, Victoria, and Edmonton — are piloting social procurement for janitorial services, recycling, security, pest control, and events. In the post-secondary institutional sector, MCSP members SFU and BCIT welcomed social enterprises and diverse businesses into their catering and food services supply chains.

In addition to the MCSP, public sector organizations of all sizes turned to networks like Buy Social, Anchor TO in the Greater Toronto Area, and the Coastal Communities Social Procurement Initiative (CCSPI) in BC to build skills and tools for implementation. Buy Social hosted a summit entitled "Social Procurement: The Next Impact Revolution" in February and created a [Social Value Menu](#), which offers actionable tips to assess social value opportunities, write RFX language, and measure results.

3

Public Sector Responds to the Growing Climate Movement



Climate March in Vancouver, BC on September 27, 2019.

2019 marked Greta Thunberg's international call to action on climate change, international climate protests, and municipal declarations of climate emergency in Canada. The public sector responded with stronger commitments to climate change mitigation and adaptation. As one example, Mississauga released a new [Climate Change Action Plan](#) to reduce emissions by 80% by 2050. Likewise, UBC's leadership endorsed new low carbon commitments, building on the 41% reduction in GHG emissions they have already achieved (from 2003 baseline). UBC has been recognized as a leader among post secondary institutions for taking action on climate change.

Many MCSP members are implementing low carbon procurement, especially in energy and fleet categories. UBC, SFU, Capilano University, and TRU purchased electric vehicles and increased their EV charging capacity in 2019. Mississauga purchased electric ice resurfacing machines. Kelowna assessed the feasibility of transitioning garbage trucks to compressed natural gas that reuses methane from landfills. Victoria and Calgary began investigating methods of reducing emissions in construction-related equipment in 2020. Thompson Rivers University (TRU) purchased renewable electric heating in new buildings; began outfitting its Williams Lake campus with solar power; purchased clean energy from Fortis and Bullfrog; and reused heat from their Data Centre in their centralized heating system. UBC announced a new grant of \$5.8 million from the Government of Canada's Green Infrastructure Program for two energy efficient buildings and a solar-powered EV parkade. Most members continued to implement LED, boiler, and refrigeration retrofits through rebates from provincial and federal governments. Finally, procurement staff at BCIT, UBC, and

Ottawa helped optimize energy purchasing, reduce consumption, and assess the return on investment of energy-related projects through increased reporting and staff engagement ([see Success Story](#)).

4

A Focus on Social Value in P-Card Purchases Generates Rapid Results

Facing a growing number of individual purchases, organizations are looking for new ways to integrate sustainability into their low-value spend. MCSP members from Calgary, Victoria, Halifax, Edmonton, and Mississauga developed and piloted a short training program to capture this opportunity and encourage staff to consider social value when buying with P-cards and credit cards. The pilot was very well received by members. Participating organizations found it easy to integrate

information into current procurement and/or P-card training with minimal resources ([see Success Story](#)). Other members, like University of Alberta, focused on reducing individual purchases by promoting the sustainability benefits of buying on contract at their 24th Annual Supply Management Services Trade Show, which connected 500 employees with preferred suppliers. Engagement sparked by the trade show resulted in more staff buying on contract, which is a paperless process that assures best value because most contracts have sustainability embedded and consolidated shipping.

5

Third Party Certifications Enable Organizations to Buy Social with Confidence

Certification makes it easy and reliable to identify social, diverse, and Indigenous products and services. Certifying bodies help public sector buyers find pre-qualified suppliers through supplier databases. They also offer other benefits, such as events to connect with suppliers, workshops to learn best practices, awards, and media exposure. This year, MCSP members relied on [Buy Social](#) and the [Akcelos](#) marketplace, [Fair Trade](#) and [Living Wage Canada](#) for fair labour

practices, as well as the [Canadian Aboriginal and Minority Supplier Council](#), [Women Business Enterprise Canada Council](#), [Canadian Gay and Lesbian Chamber of Commerce](#), [Canadian Council for Aboriginal Business](#), and the [Inclusive Workplace Supply Council of Canada](#). Learn more about Toronto's efforts to advance supply chain diversity in partnership with certifying bodies [their Success Story](#).

6

Cross-Functional Teams Drive Sustainable Purchasing Impacts

As the maturity and scope of sustainable procurement expands, more stakeholders are getting involved. Public sector organizations are creating and engaging cross-functional teams to oversee implementation of new strategies across the organization. For example, UBC and Vancouver's procurement teams each worked with more than 30 divisional sustainability representatives. In both organizations, representatives received training in sustainable

practices and meet monthly to receive updates. This provides procurement staff an opportunity to share new sustainable procurement policies and tools, approved vendors, and sustainability metrics. In Winnipeg, the Corporate Finance Department established a cross-functional team to support sustainable purchasing, including Procurement, Legal, Audits, Indigenous Relations, IT, Water and Waste Management, and more. They meet on a monthly basis to share information, advance projects, and prepare communications to staff, leadership, and City Council.

Other organizations establish cross-functional teams for specific sustainable procurement projects. For example, the City of Toronto's Circular Economy and Innovation Unit within the Solid Waste Management Services Division facilitates a Cross-Divisional Circular Economy Working Group, which includes members from Solid Waste Management Services, Purchasing and Materials Management, Environment and Energy, and Parks, Forestry, and Recreation. Toronto also facilitates a Social Procurement Program Working Group, which includes Purchasing and Materials Management Division (PMMD), Social Development, Finance and Administration (SDFA), and Toronto Employment & Social Services (TESS). This group discusses opportunities and constraints related to implementation and identifies demonstration projects for the Social Procurement Program. Investing time in developing relationships between divisions and sharing expertise on sustainable procurement has been a key element to their longevity and success.

7

A Rise in Cooperative Purchasing Saves Time and Effort

An increasing number of cities and universities are saving time and effort through cooperative purchasing. Federal and provincial governments have promoted cooperative purchasing through initiatives like the [Canadian Collaborative Procurement Initiative](#) (CCPI), the Province of BC's [Procurement Community of Practice](#), and [Sourcewell](#), an American cooperative purchasing group currently expanding to Western Canada. Winnipeg is involved in cooperative

purchasing with the CCPI and the Province of Manitoba for various purchases. Ottawa, Victoria, and Vancouver are coordinating purchases with regional governments, their provinces, local school boards, and other organizations. Similarly, Capilano University, UBC, SFU and TRU are working with BC Net to develop shared specifications. For maximum impact, collaborative contracts can embed sustainability requirements and send a strong signal to the market on sustainability performance expectations.

MCSP Definition of Sustainable Procurement

Sustainable procurement embeds sustainability criteria into the selection of goods and services, alongside considerations of price, quality, service, and other technical specifications. The MCSP advocates for an approach that integrates environmental, ethical, and social considerations into all purchases to achieve best value for the organization.



ENVIRONMENTAL

Considering ways to reduce greenhouse gas (GHG) emissions, toxicity, energy, and waste as well as support clean and renewable industries and technologies.



ETHICAL

Considering and verifying that supply chain practices comply with [International Labour Organization](#) conventions against sweatshop labour, child labour, forced labour, and discrimination in employment as well as upholding fair labour standards consistent with the [Universal Declaration of Human Rights](#).



SOCIAL

Considering opportunities for inclusive economic development and community building by purchasing from businesses with a social impact commitment, diverse suppliers, and/or suppliers certified as [Fair Trade](#) or [Living Wage](#), which assure a fair return on labour.

MCSP Best Practice Program Framework

In 2010, the MCSP and Reeve Consulting created a 10-point framework to guide organizations on how to create high-performing sustainable procurement programs, benchmark their progress, and develop simple action plans for continuous improvement. A sustainable procurement policy alone is not a program. In our experience, organizations that are most effective in implementing sustainable procurement have all or most of the following program framework elements in place.



1. STRATEGY AND ACTION PLAN

A sustainable procurement strategy outlines the long-term vision for a sustainable procurement program and provides a clear course of action for implementing and managing it. The best strategies and action plans are integrated into other financial and procurement business plans and transformation plans.



2. STAFFING AND RESOURCES

Staff have sustainable procurement embedded in their role descriptions and are given dedicated technical and financial resources to design, implement, and manage the organization's sustainable procurement program. Staff are supported by an internal, cross-functional sustainable procurement working group or advisory committee that oversees implementation.



3. POLICY

A sustainable procurement policy provides clarity and direction on the importance of considering green, social and ethical risks and opportunities in procurement. Good policies directly reference specific environmental and social issues of importance. They may be stand-alone or embedded into existing procurement or finance policies.



4. HIPO LIST

A High Impact Procurement Opportunities (HIPO) list is a shopping list that identifies specific product and service categories for sustainable procurement based on risk, impact, volume, spend, and/or strategic importance for sustainability. Good HIPOs are continually updated with new sustainability targets for each category, as well as new procurement categories.



5. PROCUREMENT PROCEDURES

Procedures outline how sustainability requirements will be integrated into each major type of procurement process, whether sole sourcing, multiple quotes, or competitive processes like request for proposal (RFP). This may include guidance for developing specifications, weighting and evaluating responses, and including sustainability performance requirements into vendor contracts.



6. TOOLS

Tools enable staff to take a standardized approach to assessing sustainability risks and opportunities and making informed purchasing decisions. Some examples include risk evaluation worksheets and supplier questionnaires.



7. TRAINING AND ENGAGEMENT

Training and engagement helps staff understand sustainable procurement strategy, policies, and priorities and empowers them to integrate sustainability into purchasing decisions. Training programs are most effective when they combine peer-based and individual learning and are offered at regular intervals.



8. MEASUREMENT AND REPORTING

Measurement and reporting take regular stock of performance on sustainable procurement goals and highlight successes, challenges, and opportunities. Effective measurement includes both process indicators that measure how well an organization is aligning practices with policy, and outcome indicators that measure specific social, environmental, or economic outcomes such as job creation, waste diverted or financial savings.



9. SUPPLIER ENGAGEMENT

Engaging suppliers on sustainability priorities and inviting them to be partners in addressing social and environmental risks is a critical element of a best practice program. Some suppliers may be leaders and help inform organizational efforts, while other suppliers may require training and support. Sustainability performance is an important aspect of ongoing vendor performance management.



10. LEADERSHIP AND COLLABORATION






Leadership and collaboration with other organizations and sectors helps advance the field of sustainable procurement and builds mutually beneficial resources for all stakeholders.

2019 MEMBER BENCHMARKING & PROGRAM DEVELOPMENTS

Every year, the MCSP conducts a benchmarking interview with each member organization to support the self-assessment of their progress on implementing the [MCSP Best Practice Program Framework](#) and the overall level of maturity of their program.

Annual self-assessment interviews enable the MCSP to:

- Showcase [Member Benchmarking Results](#) so organizations can compare their results from year to year and across organizations;
- Celebrate member progress, as reported in [Member Program Achievements](#); and
- Share [Member Success Stories](#) of sustainable purchases and innovative programs.

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

ASSESSMENT FRAMEWORK

Members self-assess using progress ratings analogous to five phases of the moon (see above), which progressively represent increasing maturity levels in implementing each of the 10 program elements in the [MCSP Best Practice Program Framework](#).

BENCHMARKING UPDATE

In 2019, the MCSP renewed its benchmarking framework and process with an updated self-assessment questionnaire that reflects the maturity of the sustainable procurement movement and provides more clarity on the definition of each program element and moon chart rating. This new version was informed by leading standards and assessment tools including but not limited to the [ISO 20400:2017](#), the SPLC's Sustainable Purchasing Program [Inventory Checklist](#), and ECPAR's [Responsible Purchasing Barometer](#).

Changes to the framework include:

- Classifying *Supplier Code of Conduct* under *Tools*.
- Removing *Social Sustainability and Innovation* to encourage an integrated approach to sustainable procurement that includes relevant social, environmental, and ethical considerations in every purchase, and
- Adding *High Impact Procurement Opportunity HIPO List* and *Procurement Procedures* to reflect the importance of creating specific guidance on which categories to designate for sustainable procurement, and how to embed sustainability considerations in various procurement processes.

NO.	2018	2019
1	Strategy and Action Plan	Strategy and Action Plan
2	Staffing and Resources	Staffing and Resources
3	Policy	Policy
4	Supplier Code of Conduct*	HIPO List*
5	Tools and Procedures*	Procurement Procedures*
6	Social Sustainability & Innovation*	Tools*
7	Training and Engagement	Training and Engagement
8	Measurement and Reporting	Measurement and Reporting
9	Supplier Engagement	Supplier Engagement
10	Leadership & Collaboration	Leadership & Collaboration

Member Benchmarking Results

	1. Strategy & Action Plan	2. Staffing & Resources	3. Policy	4. HIPO List	5. Procedures	6. Tools*	7. Training & Engagement	8. Measurement & Reporting	9. Supplier Engagement	10. Leadership & Collaboration
Abbotsford	◐	○	○	○	○	○	○	○	○	◐
BCIT	○	◐	◐	◐	◐	◐	◑	◐	◑	◑
Capilano University	◐	○	○	○	◐	○	○	○	◐	◐
City of Calgary	◑	◑	◑	●	◑	◑	◑	◑	●	●
City of Edmonton	●	◑	◑	◑	◑	◑	◑	◐	◑	◑
City of Kelowna	○	◐	◑	○	◑	○	○	○	○	◑
City of Mississauga	●	◑	●	◐	◑	◑	◑	●	◑	◑
City of Ottawa	◑	◑	●	◑	◑	◑	◑	◑	◑	◑
District of Saanich	◐	◐	◑	◑	◐	◑	◑	◑	◐	◑
City of Vancouver	●	●	●	●	◑	●	●	●	◑	●
City of Victoria	◐	◐	○	○	◐	○	◐	○	○	◑
City of Winnipeg	○	◐	◐	◑	◑	◐	○	○	○	◑
Halifax Regional Municipality	○	◐	◐	○	◐	○	◐	○	○	◑
Simon Fraser University	◐	◑	◑	◑	◑	◑	◑	◑	◑	●
Thompson Rivers University	◐	◑	◑	◑	◑	◑	◐	◑	◑	◑
University of Alberta	◑	◐	◑	◐	◑	◐	◑	◑	◑	◑
University of British Columbia	◑	◑	●	◑	◑	◑	◑	◑	◑	●
City of Toronto*	Social	●	◑	●	◑	◑	◑	●	●	●
	Green/Circular	◑	◑	◑	●	◐	◐	◐	◑	●

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

*Note: The City of Toronto preferred to report progress on social and green/circular in distinct moon chart ratings, reporting separately on implementation of their Social Procurement Program and Environmentally Responsible Procurement Policy, respectively.

Member Program Achievements

This section provides a brief overview of member accomplishments this year in each of the MCSP Best Practice Program Framework areas. Many members won or were selected finalists for leadership awards for sustainability and sustainable procurement. Overall, members focused this year on putting tools, procedures and pilots in place to embed green, circular and social considerations into high impact procurements.

1 Strategy & Action Plan

- SFU's sustainability and procurement team developed and launched a [Re-use for Good](#) strategy to reduce single-use plastics, support reusable alternatives, and minimize food waste.

2 Staffing & Resources

- Ottawa established a new Corporate Energy Management Office under Supply Services. Three staff members were hired to centralize energy purchasing, manage financial and reporting processes, and provide strategic oversight of energy conservation projects (see [Success Story](#)).
- Edmonton and Toronto each added 1 full-time staff to support social procurement programs.
- Calgary, Ottawa, and BCIT each tasked a new employee to coordinate sustainable procurement.
- Victoria received approval to train all p-card holders on social procurement for low-value purchases.
- SFU created a [new position](#) to support their Re-use for Good program.

3 Policy

- Edmonton updated their [Sustainable Procurement Policy](#) to integrate their new Social Procurement Framework with their existing environmental and ethical standards.
- Toronto's City Council adopted a Community Benefits Framework, which establishes centralized coordination for a range of benefits initiatives across various divisions, agencies, and corporations.
- Vancouver updated their [Ethical Procurement Policy](#) and [Supplier Code of Conduct](#) to include animal welfare, one of the first cities in Canada to do so (see [Success Story](#)).
- UBC Food Services [adopted a new policy requiring all UBC food outlets to purchase sustainable seafood](#) from [Ocean Wise](#) certified suppliers.
- Edmonton implemented a living wage requirement for janitorial contracts (see [Success Story](#)).

4 High Impact Procurement Opportunities (HIPO) List

- Halifax secured a Partnership with [Efficiency Nova Scotia](#) to assess, recommend, implement, and analyse energy efficiency projects and proposals.
- TRU developed a HIPO list to guide sustainable procurement efforts in 2020.
- Toronto conducted regular spend analyses to identify priority categories for procurement from diverse suppliers, and updated and distributed a master list of certified diverse suppliers on the City's intranet to enable their Supplier Diversity Program (see [Success Story](#)).
- Vancouver created and distributed to staff lists of social, diverse and Indigenous vendors.
- SFU reviewed their spend on a monthly basis and discussed new sustainability purchasing priorities with buyers on a quarterly basis.
- Vancouver continued to monitor sustainability in 26 purchasing categories.
- University of Alberta completed a spend analysis and communications campaign to reduce paper consumption.

5 Procurement Procedures

- One year into its sustainable procurement program, Mississauga integrated sustainability into 22% of RFX processes, out of a target of 25%.
- Following consultation with suppliers, Vancouver updated all RFX templates with social procurement guidance.
- University of Alberta implemented a new e-procurement system, saving paper, time, and storage space.
- Edmonton and Toronto are adopting SAP Ariba, which will support a systematic approach to embedding sustainability in Strategic Sourcing and Category Management.

6 Tools

- TRU established new sustainable purchasing guidelines for divisional purchasing.
- University of Alberta researched and drafted a Supplier Sustainability Questionnaire for RFPs to pilot in 2020.
- Mississauga and TRU shared success stories internally to support staff learning on how and when to integrate sustainability in divisional purchasing.

7 Training & Engagement

- Mississauga won an [SPLC Leadership Award](#) for their sustainable procurement training program. Eighty-three percent of buyers and contract managers have now been trained and the City maintains an internal website to inform and engage staff.
- Members of the 2019 MCSP Working Group from Calgary, Victoria, Halifax, Mississauga, and Edmonton created and piloted a training on “Including Social Value in Your Low-Value Purchases” for public P-card and credit card holders (see [Success Story](#)).
- Toronto conducted monthly social procurement information sessions across all City divisions and built an intranet webpage on social procurement policy and procedures (see [Success Story](#)).
- Vancouver visited 12 divisions to engage staff around sustainable procurement practices.

8 Measurement & Reporting

- Mississauga created and tracked thirteen key performance indicators (KPIs) to assess the performance and implementation of their sustainable procurement strategy.
- Toronto generated monthly reports on supply chain diversity compliance and supplier response rates to invitational quotes.
- [TRU received a Platinum Rating](#) from AASHE’s Sustainability Tracking, Assessment & Rating System (STARS).
- Capilano University and University of Alberta renewed their FairTrade designations.

9 Supplier Engagement

- Toronto hosted two supplier diversity trade shows, increased the number of certified diverse suppliers participating in their monthly vendor workshops, and held quarterly meetings with City contractors who have social procurement requirements included in their projects (see [Success Story](#)).
- Edmonton engaged with construction stakeholders to discuss integrating community benefit and employment agreements into their contracts.
- Edmonton collaborated with EndPovertyEdmonton to engage social enterprises on social procurement pilot projects.
- Mississauga presented on sustainable procurement at the Province of Ontario's Doing Business With Government sessions and hosted an open invite vendor information session.
- TRU, SFU and Capilano University engaged food suppliers in sourcing more local foods and reducing waste.
- SFU consulted local, diverse and social enterprises on developing their catering capacity (see [Success Story](#)).
- SFU held their annual sustainability collaboration project with the Beedie School of Business to investigate reducing single use plastics in teaching and research labs, along with seven vendors.

10 Leadership & Collaboration

- UBC's Green Labs program was recognized with an international award for promoting sustainable procurement.
- Toronto became a Canadian Council of Aboriginal Business (CCAB) Procurement Champion.
- Toronto was selected as finalist for three [Women Business Enterprises \(WBE\) Canada Supplier Diversity Awards](#): Supplier Diversity Leader, Most Improved Supplier Diversity Program, and WBE Canada Champion.
- Vancouver [was selected as a finalist by Accounting for Sustainability \(A4S\)](#).
- The team involved in SFU's Vancouver Catering RFP won the 2020 SFU President's Award in Sustainability for their approach in engaging and awarding to social and Indigenous enterprises (see [Success Story](#)).
- BCIT, UBC, and TRU participated in FeedBC's initiative to advance purchasing of local food in BC.
- SFU shared insights from the development of its Aboriginal Procurement Procedure with post-secondary institutions and the broader public sector across Canada.
- Victoria participated in the [Coastal Communities Social Procurement initiative \(CCSPI\)](#) to develop skills and tools around social procurement with 19 other municipalities across Vancouver Island and along the BC Coast.
- SFU and BCIT continued to collaborate on the [B.C. Collaborative for Social Infrastructure](#), supported by the [McConnell Family Foundation](#).
- Mississauga shared its sustainable procurement training program in Clean Air Partnerships webinars.
- UBC representative Victoria Wakefield served on Advisory Committees for the [McConnell Foundation's Nourish initiative](#), [Climate Smart](#), the [Canadian Fair Trade Network's Fair Trade Campus Program](#), and on [Vancouver Economic Commission's Green Building Council](#).
- Vancouver contributed to many conferences and collaborative initiatives, including presenting at the Anchor Institute Summit in Toronto; presenting at [Intengine's first annual Sustainability Leadership Congress](#); participating in an [SDG Index](#) pilot test with the United Nations; and, participating in the [Carbon Disclosure Project Summit](#).
- The City of Vancouver participated in Vancouver's SME Business Expo and roundtables convened by [BuySocial Canada](#) in the downtown eastside (DTES).



Our Members' 2020 Outlook and Priorities

Looking ahead to 2020, MCSP members plan to deepen their sustainability impact through procurement. Overall, members plan to scale successful pilots into business as usual and build and implement tools and procedures to systematize sustainable procurement across their organizations.

PROGRAM DEVELOPMENT PRIORITIES

1. Securing dedicated staff and resources to implement sustainable procurement.
2. Building greater buy-in from leadership and client departments.
3. Creating useful sustainable procurement tools – including sustainable purchasing guides, information about certifications and eco-labels, and lists of vendors for social, diverse, and Indigenous procurement.
4. Integrating sustainability criteria into RFX processes.
5. Measuring and reporting results, from sustainable procurement program implementation KPIs to supplier sustainability performance and overall sustainability impact.

HIGH IMPACT PROCUREMENT OPPORTUNITY (HIPO) LIST PRIORITIES

1. Green building materials like concrete, wood, steel and construction material packaging.
2. Green fleets: electric vehicles, charging stations, and alternative fuel vehicles.
3. Road construction, including cement, asphalt and small equipment.
4. Facilities maintenance contracts and janitorial supplies.

MOST ANTICIPATED TRENDS AND EMERGING OPPORTUNITIES

1. Zero waste procurement: reducing the procurement of single-use plastics and products.
2. Low carbon procurement.
3. Measurement and reporting of GHG gas emissions to guide purchasing decisions.
4. Community and employment benefit agreements in construction, involving collaboration with client departments, building associations, and suppliers to align with [Infrastructure Canada's requirements](#).
5. Living wages – including increasing wage related requirements for selected contract services.
6. Social procurement for low-value purchases – including purchasing from social, diverse, and Indigenous enterprises in emerging local or regional markets.

MCSP MEMBER SUCCESS STORIES

1 SFU Contracts Social and Indigenous Caterers for Vancouver Food Services

OPPORTUNITY: Support Social and Indigenous Enterprises Through Purchasing

At the 2018 [Canadian Association of University Business Officers](#) (CAUBO) conference, SFU's President and Vice-Chancellor called upon post-secondary administrators to do more to support social and Indigenous enterprises in his keynote address. SFU's [Meeting, Event, and Conference Services](#) (MECS) department responded to this call to action and set aside a portion of SFU's large catering business for social purpose enterprises in Vancouver's [Downtown Eastside](#) (DTES), an area of the city that struggles with complex challenges, including unemployment. For more background on this story, refer to the case study in the MCSP 2018 Annual Report.



Staff from Tayybeh preparing food for an SFU event.

APPROACH: Develop an Inclusive, Accessible Pathway to Engage and Contract

In August 2018, staff members from MECS and Procurement formed a Catering RFP Steering Committee and developed a plan that would be a first-of-its kind in Canada: select Indigenous and social enterprise businesses to source to the prime catering contractor for their Vancouver Campus.

With assistance from [Buy Social](#), a Request for Information (RFI) for community-based social enterprise and Indigenous catering was developed and distributed. The RFI received 11 responses. SFU's Steering Committee reviewed the responses, held information sessions, and spent three days visiting ten caterers to tour their facilities, taste their food, and learn first-hand about their goals, accomplishments, and challenges.

SFU learned that these small enterprises needed a simple and flexible means of contracting and decided to contract with them directly. Staff then mentored the contractors to support service delivery and align suppliers with SFU's values, including buying Fair Trade, eliminating single use plastics, and implementing other sustainable practices.

OUTCOME #1: Direct Awards to Four Indigenous and Social Enterprises

In 2019, SFU and its primary caterer contracted with four Indigenous and social enterprise caterers:

- [Cedar Feast](#), an Indigenous catering company located in the Downtown Eastside;
- [H.A.V.E Culinary Training Society](#), an organization that provides food service training and opportunities to individuals who experience barriers to employment;
- [Tayybeh](#), a female-owned and operated business that employs Syrian newcomers; and,
- [East Van Roasters](#), a social enterprise offering coffee and chocolate and employing at-risk communities.

OUTCOME #2: Indigenous and Social Enterprises Subcontracted by Primary Caterer

Products and services from Indigenous and social enterprises were integrated into contracts with the prime contractor, who now sources espresso bar services from East Van Roasters, and Indigenous menu items from Cedar Feast.

Mark McLaughlin, SFU's Chief Commercial Services Officer, is proud of the results: "As part of our mission to be Canada's Engaged University, we strive to work with community partners and are excited that we can leverage our purchasing power to help support the social fabric of our communities." For its efforts, MECS was awarded the 2019 SFU President's Leadership award for Sustainability.

2 TRU Repurposes Furniture Across Three Campuses with TRU-ReUse

CHALLENGE: Divert Waste from Landfills

In 2014, Thompson Rivers University (TRU) set its sights on becoming a zero-waste campus and reducing waste sent to the Mission Flats landfill. Departments were encouraged to develop zero waste initiatives. The Procurement Services team saw an opportunity to repurpose existing furniture and other assets and make them available to staff across three campuses, encouraging reuse before new furniture acquisition.

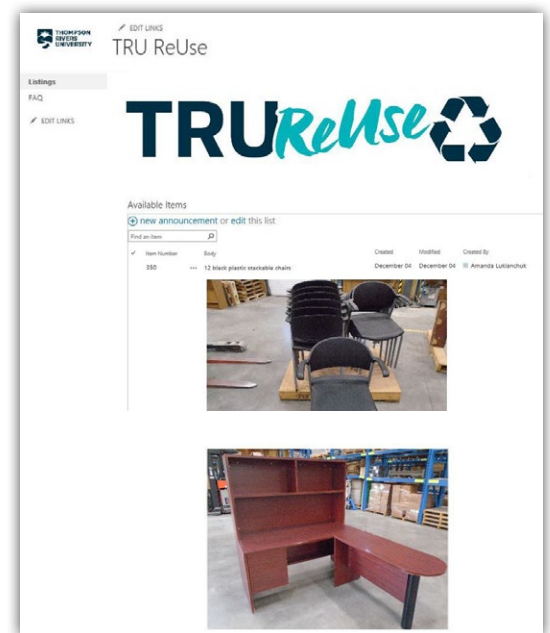
SOLUTION: Develop an Online Platform to Repurpose Used Furniture

In 2018, Procurement Manager Eric Vandermeulen stepped in to tackle furniture waste by developing a Kijiji or Craigslist-style online marketplace for staff to claim furniture sent to the TRU Warehouse for disposal.

“For years, we had a bunch of furniture stored in our warehouse without any way of letting people on campus know it was there. We had been selling or disposing of items off campus and simply buying new when client departments requested furniture,” he recalled. “I knew that the number one sustainability rule is to see if you can reuse items within your organization, and I thought TRU-ReUse was a way we could do that.”

When an item is no longer wanted, TRU procurement staff determine if it is reusable, assign an item number to it, and prepare a listing on the online shop. On Wednesdays, new items go live online and an email notification is distributed to all TRU staff.

The platform is free for staff to use and requires minimal resources to operate. There are no hard costs to keep the intranet site running and it only takes 2-3 hours per week of staff time to run the program. One staff member in Procurement updates the listings weekly, takes down delivered items, and handles questions from customers. Another point person in Warehousing takes pictures and measurements of the items when received, sends them to Procurement, and preps items to be delivered when claimed.



OUTCOME: 390 Items Repurposed and \$75,000 Cost Savings

The online shop has been a hit. As of December 2019, there were 400 unique visitors on average per month to the site. The program has delivered 390 individual items, estimated at \$75,000 in value, across all three campuses since 2018.

TRU-ReUse has expanded beyond office furniture to anything that can be reused, such as IT accessories and exercise equipment. “We had a display case from Williams Lake come to us complete with a sturgeon out of the Fraser River. The sturgeon is long gone, but we’re still trying to get rid of the display case,” laughs Eric. The procurement department is very satisfied with the value of TRU-ReUse. “It’s hard to quantify, but I can say that there is definitely less usable furniture going to auction, external donation, and the landfill,” Eric reports.

MORE ABOUT TRU

TRU received the highest rating from the Sustainability Tracking, Assessment & Rating System (STARS), a sustainability performance self-reporting framework for colleges and universities administered by the Association for the Advancement of Sustainability in Higher Education (AASHE).

3 Halifax Social Enterprise Wins Picnic Table Bid on Cost, Delivers Best Value

OPPORTUNITY: Purchasing Picnic Tables

In 2019, Halifax Regional Municipality (HRM) submitted an open Request for Standing Offer (RFSO) for picnic tables for use by the Parks and Recreation department. The specifications in the RFSO asked for a standard wooden picnic table at the lowest per-unit cost.

OUTCOME #1: Award to Local Social Enterprise that Employs People with Barriers to Employment

Although the RFSO did not reference social impact, and no weighting was given in the evaluation process to social value-add, [LakeCity Works](#), a local social enterprise, was awarded the contract for meeting all requirements outlined in the solicitation at the lowest per-unit cost. LakeCity Works is a [BuySocial Canada](#) certified supplier offering quality handcrafted furniture and custom-built wood products for both residential and commercial purposes. It employs and trains nearly 50 people with mental illness under the guidance of professional woodworkers and cabinetmakers. In doing so, it provides meaningful employment to a population typically marginalized and excluded from the workforce, and contributes to addressing poverty in the Halifax region.



OUTCOME #2: Recycling Post Consumer Plastics

Following the initial award, LakeCity Works proposed that its newly developed plastic picnic table made from recycled film plastics be added to the Standing Offer. Each table diverts [10,000 single-use plastic bags](#) from landfills and repurposes them into useful, long lasting value to the community.



Impressed by the product, HRM purchased 50 plastic picnic tables for use in various parks and beaches. The purchase diverted 500,000 plastic bags from landfills and helped the local enterprise build a new, socially and environmentally impactful revenue stream.

Liam O'Rourke, Executive Director at LakeCity Works says: "Launching this new venture has been such a positive experience. Nova Scotians as a whole love the innovative approach LakeCity Works and Goodwood Plastics are taking to reduce our footprint on the planet. Having the Halifax Regional Municipality come on board as a supporter early on speaks volumes to their commitment to fostering social entrepreneurship and protecting the environment."

The HRM team shares the positive experience. "Our experience working with LakeCity Works exemplifies how businesses can deliver economic, environmental, and social value at competitive prices," shares Jane Pryor, Manager of Purchasing at HRM.

MORE ABOUT HRM

Over the past three years, Jane's team has trained nearly 1,000 people on HRM's procurement practices, encouraging staff to consider social value when they buy. In 2019, they participated in the MCSP's Working Group on Activating Social Procurement for Low-Value Purchases, as well as the Province of Nova Scotia's Social Procurement Working Group. The latter held a Reverse Tradeshow with local social enterprises in November 2019. In 2020, HRM expects to have in place a new policy on social procurement.

4 Ottawa Establishes Corporate Energy Management Office to Save Energy and Money

CHALLENGE: Decentralized and Inconsistent Energy Purchasing

Until 2019, energy purchasing was decentralized across the City of Ottawa, with each department managing energy procurement and budgeting separately. In 2018, the City reached out to other Canadian municipalities to learn best practices and undertook an [internal audit](#). Their research highlighted the importance of oversight on energy-related processes and greater consistency across the organization.

In particular, the audit identified opportunities to analyze and share energy data between Corporate Finance and different operational areas, develop a Corporate Energy Policy to govern energy project delivery, and build relationships with electricity vendors and energy project contractors.



From left to right: Tyler Pelow, Emily Flikas, Jeremy Packard and Jordan Ross from the City of Ottawa's Corporate Energy Management Office.

SOLUTION: Creation of a Corporate Energy Management Office

In response to these insights, senior leadership endorsed the creation of a Corporate Energy Management Office (CEMO) responsible for electric energy policy development, coordination, financial analysis, reporting, and vendor engagement. The team was placed within Supply Services and officially launched in July 2019.

OUTCOMES: Centralizing and Improving Corporate Energy Management

The CEMO centralizes knowledge from a wide variety of stakeholders, who were closely involved in setting the terms of the team's development. CEMO staff engage in regular dialogue with senior management as well as Building Engineering, Facility Operations, Climate Change and Resiliency groups, and electricity vendors.

One of CEMO's core objectives is to achieve sustainability impact by reducing energy consumption by the City. The Office developed a Corporate Energy Policy to provide guidance on energy conservation, with protocols for energy project documentation and reporting. The Office facilitates transparency in data sharing to drive conservation-related initiatives, helps to assess consumption reductions and cost savings on proposed projects, and provides oversight on overall energy performance. The City of Ottawa is currently investigating expanding CEMO's mandate to other commodities such as natural gas, fuel, and water and could extend to carbon-intensive commodities in the supply chain in future.

Still in its early stages, the CEMO team is investigating data capabilities and learning about City stakeholder reporting needs. A key lesson learned is the need for facility-level electricity consumption information. The CEMO is developing dash boarding capabilities for facility operations staff to see the usage and consumption patterns of individual facilities and the results of specific conservation strategies.

5 Toronto Recognized for Supply Chain Diversity

OPPORTUNITY: Support Inclusive Economic Development through Public Spending

The City of Toronto's Purchasing and Materials Management Division (PMMD) awarded approximately \$2.8 billion in contracts for goods and services in 2018. However, as little as 2% of the City's spend led to benefits for Toronto's economically disadvantaged communities. To achieve the City's employment and social planning goals, Toronto's procurement division saw an opportunity to use City buying power to make City procurement more accessible to these communities.



SOLUTION: Inviting Diverse Suppliers to Bid on City Projects

Established in 2016, the City's [Social Procurement Policy](#) requires staff who are purchasing goods and services between \$3,000 and \$100,000 to invite at least one certified diverse supplier to submit a quotation as part of its three-quote process. Social Procurement Coordinators provide social procurement information sessions for staff and update and post a list of diverse suppliers on the City's intranet on a monthly basis. For formal competitive purchases over \$100,000, suppliers are encouraged to develop their own supplier diversity programs and may be awarded up to three points in the Request for Proposal (RFP) evaluation process for doing so.

Diverse suppliers must be certified and be at least 51 percent or more owned, managed, and controlled by Indigenous Persons or individuals from an equity-seeking community including, but not limited to, women, racialized minorities, persons with disabilities, newcomers, and LGBTQ+ persons. Non-profit supplier certification organizations include the [Canadian Aboriginal and Minority Supplier Council](#), [Women Business Enterprise Canada](#), [Canadian Gay and Lesbian Chamber of Commerce](#), [Canadian Council for Aboriginal Business](#), and the [Inclusive Workplace Supply Council of Canada](#).

OUTCOMES: 40% Increase in Purchases from Diverse Suppliers

In 2019, Toronto increased divisional purchases between \$3,000 and \$100,000 from certified diverse suppliers by 40%, as compared to 2018. The City became a Canadian Council of Aboriginal Business (CCAB) Procurement Champion, and was recognized as a finalist for three Women in Business Enterprise (WBE) Canada Supplier Diversity Awards: Supplier Diversity Leader, Most Improved Supplier Diversity Program, and WBE Canada Champion. The City has also resourced another full-time employee to enhance program capacity. To further improve outcomes, the City has begun to gather baseline data on policy compliance and response rates from diverse suppliers invited to quote.

CHALLENGES: Staff Compliance and Supplier Response Rates

Monitoring efforts revealed that a high percentage of certified diverse suppliers are not bidding on invitational request for quotes. When suppliers do not respond after three consecutive invitations, program staff contact them to determine their interest in City procurement opportunities and address any challenges. Sometimes the request is not relevant to the supplier's line of business, or is beyond their capacity. If a supplier remains unresponsive, they may be temporarily removed from the intranet list shared with all City departments.

Beyond individual conversations, the Social Procurement Program invites diverse suppliers to attend monthly vendor workshops and works with supplier councils to advertise procurement opportunities in service areas such as landscaping, automotive repair, and roofing. Toronto understands the procurement process can be complicated and is committed to working with diverse suppliers throughout the process. In 2020, the City will continue providing education and outreach to staff and suppliers to further increase access for diverse suppliers to the City's supply chain.

6 Mississauga Electrifies Ice Resurfacing Fleet to Save Energy and Money



OPPORTUNITY: Replace Fossil Fuel Powered Ice Resurfacers with Sustainable Alternatives

In Spring 2019, with leadership support, Mississauga's Fleets Team and Recreation Department assessed the cost and environmental impact of replacing their current fleet of 22 fossil fuel-run ice resurfacers with electric-powered alternatives. The City wanted to achieve best value and apply its new [Sustainable Procurement Policy](#), adopted in 2018.

SOLUTION: Build a Business Case Using a TCO Assessment

This purchasing decision was supported by applying a Total Cost of Ownership (TCO) assessment to a 10-year period of owning and using the machines. Even with the increase in initial purchase cost and a mid life cycle battery replacement of \$15,000, the City found that electric options offered an annual average savings of \$7,778.



OUTCOME: Cost Savings and GHG Reductions

Mississauga confidently issued a Request for Proposal (RFP) to electrify their fleet and offered the contract to ZAMBONI, who will be delivering the first four units in Spring 2020. By year three, in 2022, Mississauga will break even and start realizing savings. By year 10, the City expects to save \$628,190. Over the 20-year life cycle of these units, the City expects to save \$1,711,160. With this procurement, the City will reduce its greenhouse gas (GHG) emissions by 832 tonnes (eCO₂) as per Natural Resource Canada's [Office of Energy Efficiency statistics](#) – the equivalent of taking 255 cars off the road.

7 Edmonton's Custodial Workers Earn a Living Wage

OPPORTUNITY: Procuring Custodial Services to Develop Healthy Cities

Edmonton's custodial services contracts, totalling over \$12.5M, ended in 2019. With a recently updated social procurement framework, [Sustainable Procurement Policy](#), and [Corporate Strategic Objectives of fostering a Healthy City](#), Edmonton saw an opportunity to address the need for a living wage, defined as the minimum income necessary for a worker to meet essential needs of food, housing, and basic transportation.

SOLUTION: Living Wage Requirement

In November 2019, the City of Edmonton mandated custodial service vendors pay their staff a living wage, as determined by the Edmonton Social Planning Council, while performing contract duties. Edmonton saw a unique opportunity to implement the requirement across the entire service category. In the contract management plan, the City required the vendor to report on key performance indicators to demonstrate compliance on worker remuneration.


OUTCOME #1: 375 Custodial Staff Assured Livable Incomes

According to Program Manager Joseph Lacoste, "Mandating a living wage is a way for our organization to set an example as livable incomes are essential in reducing poverty. This is a prime example of social procurement where a City contract added social value, namely the assurance of a livable income for 375 custodial staff."

OUTCOME #2: Streamlining Operations

Implementing this requirement also helped streamline the City's evaluation process because the weighting became a simple pass or fail requirement for accepting bid responses.

CITY POLICY



POLICY NUMBER: C612A

REFERENCE:
November 27, 2018 - City Council

ADOPTED BY:
City Council Nov 05, 2019

SUPERSEDES:
C612

PREPARED BY: Financial and Corporate Services **DATE:** November 5, 2019

TITLE: **Living Wage for City of Edmonton Employees and Employees of Contracted Services**

Policy Statement:
The City of Edmonton plays a critical leadership role in the End Poverty in a Generation: A Road Map to Guide Our Journey. Action #14 of the Road Map identifies the establishment of an internal City of Edmonton policy to adopt a living wage for all City employees and employees of contracted services as a way for the City to demonstrate leadership. As a progressive employer, the City of Edmonton also recognizes that paying a living wage constitutes a critical investment in an employee's overall effectiveness and wellbeing.

The purpose of this policy is to:

- Implement Action #14 of the End Poverty in a Generation: A Roadmap to Guide Our Journey
- Direct the City Manager to:
 - Establish processes to implement a Living Wage for all City employees and employees of contracted services;
 - Establish a process to administer and maintain a Living Wage for City of Edmonton employees; and
 - Establish an Employee Living Wage Administrative Procedure.

POLICY SCOPE

- This Policy will encompass all City employees reporting to the City Manager, with the following exclusions:
 - Students seeking work experience credits for educational purposes; and
 - Volunteers.
- This Policy will encompass employees of City contracted services for all departments reporting to the City Manager whose staff perform contracted duties on behalf of the City.

This policy is subject to any specific provisions of the Municipal Government Act or other relevant legislation or Union Agreement.

8 Targeted Grazing in Calgary Eliminates Pesticide Use



CHALLENGE: Restoring Local Natural Habits

In November 2019, Calgary's Parks Department explored ways to maintain a special area of grassland in a cost effective and environmentally friendly manner. The project, referred to internally as "rescue the fescue", targeted a native grass species that has declined across the prairie region over the last century. To thrive, rough fescue requires periodic disturbance by fire or grazing animals. Without disturbances like these, an increasing amount of dead material eventually chokes fescue out.

SOLUTION: Targeted Grazing

The City of Calgary's Parks Department circulated a Request for Proposal (RFP) for "Targeted Grazing and Vegetation Control". The RFP expands on a pilot project and Council amendment to the [Parks and Pathways bylaw](#) in 2016, allowing for the use of alternative land management tools such as livestock.

OUTCOME: Reducing Reliance on Pesticides and Machinery

This approach is a feasible, cost effective, and environmentally-friendly way to remove specific weeds and [invasive plant species](#), enhance [biodiversity](#) and the growth of native vegetation without the need to procure and apply pesticides and manage their impact. The approach is especially valuable for environmentally sensitive and hard to access areas such as near water bodies and on steep slopes. Matt Sutherland, Procurement Leader at the Deputy City Manager's Office, says, "I loved this example of a sustainable solution that can also reduce cost to taxpayers. I encourage other municipalities to check out Calgary's [Targeted Grazing Project Guidelines](#) and replicate our efforts to increase the health and longevity of natural habitats."

9 Vancouver Updates Procurement Policy to Promote Animal Welfare



CHALLENGE: Inhumane Pest Control Practices

In March 2019, the Vancouver Park Board passed a motion to review traditional pest control practices for wildlife and rodent management in City parks and facilities in comparison with third-party certifications and accreditations, such as the [BC SPCA AnimalKind pest control standards](#).

SOLUTION: Update Procurement Policy and Supplier Code of Conduct

In May 2019, following a policy review of other jurisdictions and direct consultation with the BC SPCA, City Council approved a motion for higher animal welfare standards. The City of Vancouver updated its [Ethical Procurement Policy](#) and Supplier Code of Conduct to include animal welfare, becoming one of the first cities in Canada to ensure its suppliers and their sub-contractors align with best practices.

The Ethical Procurement Policy now mandates that all procurement of animal products or services respect the five freedoms of animal welfare:

1. Freedom from hunger and thirst,
2. Freedom from pain, injury, and disease,
3. Freedom from distress,
4. Freedom from discomfort, and
5. Freedom to express behaviours that promote well-being.

Patrice Impey, General Manager of Finance, Risk and Supply Chain Management at the City, states, "Incorporating animal welfare into our policies demonstrates the City's commitment to healthy cities, communities and ecosystems."

Marcie Moriarty, Chief Prevention and Enforcement Officer at the BC SPCA affirms the City's decision. "We congratulate the City of Vancouver for taking this extremely progressive step to recognize the importance of animal welfare in their procurement of goods and services. We hope that other municipalities will take note of Vancouver's leadership in this area and incorporate their own procurement policies that consider animal welfare."

ANTICIPATED OUTCOMES: Align Bids and Contracts with Animal Welfare Best Practices

New animal welfare requirements in Vancouver's Ethical Procurement Policy will apply to future pest control and other relevant service contracts.

10 MCSP Members Train Staff on Social Procurement for Low Value Purchases

RESULTS OF THE MUNICIPAL COLLABORATION FOR SUSTAINABLE PROCUREMENT'S 2019 WORKING GROUP

OPPORTUNITY: Leverage Low-Value Spend to Add Social Value

Members of the 2019 MCSP's Working Group from Calgary, Victoria, Halifax, Edmonton and Mississauga focused on applying social procurement to low value purchases. Given the increasing number of individual purchases and high procurement thresholds, they wanted to give members tools to make an impact with minimal resources and promote a standard approach for public institutions across Canada.

SOLUTION: Create a Short Training for P-card and Credit Card Holders

Members developed a 15-minute training deck entitled "Including Social Value in Your Low-Value Purchases" to deliver to P-card and credit card holders in public organizations. The training module defines key terms, the business case for social procurement, how and when to consider social value when making a purchase, and highlights four recent success stories.

Members tested the training on nearly 40 staff across four cities – Victoria, Halifax, Edmonton, and Calgary – and used the feedback to refine content and create additional resources such as an FAQ document and a guide on "How to Find a Social Value Business".

OUTCOME #1: Positive Feedback

Feedback from participants was overwhelmingly positive. They agreed (average score of 4.8/5) that the training: 1) enhanced their understanding of the concept and benefits of including social value in their purchases; 2) offered relevant information to help them do so; and 3) made them more likely to do so.

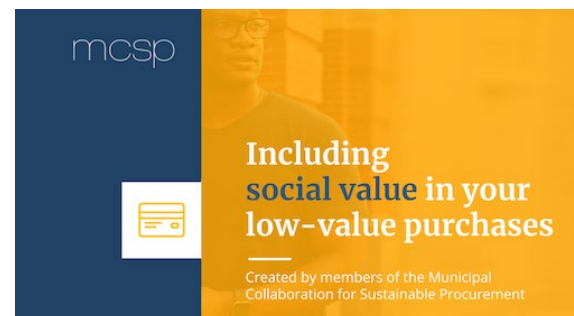
Participants provided these positive comments:

- "Learning about this topic and seeing that the City supports this initiative is making me think about how my section can improve. I hadn't thought about my purchases like this before!"
- "I'm happy that the city is encouraging more sustainable and community-driven purchases rather than promoting buying whatever is cheapest!"

Success stories like the one from Edmonton (right) were considered insightful and motivating.

OUTCOME #2: New Possibilities for Impact in 2020

The training was highlighted at an MCSP Peer Exchange and all member organizations received the training materials through the MCSP's online Resource Centre. Victoria and Halifax have formally integrated the module into their staff training sessions and intranets. Both cities have also shared the results with peers in the [Coastal Communities Social Procurement Initiative](#) (CCSPI) and the Province of Nova Scotia's Social Procurement Working Group, respectively.



SOCIAL VALUE SUCCESS STORY FROM EDMONTON

In June 2019, the City of Edmonton sought out local businesses and social enterprises to support an internal awards event recognizing employees for environmental excellence. City staff partnered with [EndPovertyEdmonton](#) to find suppliers to provide catering, gifts, and entertainment with zero waste. EndPovertyEdmonton held open sessions to share the opportunity with potential suppliers, answering their questions, and facilitating collaboration. The purchase was awarded to a local business who subcontracted from two social enterprises. All staff were paid a living wage and the event only produced 6.25 kg of waste.

APPENDICES

About the MCSP

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

MEMBER BENEFITS

Networking

Join a community of over 100 sustainability and procurement practitioners from across Canada.

Benchmarking

Assess the maturity of your sustainable procurement program and compare results with those of peer public sector organizations. Receive customized action planning support to improve your program.

Recognition

Profile your successes in our webinars and Annual Report on the State of Sustainable Public Procurement published nationally in leading procurement and sustainability publications.

Knowledge Sharing

Learn the latest trends and best practices from peer sustainability and procurement professionals and sustainable procurement specialists in interactive monthly Peer Exchange webinars.

Consulting Support

Receive research and action planning support by Reeve Consulting.

Collaboration

Save time and avoid duplicating work with up to date tools and resources from our online Resource Center. Join our Working Groups to work with peers on developing new resources.

MEMBERSHIP FEES

Fees are based on the number of employees in your organization:

- \$1,000 for 0-500 employees
- \$2,000 for 501-2,500 employees
- \$3,000 for 2,501- 10,000 employees
- \$4,000 for 10,001-25,000 employees
- \$5,000 for >25,000 employees

SERVICES

- 10 Peer Exchange webinars
- 1-2 Facilitated Working Groups
- Annual Benchmarking
- Up to 5 hours of consulting support
- Member Directory
- Online Resource Centre

TESTIMONIALS

“Creating one RFP or Tender template using MCSP resources is worth more than the cost of a year’s membership. Joining is an easy decision”

- Barry Hofstetter, Purchasing Agent,
The City of Calgary

“MCSP is expanding our exposure to leading practices and lessons learned by others. Connecting to like-minded professionals enables us to research better solutions to local needs.”

- Darren Tompkins, Manager, Purchasing,
City of Kelowna

“Going through MCSP’s benchmarking process helped us assess our progress and understand where our gaps are.”

- Kayla Blok, Sustainability Manager,
SFU

2019 MCSP Participants

BC Institute of Technology	Vince Laxton, Director, Corporate Services
Capilano University	Paul Gruber, Manager, Purchasing
City of Abbotsford	Lisa Pryce, Senior Manager, Procurement
City of Calgary	Matt Sutherland, Procurement Lead, Supply Management Allison Fifield, Supply Management Business Strategist
City of Edmonton	Joseph Lacoste, Strategic Coordinator, Corporate Procurement & Supply Services Gaetan Demers, Director of Procurement, Financial and Corporate Services
City of Kelowna	Darren Tompkins, Manager, Purchasing & Stores
City of Mississauga	Natalie Adams, Sustainable Procurement Coordinator
City of Ottawa	Will McDonald, Chief Procurement Officer
City of Toronto	Waheeda Giga, Policy and Issues Management Advisor to Toronto's Chief Purchasing Office, Office of the Chief Purchasing Officer Michael Pacholok, Chief Purchasing Officer Annette Synowiec, Director, Policy, Planning and Outreach, Solid Waste Management Services
City of Vancouver	Kim Buksa, Sustainable & Ethical Procurement Manager Alexander Ralph, Chief Procurement Officer and Director of Supply Chain Management
City of Victoria	Leah Hamilton, Buyer, Supply Management
City of Winnipeg	Corinne Evason, Contracts Supervisor, Corporate Finance Lindsay Mierau, Environmental Coordinator
Halifax Regional Municipality	Jane Pryor, Manager, Procurement Erin MacDonald, Senior Procurement Consultant, Finance and ICT
District of Saanich	Lorraine Kuzyk, Manager of Purchasing Services
Thompson Rivers University	James Gudjonson, Director of Environment and Sustainability James Gordon, Environmental Programs and Research Coordinator
Simon Fraser University	Kayla Blok, Manager, Campus Sustainability Laura Simonsen, Major Contracts Procurement Officer Mary Aylesworth, Director, Financial Operations
University of Alberta	Wendy Abel, Director, Procurement and Contracts, Supply Management Services
University of British Columbia	Curt Steckhan, Procurement Services Manager Vicki Wakefield, Purchasing Manager, Student Housing and Hospitality Services



2019 Webinar Speakers and Working Group Members

See below for a complete list of speakers from the MCSP's 2019 Peer Exchange webinars and Working Group participants.

1. Sustainable Plastics

- Vicki Wakefield, Purchasing Manager, Student Housing and Hospitality Services, UBC
- Soledad Reeve, Senior Advisor at the Centre for Greening Government, Treasury Board of Canada
- Frances Edmonds, Head of Sustainability at HP Canada

2. Mobilizing Stakeholders

- Natalie Adams, Sustainable Procurement Coordinator, City of Mississauga
- Jane Pryor, Manager, Procurement, Halifax Regional Municipality
- Wendy Abel, Director of Procurement and Contract Management, University of Alberta

3. Sustainable Construction and Infrastructure Trends

- Wes Regan, Social Planner, City of Vancouver
- Tony Ogbonna, Energy Specialist, BC Housing

4. Annual Chief Procurement Officer Panel

- Alexander Ralph, Director of Supply Chain Management and Chief Procurement Officer, City of Vancouver
- Erica Edwards, Manager, Materials Management, City of Mississauga
- Mike Pacholok, Chief Purchasing Officer, City of Toronto

5. Engaging Suppliers to Advance Sustainability

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- Natalie Adams, Sustainable Procurement Coordinator, City of Mississauga

6. Integrating Circular Principles into Procurement

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