

The State of Municipal Sustainable Procurement in Canada

Best Practices & Current Trends

Prepared by Reeve Consulting
for the Municipal Collaboration for Sustainable Purchasing
2012



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Introduction: The \$10 Billion Opportunity

Consider for a moment that the fifteen largest municipalities in Canada spend in excess of 10 billion dollars annually on goods, services and capital projects, and that thousands of other Municipalities, Districts and Townships spend hundreds of millions more. It's obvious the purchasing influence of Canadian municipalities is a huge lever for shifting to a more sustainable economy. But unfortunately, as a collective, municipalities are still working to reach the tipping point of impact, and so the opportunity is still largely untapped.

Imagine the innovation within the business to business marketplace if just half of all municipal spending was directed towards products that offered not only great price, quality and service, but also had superior environmental or sustainability features. The opportunities for green product innovations, social responsibility, locally produced goods and social enterprises would be enormous having a catalyzing effect on job creation for thousands.

In fact, the consistent and ongoing demand that municipalities have for key categories of products and services means they have a tremendous opportunity to signal to the marketplace that responsible financial management means 'best value' and 'total cost' - not just 'lowest price'. In fact, most supply management directors would agree that sustainable procurement is just smarter purchasing. So what's holding back the progress?

The State of Municipal Sustainable Procurement in Canada

This report answers that question and looks at the state of sustainable procurement among Canadian municipalities. It uncovers what's needed to tap into the full potential of this market-shifting opportunity. It is produced by the Municipal Collaboration for Sustainable Purchasing (MCSP) and showcases the leading Canadian examples of sustainable procurement best practices. It identifies the trends that are shaping the financial and sustainability landscape for municipalities and identifies upcoming priorities for program development and category areas. Just like last year, the report highlights the sustainable procurement experience levels for each of the participating municipalities showing 'who's doing what' at a glance. This report should be a resource to any municipality or organization that wants to understand the framework and approach required for successful sustainable procurement.

The Municipal Collaboration for Sustainable Purchasing

The MCSP is a group of Canadian municipalities that are collaborating to share information, resources and best practices for sustainable procurement. Municipalities are represented by their Directors of Supply Management, Purchasing Managers and/or senior Environment/Sustainability Managers – all of whom participate in the networking teleconferences, webinars and action planning sessions. Participants share sustainable purchasing lessons, best practices and tools enabling them to fast track their individual Municipal programs.

Definition of Sustainable Procurement

The term sustainable procurement means placing procurement priority not only on price, quality and service, but also on the environmental and socio-economic impacts of a product or service.

Sustainable procurement also encompasses working with suppliers to improve environmental and socio-economic performance across value chains from point of manufacture to final delivery and ultimate disposal of a product or service.

Sustainable procurement is used herein as an 'umbrella term' for different types of procurement practices that address a range of sustainability areas including:

Green or Environmentally Preferable Procurement

Purchasing to address environmental issues such as packaging, material use, GHG emissions or toxicity.

Ethical Purchasing

Purchasing to avoid sweatshop labour and ensure fair labour practices within production facilities; often supported by a Council endorsed Supplier Code of Conduct.

Socio-Economic Purchasing

Purchasing to promote health and safety, local economic development, minority suppliers, social enterprises or Fair Trade products.

This is the second annual report of the MCSP and helps participating municipalities keep their City Councils informed on the status of sustainable procurement efforts and collaborations. The report is also a useful engagement tool for working with internal client departments, suppliers and other supply chain stakeholders. It is also a reference document for academics, researchers and sustainability experts.

What are the Drivers for Sustainable Procurement at the Municipal Level?

There is no doubt that sustainable procurement is 'on the radar' for Municipalities, City Councils and City Management Teams. Why? Because few other programs can directly contribute to multiple civic agendas around zero waste, climate leadership, local economic and social development, cost reductions and staff engagement – all at the same time. This explains the increasing focus on sustainable and ethical purchasing as a strategic internal function. When done well, sustainable and ethical procurement:

- enhances a municipality's **brand** as a sustainability leader,
- mitigates legal and brand **risk** by doing business with suppliers that meet minimum standards,
- contributes to **zero waste**, climate change, local food and green economy objectives,
- **reduces** municipal operating **costs** by selecting products that are more durable, have less waste or consume less energy,
- enhances the **local economy** and potentially builds social capital,
- enhances **staff engagement** by empowering staff to choose fair trade coffee, green office supplies or similar products.

What's the Current Reality?

Despite the compelling business case, far too many municipalities across the country are trying to run their sustainable procurement programs off the side of someone's desk. And in fact, despite good intentions, and more than a few years of effort, actual performance of most programs (as measured in terms of purchasing products with demonstrably superior sustainability features) still has a long way to go. Granted, most programs are still relatively early in their development cycles. This means there are actually two tracks of activity: first building the program, and then secondarily applying tools and procedures to key contracts - 'doing the doing'.

With very limited resources, Directors of Finance and Procurement Managers are attempting to develop policies, build tools, train staff and educate suppliers while at the same time managing huge increases in the number of RFPs and tenders going to market due to the recent economic stimulus spending. It's a hard to win situation.

For the Price of a Coffee per Day

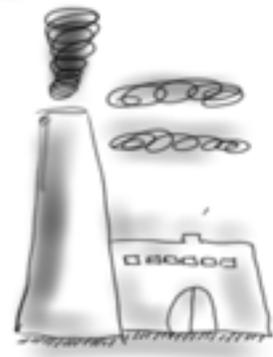
So let's put adequate resourcing in context. If a municipality with a \$200M annual outlay for goods and services decided that sustainable procurement

Environmental Supply Chain Risks

waste & packaging



carbon emissions



water pollution

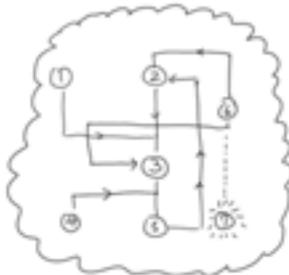


Supply Chain Pain Points

supplier frustrations



inefficient processes



disengaged employees



benefits deserved an investment of just ½ of 1 percent of its total spend, then it would accordingly budget \$500,000 annually for staff resources, capacity building, tool development, training or supplier engagement.

So what's the reality? Our research hasn't found a single municipality in Canada or the United States that is investing even close to that kind of money in their program. In fact, as this year's report shows, only two municipalities across Canada reported having any significant portion of a staff person specifically dedicated to supporting sustainable procurement (20% FTE or more). Not surprisingly, these two municipalities (City of Edmonton and City of Vancouver) show considerably more return on investment than their peer group (see the National Snapshot chart on page 10). Inadequate resourcing is a huge challenge for most municipalities.

The Discussion Needs to be Escalated

Indeed, few have been able to carry the dual load successfully. Finance and Sustainability Departments must find ways to partner together to leverage each other's resources and co-present to Council the business case for adequate investment in sustainable procurement. As countless organizations have discovered, policies without implementation budgets are just words on paper.

The good news is that sustainable procurement is a natural connection point for Finance and Sustainability/Environment Departments. Each has lots to gain from working effectively with the other. And when they align they are a powerful influence at the executive and Council tables. In fact, as this year's report highlights, that's just where the conversation on sustainable procurement is headed. And that's the really good news.

Study Methodology

The information in this report was gathered through interviews with MCSP members (see back cover for complete listing) and a series of Peer Exchange Teleconferences organized to promote collaboration within the group. Recent interviews with other Canadian and American municipalities were integrated to back up findings and provide additional case study examples. Relevant municipal sustainable procurement documents (e.g. reports, policies, tools) and additional literature were also examined.

This study is part of a longer-term vision to monitor and learn from current trends and best practices in municipal sustainable procurement. The MCSP plans to conduct annual research and continuously update municipal sustainable procurement trends and best practices data to support the advancement of sustainable procurement practices across Canada.

Report Organization

Throughout the following sections the report presents the 10 Key Program Areas for Successful Sustainable Purchasing, the National Snapshot: Status of Municipal Sustainable Procurement Across Canada, and the 2012 Sustainable Procurement Program Priorities. The report concludes by identifying the emerging trends and opportunities that stem from all the great work that is currently taking place across the country and what is planned for the coming year.

The Framework of 10 Best Practices

The MCSP has identified 10 Best Practice Program Areas that together could be considered the ingredients of a comprehensive sustainable procurement program. This framework has been created through an evolving series of interviews, action research and learnings gleaned from the work of the MCSP and Reeve Consulting's work with leading municipalities over several years. It shows that to maximize the impacts and benefits of sustainable procurement programs an organization needs to see solid performance across each of the following 10 Areas:

1. Having a **Strategy and Action Plan**
2. Approving a **sustainable procurement policy**
3. Committing to **triple-bottom-line sustainable procurement**
4. Applying a **Supplier Code of Conduct** with fair labour requirements
5. Deploying adequate **program resources**
6. Embedding **procedures & tools** into operating practices
7. **Training** staff and building capacity
8. **Engaging with suppliers** to stimulate innovation
9. Verifying performance
10. Collaboration

This is the DNA of an optimized completely operational program; collectively these elements represent policies, procedures, tools and activities required for effective and impactful sustainable purchasing. Not all elements have to be in place, but for a program to really excel, most should be. Few municipalities have reached this stage - though as the next chapter shows the cities of Edmonton and Vancouver are getting close.

But look even more closely at the Level of Experience Chart and it's evident that several municipalities are showing substantial progress, and many are poised to significantly increase the breadth and impact of their program. In fact, most MCSP participants indicated that they planned to maintain or increase the level of resourcing and involvement in sustainable procurement in 2012.

The next section of the report examines each of the Best Practice Program Areas in more detail along with illustrative examples of best practices in action.



10 Key Program Areas for Successful Sustainable Purchasing

The results of recent interviews and learnings gleaned from Reeve Consulting's experience working with municipalities show that to maximize the impacts and benefits of municipal sustainable purchasing programs a municipality ultimately needs to see solid performance across all of the following **10 Key Sustainable Purchasing Program Elements** (hereinafter 10 Key Program Areas):

1



Strategy & Action Plan

This means...

Documenting a phased implementation plan that is aligned with organizational goals to guide continuous improvement of your sustainable purchasing program.

Best Practices

The City of Victoria's Director of Sustainability and Manager of Supply Management Services approved a two-year Sustainable Procurement Action Plan, which clearly outlines their program priorities and key implementation tasks. The action plan also estimates the staff time and financial resources needed to implement these tasks.

2



Green Purchasing Policy

This means...

Approve and widely communicate a green or environmentally preferable purchasing policy.

Best Practices

The City of Whitehorse adopted an updated Financial Policy that included specific commitments to environmental sustainability. Noteworthy is that the commitments are fully integrated into the financial policy providing clear direction related to procurement within a single policy.

3



Supplier Code of Conduct

This means...

Develop a code of conduct that clearly defines your minimal labour standards for your suppliers and prohibits sweatshop labour.

Best Practices

The City of Edmonton recently advanced the verification framework on their Supplier Code by providing public disclosure of the factory locations for their apparel suppliers. This information is posted on the City's website and approximately 40% of the total apparel purchases are part of the disclosure program.



Triple Bottom Line Commitments

4

This means...

Adopting policy commitments that go beyond green criteria and include financial, environmental and social considerations in the procurement process (e.g. Fair Trade, social enterprises, local food, no child labour).

Best Practices

The City of Vancouver's long-standing Ethical Purchasing Policy includes commitments to Fair Trade products. More recently the City has been exploring the feasibility of a Local Food purchasing policy.



Dedicated Staffing & Resources

5

This means...

There is at least a part-time staff person dedicated to sustainable purchasing (in their job description) and there is budget allocated to invest in the program.

Best Practices

The City of Edmonton has dedicated one full-time employee to oversee the implementation of their Sustainable Purchasing Policy and program. In 2009, the City formed a cross-functional implementation team that included representatives from Materials Management, Environment, Office of Diversity/Inclusion and Corporate Communications.



Tools & Procedures

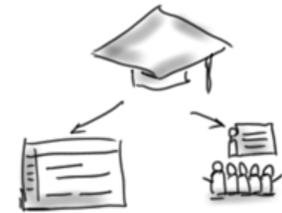
6

This means...

Embedding a set of sustainable purchasing procedures and tools into standard operating procedures so that all major procurements contain sustainability criteria as a matter of course.

Best Practices

Several municipalities are testing and piloting supplier questionnaires and scorecards or using a customized sustainability specification or product guideline for certain commodities. **Regional Municipality of Wood Buffalo, Ottawa, Guelph and Victoria** are just a few of the municipalities that self identified that they were testing new tools within their procurement processes.



Training & Communication

7

This means...

Delivering impactful and dedicated training to procurement staff, key client departments and administrative staff involved in ordering roles so they are empowered to advance policy commitments.

Best Practices

The Halifax Regional Municipality held two sets of training in 2011. The first introduced sustainable procurement concepts. The second set was directed at procurement professionals within and covered the basics of sustainable procurement including principles, tools and tips, policies, procedures, supplier engagement and more.



Supplier Engagement

This means...

8

Developing a strategy to engage with suppliers (via website, supplier forums, etc.) to stimulate innovation and ensure compliance with your program and sustainability specifications.

Best Practices

Halifax Regional Municipality (HRM) held one-on-one meetings with suppliers regarding upcoming solicitations including lubricants, lighting, task goods, batteries and electronics to reinforce their commitment to sustainability, exchange ideas and foster lines of communication. In addition, HRM holds a reverse trade show annually with sustainability as a key feature of discussion to further foster dialogue with vendors.



Measurement & Reporting

This means...

Measuring and verifying performance against publicly stated targets.

Best Practices

This is not an area where many municipalities have made significant progress. Cities like **Vancouver, London and Edmonton** are providing periodic reports to City Council – however this is typically about the status of policy development or approval. No hard metrics around percentage of spend on green or sustainable products/services is being formally reported at this time.

9



Leadership & Collaboration

This means...

10

Collaborate with other municipalities and orders of government to advance sustainable purchasing by providing leadership, innovative resources and other materials to help drive change.

Best Practices

The City of Whitehorse joined forces with the **Yukon Intergovernmental Committee on Environmental Sustainability** to organizing a Sustainable Purchasing Workshop for key staff from 4-levels of government.

What Sustainable Products were Purchased in 2011?

The major category areas where municipalities collectively report good progress on sourcing more sustainably are:

1. Recycled copy paper and green office supplies
2. Energy efficient IT equipment
3. Non-toxic cleaning supplies
4. Green vehicles
5. Sustainable promotional products

Interestingly, this list of product categories hasn't changed considerably from last year's study. In 2011, as more entry level municipalities deepen their practices, they will likely remain dominant categories within the sustainable product marketplace.

Sustainability guidelines are readily available in these categories, with a well-developed market place for these products.

Services continue to lag on the list of focus areas, largely because sustainability risks and opportunities are not well understood.

National Snapshot: The Status of Municipal Sustainable Programs Across Canada

The table below provides a snapshot of ‘who is doing what’ in 10 Key Program Areas and is intended to help municipalities identify others that could be partners for collaboration. Ratings are self identified and have been verified by representatives from each municipality to ensure accuracy.

Table: Level of Experience by Municipality in Implementing the 10 Key Sustainable Procurement Program Areas

Program Areas	1 Strategy & Action Plan	2 Green Purchasing Policy	3 Supplier Code of Conduct	4 Sustainable Purchasing Commitments	5 Dedicated Staffing & Resources	6 Procurement Tools & Procedures	7 Training & Communication	8 Supplier Engagement	9 Measurement & Reporting	10 Leadership & Collaboration
Wood Buffalo	◐	◐	◯	◯	◐	◐	◐	◯	◯	◐
Ottawa	◐	◐	◐	◐	◐	◐	◐	◐	◯	◐
Whitehorse	◐	◐	◯	◯	◯	◯	◐	◯	◯	●
London	◐	◐	◐	◐	◯	◐	◯	◐	◯	◐
Halifax	◐	◐	◯	◐	◯	◐	◐	◐	◯	◐
Vancouver	●	●	◐	●	◐	●	◐	◐	◯	◐
Edmonton	●	●	●	●	●	◐	◐	◐	◐	◐
Victoria	◐	◐	◯	◐	◐	◐	◯	◐	◯	◐
Saanich	◐	◐	◯	◯	◐	◯	◯	◐	◯	◐
Guelph	◐	◐	◯	◯	◯	◐	◐	◯	◯	◐
Grand Prairie	◐	◯	◯	◯	◐	◯	◯	◯	◯	◐
Olds	◐	◯	◯	◯	◯	◯	◯	◯	◯	◐
Saskatoon	◐	◐	◯	◯	◯	◯	◯	◯	◐	◐
Surrey	◐	◯	◯	◯	◯	◯	◯	◯	◯	◐

◯ = just beginning or future priority ◐ = in progress with room for improvement ● = well developed with solid experience

What were the Significant Gains Last Year?

Where did the heavy lifting get done on sustainable procurement program development in 2011? Most municipalities continued to direct resources to building out their programs. That means crafting sustainable or ethical procurement policies, developing tools and procedures to evaluate products and suppliers, delivering training to buying staff and other key internal audiences. Indeed, the top four program development areas for 2011 as identified by municipalities were:

1. **Tools and procedures** development was an area where several MCSP participants advanced their 'level of experience' assessments – often drawing on the tools disseminated through the MCSP webinars and training teleconferences that provided insight into how to use tools to embed sustainability considerations into procurement decisions.
2. **Communication and training**, with one-third of MCSP participants reporting progress in either developing plans and strategies to engage more effectively with key audiences or delivering training sessions to buying staff (including attending MCSP training sessions). The MCSP hosted 8 technical training and peer exchange events to advance staff training and communication.
3. **Collaboration and leadership** had a high-level of engagement from all MCSP participants throughout the year and the network grew by nearly 50% in 2011.
4. **Action planning** was a main achievement for all municipalities in the project with each municipality developing its own customized sustainable procurement action plans.

Doing the Doing: Getting Beyond Program Development and Scaling Up Impact

What this means is that most energy is still being directed towards building out the 10 Best Practice Program Elements. Which is fine, these program elements need to be in place as stated above, in fact they are critical to longer term success. However in the meantime, the other key piece of the puzzle is targeting the contracts and supplier relationships that offer sustainability opportunities and getting on with 'doing the doing'; meaning systematically applying the procurement policy, product guidelines, total cost of ownership models, weighting and scoring schemes to the numerous contracts and tenders that flow through municipal procurement programs each year.

The trap that many Finance and Supply Departments are falling into is using too much of their limited resourcing on building out program infrastructure, resulting in precious little gas being left in the tank to actually apply sustainability specifications and 'best value' evaluation approaches to significant RFPs. This is a case of the snake eating its tail. In the absence of being able to show the tangible ROI that comes when sustainable procurement hits a home run – it's hard to get resources. What we also know is that with scarce resources, most energy is spent on policy development, tools and training, thus delaying or deferring the 'doing the doing' and the associated benefits. Add to the equation the tremendous increase in total spending from economic stimulus being pushed through procurement departments and you can see why programs are struggling to make progress. It's a vicious circle.

2012 Sustainable Procurement Program Priorities

When polled in the study about what would be the areas of focus for 2012, municipalities reported the following program priorities:

1. **Communication and training** - particularly with purchasing staff, client departments, supplies and other staff involved in ordering supplies and services.
2. **Policy development** - in terms of broadening 'green' purchasing policies into areas such as local food procurement, ethical purchasing and looking for opportunities with minority suppliers.
3. **Adequate resources** - meaning appointing a person or a group to lead the sustainable procurement action plan as well as some budget to assist with tool development, training, specification updating, etc.
4. **Tools and procedures** - particularly to enable staff to evaluate the eco-attributes of products as well as supplier leadership.
5. **Measurement & Evaluation** - meaning developing metrics and annual reporting programs to quantify impacts and demonstrate sustainable purchasing program benefits.

Emerging Trends

A number of trends began to emerge over 2011 that signal growing momentum for sustainable procurement. Collectively these bode well for Directors of Supply Management, Purchasing Managers and Sustainability Directors who see an approaching tipping point for impacts of sustainable procurement. Among the most notable emerging trends in the municipal area are:

Growing Partnerships between Finance and Sustainability

Increasingly procurement and sustainability are reaching out to one another to recognize their common objectives, identify mutual priorities and scale up programming. Sustainable procurement is going to be a direct beneficiary of this natural partnership. It only makes sense, Finance wants operational efficiencies, cost reductions and value add from suppliers, Sustainability wants lasting social and environmental benefits.

Client Departments are ‘greening’ and seeing the purchasing light

Client departments are seeing the strategic role that procurement can play in helping them achieve green operations or sustainability objectives. As engineering, IT and operations departments take on increasing accountability for green performance related to fleets, computer equipment, waste programs in civic facilities, then procurement and contract arrangements is suddenly seen as a value add service from purchasing. These Departments often have internal green or sustainability expertise who can contribute subject matter knowledge to the criteria setting and evaluation process. Client department engagement around sustainability is making applying new sustainable procurement tools easier to roll-out.

Suppliers are innovating new sustainable products and services

Whereby municipalities are benefiting as suppliers bring new sustainability options and innovations to the table in the form of returnable packaging and carbon neutral products, suppliers are beginning to more consistently focus their corporate responsibility programs. Suppliers are definitely reading the sustainability tea leaves that are being included in municipal RFPs and other bid solicitation documents. However, suppliers continue to feel that sustainability innovations and leadership are given low values in bid evaluation.

Continued focus on ‘Capital E’ Sustainability

Municipalities continue to focus their sustainable procurement on environmental issues (e.g. energy conservation, waste reduction) generally speaking, over social or ethical issues (e.g. sourcing from minority groups, addressing sweatshop issues). However, this is definitely changing. Social and ethical purchasing is on the rise in Canada. City of London has recently adopted a No Sweat Policy and when the City of Whitehorse recently adopted their Environmental Sustainability Procurement Policy, Councillors asked about how future policies could set standards around labour conditions and other socially focused issues. Part of the driving influence is the increasing adoption of Sustainability Frameworks, Plans and Strategies at the Council level. These backdrop plans are helping to broaden the sustainable procurement conversation towards more of a triple-bottom-line focus.

Increasingly, Finance and Sustainability Departments are reaching out to one another to recognize their common objectives, identifying mutual opportunities and to scale up impacts and results.



Increased Municipal Collaboration

As municipalities across the country are doing a better job of reaching out to one another and leveraging their collective skills and experiences, MCSP teleconferences, webinars and special events have made big contributions to facilitating introductions and knowledge transfers. In addition to formal events coordinated by the MCSP, municipalities are also reaching out to one another on a one-on-one basis. Further evidence is the degree to which municipalities are scaling up sustainable procurement conversations with other local MASH sector or government organizations (e.g. BuySmart Network - buysmartbc.com, Clean Air Partnership - cleanairpartnership.org).

What are the Gaps?

Despite the solid progress, the tipping point is still a ways away. A disproportionate amount of time is still spent trying to create the Policy, Procedures, Tools and infrastructure to conduct sustainable procurement compared to actually 'doing the doing'. Is this a case of too much talk and not enough walk? No. Developing a robust sustainable procurement program that includes all ten elements of best practice takes time; three to five years to design, build and implement a program isn't unrealistic.

If sustainable procurement is really going to deliver the kind of value that it can to municipalities – and give City Management and Council the ROI they've been looking for – then municipalities must move beyond the 'program development phase' and direct more resourcing towards building capacity at the staff level to apply policy to more RFP and Tenders or into strategic sourcing processes. That's going to take realistic levels of resourcing and ongoing collaboration.

But more resources to build out programs isn't enough. Policy needs to be supported by clear procedures and embedded into the way people do their jobs every day. There remains a big gap at the procedures level – and few if any municipalities self identify that they have documented procedures that explain how sustainable procurement tools are to be applied within competitive bids, sole sourcing situations and across un-managed spends.

Another key gap is a lack of sufficient and impactful training to buying staff, key client departments and perhaps administrative staff. These groups need to know what they are expected to do differently now that new policies have been adopted or new supplier scorecards are being tested. Buying staff need coaching on both applying tools and also helping client departments see sustainability risks as well as opportunities related to specific procurement; akin to strategic sourcing. In addition, capacity building is required with the supplier community to help them better understand the emerging expectations of municipalities and enhanced sustainable procurement programs.

Conclusion: Can we Leverage the \$10 Billion Opportunity?

The stars are starting to align for sustainable procurement. Although many programs still haven't reached their potential; most trends are positive. Year over year municipalities are clearly making progress. Leaders are really starting to surge forward and see tangible value for their municipalities. They are realizing cross cutting benefits and this is building momentum to deepen implementation. It's no longer the snake eating its tail. These programs are becoming a virtuous circle that delivers benefits and encourages further reinvestments.

Municipalities who are earlier on in their program development see a road map for moving themselves forward. Through collaboration and networks like the MCSP they've identified a framework for their programs, identified priorities and developed action plans. Now they're collectively taking the conversation to a more strategic level.

Sustainable procurement isn't about buying greener paper. It's about increasing operational efficiency, realizing cost reductions, building brand, deepening relationships with suppliers and engaging with employees. When the conversation is re-framed, suddenly sustainable procurement is relevant to every member of the city management team. That's good news because that's the level that can allocate the resources that are necessary to really shift the dial in the marketplace and tap into that \$10 billion opportunity.



About the Municipal Collaboration for Sustainable Purchasing

The Municipal Collaboration for Sustainable Purchasing (MCSP) is a group of Canadian municipalities collaborating to share information, resources and best practices for sustainable procurement. The group was formed in 2010 and had 15 participating municipalities in 2011. Municipalities are typically represented by their Directors of Supply Management, Procurement Managers or senior Environment/Sustainability Managers – all of whom participate in a series of networking teleconferences, webinars and action planning sessions held over the year. Municipalities gain profile, share sustainable procurement lessons, best practices and tools enabling them to fast track their individual program development. A sustainable procurement expert facilitates the discussions and training sessions, and provides project secretariat services to the collaboration.

2011 MCSP Participants

- District of Saanich, Paul Arslan, Senior Manager of Financial Services
- City of Vancouver, Jim Bornholdt, Director of Supply Chain Management
- City of Ottawa, Jeff Byrne, Chief Procurement Officer*
- City of Whitehorse, Shannon Clohosey, Sustainability Project Manager*
- City of Saskatoon, Dean Derdall, Director of Purchasing
- Halifax Regional Municipality, Anne Feist, Manager of Procurement
- City of London, John Freeman, Manager of Purchasing*
- City of Edmonton*, Dan Lajeunesse, Branch Manager, Materials Management
- City of Grand Prairie, Bob McNeil, Purchasing Administrator
- City of Victoria, Lorraine Kuzyk, Buyer, Supply Management Services*
- City of Surrey, Nilesh Patel, Assistant Purchasing Manager
- Township of Olds, Samantha Saretsky, Manager of Strategic Affairs
- City of Guelph, Bill Stewart, Manager of Procurement
- Regional Municipality of Wood Buffalo, Brian Woodley, Manager of Procurement

* Steering committee representative

Annual MCSP Project Deliverables

1. **Six Best Practices Peer Exchange Teleconferences/Webinars** – Training and information exchange sessions that showcase best in class innovations and facilitate the exchange of tools, processes and current information among participants.
2. **State of the Nation Report on Municipal Trends and Best Practices** – A report showcasing the best national examples of sustainable procurement and aggregating the trends, best practices and key priorities for municipalities.
3. **Annual Customized Action Plans** – Customized “one-on-one” phone consultations for municipalities to create their annual sustainable procurement action plans.

MCSP Governance & Management

The five member MCSP Steering Committee provides project oversight on behalf of all participating municipalities, approves the annual work plan, sets fees, manages the project contractor and provides direction based on the annual project evaluation. Project management, training and strategic research is provided by Reeve Consulting.

“The Municipal Collaboration for Sustainable Purchasing has given me a network of municipal Purchasing contacts across Canada and provided a forum for sustainable purchasing practitioners to exchange ideas, discuss initiatives and identify solutions to challenges. Reeve Consulting has done an excellent job of coordinating this initiative and providing technical support and best practice content. I look forward to Halifax Regional Municipality’s continued participation in this project and encourage other municipalities to join us.” – Anne Feist, Manager of Procurement, Halifax Regional Municipality.

For more information about the MCSP and how your municipality can get involved contact Tim Reeve at **604.763.6829** or via **tim@reeveconsulting.com**. If you would like to speak to a representative from the MCSP Steering Committee contact Jeff Byrne, Chief Procurement Officer, City of Ottawa: **jeff.byne@ottawa.ca**