CANADIAN COLLABORATION FOR SUSTAINABLE PROCUREMENT

ANNUAL REPORT 2024

THE STATE OF SUSTAINABLE PUBLIC PROCUREMENT IN CANADA

MANAGED BY reeve CONSULTING

ABOUT THIS REPORT

The Canadian Collaboration for Sustainable Procurement (CCSP) is proud to release its 2024 Annual Report on the State of Sustainable Public Procurement in Canada, which highlights national sustainable procurement trends, showcases CCSP member accomplishments, and features success stories from across Canada. Information in this report was gathered through interviews with CCSP members from November 2024 to February 2025. A special thanks to all those who contributed their time to make this report possible.

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LETTER FROM THE CCSP STEERING COMMITTEE

Across Canada, public sector procurement professionals are dedicated to advancing their organizations' sustainability goals. Despite the unique challenges presented in 2024, these organizations have continued to drive impactful programs and initiatives, creating success stories that inspire and sustain the momentum of sustainable procurement across the nation.

In 2024, the multi-tiered nature of supply chains heightened the challenge of managing inflation and implementing sustainable practices, with persistent market instability and pricing fluctuations adding further complexity. In addition, new regulations, such as the Modern Slavery Act and the Building Ontario Businesses Initiative Act, meant that some procurement teams had to dedicate resources to compliance reporting and follow-up actions. While new technologies can present promising solutions to these challenges, their high costs and integration complicate adoption. Despite these pressures, procurement teams have shown remarkable resilience, highlighting their vital role in advancing sustainability within their organizations amid a demanding landscape.

Focus on supplier diversity continued, with organizations deepening their engagement with diverse suppliers and enhancing measurement practices. Overall, the CCSP saw a shift towards measuring outcome-based results, as senior leadership teams move beyond initial insights on the impact of their Sustainable Procurement Programs. A growing trend is the pursuit of clearer and more accurate data on social outcomes, as organizations strive to understand and communicate the real-world impacts of their procurement decisions. These shifts reflect a broader industry commitment to accountability and transparency, driving more meaningful progress in sustainable procurement.

This year, CCSP was thrilled to deliver a diverse range of content across 10 Peer Exchange webinars, including topics on the circular economy, sustainability in consulting services, and tools that empower staff with effective guidance. It was great to see so much interest in our Indigenous Procurement panel session, where we offered an additional Q&A roundtable providing members valuable opportunities for deeper engagement and knowledge-sharing. Building on its strong reputation and value, CCSP continues to support members' sustainable procurement goals with timely resources and insights. By staying at the forefront of trends in regulation and technology, CCSP ensures that members are well-equipped to navigate new requirements and industry advancements. As always, CCSP remains a member-driven network, dedicated to meeting members' needs at every stage of their sustainable procurement journey.

On behalf of the 2024 CCSP Steering Committee, we extend our gratitude to the entire CCSP network for another outstanding year. The CCSP continues to be a vital resource for members, championing sustainability within Canada's public procurement community. In 2024 we put extra thought into how the CCSP can grow and evolve into the future, with more announcements to come! Now, we are excited to present key trends, inspiring member stories, and program development in our 2024 Annual Report. Let's come together to celebrate the achievements of our members and the collective progress made towards sustainable procurement!

The 2024 CCSP Steering Committee

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

Andrea McLeod,
Sustainable Procurement
Consultant,
City of Mississauga

Corinne Evason,
Procurement Coordinator,
City of Winnipeg

Erin MacDonald,
Portfolio Manager,
Major Projects,
Halifax Regional Municipality

Carolyn Arthur,
Senior Manager,
Procurement Programs,
UBC

WHO WE ARE

Founded in 2010, the CCSP is a member-based network of over 50 Canadian public sector institutions and over 250 staff representatives working together to align their spending with their values and sustainability commitments. Practitioners from Procurement, Sustainability, Diversity & Inclusion, Indigenous Relations, and other interested internal business units meet virtually on a regular basis to network, learn, share information, and co-create tools to better address the environmental, ethical, social, and Indigenous risks and opportunities in their supply chains.

2024 Members

BC Assessment, BCFerries, BCIT, bclc, Brampton Flower City, Calgary, Capilano University, Charlottetown Great things happen here, Abbotsford, Kamloops Canada's Tournament Capital, Sudbury Greater Grand, London Canada, Alberta Health Services, YEG Edmonton International Airport, Edmonton, FCM, Halifax, City of Kelowna, Manitoba Liquor & Lotteries, Manitoba, metrovancouver, Mississauga, Mohawk College, City of Nanaimo, Newfoundland Labrador, oecm, Ottawa, OUPPMA, Provincial Health Services Authority, Regina Infinite Horizons, RRC Polytech, Saanich, Richmond School District No.38, New Brunswick Canada, SFU Simon Fraser University, The City of Spruce Grove, Squamish Hardwired for Adventure, City of St. Albert Cultivate Life, St. Lawrence College, Sheridan, Okotoks, TransLink, Treasury Board of Canada Secretariat, TRIUMF, University of Calgary, UBC, University of Alberta, The University of Winnipeg, City of Vancouver, City of Victoria, Whitehorse, Winnipeg, Yukon

Member Benefits

Members routinely say that a huge benefit of the CCSP is being part of a practitioner community that provides access to expertise and resources across all four pillars of sustainable procurement. Having access to a centralized repository of tools, specifications, reference materials, and training presentations is a great asset and time saver.

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

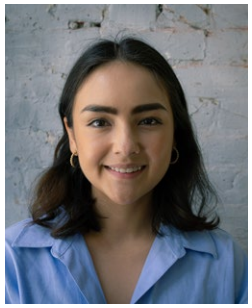
- **PEER EXCHANGE** webinars, offering interactive discussions around trends and best practices;
- **FACILITATED WORKING GROUPS**, enabling members to create new tools and resources;
- **AN ONLINE RESOURCE LIBRARY** of tools, templates, research, and member Contact Directory;
- **NETWORKING** with over 250 procurement and sustainability professionals across Canada;
- **BENCHMARKING** assessment of your sustainable procurement program each year to monitor progress, identify priorities, and compare with peers;
- **ONE-ON-ONE SUPPORT** as needed on program development advice or research needs;
- **RECOGNITION** through sharing stories in Peer Exchange webinars and profile within the Annual Report.

Governance & Management

Reeve Consulting serves as the secretariat for the CCSP and receives operational and strategic guidance from a volunteer Steering Committee. Representatives from the City of Winnipeg, The City of Calgary, Halifax Regional Municipality, the University of British Columbia (UBC), and the City of Mississauga served on the CCSP's 2024 Steering Committee.

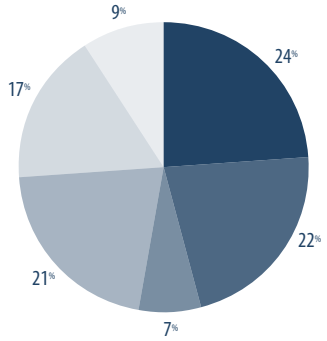
Amanda Chouinard,
Program Manager

Tim Reeve,
Program Director



Ximena Sanchez,
Program Coordinator

Our Network



Time Spent

22% Member Support and Engagement

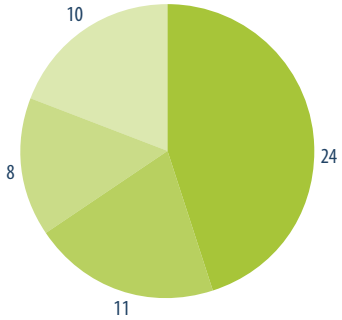
22% Peer Exchanges

24% Program Management and Steering Committee

17% Marketing and Communications

7% Working Group Facilitation

9% Annual Report



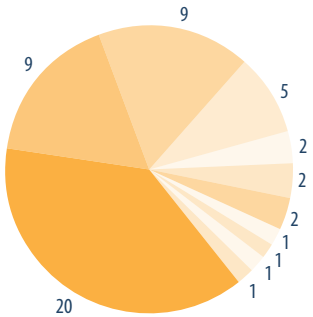
Sectors

24 Municipalities

11 Universities/Colleges

8 Crown Corporations

10 Provincial and Federal



Geography

20 BC

9 Ontario

9 Alberta

5 Manitoba

2 Federal

2 Saskatchewan

2 Yukon

1 Nova Scotia

1 PEI

1 Newfoundland and Labrador

1 New Brunswick

Program Impacts

99 BILLION
Approx. spend on goods, services, and construction

867
Attendees across 10 Peer Exchange webinars

15
Members with a dedicated SP Strategy & Action Plan

25
Members with SP embedded into Policies

19
Members with SP written into Procedures

12
Members with a dedicated FTE SP role

10
Members with an established SP Working Group

19
Members with some SP Tools in place

20
Members have trained procurement staff on SP

18
Members currently tracking SP related KPIs

2024 Peer Exchange Webinars

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

1. 2024 KICK-OFF & OPEN HOUSE	Kim Buksa, Sustainable & Ethical Procurement Manager, City of Vancouver Corinne Evason, Sustainable Procurement Liaison, City of Winnipeg Jessika Corkum-Gorrill, Manager, Environment & Sustainability, City of Charlottetown
2. TOOLS FOR EVERY TYPE OF PURCHASE: GIVING SAFF THE RIGHT GUIDANCE	Hieu Lam, Sustainable Supply Chain Lead, City of Edmonton Corinne Evason, Sustainable Procurement Liaison, City of Winnipeg
3. ADVANCING THE CIRCULAR ECONOMY THROUGH PROCUREMENT	Rachael Donovan, Reuse Initiative Coordinator UBC Marianne Dawson, Sustainability Advisor, Procurement PHSA
4. FROM TRANSACTION TO CONNECTION: REDUCING BARRIERS FOR INDIGENOUS BUSINESSES	Michelle Cameron, Owner/CEO, Dreamcatcher Promotions Kim Buksa, Sustainable & Ethical Procurement Manger, City of Vancouver Edward Claringbold, Senior Procurement Advisor, Government of Yukon Khusen Shukurov, Director, Supplier Relationship Management, OECM
5. SUSTAINABLE PROCUREMENT EXCELLENCE AND SUPPLY CHAIN DUE DILIGENCE WITH ECOVADIS	Eric Gore, Account Executive, EcoVadis Michael McMahon, Strategic Account Executive, EcoVadis
6. EMPOWERING SUSTAINABLE PROCUREMENT: ENGAGING YOUR TEAM FOR LASTING IMPACT	Stephen-Robert Terry, Strategic Portfolio & Policy Consultant, Regional Municipality of Halifax, Jenny Miles, Social & Sustainable Procurement Manager BCLC
7. STRATEGIES FOR PROCURING CONSULTING SERVICES ALIGNED WITH YOUR VALUES	Andrea McLeod, Sustainable Procurement Consultant, City of Mississauga Elizabeth Logan, ESG Practice Lead- Canada, AECOM
8. BUILDING A GREENER FUTURE: CAPTURING ENVIRONMENTAL PRIORITIES IN CONSTRUCTION	Adam Stoker, Sustainable Infrastructure Engineer, The City of Calgary Emi LaFountain, Sustainability Strategy Manager – West Coast, Turner Construction
9. SUSTAINABLE PROCUREMENT: DRIVING IMPACT THROUGH SUPPLIER PERFORMANCE	Monica Da Ponte, Principal, Shift & Build Trish Kramer, Engagement Manager Canada, CDP Bob Willard, Founder, Sustainability Advantage
10. WORKING GROUP SHARE-BACK: TOOLS FOR EVALUATING SUSTAINABILITY	Robert Warnock, Program Director, Strategic & Major Procurement Initiatives, CPSM, Alberta Health Services Oluseun Aina, Advisor, Strategic & Major Procurement Initiatives, CPSM, Alberta Health Services Noreen Cervo, Manager, Contracts Management, Edmonton International Airport Heather McLeod, Senior Manager, Strategic Sourcing & Vendor Value, BCLC Sahil Gandhi, Co-Op FCS-Procurement, BCLC

Working Group Tackles Evaluation for Sustainability

Each year, the CCSP brings together a group of representatives from our members to work on a project that addresses a topic of mutual interest, that can then be shared as a new resource or learning opportunity for the rest of the network.

In 2024, the group focused on the challenge of consistent evaluation of sustainability questions in RFPs. The goal was to create a tool that allowed users to reference different matrices for various sustainability topics, enabling them to determine what constitutes a poor, intermediate, or excellent response and assign a corresponding score.

The resulting Sustainability Evaluation Guide provides evaluation teams with baseline guidance that can be tailored to suit specific needs, ensuring a standardized approach for scoring bidder responses to sustainability questions. Designed for application when open-ended questions, such as rated criteria, are used in RFPs, the scoring matrices are applicable across various goods and services categories. The Guide acts as a versatile menu where users can select the most relevant evaluation matrices based on the specific sustainability topics addressed in each RFP.

Each scoring matrix provides suggested criteria for a score of 0 – 5 along with sample RFP questions and key terms. Topics covered range across the four pillars of sustainable procurement, including considerations for GHG emissions, waste, EDI, local, Indigenous, human rights, supplier corporate performance and more.

2024 Working Group Members:

Provincial Health Services Authority

Alberta Health Services

Winnipeg

YEG Edmonton International Airport | Aéroport international d'Edmonton

Edmonton

bclc

City of Kelowna

St. Lawrence College

City of Saskatoon

CCSP DEFINITION OF SUSTAINABLE PROCUREMENT

SUSTAINABLE PROCUREMENT (SP) involves taking a best value approach to meaningfully integrate sustainability criteria into procurement decisions to get more sustainable goods and services from more sustainable suppliers, ultimately for the benefit of the environment and society and in service of your organization's top-level strategies. Every purchase has a different blend of relevant sustainability risks and opportunities that can be embedded into the procurement process alongside traditional considerations like price, quality, service, and technical specifications. Sustainable procurement can be broken down into four distinct pillars that capture the wide variety of sustainability issues across environmental, social, Indigenous, and ethical considerations.

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

Four Pillars of Sustainable Procurement

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

Environmental Procurement

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

Ethical Procurement

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

Social Procurement

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

Indigenous Procurement

Promotes reconciliation through contracting with Indigenous businesses, increasing employment and skills development opportunities for Indigenous peoples, and reducing barriers for Indigenous participation in public spending in alignment with the **Government of Canada's Truth and Reconciliation Commission's Call to Action 92** and the **United Nations Declaration on the Rights of Indigenous Peoples** (UNDRIP).

2024 TRENDS IN SUSTAINABLE PROCUREMENT

Here is the CCSP's take on 10 trends over 2024. These trends reflect topics that are garnering increased or decreased attention and effort, evolving rhetoric, or shifting influence in the realm of sustainable public procurement.

TREND 1. High Impact High Opportunity: Canada's Built Environment is Critical for Climate & Circularity

The construction and infrastructure sector is one of the **most unsustainable,** relying heavily on high-carbon materials like concrete and steel and generating millions of tons of waste annually. However, the industry is steadily shifting toward more sustainable and circular practices and is a critical procurement category to focus on solutions that help **mitigate and adapt to climate change**. Public institutions in Canada are key players in this transformation by building to net-zero standards, retrofitting outdated buildings, and prioritizing materials designed for disassembly and reuse. **Supportive regulations**, such as bans on the disposal of recyclable construction materials in Metro Vancouver and provincial frameworks in Quebec and BC promoting low-carbon materials, are making it easier to prioritize sustainable options. **Cities** are stepping up by investing in climate adaptation strategies such as green space, cooling solutions, and disaster preparedness to address the rising frequency of extreme weather events. The federal government, is also **leading by example,** installing heat pumps in federal buildings, sourcing renewable energy, and shrinking its footprint by selling off inefficient properties. In 2024, discourse highlighted innovations like **cross-laminated timber (CLT) and Building Information Modelling (BIM)** along with unique challenges like varied regulatory frameworks across provinces and the hurdle of updating outdated existing buildings. SBTi also released a **new Framework** for the building sector to align with net-zero targets. Despite notable progress, the scale of impact is so large that more action at greater scale is needed. Sustainable procurement is a key component of this by leveraging criteria to drive more circular and low-carbon design into project specifications.

TREND 2. Here to Stay: Indigenous Procurement Maintains Upward Momentum

The public sector doubled down on Indigenous procurement efforts this year, reflecting a continued increase in activity. Those who hadn't started yet are now initiating conversations and making policy updates. While many organizations have now moved on from planning and are deeper into implementation— executing contracts, monitoring KPIs, and strengthening relationships with local Indigenous communities. The CCSP's annual **Peer Exchange on Indigenous Procurement** remains one of the most highly attended, with this year's rich discussion from the City of Vancouver, Government of Yukon, and OECM, warranting a follow-up session to dive even deeper into sharing best practices. Both the cities of Winnipeg and Edmonton have activated on their Indigenous Set Aside frameworks, while organizations including The City of Calgary and PHSA have added new roles to their organizations to support Indigenous procurement. Engagement with Indigenous businesses remains a cornerstone as UBC established its own Indigenous Business Directory, BCLC strengthened ties with the Tekemlups Nation, and others such as Edmonton International Airport and City of Kelowna have initiated discussions with local Indigenous groups. This momentum highlights the public sector's enduring shift towards more meaningful, measurable, and sustained Indigenous procurement and reconciliation. If your organization hasn't taken steps toward Indigenous procurement, you are behind.

TREND 3. Circularity: A Megatrend Failing to Deliver at the Speed We Need

The circular economy has reached megatrend status, with discussions, debates, and articles on the concept **tripling over the past five years**. Yet, despite its prominence, progress remains slow. According to the **Circularity Gap Report 2024**, the global economy is only 7.2% circular, a figure that highlights a glaring disconnect between enthusiasm for the concept and tangible action. In 2024, circularity discussions seemed to focus in on plastics and **packaging**. The fourth meeting of the UNEP Committee on Plastic Pollution took place, in Ottawa, to continue drafting the text of a **UN Global Plastics Treaty**. Amongst the various contentious focus points, there was agreement on a need to look at end-of-life management and consistent extended producer responsibility (EPR). In Canada, EPR legislation is enacted at the provincial level, with laws passed between **2009 and 2024**. However in April, the Federal government **announced** its plan to create a **Federal Plastics Regsitry**, which will gather data about the plastics that companies manufacture and import to inform future policies that will help prevent plastic pollution. There's no doubt that circularity and waste reduction are priorities for the public sector, with jurisdictions like the City of Victoria and District of Squamish having dedicated circularity roles, the City of Ottawa's **reusable containers pilot**, and PHSA switching to reusable compression sleeves and sharps containers. But its time to see more concrete and consistent examples of embedding circularity requirements into contracts, demanding products be designed for reuse and holding suppliers accountable.

TREND 4. Nature in Demand: How Procurement should be Driving Companies to Prioritize Biodiversity

Biodiversity and nature-based solutions are becoming critical priorities in the corporate world, reshaping supply chains and procurement practices. With a 73% decline in monitored wildlife populations since 1970, as reported by the **Living Planet Index**, the urgency to protect ecosystems has never been greater. Habitat loss and degradation, driven largely by pollution and land use change from urban sprawl, agriculture and other extractive industries, remain the greatest threat to biodiversity loss. Companies are now being prompted to evaluate negative impacts in their supply chains and adopt nature-positive practices. According to Trellis' **State of Biodiversity and Nature report**, many sustainability professionals in large and midsize companies are starting to asses their impacts on biodiversity, but only one-quarter have actively made biodiversity a priority; leaving significant room for improvement. Thus, there is significant opportunity for public organizations to leverage their procurement practices and market influence to play a role in driving change. Moving forward, it will be important to recognize opportunities where criteria can be applied, particularly in resource-intensive categories like food and wood products. By prioritizing suppliers that implement nature-positive practices, procurement can help address habitat loss, protect biodiversity, and support organizations that are transitioning to more resilient supply chains—but much work remains to be done.

Trend 5. Collaborating for Impact: Supplier Engagement Efforts are Accelerating

In 2024, supplier engagement became a critical focus area for public sector organizations as they strive to **address Scope 3 emissions**, improve supply chain diversity, and navigate an evolving regulatory landscape. Organizations are increasingly recognizing the need to communicate both with prospective and current suppliers to strengthen relationships, mitigate risks, and uncover innovative solutions. The 2024 calendar was brimming with supplier engagement events that featured collaboration amongst local institutions. Halifax Regional Municipality participated in a CAMSC-led **meet the buyer** event along with Dalhousie University, Halifax International Airport, and Nova Scotia Power for local and diverse suppliers. BCLC joined forces with Thompson Rivers University, the City of Kamloops and the Tekemlups Economic Development Corporation for an Indigenous business trade-show. The City of Winnipeg co-chaired an in-person round table on Construction Sector Opportunities with the Indigenous Chamber of Commerce and CCEDNet. The City of Edmonton hosted a networking event for Indigenous, Diverse, and Social Businesses to connect with public and private purchasers and learn about bidding opportunities. On the other side of the equation, organizations like BCLC, Edmonton, UBC and more have begun integrating sustainability surveys and discussions into vendor performance management with strategic suppliers. While OECM has been showcasing the importance of supplier relationships via its **Supplier Recognition Program**. Procurement is a give and take practice between buyers and suppliers, and this year we saw increased efforts going towards this critical relationship.

TREND 6. Diving Deeper into Diversity: Evolving on Engagement and Impact Measurement

Supplier diversity and fostering social value remain priorities for the Canadian public sector, with focus shifting towards measuring impact. As highlighted above, the number of engagement events with social value and diverse suppliers is increasing and becoming a more regular practice. This demonstrates the growing understanding that to achieve greater social value, buying organizations need to be more knowledgeable about their community of diverse suppliers, and help build their capacity to participate in procurement opportunities. Like with Indigenous procurement, organizations are well beyond the planning phases, now focussing on impact measurement and finding more accurate ways to quantify program value. In its **2024 State of Supplier Diversity Report**, Suppler.io shared that organizations are going beyond spend-based metrics and now exploring others like RFP wins, cost savings, and community economic impact. The increased focus on measurement and reporting has been driven largely by senior leadership teams who are requesting data to help see the impact of the effort their organization has been putting in. **CAMSC's 2024 Report** also featured new impact statistics, sharing that CAMSC-certified businesses earned $31.2 billion in revenue from 2021-2023, and in turn contributed $12 billion per year to the Canadian economy. In a country where racialized persons make up **26.5% of the population**, a figure expected to continue growing, the public sector is committed in its efforts to maintain supply chains as diverse as our communities.

Trend 7. Navigating the Digital Dilemma: Balancing the Costs and Opportunities of AI in Procurement

The adoption of software tools is transforming public procurement, enabling organizations to better track performance, manage supplier data, and meet compliance requirements more efficiently. Tools like EcoVadis, which provide sustainability performance ratings, and life cycle assessment software such as SimaPro or GaBi, are increasingly being used to evaluate supplier practices and improve decision-making. However, the increasing reliance on digital systems also highlights the **environmental impact of data** centers, which consume about 1% of global electricity, with usage expected to grow alongside demand for cloud computing. While these tools enhance transparency and decision-making, procurement teams must address their environmental trade-offs by prioritizing software providers that utilize energy-efficient, renewable-powered data centers and encouraging suppliers to do the same. In Canada, public organizations are starting to explore these technologies but are facing budget constraints. Interestingly, tools like these could offer solutions to budget pressures and reduce the workload of already overstretched procurement teams. According to the **Stanford AI Index 2024**, 55% of organizations are now using AI in at least one function, resulting in significant cost reductions and efficiency gains. Notably, 42% of organizations **reported decreased costs due to AI**, a significant increase from the previous year. This demonstrates the potential of such tools to drive efficiency while addressing sustainability and compliance challenges.

TREND 8. Climate Crises Deepens: Procurement is Stepping up to help Address Scope 3 Emissions

With 2024 being the **hottest year on record**, the urgency to mitigate climate change and adapt to its impacts has never been greater. Reducing carbon emissions continues to be a high priority for the public sector. With focus increasingly on Scope 3 supply chain emissions, procurement practitioners are being drawn into the discussion. However, for both the public and private sector**, supply chain emissions remain a major blind spot** due to inconsistent data tracking, varying levels of supplier expertise, and a lack of standardized reporting. While discussions are ongoing about Scope 3 measurement, we are increasingly seeing RFP criteria allocating points for suppliers who can report on emissions and have science-based GHG reductions targets in place. At the CCSP's Peer Exchange on the *Importance of Supplier Corporate Sustainability*, CCSP members discussed how requirements must differ for small versus large suppliers who have very different levels of capacity. For example, large companies can invest in **carbon removal solutions** to help offset operations and reduce overall climate change. 2024 also marked an evolving landscape for standards, including SBTi making **major revisions** to its Corporate Net-Zero Standard, as well as the approval of carbon credits being recognized under the Paris Agreement allowing carbon offsets to be part of reduction targets, and an announcement **from the ISO** that it's working on its first Net-Zero Standard. Every year we grow closer to blowing past safe levels of climate change, so regardless of the availability of data or shifting standards, procurement professionals should remain vigilant on incorporating climate criteria into major purchases and contracts.

TREND 9. From Corporate Good to Compliance: The Shift from Voluntary to Standardized Reporting

Regulations aimed at addressing environmental and social issues are increasing worldwide, pushing organizations to shift from ad-hoc to more robust sustainability activities in order to fulfill reporting obligations. What was once an exercise in corporate goodwill is now becoming the baseline for market participation. Canada is no exception, with regulatory frameworks such as the **Canadian Sustainability Standards Board (CSSB)** setting standardized climate-related financial disclosure requirements, the **Modern Slavery Act** addressing forced labor in supply chains, and **new greenwashing legislation** mandating accountability for environmental claims. Still in their infancy stages, these reporting standards remain under scrutiny as stakeholders wait with bated breath to see how well they improve accountability and transparency in the marketplace. Even though suppliers are the main audience, it's important for procurement professionals to be aware of shifting standards and how they can translate into procurement criteria for greater impact. At the same time, the public sector isn't off the hook, particularly as many are now required to report under the Modern Slavery Act, with the first round of submissions taking place in May 2024. Relatedly, off the back of the CCSP's 2023 Working Group which focused on practices for addressing modern slavery, several CCSP members either adopted or updated their Supplier Code of Conduct and began to think more critically about their social due diligence practices in 2024.

TREND 10. Putting the 'S' in Service: Emerging Focus on Sustainability for Service Contracts

This year solidified an emerging focus of applying sustainability criteria to service-based procurement categories, as this was a highly voted on topic from CCSP members. Unlike goods, which are tangible and have physical touchpoints where impact can be reduced across a life-cycle, services are people-centric, so sustainability can seem more abstract. But the public sector is now recognizing this significant area of spend and exploring what sustainability means across the broad-reaching category; spanning everything from professional and consulting services to security guards, janitorial services, and even IT services and product-as service (PaaS) models. Getting ahead of this opportunity, NSF published a new sustainability certification for professional service providers (**NSF/ANSI 391.1**), with the first certification handed out in 2023. Organizations like the City of Winnipeg, Mississauga, and Vancouver, are applying sustainability questions to various consulting contracts, focussing on the service provider's corporate sustainability performance, social value, and environmental impact plans; check out a summary of the CCSP's **Peer Exchange here**. Even Federal departments are recognizing services amongst their Highest Environmental Impact Categories of Procurement (HICATs) lists, particularly how IT services contribute to Scope 3 emissions from the usage of data centres. The integration of sustainability into procurement for all kinds of services marks a positive shift in supply and demand, whereby the public sector is seeking more advanced sustainability practice at the corporate level from their suppliers, beyond simply the provision of their services.

BEST PRACTICE FRAMEWORK FOR HIGH PERFORMING PROGRAMS

Like any significant process improvement or change initiative, optimizing your sustainable procurement efforts means more than having a Sustainable Procurement Policy; it means having a complete program. The CCSP's 10-element Best Practice Program Framework guides organizations in ensuring sustainable practices are meaningfully adopted across the entire organization. Find out how each program element helps sustainable procurement leaders build and improve their sustainable purchasing below.

1. Strategy and Action Plan

Outline a long-term vision for the program and a clear work plan for implementingand managing it.

2. Staffing and Resources

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

3. Policies

Provide clarity on the importance of sustainable purchasing to the organization and set clear environmental, ethical, social, and Indigenous priorities, ideally aligning with existing plans and policies.

4. High Impact Procurement Opportunity (HIPO) list

Identify specific categories of focus for sustainable purchasing, ideally those with high volume, spend, and/or strategic importance for sustainability.

5. Procedures

Guide staff in integrating sustainability in every type of procurement process. This may include guidance for developing specifications, weighting and evaluating responses, and developing supplier contracts.

6. Tools

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

7. Training and Engagement

Help staff understand the organization's sustainable procurement program and priorities, as well as build their skills and confidence in integrating sustainability into purchasing decisions.

8. Measurement and Reporting

Take regular stock of performance in order to highlight what is working well, identify challenges and opportunities, and build engagement across the organization.

9. Supplier Engagement

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

10. Leadership and Collaboration

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

Every year, CCSP members voluntarily opt-in to complete their annual benchmarking assessments. This involves completing a questionnaire to self-assess progress on implementation of the 10 elements in the Best Practice Program Framework and identifying priorities for continuous improvement over each coming year. Members can complete the exercise independently or with the support of the Program Manager through a virtual strategy session.

Benchmarking assessment results help to inform this report by:

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

Self-Assessment Framework

Results of the benchmarking are summarized by using ratings analogous to the five phases of the moon, which represent increasing maturity levels in implementing each of the 10 program elements in the **Best Practice Program Framework.**

SYMBOL	MATURITY LEVEL
○	= not yet started or just beginning
◢	= some progress made
◧	= in progress
◔	= fairly well developed
◓	= well developed with solid experience

Benchmarking Results

Member	Strategy & Action Plan	Staffing & Resources	Policies	Procedures	Tools	HIPO List	Training & Engagement	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
Alberta Health Services	◢	◢	◧	◧	◧	◢	◔	○	○	○
British Columbia Lottery Corporation (BCLC)	●	◔	●	◔	●	◧	◔	◔	◔	◔
City of Brampton	◔	◔	◧	◢	◢	○	◔	◢	◔	◧
City of Calgary	●	●	◔	◔	◔	◧	◔	◔	◔	◔
Capilano University	●	◧	●	◔	◔	◧	◔	◧	◧	○
City of Charlottetown	◔	◢	◧	◢	◔	◢	◧	◢	○	◢
City of Greater Sudbury	○	◢	○	◢	○	○	○	○	○	○
City of Edmonton	◔	◔	●	◔	◔	◧	●	◔	◧	◧
City of Kelowna	◢	◢	◔	◔	◧	○	◧	◢	○	◢
City of London	○	◢	◢	◢	○	○	○	○	○	○
City of Mississauga	◔	◔	●	◔	◔	◔	◧	◢	◢	◔
City of Nanaimo	◢	◢	◔	◢	◔	◔	◢	◢	○	◢
City of Ottawa	◢	◧	◔	◢	◔	◢	◧	◢	◢	◧
City of Regina	◔	◧	◔	◔	◔	○	○	◢	◢	○
City of Saskatoon	◢	◢	◔	◢	◧	○	◧	◧	◧	◢
City of St. Albert	○	○	◔	○	○	○	○	○	○	◢
City of Vancouver	●	●	●	●	●	●	●	●	●	●
City of Victoria	○	○	◔	◔	○	○	◢	○	○	○
City of Whitehorse	○	◢	◧	◢	○	○	○	○	○	◢
City of Winnipeg	●	◔	◔	◧	○	◧	◔	◧	◧	◧
District of Saanich	◢	◧	◔	◧	◢	◧	◧	◢	○	◢
District of Squamish	◢	◧	●	◔	○	◢	◢	◢	◢	◧
Edmonton International Airport	◢	○	◧	◧	◢	◢	◢	○	◢	◢
Government of Yukon	◢	◧	◧	◔	◔	○	◔	◧	◧	◢
Halifax Regional Municipality	◧	◔	●	◔	◔	◢	●	○	◔	◧
Mohawk College	◢	◢	◢	◢	◢	◢	◢	○	○	◢
OECM	◔	◢	◔	◧	◧	◢	◢	○	◢	◢
Provincial Health Services Authority (PHSA)	◧	◢	◢	◢	◢	◧	○	○	◢	◢
Simon Fraser University (SFU)	◔	◧	◔	◧	◧	◧	◔	◧	◧	◔
Saint Lawrence College	◢	◢	◢	◧	○	○	○	○	◢	◧
School District 38 (Richmond)	◢	◢	◢	◢	○	○	○	○	○	○
Spruce Grove	○	◢	◔	◢	◢	○	◧	○	○	○
Town of Okotoks	○	○	○	◢	◢	○	○	○	○	○
University of Alberta	◧	◢	◢	◧	◧	◢	◧	○	◢	◢
University of British Columbia (UBC)	◔	◔	◔	◔	◔	●	◔	◔	◔	◔
University of Calgary (U of C)	◢	◧	○	◔	○	○	◢	○	○	◢
University of Winnipeg	○	◢	○	○	◢	○	○	○	○	○

○ = not yet started or just beginning ◢ = some progress made ◧ = in progress ◔ = fairly well developed ◓ = well developed with solid experience

Member Program Developments

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

Strategy & Action Plan

1. **The Government of Newfoundland and Labrador (NL)** adopted its provincial **Sustainable Procurement Strategy**. Informed by CCSP best practices, it puts focus on embedding sustainability considerations into procurement processes alongside traditional considerations. NL is looking forward to leveraging the purchasing power of government departments and agencies to help achieve broader social, environmental and economic goals.
2. The **Town of Okotoks** utilized the CCSP's 10-Element Program Framework to conduct a jurisdictional scan of other municipal members and gauge its own performance. By completing this exercise early on, the Town was able to organize its previous efforts across the 10 elements and identify priorities for moving forward.
3. **Provincial Health Services Authority (PHSA)** began work on drafting its Sustainable Procurement Strategy and Roadmap, aiming for approval in 2025. Of note within the draft strategy is a public aspirational goal of a fully embedded ESGI framework by 2027-28.
4. **Student Housing and Community Services (SHCS) at UBC** led a cross departmental workshop to advance Climate Action Plan goals, leading to the creation of the SHCS Climate Action Plan 2030. One the **five thematic areas** specifically focusses on procurement and circularity, though procurement will play a key role in all five.

Staffing & Resources

1. The **City of Brampton** created and hired a new role at the beginning of 2024, the Sustainable Procurement Advisor, dedicated to advancing Brampton's sustainable procurement initiatives and acting as an internal subject matter expert to support staff.
2. The **City of Kelowna** decided to assign an existing buyer on the procurement team to focus and lead on the sustainability aspects of their projects. This way, efforts and communications can be consolidated through one person.
3. The **City of Calgary** hired an Indigenous Knowledge Keeper role within the Supply Management department to support the City's **Indigenous Procurement Program** and advise on leading practices in this area in the coming years.
4. **PHSA** welcomed two new roles this year, a Sustainability Advisor who sits within the Procurement Department and a Director of Indigenous Relations and Procurement. These strategic additions highlight PHSA's ongoing efforts to integrate sustainability and Indigenous relations into their procurement strategy.

Policies

1. The **City of Brampton** successfully launched its **Fair Wage Policy** and **Community Benefits Policy**, both of which were deliverables of the Sustainable Procurement Strategy, and will bring more social value to large construction projects conducted by the City.
2. The **City of Mississauga** completed and approved an updated **Sustainable Procurement Policy**, which captured evolving priorities around environmental stewardship, social value, and Indigenous reconciliation along with reference to the newly developed Sustainable Procurement Menu which supports staff with integrating sustainability into procurements.

Procurement Procedures

1. The **City of Regina** officially approved its Sustainable Procurement Protocol, which enabled staff to embed Community Benefits and other sustainability criteria into all requests for qualifications and request for proposals that followed.
2. The **District of Squamish** standardized its scoring for social procurement criteria by breaking it out from the technical evaluations with business units, to now being scored by procurement staff or other subject matter experts with stronger social focus.
3. The **University of Alberta** completed an overhaul of its Supplier Code of Conduct and incorporated the updated requirements into all RFP documents and contract language.

Tools

1. **Alberta Health Services** representatives participated in the CCSP's Working Group project this year to help create a new tool containing templated evaluation rubrics for a range of ESG factors, that can be applied within RFP's.
2. The **City of Edmonton** focused on the application of its newly developed Sustainable Procurement Menu, resulting in 90% of competitive procurements containing sustainability evaluation criteria.
3. The **City of Mississauga** developed a new tool, called the Sustainable Procurement Menu, which provides criteria for inclusion in evaluated procurements, specifications for inclusion in procurements where requirements are stated, and guidance on the review and evaluation of bid submissions.
4. **PHSA** updated its Planetary Health Questionnaire template which gets applied to most RFP's. The update involved adding and refining questions, addressing a wider array of topics such as climate, waste, chemical management, supplier corporate practices, and social value.
5. The **City of Winnipeg** introduced two new resources to strengthen sustainable procurement: the Indigenous Set Aside Guide and the Social Enterprise Single Source Guide. These tools will support greater engagement with Indigenous suppliers and social enterprises, ensuring a more inclusive and equitable procurement process.

High Impact Procurement Opportunities (HIPO)

1. The **City of Nanaimo** continued its standard practice of reviewing its HIPO list at the beginning of each year, in collaboration with procurement and key business unit staff, to update priorities and identify key RFP's for sustainability criteria.
2. The **City of Kelowna** continued its efforts towards the electrification of its high impact category of fleet, with the Purchase of two electric-powered Zambonis for the Prospera Arena.
3. The **City of Ottawa** identified a huge high impact opportunity with its upcoming redevelopment project of the Lansdowne sports complex; an REFOI for prime contractors was issued, including social value questions, with the intention of developing a robust Social Procurement Framework for the entire project as work progresses.
4. The **District of Saanich** developed a Zero Emissions Fleet Strategy to provide a roadmap for transitioning Saanich fleets to 100% renewable energy and net-zero emissions by or before 2040.

Training & Engagement

1. The **City of Ottawa** updated its Procurement 101 training to include sustainable procurement information and details on where to find internal City resources to ensure staff are encouraged to use the tools available to them.
2. The **District of Saanich** held a workshop for purchase-card holders, addressing the benefits of and recommendations for purchasing plant-based foods.
3. **UBC's** procurement staff participated in a "Reconciliation to Action" workshop where they developed individual commitments and learned more about how their role in procurement can further advance UBCs progress towards economic reconciliation.

Measurement & Reporting

1. The **City of Calgary** continued its efforts of making technology improvements that will enable better follow up and audit practices on the use of sustainable criteria in procurements and thus tracking and reporting on identified KPIs.
2. **Edmonton International Airport** took initial steps to improve reporting to their executive team status updates on current progress as well as recommendations for changes and targets moving forward.
3. **Halifax Regional Municipality** added the ability to be able to pull social value information directly from Bids & Tenders, enabling ease of access to data such as business ownership demographics.
4. **The City of Saskatoon** set KPIs for sustainable procurement and transitioned to a new enterprise management system, enabling improved data collection and establishment of a baseline for reporting and target-setting.

Supplier Engagement

1. The **City of Edmonton** held a Diverse Supplier networking event in June, Purchase with Purpose, which was attended by over 200 diverse and Indigenous businesses with over 10 major purchasing organizations participating.
2. **Edmonton International Airport** increased discussions with Indigenous and other diverse vendors to learn how they could improve their processes and provide better procurement opportunities.
3. The **City of Kelowna** initiated discussions with various Indigenous groups and Black-owned business organizations to explore and enhance procurement opportunities.
4. **UBC** developed an Indigenous Business Directory, available to the UBC community, to support in finding Indigenous businesses to work with directly.
5. The **City of Winnipeg** hosted a construction sector roundtable which brought together 51 participants, including Indigenous businesses, social enterprises, diverse suppliers, and public sector purchasers, fostering collaboration, knowledge sharing, and capacity building.

Leadership & Collaboration

1. **BCLC** collaborated with Thompson Rivers University, the City of Kamloops and the Sc.wénwen Economic Development Corporation to host an Indigenous business trade-show.
2. **BCLC** was very active in participating in a variety of presentations and webinars on sustainable procurement and created a video on the benefits of sustainable procurement, which was shared widely.
3. **Halifax Regional Municipality** participated in a CAMSC-led **meet the buyer** event along with Dalhousie University, Halifax International Airport, and Nova Scotia Power for local and diverse suppliers.
4. **OECM** contributed significant funding that enabled a collaborative procurement project with the Ontario Colleges Purchasing Managers Association (OCPMA), to hire a consultant that provided a comprehensive sustainable procurement toolkit and training resources.

Seeing procurements implemented with meaningful sustainability outcomes is really where all the effort hits the road. Below we celebrate 10 success stories from members showcasing their work across various pillars of sustainable procurement throughout 2024.

The City of Edmonton Successfully 'Sets Aside' Safety Code Inspection Services

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Edmonton identified an opportunity to address its growing demand for Safety Code Inspection Services and Compliance Monitoring when it was approached by First Nation Inspection Authority (FNIA), a safety code and site inspection company wholly owned and operated by Nathan McDonald, a member of the Enoch Cree Nation. The City is a national leader in permitting and licensing innovation and process improvements. This collaboration presented a chance to meet the City's need for inspection services while providing an opportunity to an Indigenous owned business who the City had not previously worked with. This procurement also directly supports the City's reconciliation efforts with the Enoch Cree Nation, who's traditional territory it resides on.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The procurement process was executed as a single-source contract valued at approximately $1,000,000. This initiative is one of the City of Edmonton's first attempts at implementing an Indigenous Set Aside. The process was straightforward, leveraging FNIA's status as a 100% Indigenous-owned company, which aligned with the City's Indigenous considerations within its Procurement Policy. The heritage verification process is still relatively new to the City, however, as the City undertakes more of these types of procurements, it expects to gain valuable experience and improve the efficiency of such verifications for future initiatives. The willingness of the City's Safety Codes, Permits & Inspection department to work with FNIA made this work possible.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The partnership with FNIA has enabled the City of Edmonton to meet its growing demand for inspection services while making meaningful progress toward strengthening relationships with Indigenous peoples. This collaboration demonstrates how Indigenous procurement initiatives can align organizational needs with broader social goals and reconciliation efforts.

A critical lesson learned is that successful Indigenous procurement requires an organization's genuine willingness and commitment. Indigenous reconciliation must be integrated and socialized across all levels of the organization. It is essential to clearly communicate why Indigenous reconciliation is important and how every individual within the organization can contribute. This initiative underscores the importance of fostering a culture of inclusivity and meaningful collaboration to achieve long-term sustainable outcomes.

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In 2024, the British Columbia Provincial Health Services Authority (PHSA) took advantage of a long-standing desire to switch to more sustainable copy paper. The timing was ideal, as the majority of individual Heath Authorities (HA's) across the province had a unified interest, and PHSA had recently brought on a new Sustainability Advisor role who could champion the transition. The status quo largely included virgin wood fibre-based white copy paper, however PHSA had their sights set on carbon neutral Sugar Sheet paper.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The transition to Sugar Sheet paper required tailored approaches across regions. Outside Metro Vancouver, HA's were already on a contract that allowed access to Sugar Sheet paper, requiring only communication efforts to facilitate the switch. Within Metro Vancouver, however, a separate contract required review and updating, to address paper that was stored in a local warehouse through which health care facilities ordered from. PHSA Procurement employed a change of practice process to justify the transition as essential for its sustainability and planetary health goals.

Initial resistance from the previous supplier, who contested the rationale for the practice change, posed a challenge. PHSA reinforced its case by emphasizing planetary health as a valid justification and sought support from the Group Purchasing Organization (GPO) who held the contract, to advocate on its behalf. Additionally, to address cost considerations, PHSA's Sustainability Advisor prepared a comprehensive business case, which secured unanimous approval from all Chief Finance Officers (CFOs). Following financial approval, the project shifted to logistical coordination among stakeholders to ensure seamless implementation. A key success factor was proactively addressing perceived concerns, such as potential paper jamming or rodent attraction, by providing detailed data and evidence to alleviate these worries.

This process enabled PHSA to onboard a new contract without breaking the original agreement, ensuring the warehouse could stock Sugar Sheet paper. The success of this initiative relied on effective collaboration among diverse stakeholders, led by PHSA's Sustainability Advisor, who facilitated the transition to a more sustainable copy paper alterative.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Switching to Sugar Sheet paper has significantly reduced the carbon footprint associated with copy paper usage. As a certified carbon-neutral product made from sugar cane bagasse, Sugar Sheet production uses fewer resources and emits less carbon compared to traditional methods, even considering overseas shipping. The transition has resulted in an 80% reduction in carbon emissions from paper usage across BC HA's equivalent to eliminating 3,086 tonnes of CO_2e annually comparable to removing 945 passenger vehicles from the road. This initiative demonstrates the power of collaborative procurement to drive meaningful environmental impact while supporting sustainability goals.

This shared priority provided a unique opportunity to advance sustainability across the province's healthcare system. PHSA utilized its expertise, resources, and leadership to collaborate effectively with other organizations, ensuring the successful adoption of a more sustainable product.

City of Vancouver Leverages Large Engineering Spend for Indigenous Participation

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

When the time came to renew the City of Vancouver's Request for Applications (RFA) pre-qualification process for a Standing Professional Services Agreement (SPSA) for Professional Engineering Services, which was originally issued in 2019, they seized the opportunity to integrate principals from their Social Value Procurement Framework to advance reconciliation. Which ultimately provided a significant data source that would be analyzed and converted into teachings.

The Engineering Services department manages a large and diverse portfolio of public works and utilities; playing a key role in the provision of fundamental services and critical infrastructure that support our communities, economy, and environment. Following pre-defined Rules of Engagement through a Request for Services process as defined in the SPSA, was a beneficial approach to addressing the frequent need for consulted services to support the Engineering Services department's extensive portfolio with specialized investigation, design, and implementation of engineering assets. As such, the City wanted to execute a similar approach, but this time emphasizing new Indigenous participation and social equity considerations.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The most important element of sustainability for this renewal process was Indigenous Participation, which went beyond business ownership or employment to acknowledge historical and ongoing harms of tokenism within this sector/industry while signaling opportunities for improvement. The City asked for information regarding partnerships, often referred to as affiliated/designated businesses, or joint ventures with Indigenous peoples or organizations, how Indigenous participation is prioritized in employment and skills development, how Truth & Reconciliation Calls to Action are being implemented, and what other policies or training programs are provided to staff. Social and equity considerations of Supplier Diversity, Equitable Operations, and Subcontractor Diversity were also included.

Request for Applications typically do not include a financial component, providing greater flexibility to integrate values-based evaluation criteria. Additionally, the project manager and buyer were keen to update the 2019 procurement strategy, aligning with the City's commitment to advancing reconciliation and integrating the principles of the UNDRIP Strategy.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

During the RFA process, the City received responses from over 80 vendors through a Q&A format that included both multiple-choice and open-ended sustainability questions. The open-ended responses varied widely, providing a substantial sample size and valuable insights into how vendors are approaching reconciliation, TRC Calls to Action, and Indigenous participation. This data now presents a significant opportunity for shaping future training, hiring practices, and engagement strategies.

Recognizing the potential and value of this information, the City initiated a collaboration with the Association of Consulting Engineering Companies BC (ACEC-BC) to analyze the anonymized data. Given that most vendors are ACEC-BC members, and that the organization plays a key role in providing industry information, training, and standards, the insights gained from this analysis will be shared and have a profound impact on advancing Indigenous participation while reducing harm within the sector and beyond. Stay tuned for learnings and resources!

Halifax Regional Municipality Puts Social Value on the Menu

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Halifax Regional Municipality (HRM) identified an opportunity to make the procurement process for catering services more efficient while ensuring the procurement from social value suppliers. Initially, the City recognized this category as a high-impact area for driving social value. Additionally, it observed that the category is characterized by high-frequency but low-value transactions and, due to its nature, is handled independently by business units. To address these challenges and ensure alignment with social value objectives, the City developed a tool to enable business units to efficiently procure catering services while fostering inclusivity and promoting social impact.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

HRM initiated a pre-qualification process by encouraging local social value catering service providers to complete a simple online form. Vendors were asked to indicate how they met social value criteria, such as being a social enterprise or who are owned, operated by or employing: women, African Nova Scotians, Indigenous peoples, veterans, recent immigrants or people with disabilities. The simplicity of the application process, opposed to registering in a complex system, was a key success factor, enabling smaller or newer businesses to participate easily.

Multiple business units, including Procurement, IT, Corporate Communications, and Diversity & Inclusion, collaborated on a multi-step process to create and identify ways to best collect and relay the information submitted. The initiative led to a strong variety and volume of vendor submissions, creating a comprehensive list of social value suppliers accessible to all HRM business units.

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IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The resulting Social Value Catering List is a user-friendly tool on Procurement's Intranet page, allowing business units to search for caterers based on social value impact, location, food selection, and more. This has streamlined the procurement process and made it easier to engage social value caterers. Business units can now procure catering services confidently, knowing they are supporting social value suppliers. This initiative demonstrates how simplifying procurement processes can enhance participation, improve efficiency, and strengthen alignment with social value goals.

The District of Saanich Advances Menstrual Equity

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The District of Saanich identified a critical opportunity to address "period poverty" by expanding the availability of free menstrual products in public facilities. Period poverty—the lack of access to affordable menstrual products—is a significant barrier to equity and participation in community and professional activities. This initiative, brought forward by Saanich Council, aimed to ensure access to essential hygiene products for all individuals, especially those who may struggle to afford them.

Initially, free menstrual products were available only in a few washrooms ad-hoc. The expanded initiative sought to include all public washrooms across Municipal Hall, Recreation Centres, Seniors Centres, Police Stations, and public parks. By incorporating men's, women's, gender-neutral, and some staff washrooms, the program promoted inclusivity and equity throughout the community.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

The District awarded a direct contract to Joni, a local B-Corp certified business, because of its innovative and sustainable products and practices, and commitment to supporting local non-profits in the community, including the Shelbourne Community Kitchen. The District prioritized sustainability by requesting smaller dispensers that didn't require use of specific products with excessive packaging. As a result, Joni developed custom dispensers and a stock of individually sealed products with minimal packaging and no applicators, aligning with the District's waste reduction goals.

The Facilities team worked closely with Joni to bring the custom dispenser concept to life, demonstrating the value of engaging local businesses for tailored solutions. Despite challenges such as a longer lead time for the customization and concerns about product waste in men's washrooms, the District maintained its commitment to inclusivity and sustainability by implementing careful monitoring and stocking practices.

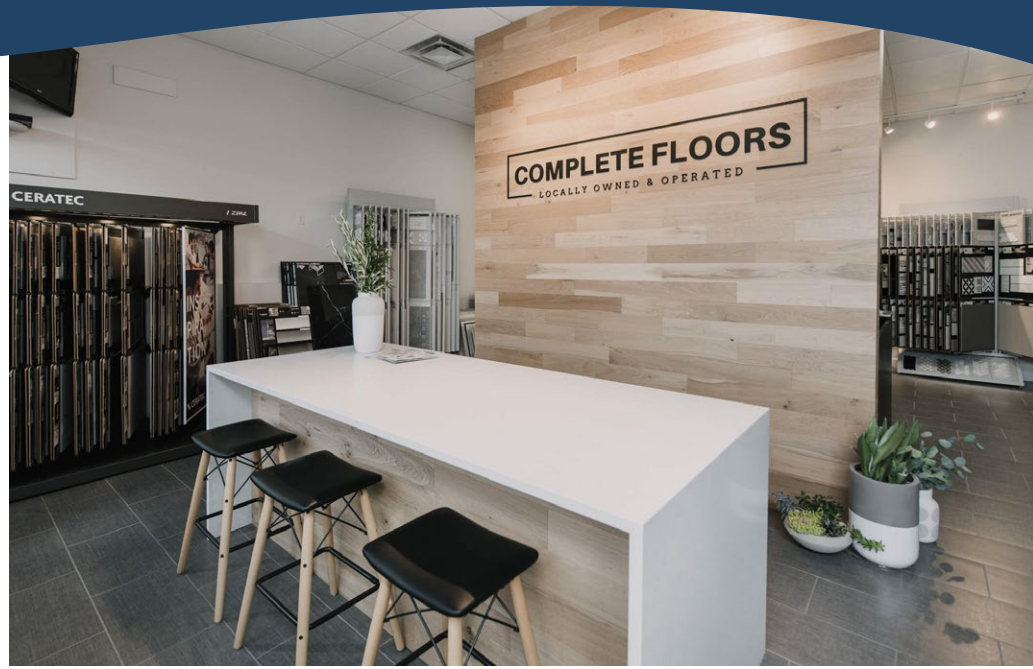
IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

By choosing Joni as the provider, Saanich has been able to achieve environmental and social goals. Not only advancing equity in the community but also working with a supplier that donates products at the equivalent of 5% of revenues to charitable partners, including local organizations doing good in Saanich. Joni's products are also safe, effective and better for the planet; rather than plastic made from petroleum, they use FSC-certified bamboo pads and certified biodegradable products. The custom dispensers offered significant cost and space savings by using a more streamlined design than conventional large metal dispensers, while also providing individual pads without needing extra boxes for dispensing, resulting in less waste and saving money.

This initiative solidified Saanich's position as a leader in inclusive, community-focused practices, and is proving the benefit of collaborating with smaller, local companies. Joni further developed the small dispensers, and they are now available to other clients, including through Staples. Saanich's leadership in equity and sustainability has inspired other organizations to reach out and adopt similar practices, showcasing how strategic procurement can advance meaningful change at scale.

BCLC Rolls Out Reconciliation with Indigenous Flooring Company



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

Indigenous Reconciliation is a significant priority for BCLC. As a **Social Purpose** company, BCLC places high importance on continuing to establish and improve relationships with Indigenous rights and title holders, Indigenous governments and Indigenous employees within BCLC. Increasing access to procurement opportunities has been an important component of this journey, which has included providing staff with templated RFP criteria, and engagement with Indigenous businesses, the Tk'emlúps Nation, and the Sc.wénwen Economic Development Corporation.

Staff know how important reconciliation is to BCLC, and as such, when the Facilities Department needed a flooring renovation project completed, their first priority was reaching out to the Sc.wénwen Economic Development Corporation who was able to put them in touch with a local Indigenous owned flooring company who could provide the needed services.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

As the value of the initial procurement was under threshold, BCLC was able to sole source a contract with the recommended Indigenous business, **Complete Floors**. The company met all of the criteria and exceeded the expectations of the team, impressing them with the quality of work and level of professionalism. As a result, BCLC decided to engage Complete Floors for an additional larger project, which was above threshold, therefore making it the first Indigenous Set Aside for BCLC, under the existing trade agreement exemption rules.

This project demonstrated the immense value that having a pre-established relationship with an Indigenous Economic Development Corporation can bring, as a key connector between buying organizations and Indigenous businesses. BCLC had been in discussions with the Sc.wénwen Economic Development Corporation on how to reduce barriers – including difficulty to find Indigenous businesses and difficulty for Indigenous businesses to participate in bidding processes – with this project being the first example of bringing these conversations into fruition.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

Since this project took place, BCLC has provided additional direction internally, both through updated processes and training, to support staff in connecting with Indigenous businesses for future opportunities. This initiative is a testament to the previous efforts of BCLC's relationship with the Sc.wénwen Economic Development Corporation and engagement with the Indigenous community, as the owner of Complete Floors had participated in the Indigenous vendor showcase earlier in the year.

BCLC hopes this story will inspire others to take action even before policies and procedures are finalized. It's possible to foster relationships and take on small projects that will then lead to larger contracts and greater lasting impact.

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Saskatoon Parks Department identified an opportunity to lower carbon emissions by purchasing several pieces of electric equipment. This initiative is part of a broader strategy to phase out gas-powered equipment in favor of zero-emission alternatives, reinforcing the City's commitment to sustainability and climate action.

Switching to electric equipment enhances safety, efficiency, and sustainability. It helps to eliminate harmful fumes, reduces spills, and lowers noise pollution. With features like automatic chain stops and no exhaust exposure, it's also safer to use. Additionally, electric tools are lightweight, low-maintenance, and cost-effective, saving on fuel and oil over time. Recognizing these benefits, the City launched a pilot project to assess the feasibility of electric equipment for park maintenance and urban forestry. This involved collaboration with the Parks Maintenance and Urban Forestry teams, which tested the equipment at Woodlawn Cemetery and within the Urban Forestry division.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

To facilitate the pilot, the City issued a Request for Quotation (RFQ) using a low-bid award process. As a low-value procurement, no sustainability criteria or evaluation questions were included. Instead, bids had to meet minimum technical requirements such as a fully electric mower with no gasoline or diesel engine, a lithium-ion battery, and adaptive charging capabilities, along with other functional and usability standards.

The equipment purchased included a riding mower, handheld blowers, climbing saws, and a larger felling saw. The pilot was successful with the electric equipment being well-received across both cemetery and urban forestry teams, with some areas needing additional power or specific attachments to optimize performance.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The pilot project demonstrated strong employee confidence in the performance and usability of electric equipment. As electric equipment technology advances, the potential for a complete transition grows, reinforcing its scalability across city operations; the City feels that as more products are released, there will be strong potential for a 100% shift toward electric tools.

The benefits of switching to electric are multi-faceted, not only avoiding emissions and air pollution, and reducing the risk of spills, the switch has also lowered noise pollution and provided enhanced safety features. The equipment also supports efficiency as items are more lightweight and well-suited for a variety of tasks, with smooth operation and minimal maintenance required. In addition, the city is expecting to have long-term financial benefits, as eliminating fuel dependency is expected to generate cost savings over time.

The City of Winnipeg Sources Social Value for the Heart of a Community

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

In 2024 the City of Winnipeg set out to find a consultant for an Operations Plan and Needs Assessment for the Freight House Recreation Facility. Named as such, The Freight House was built in 1903 to move freight and was converted into a community centre in 1973. It's situated in one of Winnipeg's oldest neighbourhoods and serves a lower-income community, providing space for a community centre, daycare, Winnipeg Boys & Girls Club (BGC) and the City of Winnipeg Community Services Department.

Re-envisioning of the Freight House aligned with a number of City policies and strategies, including the Poverty Reduction Strategy, Winnipeg Recreation Strategy, Newcomer Welcoming & Inclusion Policy, Sustainable Procurement Action Plan and Our Winnipeg 2045. Through previous public engagements on these, the City heard about the significant role that the Freight House site has, and could more deeply play, in supporting community health and wellness.

When the time came to begin a community needs assessment and feasibility study of the Freight House – to identify gaps and innovative approaches for operations and program delivery at this multi-use indoor and outdoor space – the City knew this would be an ample opportunity to advance its Sustainable Procurement Program and Social Procurement Framework, and leverage the recently created Social Procurement Questionnaire to find a Proponent that would align with and help create social value.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

With a multi-tiered vision of building capacity for non-profit organizations providing services in the area, enhancing community resiliency, and generating a more socially, culturally and economically sustainable approach to service provision in an area of high poverty, the City issued an RFP with the Social Procurement Questionnaire, weighted at 20% of the evaluation.

The Questionnaire addresses:

- Employment and training/apprenticeship opportunities for Indigenous and equity groups,
- Paying a Living Wage,
- Contracting and sub-contracting with social enterprises, Indigenous businesses and diverse businesses, and
- Contributions to the advancement of the Winnipeg community socially, economically, culturally and environmentally.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The winning Proponent scored highest on their Social Procurement Questionnaire submission and came out as the least expensive proposal. They were able to provide employment to a diverse mix of people including Indigenous Rightsholders, women, ethno-cultural people, people with diverse abilities and 2SLGBTQIA+. Additionally, hiring Indigenous engineer in-training students and offering a paid internship through the University of Winnipeg's Master's in Development Practice (MDP) in Indigenous Development to support Indigenous Practitioners. The Proponent added strategic value by offering to emulate and explore the opportunity to further develop multi-use hub models in other facilities, and create benefits to the community by identifying gaps and innovative approaches with similar RFX's in future.

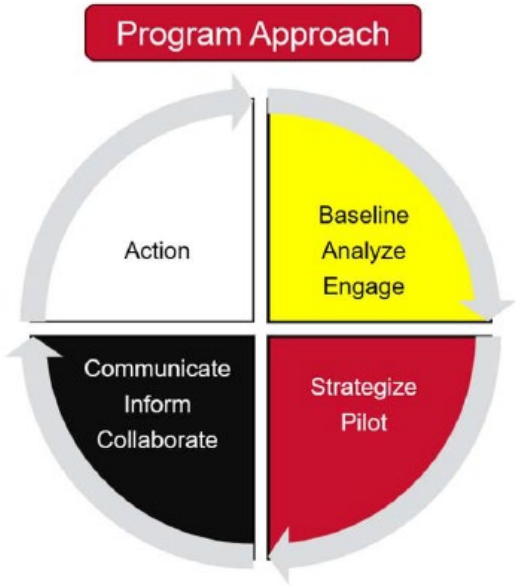
The City of Calgary Deepens Action on Indigenous Procurement

CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

The City of Calgary is demonstrating its commitment to Truth and Reconciliation through meaningful action. As an evolution of The City of Calgary's Social Procurement program, **the Indigenous Procurement program** was developed to help address the under-representation of Indigenous businesses in The City's supplier base. The program goal is to reduce barriers and improve the capability of Indigenous-owned companies to participate in The City of Calgary's procurement processes. As demonstrated with the **Indigenous Economic Contribution Study**, unlocking this economic potential will have a positive impact for all Calgarians.

The City of Calgary 's Indigenous Relations Office and Supply Management business unit developed a four-part cyclical framework for the Indigenous Procurement Program, in consultation with Calgary Economic Development, and supported by an Indigenous consulting firm. The framework draws on the teachings of the medicine wheel and the importance of connection and relationships, capturing a *Nothing About Us, Without Us* approach.



PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

One of the first major projects incorporating the principles under the City's Indigenous Procurement Program is the procurement for the creation of a permanent Indian Residential School Memorial (IRSM). This memorial will commemorate all Indian residential school, day school and inter-generational trauma survivors and the children who never returned home.

The City of Calgary decided that the IRSM project would follow a two-stage design competition to ensure it remains Indigenous-led and deeply rooted in Indigenous ways of knowing, being, and community. The first stage involved a pre-qualification process, requiring the lead designer to have verifiable First Nations, Inuit, or Métis status. Bidders also had to demonstrate how their design approach is grounded in local Indigenous culture and incorporates traditional Indigenous elements. To maximize participation, The City leveraged its Indigenous networks and communication channels alongside its standard procurement outreach.

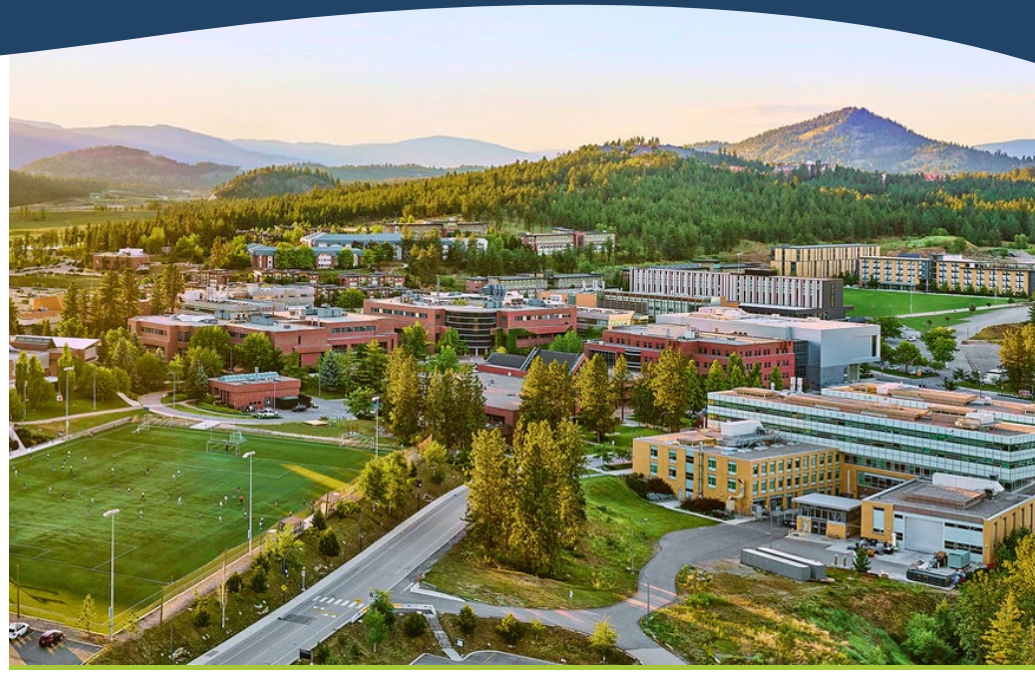
IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The request for prequalification closed at the end of 2024. This project is a powerful example of The City turning its commitments into action, serving as a significant step in advancing Indigenous procurement strategies. By embedding Indigenous ways of knowing, actively engaging with communities, and shifting the focus beyond spend to meaningful participation, The City is working to create a more inclusive and equitable economy—one where Indigenous businesses are valued partners in shaping Calgary's future.

With initiatives like the Indigenous Procurement Program, Indian Residential School Memorial Project, and the Indigenous Economic Contribution Study, which was done in partnership with Calgary Economic Development, The City of Calgary is establishing strong roots for Indigenous economic reconciliation. These initiatives are key steps in The City's overall ongoing journey towards Truth and Reconciliation.

UBC Okanagan Sow's Sustainability with Responsible Landscaping



CONTEXT

WHAT WAS THE PROCUREMENT RISK OR OPPORTUNITY?

At the end of 2023, the University of British Columbia (UBC) recognized an opportunity to embed sustainability into its landscaping procurement strategy for its Okanagan Campus. While essential for maintaining a well kept and inviting campus, traditional landscaping practices can contribute to soil degradation, biodiversity loss, and pollution due to the use of chemical fertilizers, pesticides and excessive water consumption.

In alignment with its sustainability commitments, UBC sought a landscaping service that would not only enhance the campus's aesthetics but also minimize environmental disruption. By integrating sustainability into the procurement process, UBC aimed to protect local ecosystems and support a supplier that offered responsible land management.

PROCUREMENT PROCESS

WHAT PROCESSES WERE USED AND WHO WAS ENGAGED?

UBCO issued an RFP for landscaping services, emphasizing environmental stewardship. To ensure sustainability remained a priority, 15 points were allocated to Sustainability, Environmentally Friendly Products, and Recycling Programs, encouraging bidders to integrate eco-friendly practices into their proposals. The evaluation focused on three key areas:

- Pest and Invasive Weed Management: Contractors had to seek approval for all herbicides and pesticides and implement proactive weed removal before seeding to prevent ecological disruption.
- Maintenance of Raingardens and Bioswales: Ensuring the preservation of these natural water management systems to support water conservation and biodiversity.
- Sustainable Organic Waste Management: Requiring all lawn clippings, leaves, and branches to be repurposed through mulching, reducing waste and enriching soil health.

IMPACT

WHAT WERE THE SUSTAINABILITY OUTCOMES?

The contract was awarded in February 2024 and is set to begin in April 2024, introducing low-emission, eco-friendly landscaping to UBC Okanagan's campus. The winning contractor will use battery-powered mowers and tools, reducing carbon emissions and noise pollution compared to gas-powered equipment. Beyond routine maintenance, the contract includes community-focused sustainability initiatives including workshops that will educate the UBC community on invasive weed identification, the benefits of leaf mulch and native plants, and water conservation, fostering greater environmental awareness.

To further support biodiversity, the initiative will establish a Nectar Trail, attracting pollinators essential to local ecosystems. Additionally, a dedicated composting site will be created to repurpose organic landscaping waste, closing the loop on waste management.

By embedding sustainability into procurement, UBC has ensured its landscaping services not only preserve the campus environment but also engage the community and set a model for responsible land management.

Local, Provincial, and Federal Government

ORGANIZATION	NAME	TITLE
City of Abbotsford	Tim McBride	Purchasing Manager
	Alixe Alden	Senior Manager, Procurement
City of Brampton	Claudia Santeramo	Manager of Procurement Performance
	Jodi Houston	Advisor, Sustainable Procurement
City of Calgary	Matt Sutherland	Procurement Leader, Supply Management
City of Charlottetown	Katrina Cristall	Climate Action Officer
City of Edmonton	Mychaela Risling	Sustainable Procurement Lead
City of Greater Sudbury	Kari Bertrand	Chief Procurement Officer
	Jennifer Babin-Fenske	Climate Change Coordinator
City of Kamloops	Glen Cheetham	Climate & Sustainability Manager
City of Kelowna	Alaina Schaad	Buyer
City of London	Elaine Nickerson	Manager, Purchasing & Supply
City of Mississauga	Andrea McLeod	Sustainable Procurement Consultant
City of Nanaimo	Jane Rushton	Manager, Supply Chain Management
City of Ottawa	Kristie Ritchie	Business Analyst, Strategic Sourcing
City of Regina	Qaisar Jamal	Sustainable Procurement Specialist
City of Saskatoon	Erin Akins	Project Manager, Sustainability Department
	Greta Kort	Manager, SCM Governance and Optimization
City of Spruce Grove	Tania Shepherd	Director, Integrated Planning and Strategic Services

ORGANIZATION	NAME	TITLE
City of St. Albert	Debi Skoye	Social Planner, Community Services
	Alicia Ushko	Acting Manager of Purchasing Services
City of Vancouver	Kim Buksa	Sustainable & Ethical Procurement Manager
City of Victoria	Valeria Kandiral	Manager of Supply Management Services
	Rhiannon Moore	Circular Economy Specialist
City of Winnipeg	Corinne Evason	Procurement Coordinator
	Terminder Singh	Sustainable Procurement Liaison
District of Saanich	Lorraine Kuzyk	Manager of Strategic Procurement
	Melissa Hauzer	Senior Sustainability Planner
District of Squamish	Tristan Rayner	Lead Procurement Advisor
Government of Newfoundland & Labrador	Mark Drover	Director of Policy, Planning and Administration
	Frank Butler	Director of Strategic Sourcing
Government of Yukon	Denae Krause	Procurement Advisor
Halifax Regional Municipality	Jane Pryor	Manager, Procurement
	Erin MacDonald	Portfolio Manager, Procurement
Metro Vancouver	Georgeta Stanese	Program Assistant II, Procurement
Town of Okotoks	Wasan Jema	Environmental Technician
Whitehorse	Gloria Kasigazi	Supervisor Accounts Payable & Procurement

Post Secondary, Crowns Corps and Health Care Institutions

ORGANIZATION	NAME	TITLE
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	Robert Warnock	Program Director, Strategic & Major Procurement Initiatives Center of Excellence (COE)
BC Assessment	Alanna Lester	Manager, Procurement
BC Ferries	Alex Chik	Manager, Purchasing
BCIT	Vince Laxton	Director, Corporate Services
	Donabella Bersabal	Associate Director, Procurement
BCLC	Jenny Miles	Senior Specialist, Social Purpose & Sustainable Procurement
Capilano University	Jacquetta Goy	Director, Purchasing
Edmonton International Airport	Noreen Cervo	Manager, Contracts Management
Federation of Canadian Municipalities (FCM)	Gabrielle Massicotte	Manager, Capacity Development, Monitoring and Evaluation, Green Municipal Fund
Manitoba Public Service and Delivery	Greg Reader	Manager, Governance, Policy, and Performance
Manitoba liquor & Lottery	Jamie Wolfe	Procurement Supervisor
Mohawk College	Allison Maxted	Manager, Sustainability Office
	Whitney Sharpe	Procurement Manager
OUPPMA	Margaret Warren	OUPPMA Treasurer
OECM	Luba Medvedeva	Business Development Lead

ORGANIZATION	NAME	TITLE
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	Lyle Dunlop	Strategic Sourcing Specialist
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Service New Brunswick	Eric Demers	Senior Procurement Consultant
Simon Fraser University	Laura Simonsen	Major Contracts Procurement Officer
St. Lawrence College	Aman Chhina	Associate Director Procurement
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	Holly Jotham	Analyst , Centre for Greening Government (Secretariat of the Buyers for Climate Action)
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	Carolyn Arthur	Senior Manager, Procurement Programs
University of Calgary	John Morrison	Procurement Manager
University of Winnipeg	Sara Campbell	Acting Campus Sustainability Coordinator

CANADIAN COLLABORATION FOR SUSTAINABLE PROCUREMENT

MANAGED BY reeve CONSULTING

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

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