The Annual Report on the State of Sustainable Public Procurement in Canada

2017 Trends & Best Practice Case Studies

Commissioned by the MCSP
A network of Canadian public-sector institutions collaborating on sustainable purchasing

Prepared by Reeve Consulting
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MESSAGE FROM THE MCSP STEERING COMMITTEE

About This Report

We are proud to release the 2017 Annual Report on the State of Sustainable Public Procurement in Canada, the eighth annual report of the Municipal Collaboration for Sustainable Procurement (MCSP) which highlights best practices and 2018 outlooks based on lessons shared by municipalities, educational institutions, and one airport authority from across Canada.

This report helps our stakeholders and others to understand the state of sustainable public procurement in Canada. It is used to identify partners for collaboration on sustainable purchasing activities and it serves as a reference document for Councils, Boards and staff who use the 2017 National Benchmarking Snapshot (page 3) to understand how their organization’s programming compares with others. This year’s report is full of inspiring examples of how municipalities and educational institutions are using sustainable procurement to reduce environmental impacts and deliver social benefits to communities locally and globally. These are present throughout and are highlighted in the Case Studies section, starting on page 7.

Who We Are

Founded in 2010, the MCSP is a member-based network of Canadian public-sector institutions working together to deliver better services and achieve better value through sustainable purchasing. It provides a peer-based forum to share information, resources, technical expertise, and best practices in social, environmental, and ethical procurement.

Our member organizations meet virtually several times per year to share information, collaborate on tool development, and exchange lessons learned related to mitigating risks and improving social and environmental outcomes by considering sustainability risks in the procurement process.

About the 2017 MCSP Program

In 2017, the MCSP deepened our cooperative work and engagement to better support our members and influence the wider marketplace toward more sustainable business conduct. Highlights include:

- We brought together chief purchasing officials at our CPO Roundtable to discuss how to shift the organizational lens toward prioritizing procurement as a function with immense strategic value.
- We convened experienced practitioners to strategize about how to avoid potential legal challenges in sustainable public procurement work at our Legal Peer Exchange.
- We also brought together small groups of members in two practice-based working groups that advanced thought leadership on specific sustainable purchasing topics and produced useful tools and resources that all MCSP members can leverage to further their sustainable purchasing practices.

We invite you to refer to Appendix C, on page 19, to learn more about our group’s activities in 2017.
How the Report is Organized
The information in this report was gathered through individual interviews with MCSP members and other sustainable procurement practitioners, as well as through a series of peer exchange teleconferences and practice-based working groups that advance practices through group collaboration.

What you’ll find in this report:

1. The first section, **2017: Reflecting on the Year in Sustainable Procurement**, presents the most prominent trends influencing sustainable public procurement in Canada.
2. Section 2 presents the **2017 National Snapshot**. Here, you’ll find information on individual organizations’ sustainable procurement program development, as self-reported by MCSP members.
3. This is followed by **2017 MCSP Member Program Development**, examining program development progress in more detail.
4. Next, we move to the **Outlook for 2018**, to discuss sustainable procurement priorities for the coming year.
5. Section 5 presents **2017 MCSP Case Studies** – a selection of sustainable purchasing success stories compiled from the membership.
6. Finally, the report’s Appendices provide content to improve your knowledge and understanding of sustainable procurement, including the **MCSP Best Practice Framework for Sustainable Procurement**, and a more detailed description of the **group’s activities in 2017**.

We would like to acknowledge all of the staff from municipalities, universities, and other organizations across the country who contributed their time to provide valuable information for this report.

Thank you and happy reading!

The 2017 MCSP Steering Committee Members

Natalie Young, City of Calgary       David Sloan, City of Ottawa       Linda Leedahl, City of Saskatoon
Mike Frost & Henry Lam, UBC         Loralee Delbrouck, City of Vancouver
1. REFLECTING ON THE YEAR IN SUSTAINABLE PROCUREMENT

Municipalities, post-secondary institutions, and others that buy for their communities across Canada continue to push for wide-spread adoption of a more strategic and holistic way of purchasing. These are the headline trends and challenges for 2017 in the world of Canadian sustainable public procurement.

2017 was a year of procurement re-engineering and change.

Many organizations completed reviews and reorganization of their procurement practices, including transitions to different management structures (e.g. shifting to category management, or to departmental management) and conversion to e-procurement systems. In most cases, this resulted in these competing priorities slowing progress on sustainable procurement; however, there is an expectation that new formalized systems and practices will present great advantages in deepening sustainable procurement work in future. Even where procurement practices were not being overhauled, many organizations felt that 2017 was a year of developing the frameworks that will support sustainable procurement moving forward, including embedding sustainability into procurement policies, developing action plans, formalizing new procedures, and building awareness. All of these activities are setting organizations up for success in the coming year.

Continuous improvement: the need for recalibration of our programs.

For more experienced organizations that have been practicing sustainable procurement for several years or more, there is now a recognition that the bar of what is possible and what is needed in the current social, economic, and environmental climate has shifted – and that their practices must evolve to stay ahead. Even where programs as originally designed are now implemented consistently and fully, in some cases, the program itself must be elevated to reach the current standard of best practice. On the other hand, evolving norms and requirements also open up opportunities for organizations with little experience to learn from first-generation practitioners and quickly leapfrog their programs to leading edge caliber.

Green as the lost colour in the sustainable procurement spectrum?

Social procurement – leveraging supply chains to achieve social value for the community and all its citizens – continues to gain prominence on public institutions’ agendas. This is very positive, as the potential impacts are enormous. At the same time, there is some concern that, with limited resources, environmental purchasing initiatives are being back-burnered in favour of new social priorities. In many cases, there has been a sense that green purchasing is already well in hand, although those who are keeping a close eye may notice that there is still much improvement to be made. As noted above, the need and the opportunities to improve environmental impacts in the supply chain are more important and advanced than ever. Moving into 2018, we must collectively continue to ensure that best practice environmental considerations get embedded into both new contracts and contract renewals, and that performance against these specifications is carefully monitored.
Integration: the need to define and develop a strong governance and support structure for sustainable procurement.

For sustainable procurement programs to perform at the highest possible level, the program support and governance structure must include two key features:

1. **Strong top-down support and direction to practice sustainable procurement**: executive support gives license and encouragement to those practicing purchasing to incorporate environmental and social considerations into their procurements. Explicit direction ensures that it is prioritized despite a number of activities and initiatives competing for time and attention.

2. **An integrated governance structure**: rather than having one department (such as Procurement or Sustainability), or even one or a few individuals, who are driving the program and are responsible for its success, it is preferable to embed sustainability thinking into purchasing decisions for all staff, as the default way to buy.

Of course, both of these features are easier stated than achieved, but getting there is not impossible.

Achieving support and buy-in at all levels requires two main things in turn: a compelling business case for engaging in the work, and some investment in staff training and communications. Sustainable procurement practitioners recognize the need to develop a more quantifiable business case by engaging in better tracking and reporting of results and searching out existing successes from within and outside their organizations. Many also plan to invest in employee training and communications (more on this in Section 4).

**Words matter – is it time for ours to change?**

As we acknowledge the need to create a better business case and invest in training, sustainable procurement practitioners are also being required to consider potential barriers to uptake and interest in sustainable purchasing initiatives. One of these potential barriers is the language we use. There are two angles to this:

Have you heard of “sustainability fatigue”? It’s possible for terms to become so oft-used as to lose their true meaning and desired impact. Folks feel as though they have been hearing about “sustainability” for a long time, and though progress has been made, there is a long way to go. As such, many may feel some level of fatigue with hearing the word “sustainability” when it has frequently been used in contexts wherein it is not backed up by real change – think, for example, of how greenwashing caused the term “green” to fall out of favour several years ago. This is not necessarily a negative thing. Just as there is an evolution in standard and leading edge practices, terminology also evolves – perhaps simply because of business language trends and buzzword fatigue, but also perhaps to capture an elevated standard of practice. There is a growing recognition that “sustaining” our current path is not enough and that we need to invest in circular, regenerative, inclusive practices to truly make an impact.

Conversely, it is time to acknowledge that, in order to capture the interest and attention of the most business-minded decision makers, we may need to reframe our language to focus on more traditional business risks that sustainable procurement can help to insulate against – for example, interruptions to supply, natural disaster resilience, social unrest – and opportunities it can help to capture – for example, material and logistic efficiency, cost savings, workforce development, etc.

So, what should we call it? That remains to be seen, but a change in common terminology is almost certainly upon us.
2. 2017 NATIONAL BENCHMARKING & PROGRESS ‘SNAPSHOT’

The table below provides a self-reported ‘snapshot’ of the progress of the MCSP’s municipal and post-secondary institution partners on their sustainable procurement programs to the end of 2017. Interviews were conducted with key representatives from each organization to produce these self-ratings. Programs were self-assessed using the ‘10 Best Practice Program Areas’ framework established by the MCSP to describe successful sustainable procurement programs. (See Appendix B for complete descriptions and examples of members’ work in these areas).

### 10 Best Practice Program Areas Progress Chart

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- ○ Just beginning or future priority
- ▼ Some progress made
- ▼ In progress with room for improvement
- ★ In place; fairly well developed
- ★★ Well developed with solid experience
### 3. 2017 MEMBER PROGRAM DEVELOPMENT

#### Sustainable Purchasing Program Development: the 2017 scoop

<table>
<thead>
<tr>
<th>Strategy and Action Plan</th>
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<tr>
<td>SFU has a 20-Year Sustainability Vision and 5-Year Plan with specific, measurable goals that include sustainable procurement initiatives.</td>
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<td>UBC’s work is similarly driven by the institution’s sustainability strategy, and UBC also has a sustainable purchasing strategy.</td>
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<td>Saskatoon’s new Materials Management business plan includes a commitment to establishing key performance indicators related to sustainable procurement.</td>
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<tr>
<td>Vancouver’s Renewable City Action Plan was adopted, including four actions related to reducing emissions associated with procurement of goods and services (including fuels, vehicles, and facilities demolition).</td>
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<thead>
<tr>
<th>Sustainable Purchasing Policy</th>
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<tr>
<td>Calgary has implemented a full sustainable purchasing policy, but is now recognizing the need for an update to continue improving practices.</td>
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<tr>
<td>Edmonton Airport finalized a new purchasing policy that integrates sustainability.</td>
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<tr>
<td>Saskatoon’s new procurement policy now aligns with Council strategic priority areas of environmental sustainability and Reconciliation.</td>
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<tr>
<td>Vancouver adopted a new Living Wage Policy as part of their procurement policy.</td>
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<td>Several members are working to finalize such a document.</td>
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<th>Supplier Code of Conduct</th>
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<tr>
<td>Upcoming priority for several members, including Edmonton Airport.</td>
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<tr>
<td>U Alberta is working on implementing a new code.</td>
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<tr>
<td>Many continue to use such a document, especially in purchases with high risk to labour standards.</td>
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<th>Social Sustainability &amp; Marketplace Innovation</th>
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<tr>
<td>A lot of recent growth in work to promote social sustainability and innovative supplier practices.</td>
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<td>Victoria’s Mayor has put together a task force to drive social procurement work.</td>
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<tr>
<td>SFU is investigating the opportunity of becoming a social procurement Anchor Institution. For information on their innovative work, see the Case Study (p.10).</td>
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<tr>
<td>Vancouver has become a certified Living Wage Supplier (Case Study on p.14).</td>
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<tr>
<td>Winnipeg became a Fair Trade Town – learn more in the Case Study (p.8).</td>
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<tr>
<td>Other members are working on building relationships with social enterprises, purchasing local food, and piloting innovative renewable energy technologies.</td>
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<th>Dedicated Staffing &amp; Resources</th>
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<tr>
<td>A continued challenge with so many competing priorities demanding attention.</td>
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<tr>
<td>On the other hand, members are recognizing allies that they can draw on to help accomplish sustainable purchasing goals.</td>
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<tr>
<td>U Alberta and Winnipeg each have a Sustainable Purchasing Working Group.</td>
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<td>Vancouver has leveraged a partnership with local educational institutions to gain resources for sustainable procurement-related research.</td>
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<tr>
<td>Vancouver has also issued a job posting for a full-time Sustainable and Ethical Procurement Program Manager to add to the existing ½ time resource.</td>
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### Procurement Tools & Procedures
- The MCSP Supplier Sustainability Leadership Questionnaire group collaboratively created a tool to solicit corporate sustainability information from suppliers.
- Calgary rolled out an industry-specific sustainability questionnaire (Case Study on p.13).
- Vancouver added tools and procedures to support their Living Wage commitment.
- Saskatoon plans to implement a new total cost of ownership worksheet.
- Check out the Case Study (p.9) on U Alberta’s new Sustainable Swag Purchasing Guide.
- Others have or are developing tools and procedures, but would like to see better use of them by all who complete purchases.

### Training & Communications
- Calgary rolled out new refresher training for buyers on sustainable procurement.
- Winnipeg has leveraged their Sustainable Procurement Working Group to foster communication between departments.
- Vancouver did Living Wage training with the Supply Chain Management team.
- U Alberta circulates a sustainability news email.
- Edmonton Airport presented their new policy at the EIA’s leadership forum.
- Saskatoon presented on sustainable procurement to the city leadership team.

### Supplier Engagement
- Most members want to do more to engage suppliers regarding sustainability.
- In 2018, Winnipeg will begin asking Indigenous-owned businesses to self-identify, enabling the Indigenous Relations division to track procurement from these enterprises.
- Vancouver engaged suppliers on the impacts of the Living Wage Policy.
- Victoria is working within the local social enterprise vendor community to identify opportunities for them to fill services required by the City.

### Measurement & Reporting
- The MCSP Monitoring and Evaluation Working Group created a guidance on M&E for sustainable purchasing, including suggested KPIs and how to measure them.
- Calgary moved from annual reporting on sustainable procurement to monthly tracking of KPIs and quarterly reporting, which allows for much better data and improves the ability to follow up and ensure ongoing implementation.
- Vancouver added Living Wage procurement metrics to their annual procurement report to Council.

### Leadership & Collaboration
- Several members collaborated with other organizations to advance social procurement practices.
- Vancouver’s Living Wage Policy is encouraging other businesses to consider Living Wage certification.
- Members deepened their collaboration through participation in the MCSP’s practice-based Working Groups.
4. THE OUTLOOK FOR 2018

In 2018, it’s all about training and communications.

Most MCSP members would like to see more impact from their program. They’re acutely aware that although they may have invested considerably in building out an infrastructure of policy, guidelines, and even tools for employees to use, the most important piece is familiarizing their people with the concepts and practices of sustainable procurement, and empowering them in a new, opportunities-focused way of thinking that has them interested in seeking out procurement options that do better for people and planet. By far, investing in training and communications at all levels of the organization, and fostering positive dialogue between departments that are involved in the procurement process, was the most commonly-expressed 2018 program development priority for MCSP members.

Members also expressed a desire to continue developing supporting program elements, such as policies, procedures or guidelines, and tools. Several organizations are also planning to invest in improved measurement and reporting on their sustainable procurement programs, in order to better track impacts, and build support.

Social procurement will continue to gain ground.

Many MCSP members expressed a continued desire to further explore how their procurement can positively impact the social wellbeing of their communities in 2018. Several are looking at a systematic and cooperative approach, partnering with other community institutions to connect with social enterprises and help build capacity in organizations that are creating opportunities to those with barriers to employment.

Familiar priority product and service categories are identified for 2018.

Members continue to feel as though they would like to be more strategic in planning ahead for sustainable procurement activities. Nonetheless, they do have some upcoming purchases in mind for 2018 for which they see particular sustainability risk or opportunity. Some of these product and service categories are:

- Office Supplies
- Renewable Energy
- Janitorial & Cleaning Supplies
- Security Services
- Street Cleaning & Graffiti Removal
- Multi-function devices
- Construction Services & Materials
- Vehicles & Fleets
- LED Lighting
- Green Building
- Fleet Chemicals
- Promotional Items
- Scientific Supplies
- Maintenance & Repair
- Green Building
- Fleet Chemicals
- Promotional Items
- Scientific Supplies
- Maintenance & Repair
- Green Building
- Fleet Chemicals
- Promotional Items
- Scientific Supplies
- Maintenance & Repair
5. MCSP CASE STUDIES & MEMBER HIGHLIGHTS

Collaboration on Sustainable Purchasing Through UBC Green Labs

With over 400 laboratories across UBC’s Vancouver campus, the University’s research activities require a significant amount of resources. Labs account for 49% of campus energy use, 24% of campus water use, and generate 96% of the campus’ hazardous waste. Given the resource intensity of research labs, a key focus is on engaging lab users to incorporate sustainable purchasing practices into laboratory operations.

UBC’s Green Labs Program is a cross-stakeholder collaboration that works to minimize the environmental impact of the University’s research footprint by promoting the adoption of innovative solutions that reduce energy, water, solid and hazardous waste. The initiative is driven by a collaborative effort between UBC Campus and Community Planning, Financial Operations, Risk Management Services, and Energy and Water Services, as well as multiple faculties at UBC, which are linked through their Sustainability Coordinators.

The program provides tools, resources, and training to researchers to advance sustainable laboratory best practices and promote sustainable procurement. Through a series of newsletters, lunch and learn seminars, funding opportunities, Get Involved activities, and prizes, Green Labs engages hundreds of researchers to adopt environmental best practices.

To raise the profile of sustainable procurement opportunities in laboratory settings, the Green Labs Committee developed a new series of trainings and materials targeting scientific researchers, launched in 2017. The sustainable procurement theme highlighted recommendations for choosing energy and water efficient equipment and prioritizing products that reduce solid and hazardous waste. Leveraging the Committee’s interdisciplinary expertise of energy management, lab operations, procurement, and behavior change specialists was key to enable success.

The Outcome

In 2017, Green Labs furthered Sustainable Purchasing at UBC through several activities. The Green Labs Committee participated in the development and activation of an updated UBC Sustainable Purchasing Guide, including a new section on Scientific Supplies. Featuring guidelines for 14 commodity areas and an ecolabel glossary, the new resource helps UBC staff and faculty purchase sustainable goods and services, garnering over 3,500 views since launch.

Sustainable lab procurement was promoted via various channels, including in the UBC Green Labs quarterly newsletter, educating 3,000 members of UBC’s scientific community on the major factors involved in making sustainable purchasing decisions. The Committee hosted a well-attended sustainable procurement seminar for laboratory personnel, featuring presentations from central procurement and three scientific vendors on the latest scientific product innovations. A key focus was on continuing to strengthen the value proposition of the purchase of energy-efficient ultra-low temperature (ULT) freezers, through evaluation of the long-term costs and sustainability impacts of available models.

UBC stresses the importance of strategic planning in the success of such an engagement program. Having a plan can help the program to obtain necessary executive support and a commitment to resourcing the program appropriately. A strategic plan also puts the program into context amongst the various initiatives undertaken by Procurement and other departments to further a given sustainability area.

To learn more about UBC’s Green Labs program visit: http://greenlabs.ubc.ca.
The City of Winnipeg Becomes a Fair Trade Town

Fairtrade products enhance a business by providing quality items at a fair price that benefits the communities where the product was grown, while providing the consumer with peace of mind in knowing that a responsible certification program has verified the integrity of the product. Ensuring products are grown in an environmentally and socially sustainable manner represents the new standard for the way we import products from the Global South.

Fair Trade Winnipeg is a collaborative, community-based working group that includes fair trade advocates from government, the private sector and civil society. The Fair Trade Winnipeg Steering Committee was formed in 2014 to achieve the common goal of making Winnipeg a Fair Trade Town. Throughout 2017, the Fair Trade Winnipeg Steering Committee worked in partnership with the City of Winnipeg to increase fair trade education and awareness in our communities, workplaces, faith groups, and schools.

Previously, there were no guidelines in place to require fair trade certification for any products purchased by the City.

The Outcome

In 2017, the City achieved the Fair Trade Town designation by making a formal commitment to purchase Fairtrade Certified coffee, tea, and sugar where these products are purchased using public funds.

The process of making such a commitment was not without challenges. It took longer than the Steering Committee had envisioned to achieve the designation. Significant research went into identifying the potential cost implications of requiring Fairtrade certified purchases for coffee, tea, and sugar in municipal operations. However, the Steering Committee had a great deal of support from the community. For example, in Winnipeg, over 160 retail grocery stores and over 50 restaurants and cafés offer Fairtrade products to consumers. This product availability, in conjunction with community support, made achieving the requirements of the Fair Trade Town designation much less challenging.

The City of Winnipeg stresses the importance of continued engagement on Fair Trade, guided by a strategy, following designation. Continued communication of the City’s commitment to Fair Trade purchasing, coupled with annual goals, help to keep momentum going in the community, leading to increased sales of Fairtrade certified products and positive change for farmers and workers in developing countries.

For more information on how to become a Fair Trade Town, please visit www.cftn.ca.
UAlberta Rolls Out a Sustainable Swag Guide

The UAlberta Sustainability Scholars program employs graduate students for 250 hours over the summer. Scholars concentrate on a project identified by a community partner (Office of Alumni Relations). In 2017, the University of Alberta Offices of Sustainability and Alumni Relations leveraged a Sustainability Scholar to lay the groundwork for the development of a Sustainable Swag Guide and Report to help UAlberta embrace purchasing ethical and eco-friendly promotional items.

Prior to this project, the Office of Sustainability had some resources on their web page dealing with the Office’s own sustainable swag procurement and encouragement for other UAlberta units. The UAlberta bookstore had been meeting about improving their sustainable swag purchasing. However, there was no formal sustainability guidance on the procurement of promotional items.

The Sustainability Scholars project mentor (Elise Hetu, Alumni Relations) proposed the project and helped the scholar with her deliverables (reports, presentations, guides). The scholar (Dr. Kateryna Pashkova), produced the Sustainable Swag Purchasing Guide report for the Office of Alumni Relations. Dr. Pashkova also presented this project to the UAlberta Sustainable Purchasing Working Group. Guided by the report, the Office of Sustainability marketing and communications team reframed and branded the Swag Guide for distribution.

The Outcome

The university community was very excited to get their hands on this report and guide. Many units/departments buy promotional products and are thankful for the guide’s creation. This guide helps amplify the opportunities to embed sustainable purchasing practices into a unit’s operations and increase their engagement in sustainability.

The student gained sought-after work experience and professional development while the campus partner gained graduate student research on a project they were unable to commit resources to. In addition, the project helped achieve a sustainable purchasing goal for the unit and meet targets in UAlberta’s institutional sustainability plan. Having an eager and dedicated Sustainability Scholar work on the project with a supportive and enthusiastic mentor was key to the project’s success.

The next steps in this project are to continue to elevate awareness and use of the guide over the summer as units prepare for the 2018/19 school year.

The guide is available for download, as is the Sustainability Scholar’s initial report.
Enabling Job Security Through Dining and Janitorial Services Contracts at SFU

In late 2016, SFU launched a Request for Proposal (RFP) seeking a forward-thinking food services provider focused on exceptional customer service, sustainable practices, wellness, cultural awareness and staff engagement. In addition to providing high quality, healthy foods for its diverse community, SFU required all proponents to describe how they would:

- Transition existing dining services staff, members of UNITE HERE Local 40, to similar roles with the same or higher pay and seniority under the new contract, and
- Ensure service quality and continuity throughout the transition period.

Cross-departmental collaborations among various administrative departments including Procurement Services, Ancillary Services, and the Sustainability Office were instrumental to the success of this innovative practice. By adding a staff continuity requirement, SFU demonstrated its commitment to securing equitable pay and job security for its service providers hired under third party contracts. The work was facilitated by SFU’s vision of “Engaging the World” and strong emphasis on social infrastructure and sustainability, as well as leadership support from the President.

The Outcome

The first collective agreement between UNITE HERE 40 and Sodexo was reached in March 2017, securing job continuity, inclusive of wages and seniority, for all 174 existing dining services staff. Furthermore, Sodexo has agreed to recognize the worker’s union, and to honour their existing health care and pension benefits.

By advocating for staff continuity through its RFP process and demonstrating support for UNITE HERE Local 40 members, SFU was able to mitigate service disruptions associated with hiring and training of new dining staff by the incoming service provider. The continuity requirement also ensured security of employment for these workers.

SFU is currently pursuing a similar staff continuity requirement for its janitorial contract (168 staff) and has received multiple inquiries on the transferability of this practice from peer institutions. By setting a new industry best practice and demonstrating its feasibility and success, SFU directly contributes to its vision of being Canada’s leading engaged University.
Saving Energy and Materials with the City of Victoria’s LED Streetlight Conversion

In 2017, the City of Victoria undertook the first two phases of a major streetlight conversion project. For the procurement of the fixtures, the City took advantage of a shared supply arrangement negotiated by the Province of BC. With the conversion, the City will save in energy and maintenance costs for years to come.

To complete the project, the City purchased the light fixtures, which the manufacturer shipped directly to the contractor for installation. In Phase One, 1,800 fixtures were delivered and installed. At the conclusion of Phase One, the contractor brought forward concerns to the City about the volume of packaging that they were required to recycle due to the fixtures arriving individually-packaged.

The City decided to take action. They engaged the manufacturer to request that the fixtures for Phase Two be delivered in bulk packaging, and to understand how to make that happen.

The Outcome

In Phase Two, 4,544 fixtures were delivered to the contractor in bulk packaging. It’s estimated that this saved approximately 60,000 ft² of cardboard. In addition, this arrangement resulted in much easier material handling for the contractor, easier inventory storage and management, and made it easier to receive the order. It facilitated work planning and delivery of the fixtures to the work site because there wasn’t as much cardboard waste in the way.

Preparing the orders took some additional time: order quantities had to be adjusted to equal full bulk packs, whilst lighting was ordered by zones. However, the contractor was very happy not to have to deal with the quantity of recycling that was required in Phase One, and the manufacturer is likely able to make the bulk packaging option available for other large projects.

The positive results of this initiative have made the City consider adding packaging specifications into future, large supply-only tenders. In addition, this project illuminated the importance of communicating with contractors as they can provide valuable insight to help with continuous improvement of practices.
Energy Efficiency Gains with LED Streetlight Conversion at the City of Surrey

In 2017, the City of Surrey undertook a portion of their major streetlight conversion project, replacing 6,400 high-pressure sodium (HPS) streetlights with light-emitting diode (LED) streetlights (in total, the City will replace 28,000 streetlights over a span of five years). The City leveraged the Province of BC’s CSA for LED streetlights and also relied on recent standards set by the American Medical Association for minimizing blue-rich light and glare to protect human and animal health and safety.

The project was not without some challenges: newer HPS lights can be retrofitted with kits, while old infrastructure needed to be replaced completely. This diversity of tasks required more time for the planning and scheduling of work. In addition, there was some concern about perceived wastefulness of removing HPS fixtures that were not “old” but also don’t meet new standards; however, this was required to meet the Transportation Association of Canada (TAC) guidelines and maintain consistency of lighting levels across the City.

By and large, this project presented positive benefits on all fronts. A relatively short payback period of 8 years for new fixtures with a 15- to 20-year lifespan made for an attractive business case, and the conversion ensures that the City of Surrey remains up-to-date and responsive to proven technology where sustainability co-benefits exist.

The Outcome

The benefits of the streetlight conversion project stretch across environmental, economic, and social domains. Using LED lights lowers energy consumption by the City, in turn lowering carbon impacts. The energy savings come both from lower energy use by LED bulbs as well as more efficient ballasts, which results in savings of over half of the total energy used by HPS fixtures. LEDs are longer-lasting, which saves time and money on maintenance and replacement, and reduces waste. The City of Surrey has now updated their maintenance schedule for replacement of lights from every 5-years to spot re-lamping as needed every 20-years. On the social side, the new fixtures improve light levels for brighter streets and increased visibility resulting in improved safety, quality of life, and mental health.

In the success of this project, the City recognizes the importance of engaging and including all relevant departments prior to preparing a Council report. In Surrey’s case, this included the Engineering and Finance departments. They also recommend a formal and careful review of designs, so that lights on both sides of a road, which fall under separate zones, are accounted for and replaced at the same time, allowing for consistency in lighting levels into the future.

Read more about this project in the City of Surrey’s corporate report:
Development and Piloting of an Industry-Specific Supplier Leadership Questionnaire at the City of Calgary

In 2017, the City of Calgary developed a questionnaire specifically tailored to soliciting information about the corporate sustainability practices of suppliers that provide products and services related to the City’s fleet.

In the past, the City had used a Standard SEEPP (Sustainable Ethical and Environmental Procurement Policy) Sustainability Leadership Questionnaire for all applicable contracts, regardless of what commodity or industry they fell into. Although this resulted in a consistent approach to evaluating the sustainability practices of their supplier community, it didn’t necessarily address the specific concerns of a particular industry or commodity area. The theory was that an industry-specific questionnaire might yield richer and more meaningful information.

Several business units were engaged in the process, including Environmental & Safety Management, Supply, and Fleet. The stakeholders conducted meetings and spent time developing and formatting the questionnaire. Although engaging a broader group of stakeholders presented some challenges with respect to competing priorities and hectic work schedules, engaging these parties in open, transparent dialogue to find the right questions to ask suppliers allowed for the development of a successful questionnaire.

The Outcome

The questionnaire was piloted in several Fleet contracts during the year, including one for tires, and another for hired trucks. In general, the responses from vendors were impressive in terms of environmental initiatives and social considerations. Industry specificity allowed for a shorter, more concise questionnaire, which was also easier to evaluate.

Through this pilot, the City of Calgary determined that applying industry- or commodity-specific supplier sustainability questions can enhance the quality of the information received from suppliers, and help ensure you are communicating with them in terms that they understand.

Achieving buy-in from the Fleet department from the start was very important to launching the questionnaire. Investing the time to meet with the department and understand their concerns and needs, and demonstrating the potential value of including sustainability as part of the evaluation, were key success factors.
City of Vancouver Implements their Living Wage Policy

In September 2016, Vancouver’s City Council committed the City of Vancouver to becoming a Living Wage Employer and approved an aggressive time line for implementation. As a Living Wage Employer, the City must pay direct and in-scope contracted services employees a living wage calculated as $20.62 in 2017 by the Living Wage for Families Campaign (LWFC).

A cross-functional team, led by Supply Chain Management (SCM) and sponsored by the Deputy City Manager, worked to implement the policy over the course of 8 months. While the short timeframe was a challenge, and required concentrated staff effort, the City recognized the value of acting quickly once the commitment was made in order to lead by example and begin to impact workers’ lives.

The cross-functional team, which, in addition to SCM, included representatives from Corporate Communications, Legal, Human Resources, the Project Management Office, Board of Parks and Recreation, and City business units, implemented a project plan that involved completing a number of steps for certification with LWFC. In addition, the City updated its web content and revised the Corporate Procurement Policy to include Living Wage requirements under the Sustainable Procurement section. At the same time, they revised Supply Chain procedures, RFX templates and contract documents.

There was also a strong communications component to the implementation. The communications specialist and cross-functional team developed a Communications Plan, and subsequently rolled out staff, union, vendor, and public communications, including memos and broadcast messages to staff, one-on-one meetings with affected vendors, and distribution of a letter to all City of Vancouver vendors. Signage about the Living Wage commitment was created for use on construction sites, and the City developed a complaint process for workers or the public to flag concerns about non-compliance with the new policy. The project culminated in a media launch attended by the Mayor, representatives of Council, the LWFC, and the City’s Chief Procurement Officer.

The Outcome

On May 1st, 2017, the City of Vancouver became a certified Living Wage Employer. Starting on that date, all in-scope service contract bids included Living Wage policy requirements. Since roll-out two large existing contracts were extended and amended to include Living Wage Policy requirements.

The City attributes the successful implementation of their policy commitment to a number of factors. Some of the most important were the clear mandate from Council, the City Manager, and the Corporate Leadership Team, as well as the assignment of adequate resources to the project, including a project manager, whose role proved to be critical to the success of the work. In addition, the existence of the cross-departmental team, and particularly the inclusion of a communications specialist and dedicated legal support, was a major success factor. Having a clearly defined scope for the Living Wage policy (i.e. a single outcome of paying a Living Wage, vs. a broader social benefit mandate, which can be hard to scope and define) also helped bring focus and efficiency to the work.

Finally, the project highlighted the importance of working with the Living Wage for Families Campaign as a community partner, as their staff were able to provide guidance on implementation, connect the project team with organizations that have gone through the certification journey, liaise with the Employer Committee to ensure positive outcomes, and offer practical solutions that were scalable to a large supply chain. In recognition of the value of the work, at the annual City Service staff recognition event, the City Manager awarded the Living Wage project team the 2017 Legacy Award – for leaving a lasting legacy through a significant body of work.
APPENDIX A: THE MCSP’S WORKING DEFINITION OF SUSTAINABLE PROCUREMENT

What does sustainable procurement mean to municipalities and post-secondary institutions? Sustainable procurement is the process of integrating sustainability concerns into the choice of goods and services for purchasing. This includes the creation of a process by which organizations consider best value and total costs in their procurements. In other words, a process is created by which organizations evaluate products based on their price, lifecycle, quality, and sustainability features rather than just on unit cost alone. It also includes making choices about the sustainability attributes that are relevant to your organization.

The MCSP working definition of sustainable procurement breaks down sustainable procurement into three sustainability sub-categories that provide a deeper understanding of the scope of influence that sustainable procurement has within the marketplace. Our definition is intentionally broad to capture the range of different types of sustainable procurement practices, namely:

**Green or Environmentally Preferable Procurement.** Procurement that takes into account environmental attributes of a product or service with the goal of mitigating environmental impacts such as greenhouse gas emissions, toxicity, energy consumption, waste generation, excessive resource use, etc.

**Ethical Procurement.** Purchasing products and services to avoid sweatshop labour and ensure fair labour practices within production facilities; often supported at the implementation level by a Supplier Code of Conduct.

**Social Purchasing.** Purchasing that is intentionally directed toward promoting health and safety, local economic development, diverse and minority groups, social enterprises, Living Wage, local food, Fairtrade or other measures that improve the health and well-being of individuals and communities.
APPENDIX B: MCSP BEST PRACTICE FRAMEWORK FOR SUSTAINABLE PROCUREMENT

This framework of 10 key Sustainable Procurement Program Elements has been created based on the collective experience of MCSP participants and emerging best practices in sustainable procurement. It identifies the policies and practices that make for a solid and impactful program – one that delivers tangible business results. Ultimately, a high performing program has all of these elements in place – but we recognize it takes time to reach scale in all areas.

These 10 elements are defined below, with 2017 real-world examples from municipalities and post-secondary institutions showcased for each.

1. **Strategy & Action Plan**
   Creating a long-term sustainable procurement vision to address sustainability risks and impacts of the supply chain, with a phased implementation plan, that helps achieve organizational goals to guide development and improvement of your sustainable procurement program.

   **Examples**
   The City of Saskatoon’s Materials Management division business plan includes a commitment to establishing key performance indicators related to sustainable procurement. Having this commitment written into the plan ensures accountability for the success of the program.

2. **Sustainable Purchasing Policy**
   Developing (and regularly updating) a sustainable purchasing policy or policy guideline that defines sustainable procurement and identifies why sustainable purchasing is important to your organization and sustainability commitments and priorities to guide your program.

   **Examples**
   In 2017, Edmonton International Airport approved a new purchasing policy, which, for the first time, integrates sustainability requirements. The new policy gives license and direction to Procurement Services to meaningfully consider sustainability when carrying out procurements.

3. **Supplier Code of Conduct**
   Developing a code of conduct for your suppliers to endorse, clearly articulating the minimum ethical, health, and safety and environmental standards you expect them to meet with regard to their operations (e.g., no sweat-shops, no discrimination, meets environmental regulations, etc.), along with protocols for assessing supplier conformance.

   **Examples**
   In 2017, University of Alberta has worked to develop a new Supplier Code of Conduct. In 2018, they will seek executive approval and begin to implement the document with new suppliers.
Social Sustainability & Marketplace Innovation

Considering opportunities to achieve social outcomes when procuring goods and services (e.g. Fairtrade, Living Wage, skills development or jobs for people with employment barriers, social enterprises, local, Aboriginal, diversity or minority sourcing, etc.), alongside strategies to leverage procurement to advance sustainability innovation (e.g., piloting clean technologies or circular economy products).

Examples
In 2017, Simon Fraser University (SFU) undertook a study to investigate the practice of becoming an “anchor institution” for social procurement. They expect to build on this research in the coming year.

Dedicated Staffing & Resources

Having a sustainable procurement cross-functional team, including at least 1 part-time staff person dedicated to sustainable procurement (in their job description) as well as adequate funding for your sustainable procurement program; this step includes embedding sustainability responsibilities in procurement job descriptions and incentives.

Examples
The City of Vancouver has issued a job posting for a full-time Sustainable and Ethical Procurement Program Manager position. This position will be filled in early 2018 and represents a huge step forward in securing additional dedicated resourcing for the City’s program.

Tools & Procedures

Developing and applying procurement tools & procedures (i.e., questionnaires for suppliers, checklists and RFP language for buyers, evaluation tools, etc.) to standardize operating procedures and support staff in delivering sustainability measures for purchases.

Examples
In 2017, the MCSP Supplier Sustainability Leadership Questionnaire Working Group came together to develop a core set of best practice questions to elicit information on suppliers’ corporate sustainability practices. The group also released guidance for using such a questionnaire, based upon the extensive experience of participating members.

Training & Communication

Developing and delivering impactful sustainable procurement training (including the definition, business case and benefits, best practices and how-to information) to municipal procurement staff, key client departments, and other administrative staff in order to empower them and advance commitments to sustainable procurement.

Examples
The City of Calgary focused on providing refresher training on their Sustainable Ethical and Environmental Procurement program to existing buyers. The sessions proved to be very useful in sharpening staff’s knowledge and skills and highlighted the importance of ongoing employee education.
Supplier Engagement

Improving the sustainability impacts of the supply chain through active measures to work alongside suppliers on sustainability training, capacity-building and collaboration, creating strategic partnerships, stimulating innovation and improving sustainability practices of suppliers; typically includes processes to engage suppliers on strategies to measure and report their sustainability progress.

Examples

In pursuing goals of job creation and social benefit, the City of Victoria has been working closely within the local social enterprise vendor community to identify opportunities for social enterprises to fill goods and services requirements for the municipality.

Measurement & Reporting

Evaluating the success of your sustainable procurement program by ensuring sustainability commitments are met through contract monitoring and verification, developing key performance indicators, assigning measurable implementation targets, and evaluating success through a reporting framework that promotes transparency.

Examples

The MCSP Monitoring and Evaluation Working Group brought together a group of members to tackle the challenge of improved measurement and reporting of sustainable purchasing progress and results. The group released a guidance outlining best practice thinking, suggested indicators, and measurement methods.

Leadership & Collaboration

Collaborating with other municipalities and organizations in order to advance sustainable procurement by providing leadership; participating in co-operative sustainable purchasing initiatives and groups; cost-sharing research, tool development, and supplier engagement; sharing knowledge on previous experiences and best practice models.

Examples

The City of Surrey has leveraged the experience of other MCSP members by reaching out directly to collaborate and share knowledge and resources. All members of the MCSP have shared and co-created through 2017 to increase the impacts of their sustainable purchasing work.
APPENDIX C: ABOUT THE MCSP

Municipalities and post-secondary institutions across Canada are now responsible not only for delivering on their traditional scope of services, but also for delivering social and innovation value, and for insulating their communities from short- and long-term social and environmental risks arising from climate change, resource scarcity, and changes to biodiversity. One of the most impactful levers available to such organizations is a critical evaluation and strategic use of their supply chain to advance the transition to a circular and inclusive economy – not just through the goods and services they purchase, but also through influencing their suppliers and other business partners. Adopting sustainable procurement practices represents the conscious choice to leverage purchasing power to make change.

The MCSP is a group of Canadian municipalities and post-secondary institutions (PSIs) collaborating to share information, resources, and best practices for sustainable procurement. In 2017, one airport authority also joined our ranks. Since its launch in 2010, MCSP has been a key player in facilitating the advancement of sustainable public procurement across Canadian institutions that purchase for their communities. Members are typically represented on the MCSP by their Directors of Supply Management, Procurement Managers or Senior Environment/Sustainability Managers – all of whom take part in a series of networking teleconferences, webinars, working groups, 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.

In 2017, eleven municipalities, four PSIs, and one airport authority actively participated in MCSP program. Following our 2016 pilot, we introduced two full-scale Working Groups, in which interested small groups of members collaborated to advance thought leadership and produce deliverables to facilitate particular aspects of the sustainable purchasing process. We introduced two new feature annual teleconference topics: the CPO Roundtable and the Legal Environment for Sustainable Procurement. Members continued to make use of the MCSP Resource Centre – an online repository where members share and benefit from tools and resources to help them advance their sustainable procurement programs in a practical way. We made presentations and facilitated sessions at the Sustainable Purchasing Leadership Council’s 2017 Summit in Denver, CO and the Province of BC’s Procurement Community of Practice Conference in Victoria, BC.

The MCSP hosted an orientation webinar in February, and five peer exchange teleconferences covering the following sustainable procurement topics:

1. Sustainable Food Services
2. CPO Roundtable: A strategic discussion on sustainable purchasing
3. Starting with the End in Mind: Asset management and procurement for the circular economy
4. The Legal Environment for Sustainable Procurement
5. Insights from Our Working Groups

Teleconferences featured guest presenters, as well as interactive dialogue between members, who shared questions, experiences, and lessons learned.

Our Working Groups produced practical deliverables that will be applied by members’ organizations to advance the impact of their sustainable purchasing practices.

1. The Supplier Sustainability Leadership Questionnaire (SLQ) Working Group built a basic best practice questionnaire tool and guidance document that can be used to solicit enterprise-level sustainability information from prospective suppliers during bid evaluation, or existing suppliers to find opportunities to collaborate and mutually elevate responsible business practices.

2. The Monitoring and Evaluation (M&E) Working Group tackled the persistent challenge of how to better measure sustainable purchasing implementation and quantify results, in order to create a more compelling business case and showcase the benefits of our work over time. This group created a M&E guidance document, including suggested indicators that are both useful and practical to track, with ideas of how to monitor them.
### 2017 MCSP Participants

| British Columbia Institute of Technology | Vince Laxton, Director, Corporate Services  
Winifred Swatschek, Systems Administrator / Purchasing Coordinator |
| City of Calgary | Natalie Young, Corporate Environmental Specialist & SEEPP Coordinator*  
Matt Sutherland, Procurement Lead, Supply Management |
| City of Edmonton | Gwen Barr, Manager, Continuous Improvement  
Victoria Gromyko, Buyer, Corporate Procurement & Supply Services  
Michael Kowalenko, Procurement Manager, Corporate Procurement & Supply Services |
| City of Grande Prairie | Michelle Gairdner, Manager, Environmental Sustainability |
| City of Kelowna | Darren Tompkins, Manager, Purchasing & Stores  
Wendy Emery, Procurement Management Supervisor |
| City of Ottawa | David Sloan, Manager, Strategic Sourcing*  
Joanne Graham, Manager, Procurement  
Tyler Pelow, Strategic Procurement Advisor |
| City of Saskatoon | Linda Leedahl, Purchasing Services Manager*  
Matthew Regier, Environmental Coordinator, Environmental and Corporate Initiatives  
Brenda Wallace, Director of Environmental & Corporate Initiatives |
| City of Surrey | Anna Mathewson, Manager, Sustainability  
Erin Desaults, Sustainability Planner |
| City of Vancouver | Loralee Delbrouck, Sustainability Specialist, Supply Chain Management*  
Alexander Ralph, Senior Manager, Supply Chain Operations |
| City of Victoria | Leah Hamilton, Buyer, Supply Management |
| City of Winnipeg | Corinne Evasen, Process Analyst Trainer, Corporate Finance  
Lindsay Mierau, Environmental Coordinator |
| District of Saanich | Lorraine Kuzyk, Manager, Purchasing Services |
| Edmonton International Airport | Noreen Cervo, Manager, Contract and Procurement Services |
| Simon Fraser University | Laura Simonsen, Major Contracts Procurement Officer  
Rachel Telling, Program Manager, SFU Sustainability Office |
| University of British Columbia | Mike Frost, Manager, Supply Management*  
Henry Lam, Category Analyst, Supply Management  
Alexey Baybuz, Category Analyst, Supply Management |
| University of Alberta | Trina Innes, Chief Sustainability Officer  
Wendy Abel, Director, Procurement and Contracts, Supply Management Services  
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### MCSP Coordination Office and Contact Information

**Reeve Consulting**, experts in sustainable purchasing, facilitates the MCSP’S discussions, training and working sessions, and provides project management and coordination services to the collaboration. For more information about the MCSP project, contact:

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