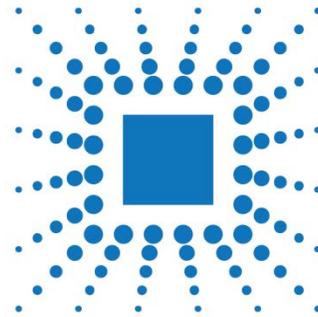


CASE STUDY

Implementing a Sustainable Procurement Policy

City of Mississauga

Submitted by: Natalie Adams, Sustainable Procurement
Coordinator



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Abstract

In January 2018, Mississauga began implementing their Sustainable Procurement Policy. The policy was designed to give staff the resources and knowhow to implement sustainable purchasing, identify the low-hanging fruit of potential green purchases, and identify and execute on high-impact procurements. In addition, Mississauga's procurement policy aimed to standardize and consistently apply sustainable procurement criteria as well as to implement procedures designed to measure progress made towards continuous improvement and accountability. With transparency in mind, the City also wished to keep the public informed on its sustainable procurement initiatives through updated information on its website. With this policy came a three-year implementation plan, the hire of a full time resource and a commitment to provide training to all staff involved in purchasing.

Summary

Goals	Strategies	Results										
<p>Build Staff Capacity <i>Ensure staff have resources and knowledge to effectively implement sustainable purchasing</i></p>	Develop a training strategy for Material Management and other key sections	67% of selected employees received training in 2018										
<p>Perform Routine Sustainable Procurement and Quick Wins <i>Identify and carry out quick win sustainable procurement opportunities; integrate sustainability into routine purchasing</i></p>	Engage with key client department buyers related to these quick win sustainable procurements to develop sustainability specifications	<p>15 Procurements, \$16M (8%) By Material Group</p> <table border="0"> <tr> <td>Construction</td> <td>20%</td> </tr> <tr> <td>Services</td> <td>20%</td> </tr> <tr> <td>Goods</td> <td>40%</td> </tr> <tr> <td>IT</td> <td>7%</td> </tr> <tr> <td>Consulting</td> <td>20%</td> </tr> </table>	Construction	20%	Services	20%	Goods	40%	IT	7%	Consulting	20%
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<p>Seize High-Impact Procurement Opportunities <i>Identify and carry out high-impact sustainable procurement</i></p>	Conduct a simple spend analysis and/or inspect list of upcoming procurements to identify likely high-impact areas.	<p>Implemented Fairtrade Coffee in all City Facilities and had an opening event in City Hall in September 2018</p> <p>Incorporated Sustainability into Office Supplies – now 70% of products green</p>										
<p>Implement Tools and Procedures <i>Develop and consistently apply a set of SP procurement criteria & tools</i></p>	Develop and apply sustainable procurement tools (e.g. checklists, criteria specific clauses, vendor questionnaires,	<p>Created a Supplier Leadership Questionnaire in Q3 2018 and piloted in 2 commodities</p> <p>New tool used for 43% of Sustainable Procurements</p>										
<p>Implement Monitoring, Evaluation and Planning <i>Implement procedures to measure, monitor and report on progress to support continuous improvement and accountability</i></p>	Confirm targets based on key performance indicators (KPIs) suggested in the monitoring & evaluation framework	<p>Set up of 13 KPI's in three categories</p> <p>Leadership Integration Impact</p>										
<p>Cultivate Stakeholder Relations <i>Ensure suppliers and other external stakeholders are adequately informed about, and appropriately consulted on, the City's sustainable procurement initiatives</i></p>	Create a sustainable procurement section or page on the City's website and populate it with: a description of SP, including definition, explanation of why the City is doing it	<p>The City added a section to their website in Q2 of 2018</p> <p>Please visit <u>Mississauga's Sustainable Procurement</u></p>										

Goals

The objectives outlined above are all part of the 2020 Framework. The City has three goals, six objectives (above) and a long term vision for Sustainability.

Mississauga's Long term vision for Sustainability:

Social, economic and environmental sustainability is fully embedded in our procurement practices. This helps us fulfill the City's Strategic Plan, our Living Green Master Plan and our brand promise, as well as achieve City goals and tangibly improve the social, economic, environmental and ethical performance of our procurements and the impacts of our supply chain. We have a diverse, inclusive and fairly paid local supplier base which benefits from our collaborative approach, with new sustainable practices that create value for our suppliers and their customers. Our procurement is a catalyst for social and environmental innovation in the marketplace leading to a low carbon, circular and inclusive economy.

Strategies and Actions

A Sustainable Procurement Policy Committee was formed in 2017 which included internal stakeholder's room from relevant divisions (Finance, Environment, purchasing, Human resources, Local Economic Development).

Once the basis of policy was approved by the Committee, external resources were surveyed and interviewed on what they would like to see in the Policy. Some are listed below.

Construction Sector and Labour:

- Business Manager and Financial Secretary, Central Ontario Building and Construction Trade Council, Director of Hammer Heads
- Executive Secretary Treasurer, IBEW Construction Council of Ontario

Social Sector:

- President of the Board, Peel Aboriginal Network (PAN)
- President and CEO, United Way Region of Peel
- Executive Director, Peel Poverty Reduction Strategy (also in human services at Peel)

Environmental Sector:

- Manager, Eco Business Programs, Partners in Project Green (TRCA)

2020 Goals

Goal 1: Leadership

The City has built a best practice sustainable procurement program.

Goal 2: Integration

Sustainability is incorporated as a decision-making criterion into the majority of City procurements

Goal 3: Impact

The City achieves improved environmental performance and positive social impacts as a result of our procurement activities.

Sustainable Procurement Coordinator

In November of 2018, the City hired a full-time resource dedicated to the implementation of the policy. This role involves regular training of employees, creation of sustainable tools and evaluations and metrics and reporting.

Business Sector:

- President & CEO, Mississauga Board of Trade

Once the Committee was able to satisfy their participating stakeholder's, the Policy went to Mayor and Council and was unanimously approved in June of 2017.

Financial Information

The City approved a \$50,000 budget for outsourcing the implementation plan and some existing reorganizing of the division freed up the budget for the full time resource.

Results

The Sustainable Procurement Coordinator City of Mississauga has created 13 Main KPI's all centralized around Sustainable Procurement that will be collected quarterly.

Training is ongoing through 2019 and as needed in 2020 and beyond. Consideration is being given to an online training module for reference. A SharePoint page will be up and running internally in Q2.

In January of 2019, Mississauga has included Sustainability in 25% of their procurements. 80% of that was with the new Sustainable Leadership Questionnaire which asks vendors questions about their environmental, ethical and community practices/impacts. This questionnaire is worth 10% of the evaluation.

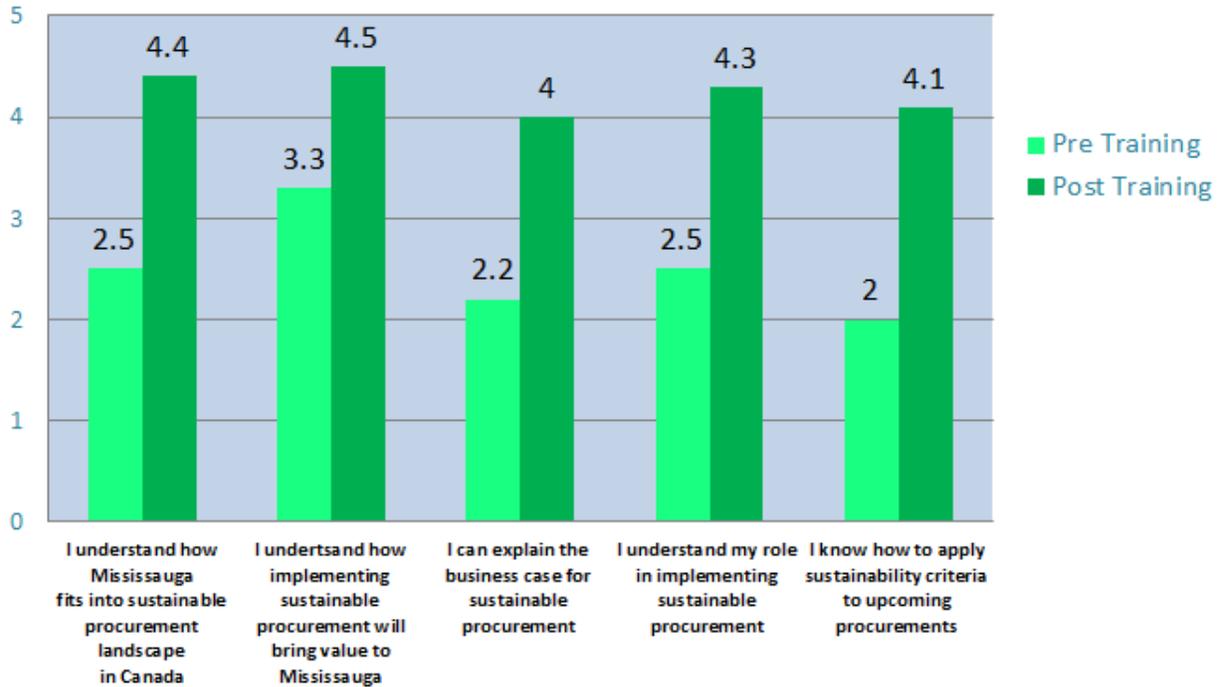
SharePoint Page

- KPI Updates
- Training dates
- Tools and Resources
- Success Stories

Benefits

- We have implemented Fairtrade coffee in all City Facilities at the same cost as regular coffee. This is a cost of \$225,000 annually that we can now be sure is fairly distributed amongst the growers.
- We purchased 10 new hybrid vehicles by performing a life cycle cost analysis in our Tender process. This was a difference of \$110,000 we saved by doing the analysis and we will save 4192.4 tonnes of ECO2 over the 10 years of the hybrid's life versus regular fuel vehicles.
- 205 employees who regularly deal with purchasing have received at least 1 in-house training session explaining what Sustainable procurement means to Mississauga and what impacts we should be considering (Environmental, Ethical, Social) The training is 50% lecture and 50% hands on using real procurement examples.
- Pre and post training surveys were conducted demonstrating its success and impact The results of 2018 training surveys are charted below

Pre and Post Training Results



Lessons Learned

Mississauga picked up the following lessons throughout the process:

- A dedicated resource for employee support
- Regular in-house training to reinforce information
- Developing tools and piloting them to demonstrate success and ease
- Start benchmarking whatever information you can collect in beginning so you have a basis for future KPI's
- Join an Organization such as MCSP or SPLC to ensure and learn best practice

References and Additional Resources

- Webpage: [Mississauga's Sustainable Procurement](#)
- Policy & Implementation Consultant – Reeve Consulting
- Explainer Video: [Mississauga - Making Better Choices](#)