

# Procuring with Strategic Intent

Leading during times of change

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# Consumer Dilemmas

- As individual consumers we exert our preferences through our spending decisions
- Buying coffee expresses our personal values from environmental to equity issues in the supply chain, all balanced by affordability



# Public Sustainability Challenges

Public sector has established socio-economic, climate and environmental priorities and outcomes to guide decisions.

Sample Peel  
Region desired  
outcomes linked  
to Sustainable  
Procurement

## Public Works

- Waste Reduction and Resource Recovery Strategy
- Roadmap to a Circular Economy
- Waste Management policies in Region's Official Plan
- Sustainable Transportation Strategy

## Human Services

- Peel Poverty Reduction Strategy (2018-2028)
- Housing Master Plan

## Corporate Services

- Climate Change Master Plan
- Diversity Equity and Inclusion Strategy

## Digital and Information Services

- Support for energy efficient and environmental performance criteria and circular disposal options

## 2015-2035 Strategic Plan

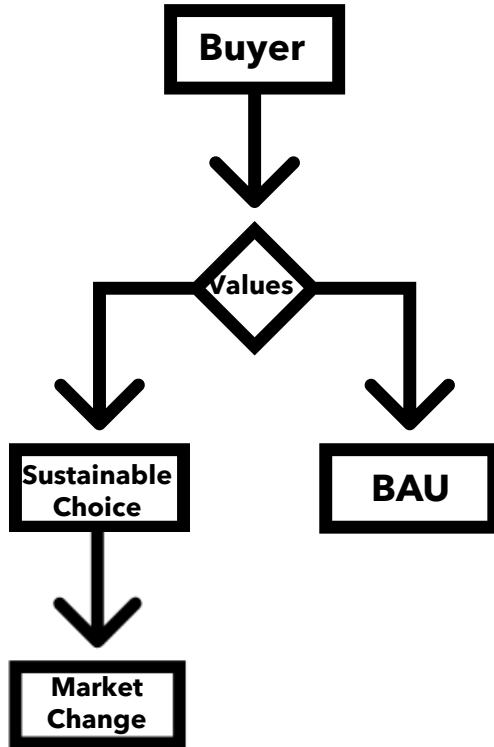
Term of Council Priorities and 20-year outcomes focused on areas:

- Living- People's lives are improved in their time of need
- Thriving- Communities are integrated, safe and complete
- Leading- Government is future-oriented and accountable

## Health Services

- 2023-2027 Declaration on Climate Change and Air Quality
- 2020 - 2029 Strategic Plan

# Leading during times of change



- Public sector recognizes and communicates sustainability values
- Procurement can directly engage vendors on these established values
- Changing the way we do business is cascaded throughout the supply chain driving systemic changes

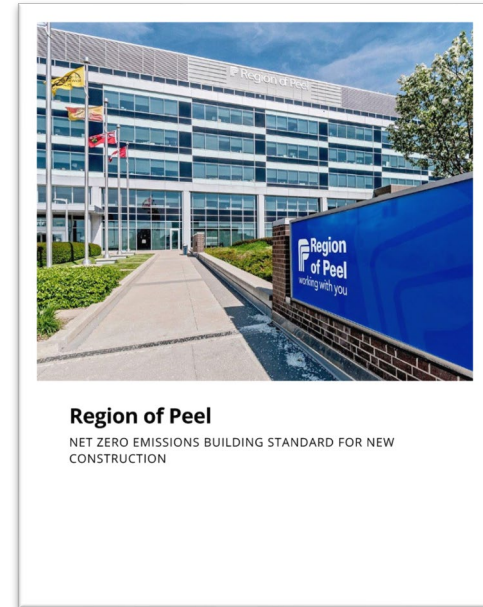
# Sustainable Outcome vs. Sustainable Procurement

- Peel Region has adopted a Net Zero Emissions Standard, but is it sustainable procurement?

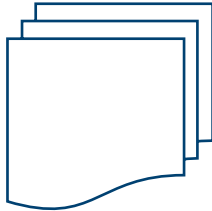
Sustainable  
building



Sustainable  
procurement



# Sustainable Outcome vs. Sustainable Procurement



Procurement of construction services



Tender specifies net-zero GHG standard



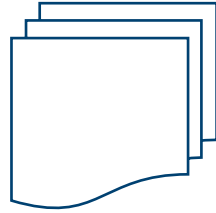
Awarded & contracted to supplier based primarily on price and quality

Sustainable outcome based on standard

# Sustainable Outcome vs. Sustainable Procurement



Procurement of construction services



Tender specifies net-zero GHG standard &

- **Paid training for equity seeking groups**
- **Building materials sourced from circular economy sources**



Awarded & contracted to supplier based on **best-value for communities**

Sustainable outcome based on how it was delivered as well as how it operates

# Enablers of Change

**Procurement  
By-Law**

**Provides  
authority to  
incorporate  
sustainability  
into  
procurement**

**Sustainable  
Procurement  
Policy**

**Positions  
procurement  
as a strategic  
lever to enact  
the systemic  
changes**

**Program  
Framework**

**Flexible  
Framework  
provides  
roadmap for  
implementing**

**Stakeholder  
Engagement**

**Empower  
purchasers  
and vendors  
to make  
procurement  
strategic**



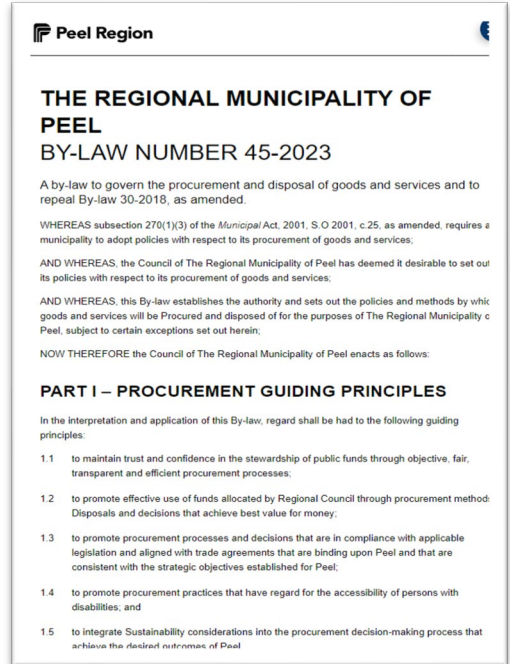
# Enablers of Change

## Procurement By-Law

**Provides authority to incorporate sustainability into procurement**

Sustainability is one of the five guiding principles:

“to integrate Sustainability considerations into the procurement decision-making process that achieve the desired outcomes of Peel.”



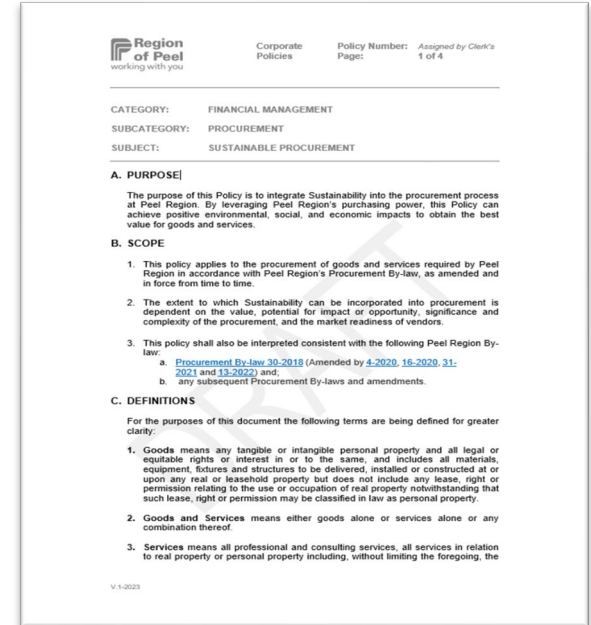
# Enablers of Change

## Sustainable Procurement Policy

Positions procurement as a strategic lever to enact the systemic changes

Supports sourcing of goods and services that meet requirements and deliver sustainability benefits

**Sustainable Procurement:** the integration of Sustainability considerations into procurement processes and decisions in support of the desired Sustainable outcomes of Peel Region, while obtaining the best value for Goods and Services.



# Enablers of Change

## Program Framework

Flexible Framework is a maturity measuring tool used by Scottish public sector organizations to implement sustainable procurement.

**Flexible Framework provides roadmap for implementing**



# Enablers of Change

## Stakeholder Engagement

For purchasers, embedding sustainability enhances the value Peel receives from the transaction.

## Empower purchasers and vendors to make procurement strategic

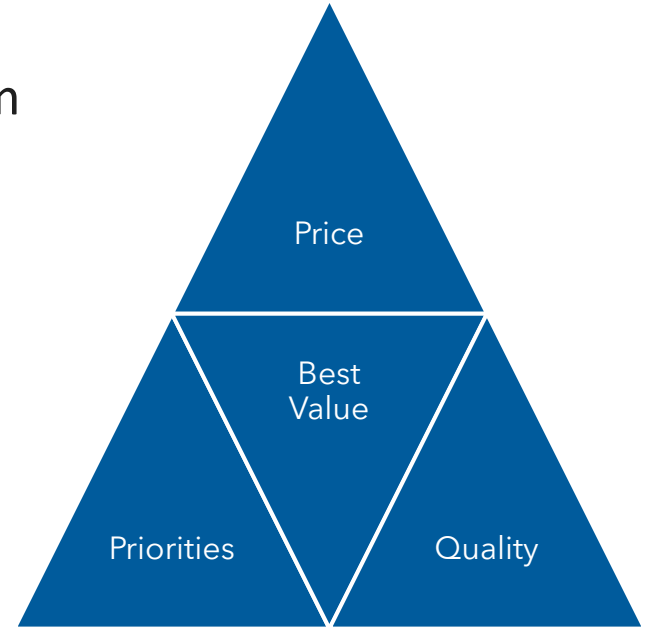
For vendors it's a chance to showcase innovative practices.

For both employee satisfaction



# Values Based Best Value

- Focusing on price and quality, but not sustainability priorities can be seen as a form of organizational cognitive dissonance
- Public sector sustainable procurement intentionally leverages priorities to achieve best value
- Canada spent around \$350 billion in public procurement in 2021



**Procuring is inevitable, let's intentionally use it with strategic intent to achieve our desired outcomes**

**Dana Fountain**

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**Thank you**

