



# CHARLOTTETOWN SUSTAINABLE PROCUREMENT STRATEGY AND ACTION PLAN

*2023-2028 Roadmap of Activities*



Prepared by  
**reeve**  
CONSULTING

# Table of Contents

Charlottetown Sustainable Procurement Strategy .....	2
1.1 Introduction.....	2
1.2 Purpose .....	2
1.3 Defining Sustainable Procurement .....	2
1.4 Sustainable Procurement Priorities.....	2
1.5 The Sustainable Procurement Program Framework .....	3
1.6 Program Vision.....	4
1.7 Program Goals and Tactics.....	4
1.8 What does success look like?.....	6

# Charlottetown Sustainable Procurement Strategy

## 1.1 Introduction

The City of Charlottetown aims to align its procurement practices with its corporate sustainability objectives and community values through purchasing more sustainable goods and services from suppliers who are themselves more sustainable. Effectively implemented sustainable procurement is a strategic foundation that the City can leverage to achieve the vision and objectives laid out in its Strategic Plan, Integrated Community Sustainability Plan, Community Energy Plan, and other related corporate plans.

## 1.2 Purpose

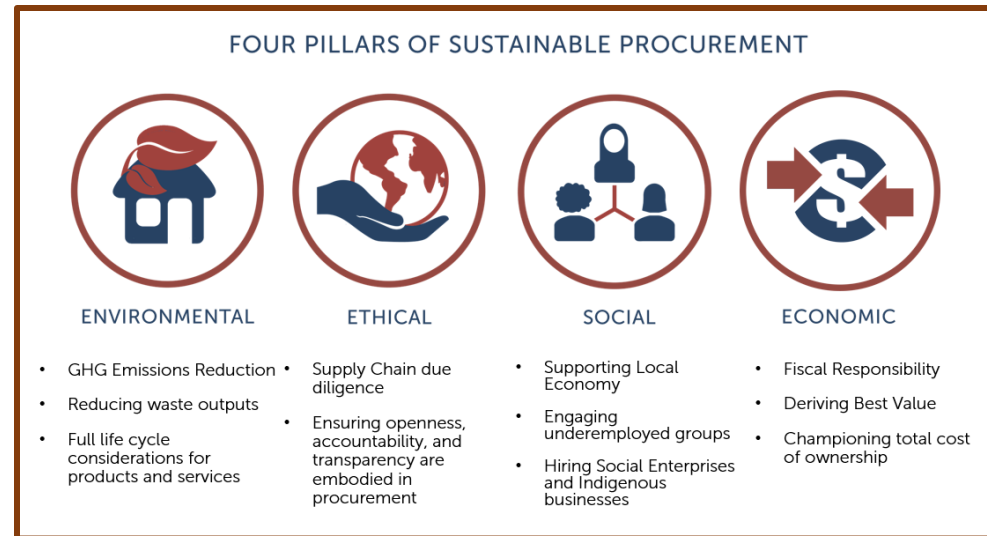
This Sustainable Procurement Strategy & Action Plan (the Action Plan) acts as a guide for building and optimizing a high impact Sustainable Procurement Program (the Program) at the City of Charlottetown. This Action Plan is comprised of two components. First, a Strategy (Sections 1 and 2) outlining the approach Charlottetown will follow, including a Vision, Goals, and a Program Framework. Second, the Action Plan (Sections 3 to 6) provides a roadmap of activities over the next five years, including a detailed Year 1 Plan and Key Performance Indicators (KPIs) to measure progress. Charlottetown’s Environment & Sustainability and Finance staff will co-manage the implementation of this plan, in cooperation with City Departments who will drive success through incorporating sustainability into their purchasing decisions on a regular basis.

## 1.3 Defining Sustainable Procurement

Sustainable procurement (SP) means maximizing opportunities that advance positive impacts and reduce negative impacts while ensuring that the City still meet its requirements for fiscal responsibility and open trade. This involves embedding relevant sustainability considerations into procurement processes, alongside traditional considerations like price, quality, service, and technical specifications to achieve best overall value for the City and taxpayers. ‘Sustainable’ is an umbrella term under which environmental, social, ethical, and economic objectives are nested. Sustainable procurement can be scaled to all types of procurements for goods, services, and capital projects; the extent to which sustainability will be integrated will depend on the type and value threshold of the purchase.

## 1.4 Sustainable Procurement Priorities

Every procurement has a different set of environmental, ethical, social, or economic related risk or opportunities. Our Program will encompass all these elements on an opportune and procurement-by-procurement basis, however, the objectives listed here are priorities for the City and thus will be considered first when developing relevant sustainability criteria.



## 1.5 The Sustainable Procurement Program Framework

Effective sustainable procurement requires a proven management framework within which activities can be systematically developed and operationalized. Charlottetown is adopting a Framework that has been developed by Reeve Consulting and the Canadian Collaboration for Sustainable Procurement, which identifies ten program elements to have in place for building and maintaining a best practice Sustainable Procurement Program.

While a high-performing program has all the following elements in place, it takes time to reach maturity in each area. As such, the City will take a two-track approach to implementation, whereby it will work on building out each element, while simultaneously finding High Impact Procurement Opportunities (HIPOs) to pilot Tools and processes and learn through practice and refinement so sustainable procurement can be rolled out across the City in an iterative manner.

 <b>1. STRATEGY AND ACTION PLAN</b> <p>A sustainable procurement strategy outlines the long-term vision for a sustainable procurement program and provides a clear course of action for implementing and managing it.</p>	 <b>6. TOOLS</b> <p>Enable staff with templates and checklists to take a standardized approach to assessing sustainability risks and opportunities and making informed purchasing decisions.</p>
 <b>2. STAFFING AND RESOURCES</b> <p>Staff have sustainable procurement embedded in their role descriptions and are given dedicated technical and financial resources to design, implement, and manage the organization's sustainable procurement program.</p>	 <b>7. TRAINING AND ENGAGEMENT</b> <p>Help staff understand sustainable procurement strategy, policies, and priorities, and empower them to integrate sustainability into purchasing decisions.</p>
 <b>3. POLICY</b> <p>Provide a mandate, clarity and direction on the importance of considering sustainability risks and opportunities in procurement.</p>	 <b>8. MEASUREMENT AND REPORTING</b> <p>Take regular stock of performance on sustainable procurement goals, and highlight successes, challenges, and opportunities.</p>
 <b>4. HIPO LIST</b> <p>Identify specific product and service categories for sustainable procurement based on risk, impact, volume, spend, and/or strategic importance for sustainability. Continually update HIPO List with new targets and procurement categories.</p>	 <b>9. SUPPLIER ENGAGEMENT</b> <p>Engage suppliers on sustainability priorities and invite them to be partners in addressing risks and creating innovations. Some suppliers may be leaders and help inform organizational efforts, while other suppliers may require training and support.</p>
 <b>5. PROCUREMENT PROCEDURES</b> <p>Outline how sustainability requirements will be integrated into each major type of procurement process, whether sole sourcing, or multiple quotes.</p>	 <b>10. LEADERSHIP AND COLLABORATION</b> <p>Advance the field of sustainable procurement and build mutually beneficial resources for all stakeholders, through leadership and collaboration with other organizations and sectors.</p>

## 1.6 Program Vision

*Vision: The City of Charlottetown transforms its procurement processes to support, enable, and align with its strategic sustainability goals and priorities. Ultimately, procurement at the City of Charlottetown will be a catalyst for social and environmental innovation in the municipal sector, contributing to a low carbon, circular and inclusive economy.*



## 1.7 Program Goals and Tactics

To ensure Charlottetown builds a strong foundation for an effective, high impact Sustainable Procurement Program and starts to deliver positive environmental and social results immediately, our Program will focus on three main goals for the next five years:

**Goal 1 – Program: Develop an established, high-impact Sustainable Procurement Program based on best practice.**

**Goal 2 – Activity: Meaningfully and regularly incorporate sustainability into procurement decision-making.**

**Goal 3 – Impact: Measure and report on program outcomes to track and celebrate positive impacts.**

We will follow a 'two-track' approach to Program development, advancing in all three goals simultaneously. Meaning we will drive progress towards goal one, developing the 'building blocks' of our Program across the five years. At the same time, we will opportunistically be working towards goals two and three by actively incorporating sustainability into high impact procurement opportunities and track and report on key performance indicators.

Each Program Goal is outlined below with an overview of the tactics the City will employ to achieve each goal.

## Goal 1 – Program: Develop an established, high-impact Sustainable Procurement Program based on best practice.

### *Tactics for Achieving Goal One*

1. **Build a Program in-line with the [Canadian Collaboration for Sustainable Procurement \(CCSP\), 10-Point Best Practice Framework](#)**  
Over the next five years, the City will develop all ten program elements, prioritizing certain elements such as Action Plan, Policy, Tools, HIPOs and Staffing in the short-term.
2. **Conduct regular training and communications to build staff capacity**  
Staff will receive the knowledge, and resources needed to be successful in implementing sustainable procurement, as well as key messages around the benefits and value add of the initiative. Instilling behaviour change through effective communications will be an equally important piece of successfully onboarding stakeholders to the initiative, supplementing the Tools and other resources that will be available to them.
3. **Secure sufficient resourcing to create a high-impact Program**  
To achieve Charlottetown's vision and goals, adequate resourcing must be allocated to build and maintain program development. The City is focused on securing funding early in Year 1 for additional resourcing to support the Program internally or externally.

## Goal 2 – Activity: Meaningfully and regularly incorporate sustainability into procurement decision-making.

### *Tactics for Achieving Goal Two*

- a) **Incorporate sustainability into pre-identified High Impact Procurement Opportunities**  
Following a two-track approach, Charlottetown will pilot sustainable procurement wherever feasible by incorporating sustainability considerations into pre-identified high-impact procurement opportunities, evaluating the environmental, social, and ethical impacts of a suppliers' given product or service delivery to the City in both low value and competitive procurement processes, as well as contract renewal negotiations and ongoing supplier engagement.
- b) **Facilitate approval and implementation of Charlottetown's Procurement Bylaw**  
Successful approval of the City's draft Procurement Bylaw will allow staff and stakeholders to follow a guiding roadmap for procurement activity at various spend thresholds, and allow for more concrete action on sustainable procurement to be taken on procurements below \$4,000, between \$4,000-\$25,000, and above \$25,000.

## Goal 3 – Impact: Measure and report on program outcomes to track and celebrate positive impacts.

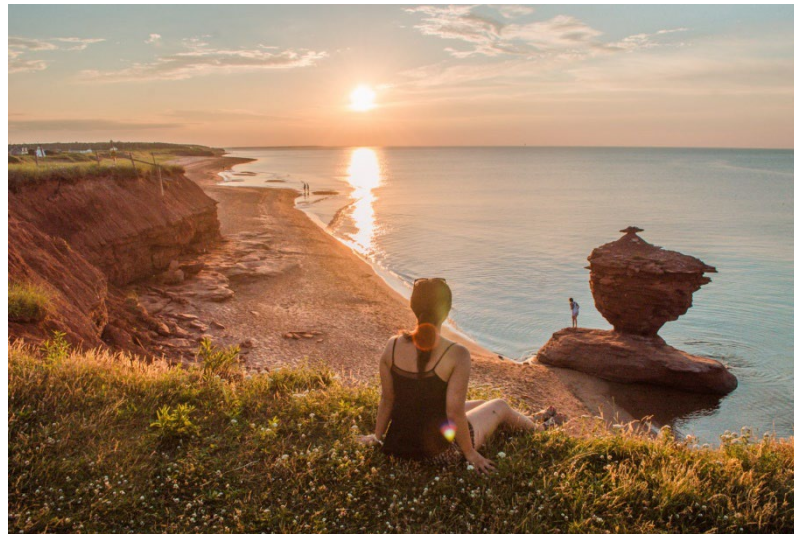
### *Tactics for Achieving Goal Three*

- a) **Track and report on Program Activity and Impact key performance indicators**

The City has identified a set of key performance indicators to structure data collection and reporting on sustainable procurement Program progress over time. Additional resourcing for the program will determine exactly which stakeholders will be accountable for tracking and reporting on KPIs, however the current process will involve individuals within departments relaying data collected on KPIs to Finance staff, who will then report to City Council on an annual basis.

**b) Document success stories**































A significant metric of success that can be leveraged to positively promote Charlottetown's progress on sustainable procurement is documenting and sharing Success Stories at various levels of spend across City departments. Data collection process on established KPIs during Year 1 will set Charlottetown up to publish success stories that tangibly reflect what sustainable procurement looks like in practice and celebrate wins.



### 1.8 What does success look like?

Success will be reflected by the maturity and operations of all priority program elements at the end of Year 1, and all program elements at the end of Years Three and Five. The City recognizes that it will take time to reach desired maturity in all areas, and is intentionally scaling its efforts by taking a pragmatic approach based on current staff and resource availability. Over time, integrating sustainability considerations into procurements within all spend thresholds will become second nature, and converting the City's list of HIPOs into success stories will signal that the Program is delivering positive impact. Program evolution will be built upon successes and lessons learned, with an emphasis on continuous learning and improvement.

The table below illustrates Charlottetown’s anticipated progression on its journey towards Full Moon Ratings (A legend describing Moon Ratings is included in Section 2.4):

	Strategy & Action Plan	Policy	Staffing & Resources	Training & Communications	Tools	HIPO List	Procurement Procedures	Measurement & Reporting	Supplier Engagement	Leadership & Collaboration
Start of Year 1 (03/31/2023)										
End of Year 1 (03/31/2024)										
End of Year 3 (03/31/2026)										
End of Year 5 (03/31/2028)	