



Procurement Services Sustainability  
Awareness Report  
Prepared by Procurement Services



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## Executive Summary

This report has been developed as a part of the initiatives by the Procurement Services Department of Kwantlen Polytechnic University (KPU) to integrate sustainability into the University's Procurement Practice.

Sustainable procurement holds several different meanings and can be integrated across multiple disciplines. For this report, the concept of sustainability will focus on social, environmental and economic benefits related to procurement practices; and will emphasize on the integration thereof into the KPU procurement operations. Procurement Services stride towards improving sustainability initiatives and have released a Three Year Procurement Sustainability Strategy. This report has been created as the first stepping stone for the progression towards Sustainable Procurement Practice.

The objectives of this report are to: 1) Examine the extent to which KPU's procurement decisions impact sustainable outcomes in procurement, 2) Disseminate and highlight current actions that yield positive outcomes with regards to sustainable procurement practices; and 3) Summarize existing best practices and also focus on developing a strategy to partner with user departments to work collaboratively on this initiative.

The methodology applied to this research report included multi-stage institution-wide engagement sessions to formally partner with user-departments. In many ways this helped to improve awareness and engagement across the various procurement stakeholder groups. As a part of this engagement process, two surveys were distributed and focused group sessions were conducted with selected stakeholder groups.

In the Stage 1 initial survey, the focus was to gather information regarding how the KPU community currently perceive sustainable procurement. The feedback indicated that most of the respondents didn't understand the broader sustainability (environment, economic and social) concept; and merely focused on environmental initiatives. From the feedback provided, key focus groups were identified for further collaboration.

For Stage 2 data gathering, focus group sessions were conducted with the top three stakeholders groups. Facilities, IT and Science & Horticulture contribute approximately 60% of Procurement Services' total spend under management. Sessions were conducted to understand and address concerns raised during the initial survey. Opportunities were identified where sustainability could be introduced to the procurement and competition evaluation processes. Following the focus groups sessions, a second survey was administered to the stakeholders involved. This second survey highlighted user-department priorities and initiatives that are required to help structurally approach and integrate sustainability into their procurements.

The top 5 key findings and recommendations listed below:

- There is significant opportunity to leverage sustainability during the Request for proposal and tender drafting and evaluation process. It is recognized that it may not be appropriate across all procurements, however there is currently limited emphasis placed on this. Several peer institutions have implemented sustainable purchasing policies that indicate that sustainable purchasing is possible in the education field.



Given that the Procurement Department controls most of the purchasing activities and typically involving large sums of money, introducing sustainability has the potential to contribute to large-scale “sustainability wins”.

- In order to effectively address upstream and downstream as well as internal and external sustainability initiatives across KPU, there is a business need to create a sustainability organizational champion/office at KPU. This person/office will be best suited to provide strategic leadership for key sustainability initiatives underway/in design across the entire KPU community. They will be able to support initiatives that are internally as well as externally focused. Their role will help to identify, strategically align, integrate and manage all sustainability initiatives and ensure that the right parties are partnered with from concept design to implementation.
- There is currently limited/ no use of Total Cost of Ownership applied by internal stakeholders when making procurement decisions. TCO can be explained as the total cost of products and services over its entire life cycle. TCO decision making will help KPU to realize and manage its budget commitments more effectively by ensuring all costs are considered and captured at the initial procurement stage as opposed to realizing exorbitant maintenance costs in later years. TCO is the ultimate vision for economic sustainability stewardship.
- We recognize that Sustainability is 1 of the 4 key pillars in KPU’s Vision 2023. We also recognize that this key pillar has a broader definition with sustainable procurement forming only a component. However, what became evident during our research was that there is an opportunity to enhance the follow-through process on sustainability goals from top management down to operational levels. It was evident that some departmental leads had clear sustainability strategies but this wasn’t effectively translated to operational teams for execution. The recommendation therefore is to encourage that sustainability goals are translated to individual goals across all departmental levels, where appropriate.
- Further to the above, even though there currently exists a University Sustainability Committee, the hiring of a Sustainability Champion will go a long way to set sustainability university-wide departmental Key Performance Indicators (KPIs) and reporting frameworks. For example, progress can be monitored quarterly by means of a KPI dashboard.

Following the various report findings, the Procurement Services team has identified specific actions that will be implemented from January 2019, to ensure that we are in the best place to influence, guide and act on sustainable procurement initiatives. Our top 5 next steps activities are listed below:

- Improve sustainability awareness by designing an e-learning module for new employees to complete as part of their on-boarding package (similar to the Indigenous Workplace modules). As a Procurement team, we will address the knowledge-gap regarding sustainable procurement by providing training to our Procurement Officers so that they can effectively coach their user-departments when procurement needs arise that offer sustainable procurement opportunities.
- Ensure that all the relevant parties are involved when sustainable procurement activities are identified (e.g.: when new equipment is acquired by Faculties, ensure the Facilities Department is involved and that equipment requirements adhere to power efficiency and maintenance guidelines set by the Facilities team).

- Work collaboratively with internal stakeholders and the Sustainability Committee to become an Energy Star participant. The first task will be to complete an audit of the existing products we have across KPU campuses to determine their Energy Star rating; and then to switch out non-energy efficient (Energy Star) products to Energy Star products. To maintain energy efficiency initiatives, KPU stakeholders will be encouraged to strategically procure Energy Star products for their future needs.
- Develop Procurement tools and checklists to successfully identify and implement sustainable sourcing where appropriate and applicable (e.g.: introduce supplier sustainability questionnaire for open competitions, create a TCO guideline for procurement costing, create a sustainability checklist to be administered during procurement needs assessment stage, etc.).
- Periodically identify strategic procurement competitions where sustainability can be introduced as a qualifying evaluation criteria. A platform identified to assist with this is to participate as a member of the University's Sustainability Committee. This will enable Procurement Services to identify strategic initiatives in advance and embed sustainable procurement into the competition process.

## **1 Introduction**

### **1.1 Overview of Kwantlen Polytechnic University**

Established by the government of British Columbia in 1981, Kwantlen, now Kwantlen Polytechnic University (KPU), is a special purpose, teaching university funded by the provincial government and operates under the authority of the University Act (British Columbia). KPU has four campuses located in the Metro Vancouver region of British Columbia and offers bachelor's degrees, associate degrees, diplomas, certificates and citations in more than 120 programs. Almost 20,000 students annually attend courses at KPU campuses in Surrey, Richmond, Langley and Cloverdale; with a new campus opening at Surrey Civic Plaza in 2019.

### **1.2 Objectives**

KPU's Vision 2018 outlined sustainability as "responsible stewardship of resources" with specific goals focused on integrating sustainability into core curriculum and enhancing sustainability efforts on campus. Carrying forward this idea, Vision 2023 has recognized sustainability as one of the four primary themes across the twelve organizational goals. It highlights and encourages the fostering of sustainability in our integrated planning agenda and its operations, to ensure that the overall operations of KPU are sustainable.

Being a part of the KPU community, the Procurement Services Department developed a strategy focusing on creating and fostering sustainable Procurement practices and governance to ensure alignment to KPU's corporate commitment to sustainability.

The primary objective of this report is to examine the impact of KPU's internal stakeholders; in terms of supporting and/or leveraging sustainable procurement practices. Furthermore, this report will disseminate what the current activities are that impact the Procurement Services Department; and develop a strategy to partner with the user-departments to catapult KPU towards sustainable practices in its various operational areas.

## **2 Sustainability**

### **2.1 Concepts and Definitions**

The Fraser Basin Council (FBC), devoted towards advancing sustainability across British Columbia; defines sustainability as “Living and managing activities in a way that balances social, economic, environmental and institutional considerations to meet our needs and those of future generations”. Sustainable development and sustainability are terms used interchangeably. In a modern sense the principles and practices of sustainability were coined in sustainable development. Sustainability is a long-term goal, while sustainable development refers to the many processes and pathways towards achieving it. The Brundtland Report of 1987, has defined sustainable development as meeting the needs of present without compromising the ability of future generations to meet their own needs. The term is relevant within almost every area of life. Sustainability is considered a holistic approach which considers ecological, social and economic dimensions, recognizing that all must be considered together to find lasting prosperity.

### **2.2 Sustainability in educational institutions**

The definition of sustainability is comprehensive and to remain applicable to this research report, it is important to adapt it to the educational sector. The United Nations Educational, Scientific and Cultural Organization (UNESCO) has suggested that “education is humanity’s best hope and most effective asset in the effort to achieve sustainable development”. Postsecondary education institutes are seen as important players in the movement towards a sustainable future by producing graduates with an understanding of sustainability and by incorporating sustainable practices into their own operations.

### **2.3 Sustainability initiatives by Canadian Educational Institutes**

While many institutions have taken a macro-approach focusing on national and international sustainability declarations, some have chosen to take a micro-approach by creating institutional sustainability policies applicable to their direct operating environment.

#### ***2.3.1 In the province of British Columbia***

The University of British Columbia (UBC) was one of the first Canadian Universities to adopt a sustainable development policy and through its teaching, learning, research, operational and community efforts they are advancing sustainability on their campuses. As a key initiative to incorporating sustainable purchasing, all the major suppliers responding to UBC for request for proposals (RFP) need to demonstrate their organizational sustainability leadership in energy, water, waste and this accounts for ten percent or more of an RFP’s evaluation criteria. Their Sustainable Purchasing Guide has been designed to guide and adopt ‘Sustainable Purchasing Priorities’ and reflects the triple-bottom-line approach to procurement. UBC is a part of the standing committee member of the Municipal Collaboration for Sustainable Procurement, a member-based network of Canadian municipalities, colleges and universities which are striving for sustainable and ethical purchasing.



Purchasing Services at University of Victoria (UVic) supports a community of over 26,000 members and has been trying to leverage opportunities to support the local economy and increase the demand for products that promote both environmental and social responsibility. Among the key initiatives the purchasing services at UVic has introduced:

- Green computing: UVic procures standardized laptops, workstations and monitors from Dell and Lenovo which have positive environmental attributes using the Electronic Product Environmental Assessment Tool (EPEAT).
- Furniture: UVic has strategic alliances with furniture suppliers that offer furniture made from renewable resources, which includes wood certified by Sustainable Forestry Initiative (SFI) or with recycled material. Using the Cradle-to-Cradle programs, staff at UVic will either disassemble or recycle the furniture wherever possible or will return it to the manufacturer to recycle.
- Paper: UVic was the first university in British Columbia to make commitment of using 100% recycled paper stock. Using the wheat paper has helped the university to produce 40% less carbon emissions than traditional paper.

### **2.3.2 In other provinces**

The University of Toronto frames its commitment to sustainability through improving their physical operations. The primary objective focusses on physical operations through reducing the use of energy, water, pollution and waste generation. As a part of this, the Sustainability Office has designed the Sustainable Purchasing Guide to aid individuals making small-scale purchases to reduce environmental impacts.

McGill University, based in Montreal, has taken a holistic approach and incorporates sustainability into the University's mission as an initiative to achieve balance between the social, economic and environmental aspects. At McGill, the Office of Sustainability provides strategic guidance, support and resources to connect and leverage all sustainability efforts and initiatives across the university. Among the key initiatives in support of this, the University commits to consider life cycle, environmental and social footprints in activities that are carried out by the university.

The University has a paper policy in usage since 2005; with the commitment by all the academic and administrative units to abide by the commitment through:

- Printing and copying double-sided, when appropriate;
- Purchasing paper that has greater recyclable content and post-consumer content, when economically feasible;
- Allowing and encouraging students to submit double-sided printed assignments.

### 3 Sustainability at Kwantlen Polytechnic University

Since its inception, KPU has been an active and creative leader in developing a sustainable world. From a holistic perspective, KPU recognizes that organizations need to greatly reduce their impact on the natural environment. In support of this, more than twenty years ago, KPU adopted policies on waste management committing to the 5R's:

- Reducing Consumption
- Reusable Products
- Recycling
- Reclaiming from waste
- Replacement of environment friendly products

Over the years, KPU has taken a more strategic approach to its sustainability agenda. KPU's focus on sustainable thinking involves interaction with the internal stakeholders of the KPU academic institution as well as the external communities, to facilitate strategic relationship building for authentic co-creative collaboration initiatives. KPU's Kwantlen Student Association (KSA), has adopted the definition of the Brundtland Report which states sustainability as "improving the quality of human life while living with the carrying capacity of supporting ecosystems" further it clarifies it as "A paradigm that considers the environmental, social and economic factors of human activities working under the premise that we are only borrowers of the earth from future generations and we must leave enough for future generations". With dedicated efforts to continue supporting and building the KPU Sustainability agenda, KPU formed the Environment Sustainability Committee in 2013 to facilitate, advice, advocate and enable the implementation of integrated environmental sustainability activities and key initiatives. In addition to this, the committee hosts the annual sustainability week to raise awareness on the sustainability issues across all of the campuses, organizing panel debates and movie screenings. In 2016-2017 KPU signed the Tallories Declaration and in doing so the university joined, along with hundreds of other leading educational institutions who also signed the Declaration, a pledge to make sustainability the foundation for campus operations, research and teaching.

#### 3.1 In Our Academic Offerings

KPU offers sixteen (16) degrees, and six (6) Certificate/Diploma programs with sustainability as a core learning component. KPU's School of Business is in the process of developing an academic framework for a Graduate Diploma in Green Business Management and Sustainability. Through this program students will learn the necessary tools and skills to direct companies and organizations towards environmental and economic sustainability.

Kwantlen also has two well established applied research clusters, namely 1) The Institute for Sustainable Horticulture (ISH) and, 2) the Institute for Sustainable Food Systems (ISFS). Both the ISH and ISFS are making contributions to understand how to advance sustainable agriculture and food systems in British Columbia and beyond. KPU's School of Horticulture also teaches students how to grow organic and non-organic produce. Produce grown at the School of Horticulture field labs are then sold every Thursday on-site, which allow the local communities to get involved and enjoy KPU green initiatives.

The Academic Office has also introduced online classes for a wide variety of courses which reduces the need for classroom printouts and student travel to campus, thereby supporting sustainability initiatives.

### **3.2 In Our Operations**

To that end, along with numerous curricular offerings, KPU strives for efficient and sustainable outcomes in all the services that it delivers. KPU has daily operational activities that focus on environmental sustainability.

#### **3.2.1 Facilities – New Construction & Maintenance**

KPU's Facilities Department are regularly encouraged to identify environmentally friendly opportunities and act on these initiatives to ensure all campuses run with minimum impact to the environment. Some examples of such initiatives include:

- Monitoring and testing building control systems on a regular basis to ensure energy saving controls are operating normally (e.g. occupancy sensors)
- KPU buildings are designed to minimize environmental impacts and energy consumption. Energy consumption dashboards have been installed to provide real-time information and monitoring of energy consumption.
- KPU's major new construction projects are designed to meet or exceed LEED (Leadership in Energy and Environmental Design) Gold certification requirements; and all major renovations aim to meet a minimum of LEED Silver certification. KPU received the first LEED Gold Certification in the City of Surrey for the Cloverdale campus in 2008.
- Energy conservation using integrated controls on lighting and Heating, Ventilation and Air Conditioning (HVAC) systems. All the new electrical and mechanical equipment purchased is more efficient than the equipment it is replacing on an ongoing basis. All new refrigerated equipment use more environmentally sustainable chemical refrigerant compounds.
- Water conservation using low flow aerators on the sink.
- Waste reduction initiatives using multi-stream waste sorting to separate compostable, recyclable (paper, containers, etc.), and garbage waste streams.
- KPU has expanded its recycling program to include non-returnable metal, glass and plastic containers. With this KPU is able to divert waste from landfills (everything from food scraps and returnable bottles and cans to newspaper, magazines, paper cups and plastic containers).

The Facilities Department clearly demonstrate its commitment to sustainability through its various internal goals, some of which are 1) to meet the Ministry LEED Certification standards for some projects, 2) Provincial Carbon Neutral Reporting on utilities consumption and reduction strategies and 3) Participation in IAP'S annual target reporting for waste reduction & energy reduction within KPU.

#### **3.2.2 Ancillary – Transportation, Cleaning and Food Services**

In aid of reducing KPU's institutional carbon footprint, the institution encourages the use of the following transportation services:

- *U-Pass*: Students can use their U-Pass to ride on any Translink bus and Skytrain
- Intercampus shuttle and Bike storage: KPU operates shuttle service across all its campuses and campuses are equipped with enclosed bike storage areas
- Cloverdale campus has designated parking spots with outlets for electric vehicles to charge.

### 3.2.3 Information Technology (IT) Services

Information Technology Services has been involved in a number of initiatives to reduce KPU’s Carbon Footprint of power, heat and exhaust emissions. These are:

- Teleconferencing and Webinar infrastructure equipment, which enable staff based across multiple locations to attend meetings remotely without needing to travel from one campus to another
- Energy saving initiatives such as power saving sensors (e.g.: nightly remote auto-shutdown of computers)
- Computer equipment are EnergyStar certified
- Increased use of Thin clients and laptops to replace computer desktops as an initiative to save energy.

#### Reducing Power Heat & Exhaust Emissions



### 3.3 In Our Community

KPU believes in partnering with and bringing local communities along in its journey. The Tsawwassen Farm School is a collaboration between the Tsawwassen First Nation and the Institute for Sustainable Food Systems (ISFS) at KPU. To help create dialogue and land stewardship, the program brings the sustainable agriculture and traditional indigenous food systems together as a learning place. Another great initiative that demonstrates KPU’s community outreach for sustainability is the Langley community Farmers Market, which is hosted at the Langley campus every Wednesday during summer. Local community farmers and small businesses are given the opportunity to sell their fresh produce and home baked goods.

## 4 Sustainability in a Procurement Context

The Chartered Institute of Purchasing and Supply (CIPS) defines Procurement as “Procurement is the business management function that ensures identification, sourcing, access and management of the external resources that an organization needs or may need to fulfil its strategic objectives.” Furthermore, it has embraced the definition of sustainable procurement as “a process whereby organizations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organization, but also to society and the economy, while minimizing damage to the environment”. Sustainable procurement can be considered as a process which incorporates sustainable considerations throughout the procurement process taking into account the three dimensional approach (economic, social and environmental) versus the one-dimensional approach (economic). Taking into account the three dimensions sustainable procurement does not mean that it takes longer time or the outcome is expensive. Sustainable procurement is the optimum utilization of the strategic procurement process.

### 4.1 KPU’s Procurement Policy

KPU approaches procurement as the mission to procure goods and services to sustain, foster and support the educational mission of the university. KPU’s Procurement policy (Policy AD3) further defines procurement as “Procurement is acquisition, by any means including by purchase, rental agreement, and lease or conditional sale of goods and services and construction.”

KPU’s Procurement Policy has been created to apply structure to the procurement processes already in place. The policy is designed to establish a framework for accountability of all the procurement activities and ensure that best value is received from acquisition of goods and services. Its purpose to ensure that all the applicable Canadian laws governing the sales of goods, contracts, trade agreements and the procurement policies and practices established by the provincial government are met. The policy clearly proposes to meet the needs of the users ensuring that the procurement process awards all opportunities through a competitive procurement process while considering products and services from all qualified suppliers.

### 4.2 Strategic Commitment

The Procurement Services Department has made a firm strategic commitment towards introducing, supporting and implementing sustainable procurement practices.

It is worth noting that the majority of KPU’s spend on goods and services is processed through the Procurement Services Department each year. There is thus significant opportunity to leverage sustainability during the procurement evaluation process. It is recognized that it may not be appropriate across all procurements. Given that the Procurement Department controls most of the purchasing activities and typically involving large sums of money, introducing sustainability has the potential to contribute to large-scale “sustainability wins”.



## 5 Procurement Services - Three Year Sustainability Strategy

Recognizing KPU’s strategic commitment to sustainability, Procurement Services has introduced a 3 year Sustainability Strategy.

Objective	Goal	Target	Action
Sustainability impacts of purchasing are reduced and number of suppliers reducing their ecological footprint is increased	Building sustainability purchasing capacity of internal stakeholders (Procurement officers and end-users.)	1. 100% of internal stakeholders consider opportunities to embed sustainability criteria in procurement over \$1K	<ul style="list-style-type: none"> <li>• Research level of awareness of impact of KPU’s internal stakeholders decisions on sustainability</li> <li>• Develop sustainability awareness report</li> <li>• Develop sustainability tool/checklist</li> <li>• Educate procurement officers and end users on how to use the tool</li> <li>• Apply the sustainability checklist</li> </ul>
	Include sustainability as a regular consideration in the procurement process	2. 100% of procurements over \$75K undergo a sustainability assessment	<ul style="list-style-type: none"> <li>• Procurement Officers and end users proactively consider if opportunities exist to include sustainability factors at needs analysis stage and include in bid process where feasible and desirable</li> </ul>
		3. Minimum of three procurement over \$200K include sustainability as an explicit selection criteria	<ul style="list-style-type: none"> <li>• KPU Environmental Sustainability Representative to be involved in prioritizing and advising on 3 large eco-procurements</li> <li>• Develop prioritization criteria, e.g. cost-saving or neutral cost impacts, significant environmental impact opportunity, help achieve other aspects of the sustainability social, economic, etc.</li> <li>• Publish 1-2 case studies of green procurement success stories</li> <li>• Inform joint university/college group procurement initiative to include “green” as part of the cost-saving effort</li> </ul>
	Suppliers provide information on the environmental and social impact of their products and services and their approach to environmental innovation and management	4. All suppliers complete a sustainability questionnaire as part of the bid process	<ul style="list-style-type: none"> <li>• Develop and administer questionnaire</li> <li>• Include eco-innovation and student learning considerations</li> <li>• Review questionnaire results opportunity and include in procurement decision where feasible and desirable</li> </ul>

## 6 Methodology

### 6.1 Multi-stage Approach

A multi-stage approach was applied. Both qualitative and quantitative metrics were used for data gathering purposes. The below graph indicates the different stages and key outputs of each stage.

#### Stage 1: Primary Data Gathering

Distribute University-wide 1st Survey  
Analyze current awareness levels, initiatives and practices related to sustainable procurement

#### Stage 2: Focus Group Sessions

Identify top 3 user-departments for further consultation  
Run workshops with selected user-departments and discuss their challenges, current initiatives and opportunities that can be leveraged to incorporate sustainable procurement  
Distribute 2nd Survey

#### Stage 3: Findings & Recommendations

Analyze results and identify cross-department trends  
Report key findings  
Provide Recommendations  
Determine next steps required to ensure effective implementation (tools, training, etc.)  
Write final report

### 6.2 Targeted Population

The targeted population for stage 1's data gathering was a university-wide audience; with the idea that the initial data gathered would span across various faculties and supporting operational departments to provide a well-rounded initial data pool.

Based on the responses of the initial survey, the top 3 highest procurement demand/spend user departments were selected for in-depth focus group workshop sessions. Specific individuals were identified that provide both strategic leadership and/or operational expertise to their individual user department.

## 7 Stage One: Primary Data Gathering

### 7.1 Background

The purpose of the survey was to determine the current understanding of sustainability in the KPU community through the various inter-departmental stakeholders involved in the procurement process. Basic information sought from the survey included identification of the user's awareness level in terms of sustainable procurement and purchasing practices as they relate to environmentally preferable products and the total cost of ownership. It was an opportunity to determine the attitudes, behaviors, opportunities and barriers regarding sustainable procurement.

A 20-question survey was distributed to the selected university-wide individuals, who are involved in procurement or are user departments of this service. Data collected from this survey was used to analyze the awareness level of sustainable purchasing. Basic information sought from survey results helped to identify the departmental purchasers and their unique purchasing practices.

### 7.2 Survey Feedback

#### 7.2.1 Rate of Response

Survey questionnaires were distributed to sixty-eight (68) stakeholders and twenty-six (26) questionnaires were returned which translate to 38% of the response rate.

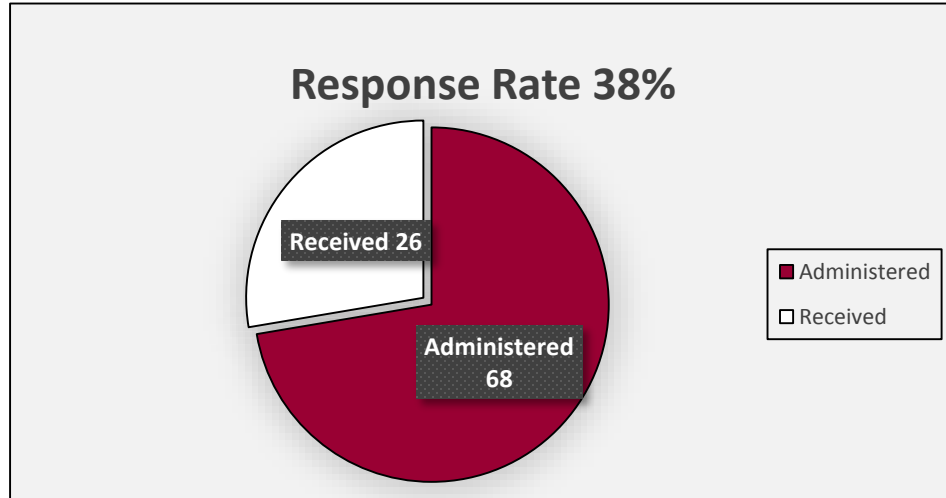


Table: Rate of response

User group	Administered	Received	Response Rate
University-wide audience	68	26	38%

### 7.2.2 Respondents' Awareness of Sustainability at KPU

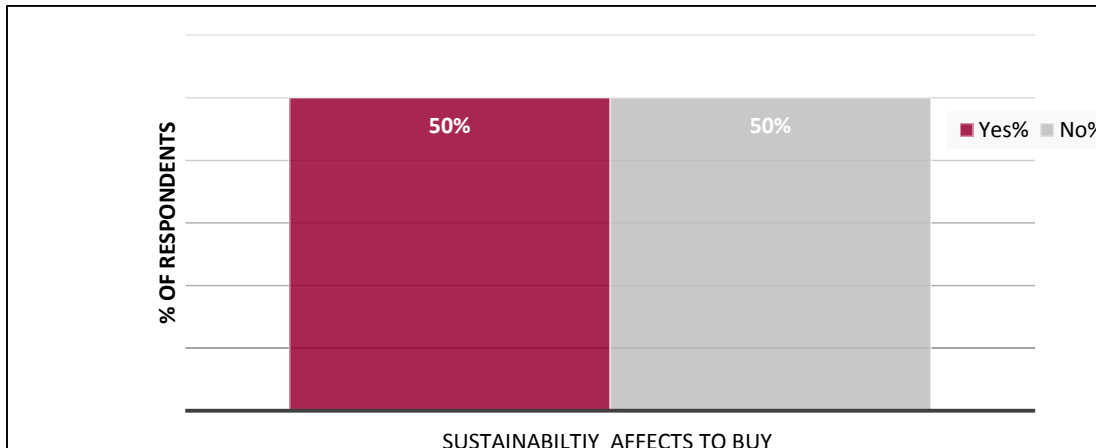
96% of respondents were able to demonstrate clear understanding of what sustainability entails; and confirmed that they were aware of existing sustainability initiatives across various KPU campuses. The top 4 initiatives identified by respondents are as stated below:

<b>Waste management</b>	<i>Recycling bins</i>
<b>Water</b>	<i>Re-fillable water stations</i>
<b>Transportation</b>	<i>Campus shuttle</i>
<b>Academics</b>	<i>Academic programs</i>

### 7.2.3 Procurement considerations

Half of the total respondents noted that sustainability is a criteria in their current procurement considerations. Respondents did not indicate which sustainability elements they actually apply, be it environmental, social and/or economic initiatives.

However, during our research, it became evident that there was limited evidence follow-through on sustainability goals from top management down to operational levels. It was evident that some departmental leads had clear sustainability strategies but this wasn't effectively translated to operational teams for execution.



### 7.2.4 Types of Purchases

<b>Stakeholder Group</b>	<b>Main items purchased</b>
Facilities	Building Design, Operations, Maintenance and Ancillary Services (Campus Food services, Fleet Maintenance)
Faculty of Science and Horticulture	Lab supplies, Chemicals, Safety equipment
Faculty of Arts	Studio, Office and Lab supplies, Services (Food, Car/ Bus/ Van rentals, Equipment repairs)

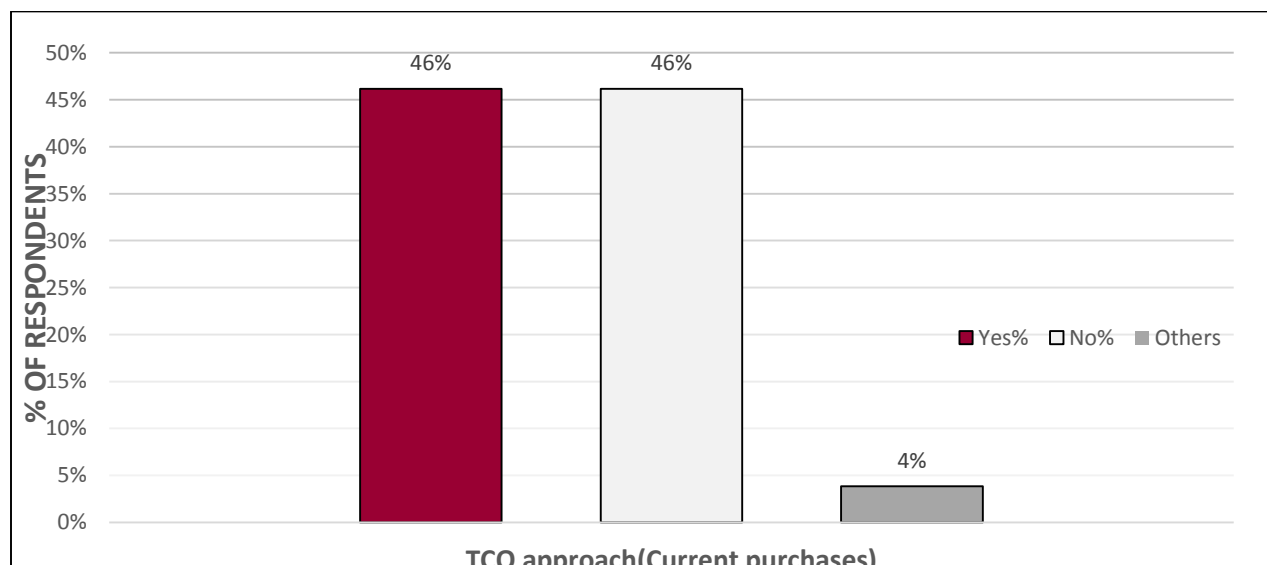
Marketing and Recruitment	Advertising and Branded products
Information Services	Computers and laptops, network equipment, AV, software and consulting services.
Faculty of Academic and Career Advancement	Office supplies
External Affairs	Advertising products
Faculty of Health	Lab and office supplies

### 7.2.5 Total Cost of Ownership (TCO)

Total Cost of Ownership can be explained as the Total Cost of products and services over its entire life cycle, taking into account not only the initial price but costs due to: implementation, maintenance, transportation, staffing, training, and waste disposal; but also the end-of-life expenses, such as waste management and recycling. TCO often reveals that sustainable products and services that are more costly upfront are cost effective over the product's life cycle (UBC Sustainable Purchasing Guide).

It was found that among almost fifty percent of the internal stakeholders considered TCO as one of the criteria part of the purchasing process, while a marginal percent of respondents was not aware of TCO, or applied it to their procurement process.

Facilities and Information Technology were the key stakeholder groups that identified the use of this approach as a part of their procurement considerations, although not as an explicit criterion.



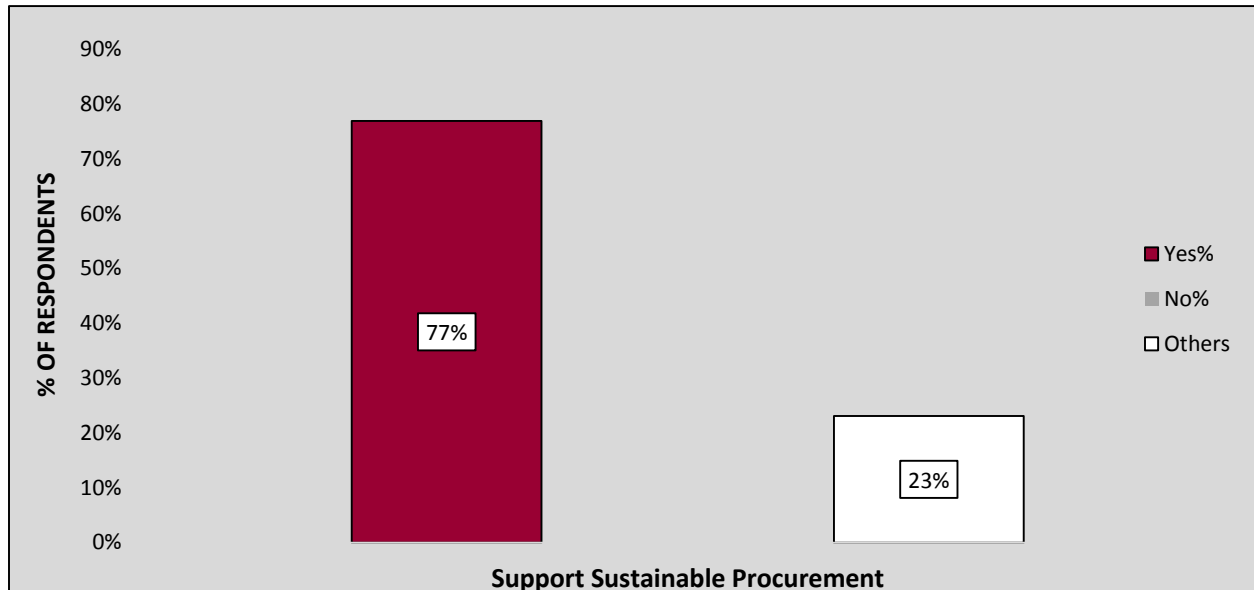
### 7.2.6 Support for Sustainable Procurement

The responses were gathered to ascertain the level of influence level of stakeholder groups, and to trigger support for them to embed sustainable procurement practices.

From the responses received just two categories of responses were received. On the one side were stakeholders who embrace the change and support the transition; while the other side



had concerns about the bottlenecks faced to effectively implement it as well as the impact that will result from this initiative.



Approximately one-fourth of the respondents indicated that to embed sustainability into the procurement cycle, it will create other challenges:

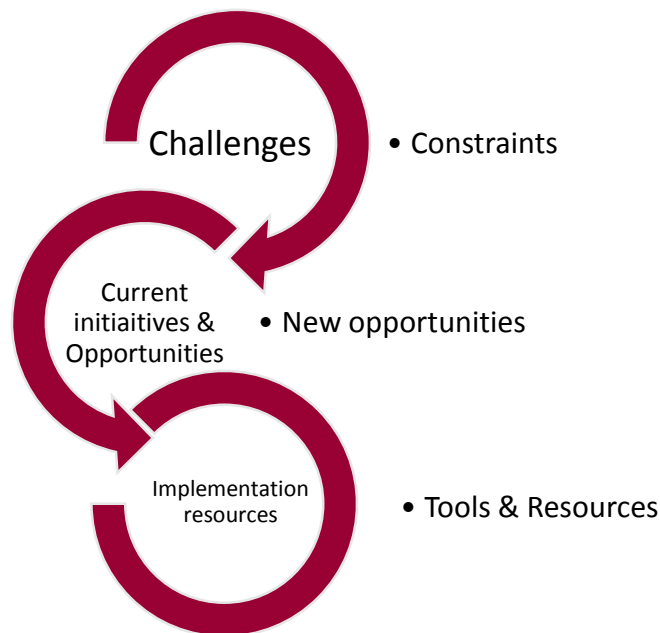
- Higher cost coupled with budget constraints was one of the bottlenecks identified by the user-departments. Often the purchasers consider the upfront cost as opposed to the life cycle costs of the goods and/or services due to the limited funds available in their present budgets.
- Expediency is one of the critical factors. Many times procurement is requested once the need is already urgent. The focus should therefore instead be to create a proactive approach where procurement is seen as a strategic objective and planning is done ahead of when the actual demand arises.
- Product/Service qualifying criteria and priorities. Many other factors such as technical requirements, quality, and most often cost is taken as the only criteria considered. Sustainability is not one of the primary considerations often when any procurement demand arises.
- Constraints to staffing capacity to support sustainability initiatives within individual user-departments.

What became evident was the need for resources to support this initiative as well as clearly define existing bottlenecks so that solutions can be brainstormed to overcome these in order to support effective implementation.

## 8 Stage Two: Focus Group Sessions

### 8.1 Background

For Stage 2 data gathering, focus group sessions were conducted with the top three stakeholders groups. Facilities, IT and Science & Horticulture contribute to the highest procurement spend, approximately \$19 million. Sessions were conducted to understand and address concerns raised during the initial survey. Opportunities were identified where sustainability could be introduced to the procurement and competition evaluation processes. Following the focus groups sessions, a second survey was administered to the stakeholders involved. This second survey highlighted user-department priorities and initiatives that are required to structurally approach and integrate sustainability into their procurements.



Key elements of the Focus Group Sessions:

- Understand sustainable procurement from the user departments perspective
- Current initiatives underway focusing on sustainable procurement practices
- New opportunities which can be leveraged to introduce sustainable procurement practices
- Tools and resources that are required to support sustainable procurement initiative

### 8.2 Facilities Department

The Facilities Department strives to improve sustainable initiatives in its operation. In terms of annual spend, this department is the largest with an annual spend of \$11 million and provides services to the entire KPU community. Most of the purchases made by the

department focus on including elements of sustainability, however the department’s initiative to promote sustainability is at times impacted by the lack of co-ordination between Facilities and the other user departments.

Focus Group Session 1						
Facilities and Maintenance						
<b>Name</b>	Andrew Chisholm	Iain Hunter	Karsten Purbs	Maurice Bedard	Thomas Kwadzovia	Karen Terblanche
<b>Title</b>	Executive Director, Facilities & Maintenance Services	Director, Maintenance & Operations	Director, Ancillary Services	Manager, Maintenance	Director, Procurement Services	Manager, Strategic Sourcing

**8.2.1 Current initiatives**

- Facilities and Maintenance is continuously working towards reducing the greenhouse gas emission. KPU has taken many steps to reduce greenhouse gas emissions and energy consumption while being ever challenged by increased building growth and increasing student enrollment. In 1995 KPU joined the federal governments’ Energy Innovators Initiative and Canada’s Climate Change Voluntary Challenge and Registry (VCR).
- Optimizing building management system controls with ongoing monitoring and verification; and comprehensive maintenance contracts to ensure equipment is running at its most efficient level. Energy conservation has been the core consideration when completing new expansions, renovating buildings and daily operations.
- KPU’s waste management program utilizes the 3 R’s principle of action; Reduce, Reuse and Recycle.
- The department continuously works with many partners including design professionals, service technicians, building operators, Province of British Columbia (BC) and more. As a current practice; design engineers incorporate sustainability as a core consideration while working on every project.

**8.2.2 Key challenges**

- Most notably the key challenge for this department is the purchasing decisions made by the other user departments where the other user departments don’t consider the after-purchase cost in terms of energy, maintenance and other infrastructural requirements. It is sometimes a challenge for the department to accommodate that procured resource which impact their sustainability targets as a department and KPU as a whole.
- Price has been the top consideration. It is recognized that every procurement decision is different and has specifications and criteria which may impact its sustainability considerations. Sometimes scalability and urgency projects doesn’t allow for enough scrutiny.

- During the budgeting process, the department primarily considers the traditional initial-cost approach as opposed to total life cycle costs attached to the projects. This is due to the majority of projects being high-dollar value projects and therefore the pressure to manage costs as effectively as possible within the allotted financial year.
- New cutting edge technology has the ability to create efficiency opportunities, however due to the rapid pace it is changing at coupled with lack of after-sale longevity service and parts availability, it can be a barrier. The facilities department tends to support newer technology, although not necessarily cutting-edge, that has been tested and has proper long term maintenance service programs in place.
- Time management of projects as a part of strategic initiatives and seasonal demands requirements.

### **8.2.3 Opportunities**

- Enhancing the departmental Key Performance Indicators (KPI's) related to sustainability initiatives.
- Ensure that all the relevant parties are involved when sustainable procurement activities are identified and the optimal life-cycle cost product/service is considered (e.g.: when new equipment is acquired by Faculties, ensure the Facilities Department is involved and that equipment requirements adhere to power efficiency and maintenance guidelines set by the Facilities team, and that installation, maintenance and disposal costs are considered).
- Leverage subject matter expert consultants to understand what options are available for a given strategic procurement, as opposed to KPU facilities defining the solution required. Introducing general Request for Information and asking the industry about their more sustainable product/service options. Evaluating this will help to identify more sustainable options than what the department may be aware of.
- Ensure ongoing costs service and maintenance costs are incorporated into the budgeting process.
- Creating pre-qualified contractor pools where sustainability is one of the explicit evaluation criteria during pre-qualification selection. Not only will this help fast-track the procurement process, but it will assist the user department to ensure that the qualified suppliers support KPU's sustainability drive and initiatives in their construction projects.
- Some quick-wins identified include procurements for kitchen equipment, food services, and replacement of existing light bulbs with Light-emitting diode (LED's) to improve power and energy efficiency.

### **8.2.4 Resources & Implementation**

- There is a growing need for a sustainability champion at KPU, who will help to lead, guide, share best practices and will help develop internal departmental champions.
- Introduce specific sustainability metrics to measure and monitor overall sustainability initiatives performance and tracking. Facilities currently have several building system

metrics that they report on pertaining to energy and power efficiency and consumption.

- Facilities has provided full support to start introducing sustainability in procurement considerations. As a starting point, surveys that focus on supplier sustainability initiatives need to be added to RFPs. This will help identify initiatives that KPU can leverage in the future whilst also conveying to the general public KPU’s commitment to sustainability in its business operations.

**8.3 Information Technology**

The IT Department accounts for the second highest procurement spend of \$7 million. For IT, sustainability is more about partnering with the right suppliers than explicitly including sustainability criteria in its procurement evaluations and considerations.

Focus Group Session 2						
Information Technology						
<b>Name</b>	Reza Khakbaznejad	Sukey Samra	Peter Siermacheski	John Kerti	Mark Tauber	Robert Ball
<b>Title</b>	Chief Information Officer, Information Technology	Director, Technology Services	Director, Business Services	Senior Network Analyst	Project Leader, IT	Manager, Network Operations

**8.3.1 Current initiatives**

- Teleconferencing and Webinar infrastructure equipment, which enable staff based across multiple locations to attend meetings remotely without needing to travel from one campus to another
- Energy saving initiatives such as power saving sensors (e.g.: nightly remote auto-shutdown of computers)
- Computer equipment are EnergyStar certified
- Increased use of Thin clients and laptops to replace computer desktops as an initiative to save energy.

**8.3.2 Key Challenges**

IT typically have a limited number of suppliers that can meet their technical specification requirements, therefore their ability to “shop around” is limited. Supplier sustainability initiatives would therefore need to be relatable to these sole source suppliers.

**8.3.3 Opportunities**

- Many times, the department struggles to find appropriate recycling for product packaging materials. It therefore provides an opportunity to look for suppliers who can help the department with this. Another option to consider is requesting (through RFP/contract deliverables) that specific IT goods suppliers are responsible for the



collection and removal of their packaging for bulk deliveries. Timing for the deployment of products is a challenge even if recycling of packaging is shifted to the suppliers. Every opportunity is different and needs to be explored on a case-by-case basis.

- Exploring sustainability initiatives of our direct suppliers to see how these can be leveraged for the benefit of KPU.
- Set internal departmental goals that directly relate to sustainability. IT had in the past set specific metrics to monitor energy savings however the team has indicated that these metrics aren't being monitored and reported on frequently.
- Introduce a printing policy that limits the amount of paper printouts permitted and frequently reports what the university-wide paper printing usage limits are.
- Introducing virtual servers could decrease KPU's carbon footprints. The broader IT industry is more advanced and have the technology capabilities already available. This is one of IT's projects that they are working to formalize their approach and systematically bring it through for procurement.
- Two quick-wins identified are to introduce a printing policy and computer hardware energy utilization metrics that are regularly monitored and tracked.

**8.3.4 Resources & Implementation**

- IT has also identified the need for a sustainability champion at KPU, who will help to lead, guide, share best practices and will help develop internal departmental champions.
- Introduce specific sustainability metrics to measure and monitor overall sustainability initiatives performance and tracking. IT currently have various initiatives in place that focus on reducing computer hardware energy consumption; however the team has indicated that these metrics aren't being monitored and reported on frequently. It is recommended that these metrics are regularly monitored to ensure effective implementation is carried out.

**8.4 Divisional Business Managers**

Focus Group Session 3					
Divisional Business Managers					
<b>Name</b>	Jennifer Reddington	Jessica Wong	Lana Mihell	Travis Higo	Karen Terblanche
<b>Title</b>	Divisional Business Manager, Student Services	Divisional Business Manager, Health Services	Divisional Business Manager, Science & Horticulture	Divisional Business Manager, School of Business	Manager, Strategic Sourcing

**8.4.1 Key Challenges**

- The DBMs indicated that their primary challenge is their faculty's urgent demands for procurements to be done. This stems from the fact that pro-active long-term planning isn't properly executed and as a result when demands arise, they are normally of an

urgent nature. Procurement Services recognizes the challenge of time constraints but still endeavor to partner with faculties to consider various elements (such as green sustainability, lifecycle costing) when procurement decisions are made. Urgency risk as a part of the Expediency of the procurement decisions.

- Communication and user-education regarding leveraging sustainability initiatives need to be executed down to operational level. The DBMs recognize that there is a bit of a communication gap that exists and need Procurement’s support to coach their teams on matters that pertain to sustainable sourcing practices and opportunities

**8.4.2 Resources & Implementation**

- The DBMs have again highlighted the need for a sustainability champion at KPU, who will help to lead, guide, share best practices and will help develop internal departmental champions.
- DBMs would encourage the use of pre-vetted suppliers that have undergone some level of sustainability assessment. It is understood that although the end product they are offering might not directly relate to sustainable benefits, the initiatives in their supplier operations may influence and provide sustainable value across their supply chain.
- Support from Procurement Services is required to educate and coach faculty staff regarding what constitutes as sustainable procurement practices and how these can be leveraged. Training regarding applying TCO for procurement requests would also be valuable.

**8.5 Faculty of Science and Horticulture**

The Faculty of Science & Horticulture accounts for the third highest procurement spend, approximately \$1 Million. This faculty has some sustainability initiatives already embedded in their academic service offering, however there are still some opportunities to be leveraged in their operational activities.

Focus Group Session 4					
Faculty of Science and Horticulture					
<b>Name</b>	Lana Mihell	Joel Murray	Christopher Hauta	Astrid Opsetmoen	Karen Terblanche
<b>Title</b>	Divisional Business Manager, Science & Horticulture	Associate Dean, Faculty of Science and Horticulture	Lab Instructor Environmental Protection	Lab Instructor Chemistry	Manager, Strategic Sourcing

**8.5.1 Current initiatives**

- In its academic offering, the Institute for Sustainable Horticulture (ISH) and the Institute for Sustainable Food Systems (ISFS) participate in applied research initiatives that make contributions towards understanding how to advance sustainable agriculture and food systems in British Columbia.

- School of Horticulture teaches students how to grow organic and non-organic produce. Produce grown at the School of Horticulture field labs are then sold every Thursday on-site, which allow the local communities to get involved and enjoy KPU green initiatives.
- As part of faculty operational activities, lab technicians try to co-ordinate bulk waste disposals across Langley campus.

### **8.5.2 Key challenges**

- The department is often bound to sole source Original Equipment Manufacturer (OEM) suppliers due to lab equipment standardization efforts. After sale service and maintenance costs of OEMs can be extremely costly. Budgets are therefore often tight and when new product or service requirements come up, procurement considerations made are based solely on technical specification fit and available budget of initial product/service costs.
- Most often, procurements that are requested are urgent in nature. Procurement considerations are therefore based on expediency and immediate budget availability of the initial cost only. Procurement Services recognizes the challenge of time constraints but still endeavor to partner with faculties to consider various elements (such as green sustainability, lifecycle costing) when procurement decisions are made.
- Lab technicians indicated that they have limited knowledge on what their suppliers can offer in terms of sustainability and they are unsure of how to obtain access to this information.
- There is currently no proper waste removal stream for contaminated chemical containers. Lab technicians are often unsure of how to dispose of them.
- User department is unsure of the correct process pertaining to asset disposal.

### **8.5.3 Opportunities**

- Work with OEM suppliers to understand their current sustainability initiatives, and where it is lacking work with the suppliers to introduce sustainability streams into their contracts or new procurements requested from them.
- Campus waste streams for contaminated chemical container waste needs to be revisited to provide the necessary support for such waste disposal.

### **8.5.4 Resources & Implementation**

- Procurement Services to provide information on the Asset Disposal process.
- Support from Procurement Services is required to educate and coach faculty staff regarding what constitutes as sustainable procurement practices and how these can be leveraged. Training regarding applying TCO for procurement requests would also be valuable as TCO is currently not applied to this department's procurement decisions.
- FSH encourages the use of supplier surveys that focus on supplier sustainability initiatives. This will help identify initiatives that KPU can leverage especially given the OEM supplier base that is being used by the department.

## 9 Stage Two: Focus Groups Survey 2

### 9.1 Background

A final survey was administered to the three departments and the DBMs that were part of the second stage Focused Group Sessions. The survey consisted on 15 questions that focused solely on procurement sustainability practices and activities. The purpose of this survey was to gain a better understanding of which stages in the procurement cycle would add the most benefit towards introducing and implementing sustainability initiatives and to understand the procurement tools and resource requirements.

### 9.2 Survey Feedback

#### 9.2.1 Rate of Response

An overall response rate of 42% was achieved. Across most focus groups, approximately 50% of stakeholders responded to the survey, except for the IT Department where a very low response rate of only 16% is recorded.

Department/Focus Group	Administered	Received
Facilities Department	4	2
Information Technology Department	6	1
Divisional Business Managers	4	2
Faculty of Science and Horticulture	3	2

#### 9.2.2 Primary driver for Sustainable Procurement

All the respondents agreed that the strongest driver to implement sustainable procurement at KPU is to ensure the best financial decision is made.

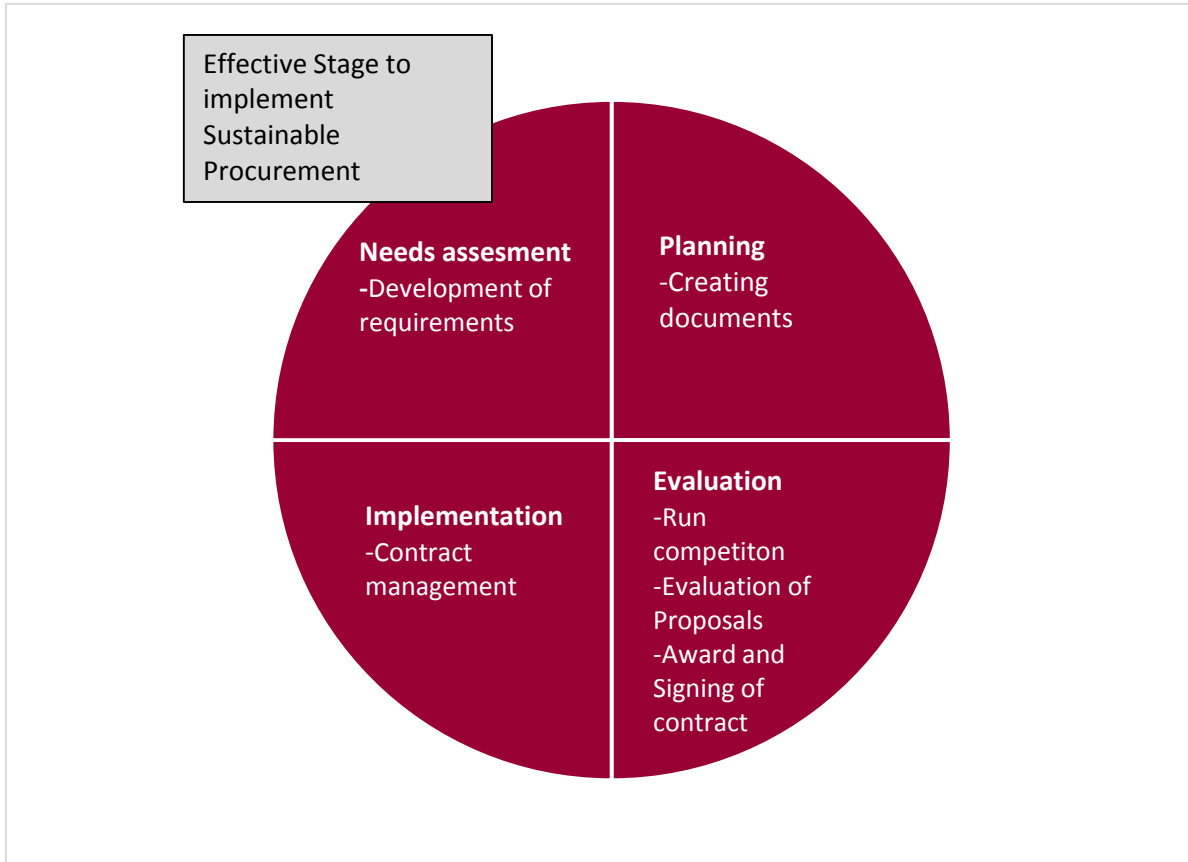
## Driver of Sustainable Procurement

### Financial Benefits...

In making the most effective financial decision which considers Total Cost of Ownership across the life cycle of the product/service

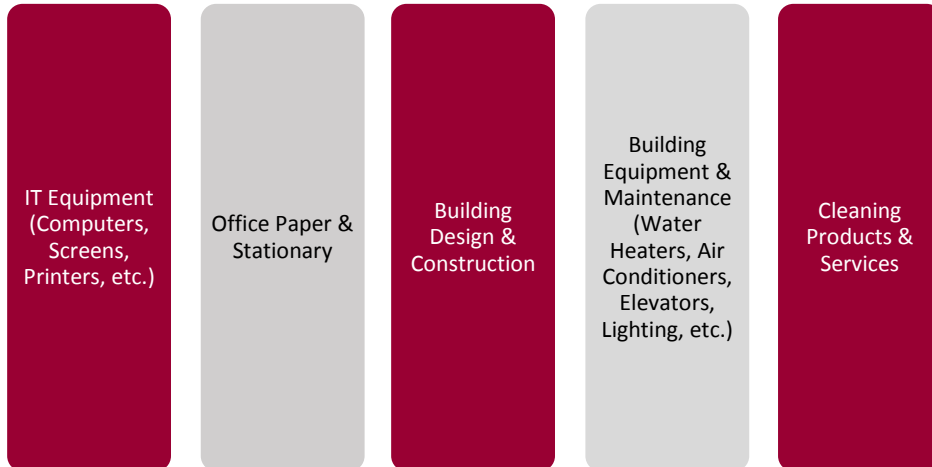
### 9.2.3 Implementation

Respondents were asked to indicate during which stage of the procurement process sustainable procurement practices can be embedded. Predetermined variables were listed for the respondents to select. The “Needs assessment stage - Development of requirements, technical specifications and procurement approach” was the most common response received from the respondents. This is in line with Procurement Services’ strategy and approach to embed sustainable sourcing practices right at the beginning of a procurement process in order to ensure that there is due diligence applied to support effective implementation.



Respondents were asked to identify five product/service areas that should be prioritized for embedding sustainable procurement practices. Below are the results indicating the top 5 selections, and Building Equipment & Maintenance was weighted the highest priority. This again indicates alignment to Procurement Services’ plan where high potential sustainable impact areas were identified for further investigation and dedicated efforts.

**Procurement Services**



We recognize that no new project/process implementation comes without its challenges. The survey asked respondents to list their perceived challenges most likely to affect the implementation of sustainable procurement practices. The results are as indicated below. Based on the feedback received, Procurement Services has identified that as part of its next priorities and action items, the need to develop tools and resources that will 1) provide structure and, 2) guide user departments and the procurement team as it moves towards implementing sustainability initiatives and practices in the procurement process.

Ranking	Challenges (Ranked in order of high to low)
1	Absence of internal structure
2	Inadequate guidelines, policies, processes, etc.
3	Scattered stakeholder decision making groups
4	Sustainable Procurement is a complex procedure
5	Perceived high cost
6	Technical and sole source procurement problems

## 10 Findings and Recommendations

Following the research gathering and intensive stakeholder consultation and engagement sessions, the Procurement Services team is in a much better position to understand some of the key challenges that exist which need to be addressed in order to successfully implement sustainable sourcing practices and initiatives.

- The present landscape indicates significant opportunity to formally introduce sustainability into KPU's Procurement practices. There are many areas for the growth of sustainable procurement, and the team is certainly receptive to this and also has the full support of the greater KPU stakeholder departmental teams. The first step towards employee engagement is the willingness to learn, something which all departments have expressed an interest in. From here, the growth and development of sustainable procurement will need to focus on user-education and then committing to embedding it into everyday procurement activity.

One such an initiative to improve sustainability awareness, is by designing an e-learning module for new employees to complete as part of their on-boarding package (similar to the Indigenous Workplace modules).

Procurement Services manages 54% of KPU's YTD spend which we believe creates significant opportunity to be leveraged and increase efficiencies for sustainable procurement initiatives. Procurement Services is also recognizes that the right parties need to be partnered with to ensure that there is strategic alliance to initiatives pursued and that sustainability is a shared goal between user departments and procurement.

- Communication is key. Our research has found that often there are multiple decision-making stakeholder groups for one procurement request. There is at times misalignment or ineffective communication between the different stakeholder groups, which can lead to project challenges. In order to ensure that this initiative is successful, Procurement will endeavor to act as the stage-gate for procurement requests. Where there are cross-departmental procurement requests, Procurement will bring both stakeholder groups into the project to ensure that sustainability is a key consideration across the board. The value in this will have both short term and long-term benefits. In the short run it can increase collaboration and help build a foundation for sustainable procurement practices; and in the long term it will help prevent project challenges due to internal misalignment, missed opportunities and will drive the adoption of Total Cost of Ownership in its procurement decision making. This will give KPU transparency on their full procurement cost commitment (life-cycle costing) and not only the initial costs of a products/services requested by user departments. An example of this may be that there are new equipment installations being requested by a faculty but that equipment selections and installations haven't been discussed with Facilities who may have a different strategy for the said equipment purchasing request.

Another way that Procurement Services can improve communication is by showcasing its commitment to sustainability on public platforms. Internally, we will leverage the Sharepoint platform to provide tools and resources to our internal stakeholders, to help navigate them on procurement sustainability initiatives and decision making



considerations. At a later stage, we can also update the KPU Procurement webpage content with a section dedicated to Sustainable Procurement so that the broader public and our suppliers will become aware of our commitments and encourage them to follow suit as well.

- Stakeholder departments have all indicated that there is a business need to create a sustainability organizational champion/office for KPU. This individual/office will be tasked to lead the campus towards more sustainable efforts, varying from academic programs to operational excellence. Their role will help to benchmark and identify best practices for the sector, provide strategic leadership and alignment, integrate and manage all sustainability initiatives to ensure that the right parties are partnered with. Several peer institutions have already adopted this and have seen great benefits to their strategic commitment and operational sustainability efforts, as a result thereof.

Procurement Services is but one player in this game. A dedicated organizational champion can focus on gaining insights into the current practices and challenges, as well as potential solutions university wide. This will help all user-departments to effectively drive their dedicated efforts and ensure accountability towards its departmental sustainability commitments and initiatives.

- There is currently limited or no use of Total Cost of Ownership applied by user-departments when making procurement decisions. Total Cost of Ownership can be explained as the Total Cost of products and services over its entire life cycle, taking into account not only the initial price but costs due to implementation, maintenance, transportation, staffing, training, and waste disposal.

Some departments have indicated that they apply TCO to a marginal extent only. TCO decision making will help KPU as a whole to realize and manage its budget commitments more effectively by ensuring all costs are considered and captured at the initial procurement stage as opposed to realizing exorbitant maintenance costs in later years, which were not originally considered in the product/service decision making process. TCO is the ultimate vision for economic sustainability stewardship.

For this to be possible, it will require a major shift in the way all internal stakeholders think about procuring goods and services. Concepts like the Total Cost of Ownership approach require our staff, from executive level all the way through to operational level, to make a cognitive effort to think about life-cycle product/service costing and benefits. It is crucial for all the purchase decisions to be reviewed in this regard.

- To maintain and encourage energy efficient product purchases, KPU is encouraged to become an Energy Star Participant. This is a free prestigious program managed by the Government of Canada's Natural Resources Department which provides special incentives and rebates to participating members. There is currently only 1 university in Canada who has made the leap to join the market leaders in energy efficient product sourcing. We recommend to work collaboratively with internal stakeholders and the Sustainability Committee to start with an audit of the existing products we have across KPU campuses to determine their Energy Star rating; and then to switch out non-energy efficient (Energy Star) products to Energy Star products. To maintain energy efficiency initiatives, KPU stakeholders will be encouraged to strategically procure Energy Star products for their future needs.

- We recognize that Sustainability is 1 of the 4 key pillars in KPU's Vision 2023. However, what became evident during our research was that there was evidence of limited follow-through on sustainability goals from top management down to operational levels. It was evident that some departmental leads had clear sustainability strategies but this wasn't effectively translated to operational teams for execution.

The recommendation therefore is to encourage that sustainability goals are translated to individual goals across all departmental levels, where appropriate. The more people talk about sustainability, the more they will think to embed this approach in their personal work habits and decision making. Not only will this foster a sense of personal accountability, it will also ensure strategic alignment and dedicated efforts across the University.

- Further to the above, we recommend that structures be implemented to ensure effective reporting on sustainability initiatives. A good start will be the development and implementation of university-wide departmental Key Performance Indicators (KPIs) are set for sustainability. To ensure momentum and traction to this initiative is maintained, it is recommended that everyone report on their KPIs on a quarterly/ semi-annually basis by means of a KPI dashboard report.

## 11 Procurement Actions: next steps required

In conclusion, following the various report findings, the Procurement Services team has identified specific actions that will be implemented from January 2019. This will ensure that we are in the best place to influence, guide and act on sustainable procurement initiatives.

- Some departments don't fully comprehend the concept of sustainable procurement and what role they play in this. As Procurement Services is the custodian for sustainable procurement, we will endeavor to bridge the knowledge-gap regarding sustainable procurement by providing training to our Procurement Officers. Each Procurement Officer is responsible for managing procurement requests for selected KPU faculty/departmental teams. Procurement Officers can then effectively coach their user-departments when procurement needs arise that offer sustainable procurement opportunities that can be leveraged.
- As indicated earlier, our research has found that often when there are multiple decision-making stakeholder groups for one procurement request, there are at times misalignment or lack of communication between the different stakeholder groups, which can lead to project challenges. In order to ensure that this initiative is successful, Procurement will endeavor to act as the stage-gate for procurement requests to ensure that all the relevant parties are involved when sustainable procurement activities are identified. This will help drive alignment and increase collaboration across KPU groups university-wide.
- Complete an annual benchmarking exercise with the peer institutions in higher education across Canada. This will help identify further opportunities for continuous improvement as best practices from peer institutions can be aligned and incorporated into KPU's operations regarding sustainable procurement practices. As part of this research report, an initial benchmark was completed and we were pleased to find that KPU's procurement sustainability initiatives are on point with what other peer institutions are doing across BC and Canada.
- Develop Procurement tools and checklists to successfully identify and implement sustainable sourcing where appropriate and applicable.

One such tool we want to introduce is a supplier sustainability questionnaire. This questionnaire will be administered as part of "Requested Information" for open competitions. Major suppliers responding to a KPU Request for Proposal (RFP) will be required to demonstrate their organizational sustainability leadership in emissions, carbon footprint, energy, material, waste management. Collaboration with the suppliers and encouraging suppliers to implement sustainable procurement throughout their supply chain, from sourcing to disposal. This area may not account as a scored evaluation criterion, but it can be considered as a pilot project to gather industry trends and practices, evaluate supplier practices and see how KPU can piggy-back on these initiatives and leverage the benefits. It will also increase collaboration with suppliers and encourage suppliers to implement sustainable practices within their direct operations as well as across their supply chain.

Another helpful tool that we have identified is to develop a Total Cost of Ownership guideline. This guideline will indicate all the different life cycle costs that should be considered and will then be sent to departments to complete in order to accurately reflect their total budget commitments for significant goods/services procurements.

This will help ensure that there are less hidden or unexpected costs that come through at a later stage during the product/service use, which hadn't been accounted for in the initial budgeting and procuring decision making.

Lastly, we have identified the need to create a sustainability checklist to be administered during procurement needs assessment stage, etc.). Through the use of the checklist it will assist user departments to identify sustainable procurement opportunities that can be added to the procurement sourcing activity and decision making process.

- Periodically identify strategic procurement competitions where sustainability can be introduced as a qualifying evaluation criteria. A platform identified to assist with this is to participate as a member of the University's Sustainability Committee. This will enable Procurement Services to identify strategic initiatives in advance and embed sustainable procurement into the competition process.
- As the procurement sustainability concept matures, Procurement will be in a position to better collaborate with internal stakeholders and incorporate sustainability criteria into supplier contracts and design Key Performance Indicators to ensure that there is explicit emphasis on supplier sustainability performance. Supplier sustainability performance can then be measured through annual reporting and give KPU the opportunity to document lessons learnt during the contract duration which will serve as an effective learning tool for future contract drafting and monitoring.

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