



CIRCULAR PROCUREMENT ADVANCED WORKSHOP

DEVELOPING CIRCULAR CRITERIA and KEY PERFORMANCE INDICATORS

PUTTING CIRCULAR
ECONOMY CONCEPTS
INTO ACTION



AGENDA



A. Introductions



B. Recapping concepts



C. Circular procurement key principles



D. Business models & case studies



E. Setting Specifications & Exercise



F. Measuring impact : exploring key performance indicators

INTRODUCTIONS

- Please introduce yourself in the chat
- Name
- Organization
- What you hope to get out of these two sessions

BACKGROUND

- Established in 1978 as Recycling Council of Ontario with initial focus on waste reduction
- Instrumental in facilitating partnership between government and municipalities to create the Blue Box program
- Unique membership: spans entire value and supply chains
 - Governments at all levels; industry producers, collectors, processors; educators, academia, researchers; corporations, SMEs, start-ups; public
- Policy and Advocacy | Resources and Services | Programs and Pilots



OUR CIRCULAR PROCUREMENT WORK



Funded by
the European Union





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Tim Collins
Photography

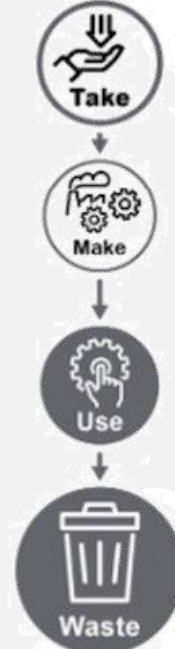
CIRCULAR ECONOMY IS MORE THAN RECYCLING

In a properly built circular economy, one should rather focus on avoiding the recycling stage at all costs. It may sound straightforward, but preventing waste from being created in the first place is the only realistic strategy.

- [World Economic Forum](#)



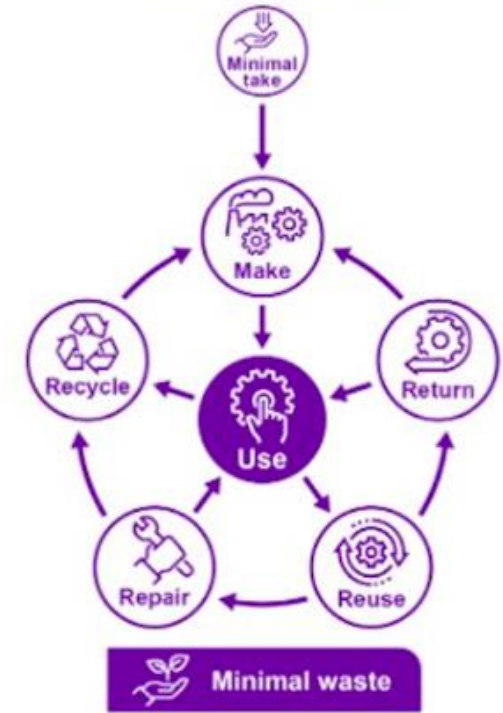
— Linear Economy —



— Recycling Economy —



— Circular Economy —



BENEFITS OF THE CIRCULAR ECONOMY

Environmental



Reduction in greenhouse gases



Reduction in waste



Cleaner water



Water conservation



Resource recovery

Social



Place-based



Diversity



Investing in people



Skills development

Economic



Innovation



Job creation



Economic savings

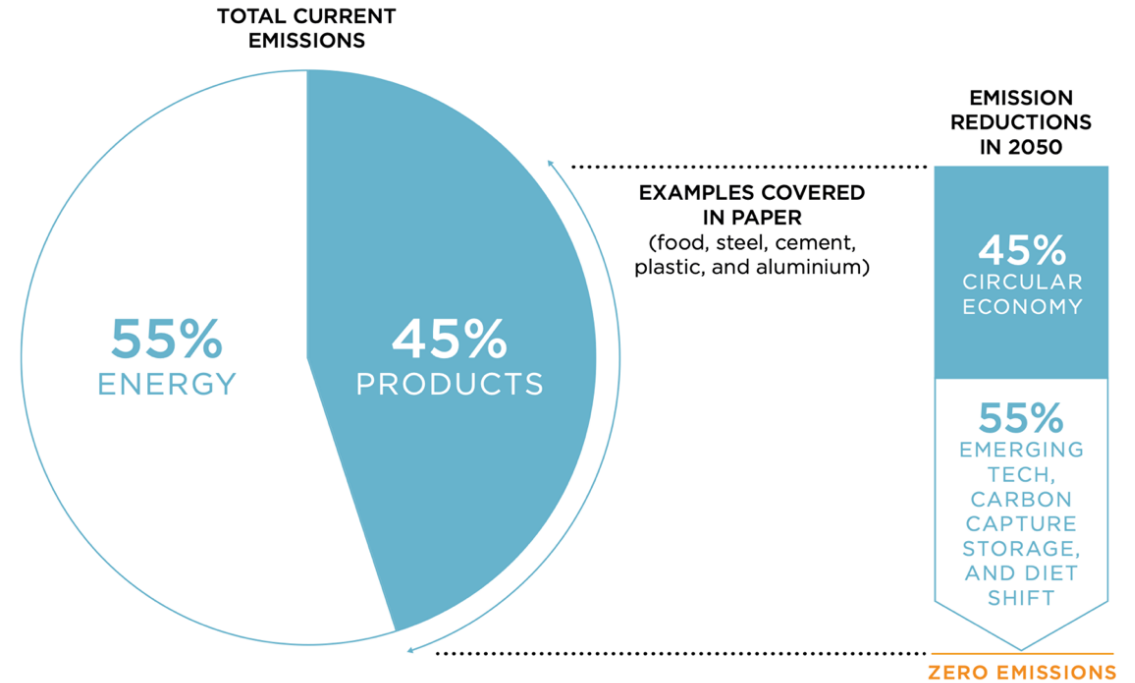


Grow local economies



CIRCULARITY DELIVERS ON CLIMATE COMMITMENTS

Image credit:



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WHAT IS CIRCULAR PROCUREMENT

- Multi-pronged implementation tool delivers on several policy objectives and outcomes simultaneously
- Has the capacity to go beyond the delivery of environmental gains by concurrently driving social and economic benefits
- Builds capacity in public and private sectors
- Advances Multiple Sustainable Development Goals
- Aligns and streamlines the delivery of strategic, green, sustainable, social, ethical practises

11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



17 PARTNERSHIPS FOR THE GOALS



CIRCULAR PROCUREMENT PRINCIPLES

- Collaboration across the whole organization ensures success.
- Engage and collaborate with the market often.
- Lowest cost does not mean best value: best value does not necessarily mean more costs.
- Use outcome-based criteria rather than specifications.
- Encourage innovations while maintaining competitiveness.
- Fill immediate need but signal future directions.



CIRCULAR PROCUREMENT: DELIVERING POSITIVE OUTCOMES

| PRINCIPLE | CIRCULAR PROCUREMENT OUTCOME |
|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| AVOID / BUY LESS | <ul style="list-style-type: none"> ▪ Avoid new products ▪ Reconsider ownership ▪ Fewer products |
| EXTEND VALUE / BUY BETTER | <ul style="list-style-type: none"> ▪ Where does it come from ▪ Who made it ▪ Who am I buying from ▪ What is it made of ▪ How will it be used ▪ Can we optimize utilization |
| LIFETIME OPTIMISATION USE BETTER | <ul style="list-style-type: none"> ▪ How will it be used? ▪ Can it be repaired /upgraded?? ▪ Optimize utilization of existing assets ▪ Repair existing products ▪ Reuse-internally or externally |
| LIFETIME EXTENSION / USE LONGER | <ul style="list-style-type: none"> ▪ Remanufacture ▪ Design for deconstruction/ disassembly ▪ End of life collection ▪ Can it be upgraded |
| CLOSE LOOPS | <ul style="list-style-type: none"> ▪ What will happen to it? ▪ Recycle materials ▪ Displace virgin materials ▪ Reduce Landfill |

| INTERNAL BENEFITS | WIDER BENEFITS |
|----------------------------------------------------------------------|------------------------------------------------------------------------------------|
| Retaining assets longer to reduce costs | Reduced virgin non-renewable material use |
| Reduced plastics waste | Closing product and material loops to reduce waste and associated carbon emissions |
| Improved resource efficiency | Reducing wider environmental impacts |
| Lower greenhouse gas emissions | More sustainable consumption and production |
| Improved and market leading performance | Increased whole life value |
| Taking control of sustainability outcomes | More resilient growth |
| Balance across triple bottom line | New (Green) training & job opportunities throughout the supply chain |
| Robust framework to ensure partners aligned with organizational aims | |
| Improved reputation | Increased social value |

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TC
Photography

FIVE BUSINESS MODELS OF CIRCULARITY



Sharing Platform



Fully utilize assets by maximizing usage and value amongst several users

Product As Service



Purchase service or result rather than product or asset

Product Life Extension



Prolong lifespan, utilization, and value through repair, remanufacture, resale

Circular Supplies



Renewable, recoverable, or biodegradable sources serve as inputs in design and production

Resource Recovery



Acquire additional use and value from existing resources by avoiding disposal and impacts from new extraction

CITY OF LAPPEENRANTA



Population : 72,000

Goal: Reduce CO2 emissions to 2007 levels by 40% by 2021 and 80% by 2029. Transport emissions make up around 40% of CO2 emissions and therefore identified as a priority area.

- City launched an innovative pilot procurement using environmental & climate criteria as well as life cycle costs
- Introduced an electric car-sharing service to both city employees, third parties (residents & tourists)
- Three-year contract which replaced 6 city-owned vehicles which were underutilized
- City pays a monthly service costs which is reduced by 10% in second year and 20% in third year
- During contract, maintenance and repair of charging equipment is City's responsibility
- Vendor retains ownership of fleet
- City can enter into new agreement after three year contract

CITY OF MICHELEN, BELGIUM



Project: Leenlicht (Borrowed Light)

Population: 86,000

Goal: To conclude a 15-year contract for the **lighting as a service** for several buildings to reduce energy and resource consumption, and to ensure any waste was part of a circular supply chain

Selection Criteria :

1. Financial and economic strength
2. Technical and professional competence

Award Criteria:

1. Financial: Lowest price scored 100 points
2. Technical (included maintenance plan): 60 points total
3. Professional competence (included plan for circular at beginning, during and end of contract) and training: 40 points total

Contract Performance Clauses:

- Performance reduction mechanisms for malfunctions or breakdowns
- Maximum re-use of devices/materials / compounds shall be provided.

Results:

Cost: \$400K Euros

Environmental impacts:

- Relighting estimated to reduce CO2 emissions by 10 tonnes per year or potentially 150 tonnes over 15 year contract.
- Savings potential of 50, 477 kWh per year = \$14,994 per year of energy.

CASE STUDY: FURNITURE



City of Malmö: Population 340,000

- Disposes of ~70 tonnes furniture annually: some recycled, majority landfilled

Circular Procurement Pilot:

- Increase the **reuse of furniture** | Leverage existing resources.
- Support multiple supplier to encourage a healthy, competitive market in reuse and refurbishment.

Sample Outcomes-Based Criteria for Supplier:

- Restore by replacing parts and steam cleaning; re-upholster furniture according to wishes of client.
- Repair joinery and repaint the client's existing furniture and furnishings.
- Reuse frames and materials to transform a piece of furniture or furnishings from one colour or function to another according to the client's wishes (i.e., manufacture a reception desk, convert a conference table to a coffee table, make shelves from old desks, or spray paint a chair, etc.)
- Supply advice on the best furniture and design to meet workspace needs.

Results

- Three suppliers are SMEs focussing on second-hand furniture; one is a larger company that also produces and sells new.
- Expected savings: 20-30% compared to purchasing new with added benefit of shorter delivery times.

GETTING STARTED CIRCULAR PROCUREMENT

Seven Steps to Consider

Step 7: Launch & Learn

Step 1: Engage & Educate

Step 2: Set Ambitions

Step 3: Understand your Buying Power

Step 4: Choose & Rank Potential Pilots

Step 5: Engage with the Market

Step 6: Adapt & Develop Specifications, Criteria & Evaluation

PUTTING CIRCULAR ECONOMY CONCEPTS INTO ACTION



REMEMBER: ENGAGEMENT & COLLABORATION IS KEY!

Early market collaboration, e.g. pre-tender solicitation, is key:

Internal

- A range of internal stakeholders – set policy, budgets, commission services, set specification, manage contracts and suppliers, subject matter experts.
- Communicate and agree alternatives/ policy commitments.
- Consider life cycle costs.

With the market

- Give market chance to understand your objectives, demonstrate capability or need to develop.
- Enable innovative solutions.
- Work with commercial and third sector suppliers.
- Improve resilience.

With other public sector

- Collective responses – share lessons.
- Collective approach to suppliers – scalability may be a barrier to circular outcomes.

GETTING STARTED

Step 5: Market Engagement: Share Ambitions

- Effective market engagement allows for open and pre-competitive dialogue where procurers, purchasers, and suppliers/vendors share experiences and knowledge to create common ground to move forward
- This process uncovers opportunities and barriers, provides insight into what the market is currently capable of, and marketability to respond to circular procurement requirements.
- Lessons learned can provide valuable insight when deciding the direction of your procurement and criteria

Step 6: Adapt & Develop Specifications, Criteria & Evaluations

- Consider drafting outcomes verses specifications
 - Outcome-based procurement seeks innovation from the supply market by focusing on the outcome required rather than defining how the outcome should be achieved.
 - Using an outcome-based approach allows suppliers to propose innovative solutions that may otherwise be excluded from a conventional specifications.
- Consider aligning with the five circular business models

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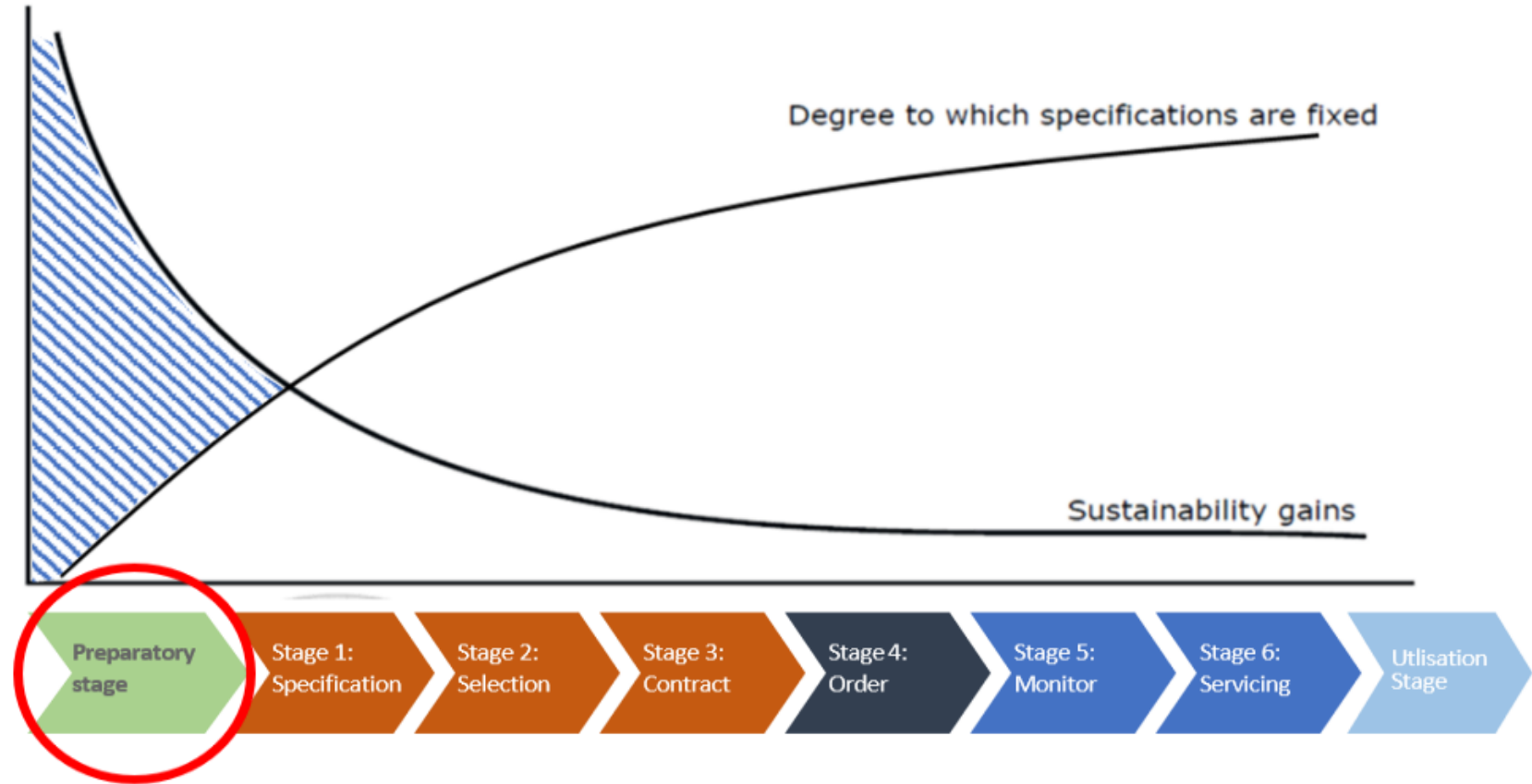
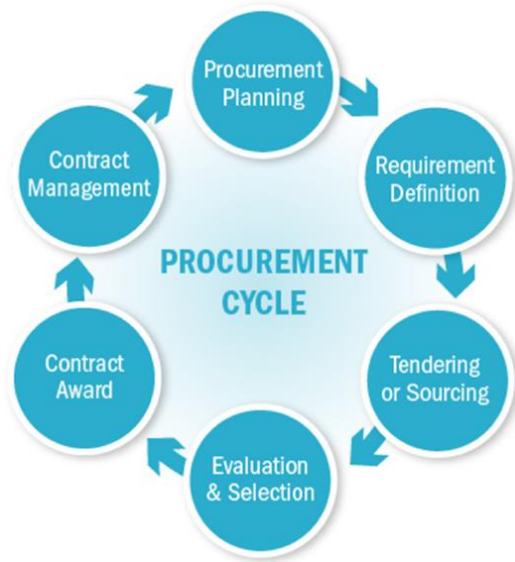


E. Setting Specifications & Exercise



F. Measuring impact : exploring key performance indicators

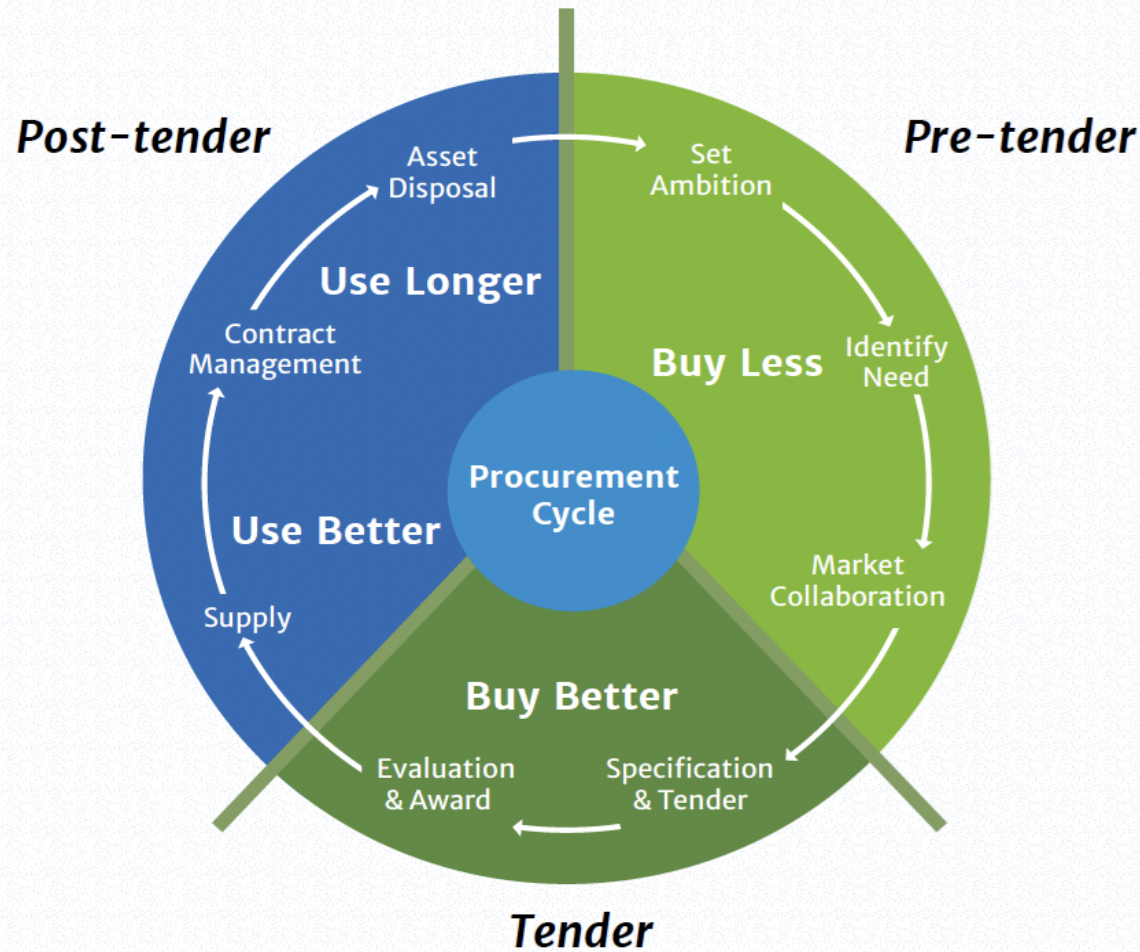
IMPORTANCE OF PLANNING PHASE



PUTTING CIRCULAR
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CONSIDERING THE FULL LIFE CYCLE

Circular procurement addresses all stages of product lifecycle:



BUY LESS

Can we avoid new products

Can we reconsider ownership

BUY BETTER

Where does it come from?

Who made it?

What is it made of?

How will it be used?

USE BETTER

What will happen to it?

Can it be repaired?

Can it be upgraded?

Figure 1 - The stages of circular and low procurement

PUTTING CIRCULAR
ECONOMY CONCEPTS
INTO ACTION

SETTING THE SPECIFICATION

What is needed?

- Key stakeholders
- Clarity in intended outcomes
- Market capability awareness
- The optimum solution...

- An informed specification that focuses on optimum outcomes.
- Appropriate balance of outcome-based questions vs technical questions.
- Addresses whole life impacts and costs.
- Encourages and enables innovation.
- Capable of being objectively measured/ monitored – Contract Management/ KPIs.

EVALUATION AND AWARD

- Award criteria need to reflect your ambition and requirements.
- Thread innovation throughout requirements – avoid arbitrary ‘Added Value’.
- How you will assess the circularity of the tender.
 - Technical specifications – a prescriptive specification.
 - Functional - knowing what an excellent response should look like.
- Life-cycle costing and the best price-quality ratio (BPQR) – how prescriptive is the specification? Is a circular approach core to the requirement?



Developing Criteria Break Out Group (25 minutes)

GUIDE TO DEVELOPING CRITERIA

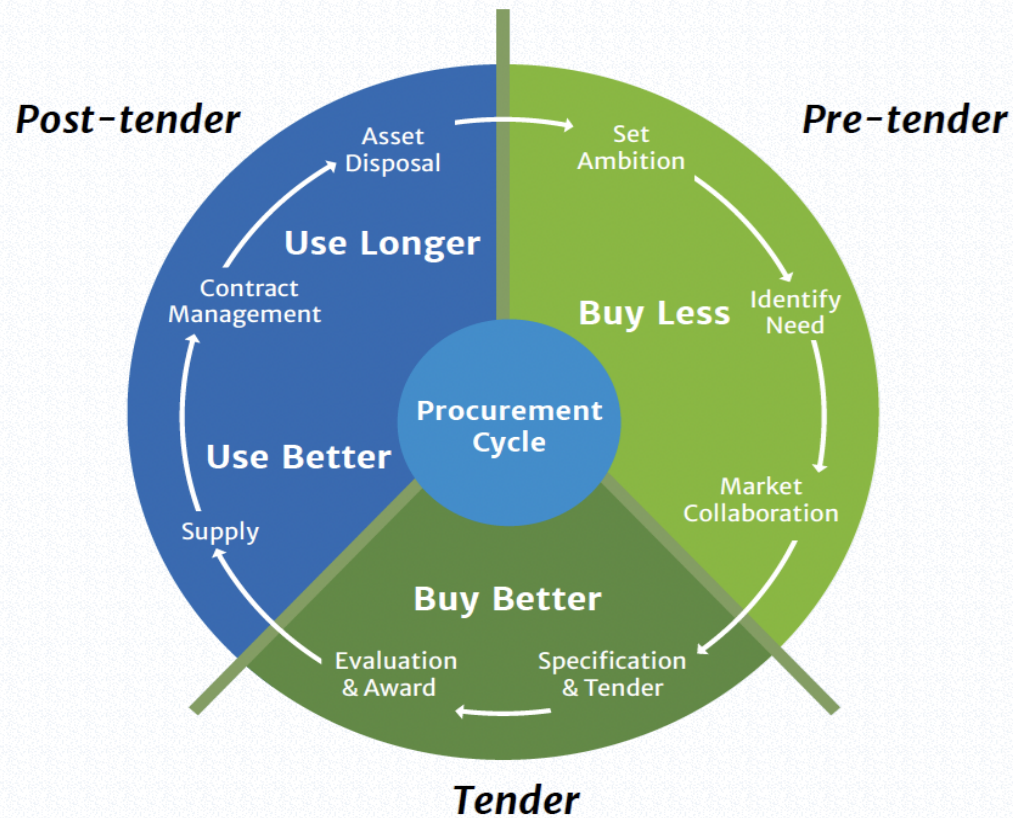


Figure 1 – The stages of circular and fair procurement

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Objective: respond to questions posed in the worksheet to gather insights and considerations which can be used to develop outcome-based specifications that drive circular economic outcomes.

Breakout Room Exercise

Spend Category: Furniture and Office Supplies

Circular Ambition:

1. Deliver on the waste reduction and carbon emissions reductions objectives
2. Support local economic development

Outcomes: Identify 3 circular targeted outcomes.

- Reduce waste by 50%
- Reduce GHG carbon emissions (production, materials or transport)
- Create local business opportunities

DRAFTING OUTCOME-BASED SPECIFICATIONS

Circular Business Model(s):

- Product as a service
- Sharing platform
- Product life extension
- Circular supplies
- Resource recovery

Draft specifications:

- Provide access to the furniture under a rent or lease
 - Modular furniture; updating / refurbishment
1. How do you intend to involve **local small businesses/social enterprises** in the provision of furniture?
 2. Percent use of **existing furniture**? Percent of recycled content used?
 3. What are the embodied **greenhouse gas emissions** in the furniture that you will supply compared to furniture made from virgin resources?
 4. What will you do with the furniture when it is **no longer required**/serviceable to minimise disposal costs and environmental impacts?



BREAK (10 minutes)

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MEASURING IMPACT: TYPES OF INDICATORS






There are different types of indicators that help measure different elements of the Circular Procurement process:

- **Operational indicators** – measuring the impact of a whole organization or part of it, e.g. total annual water use.
- **Capacity indicators** – measuring the readiness of an organization with respect of Circular Procurement, e.g. % of staff trained
- **Process indicators** – measuring features of the procurement process that are expected to contribute to Circular Procurement, e.g. % of procurement carried out with a sustainability checklist.
- **Outcome indicators** – measuring the impact of what is procured, e.g. circularity, embodied carbon, jobs created etc.

CATEGORIES & SUB-CATEGORY INDICATORS

| CATEGORY | SUB CATEGORY | INDICATOR |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ENVIRONMENTAL | <ul style="list-style-type: none"> • Efficiency • Emissions • Output material process • Production and consumption • Use/reuse | <ul style="list-style-type: none"> • Resources, materials, waste, reuse <ul style="list-style-type: none"> • Materials from renewable sources • % increase in materials recovered • %of materials of recycle content used in materials • Waste <ul style="list-style-type: none"> • % of waste diverted as a result of procurement activities • Tons of waste avoided • Recovery rate / recycling rate • Energy and Efficiency <ul style="list-style-type: none"> • % of energy from renewable sources • CO2 avoided as a result of recovery and reuse of materials |
| GOVERNANCE | <ul style="list-style-type: none"> • Awareness training / capacity building • Collaboration • Stakeholder engagement | <ul style="list-style-type: none"> • # of workshops/training events • # of awareness-raising actions and their respective impact • Establishment of working group and no. of meetings. |
| ECONOMIC | <ul style="list-style-type: none"> • Added value • Gains and revenues • Savings/Investments | <ul style="list-style-type: none"> • Economic value of resources used and the value at the time they are reintroduced into the system • \$\$ recovered through the reuse/reselling of assets |
| SOCIAL | <ul style="list-style-type: none"> • Human resources, skills development • Local and diverse job creation • Access to affordable products/services | <ul style="list-style-type: none"> • # of green jobs created (i.e. in the sharing or reuse/repair economy) • # of staff trained through circular pilot projects • # of people working on the development of a circular vision |

PUTTING CIRCULAR
ECONOMY CONCEPTS
INTO ACTION

| | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A</p>  <p>Reduce total amount of materials</p> | <p>B</p>  <p>Reduce amount of virgin inputs</p> | <p>C</p>  <p>Extend the useful life</p> | <p>D</p>  <p>Maximise the reusability of a product or component</p> | <p>E</p>  <p>Maximise the reusability or recyclability of materials</p> |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | | | | |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| <p>A 1</p> <p>Internal sharing</p> | <p>B 1</p> <p>Understanding the share of recycled, biobased and virgin materials present</p> | <p>C 1</p> <p>Extending guarantees</p> | <p>D 1</p> <p>Design for Disassembly</p> | <p>E 1</p> <p>Design for recycling</p> |
| <p>A 2</p> <p>Renting or peer to peer sharing</p> | <p>B 2</p> <p>Increasing the amount of recycled content</p> | <p>C 2</p> <p>Contractual arrangements for maintenance and repair</p> | <p>D 2</p> <p>Modular design</p> | <p>E 2</p> <p>Understanding materials</p> |
| <p>A 3</p> <p>Reuse, refurbishing or upgrading</p> | <p>B 3</p> <p>Increasing the amount of biobased content</p> | <p>C 3</p> <p>Upgradable products</p> | <p>D 3</p> <p>Standardised design</p> | <p>E 3</p> <p>Contractual arrangements for take back and recycling</p> |
| <p>A 4</p> <p>Minimal use of materials in design</p> | | <p>C 4</p> <p>Design for longevity</p> | <p>D 4</p> <p>Understanding the internal composition and connections</p> | <p>E 4</p> <p>Reducing or banning toxicity</p> |
| <p>A 5</p> <p>Less waste</p> | | <p>C 5</p> <p>Repairability and maintainability</p> | <p>D 5</p> <p>Contractual arrangements for take back and reuse</p> | <p>E 5</p> <p>Biologically degradable / compostable</p> |

GOALS AND STRATEGIES FOR CIRCULAR PURCHASERS

| | | | | |
|--|--|----------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------|
| | | <p>C 6</p> <p>Modular/change oriented design</p> | <p>D 6</p> <p>Stimulate circular business models</p> | <p>E 6</p> <p>Stimulate circular business models</p> |
| | | <p>C 7</p> <p>Contractual incentives for extension of useful life</p> | | |
| | | <p>C 8</p> <p>Supplier guidance for use optimization</p> | | |

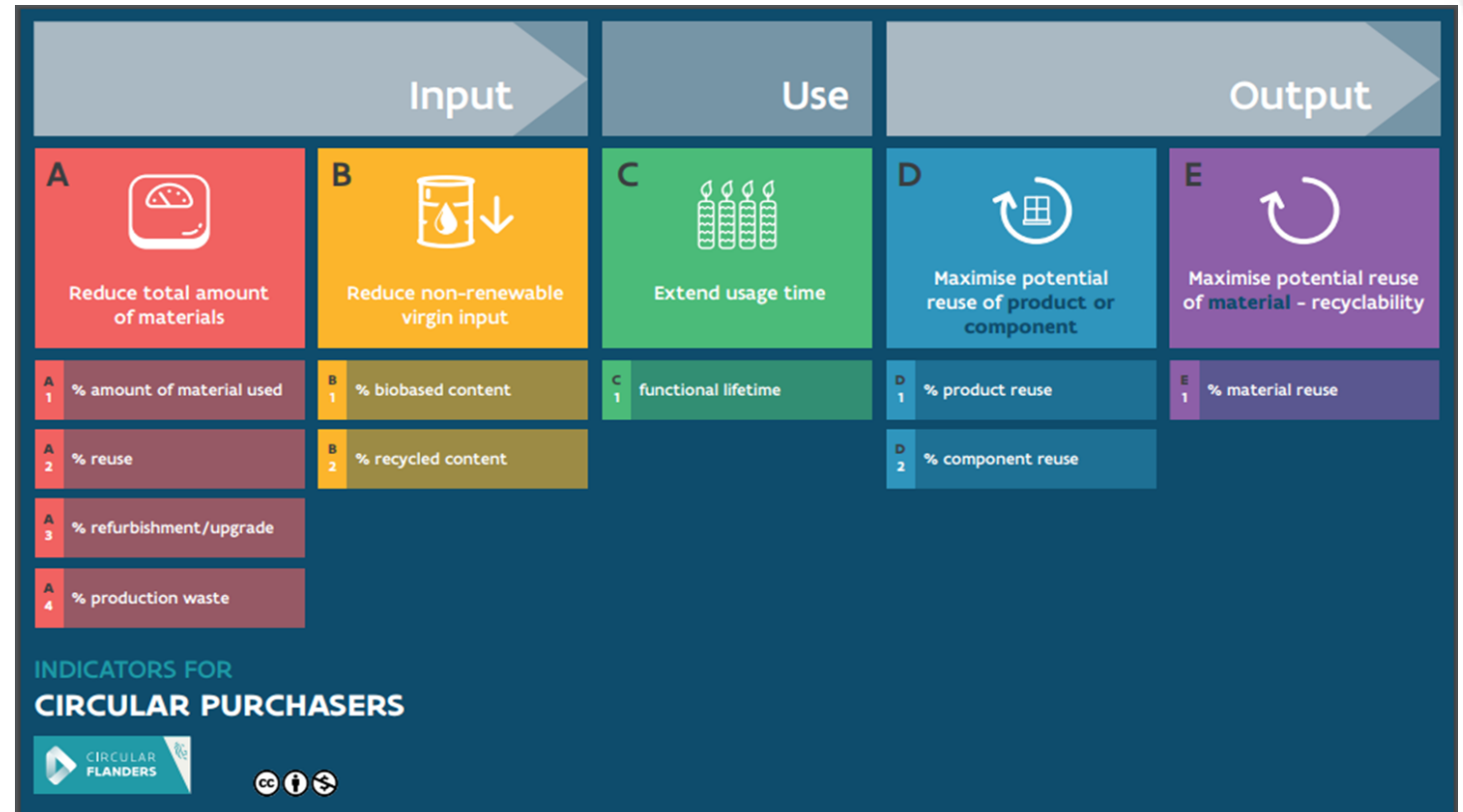
CIRCULAR FLANDERS

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INDICATOR CHART

- Determine the magnitude of your ambitions
- Baseline, contract and execution measurements
 - What was the impact of the project?
 - Are your ambitions challenging the market?
 - Is the contract honored?



EXAMPLE KPIS

Sourcing



Reduce total amount of materials

e.g.

- total material use avoidance (tonnes)
- CO₂ equivalent reduction (tonnes)
- Cost savings (\$k)



Reduce amount of virgin inputs

e.g.

- Virgin material use avoidance (tonnes)
- Recycled content (%)

Use phase



Extend the useful life

e.g.

- % of materials & products diverted from landfill for re-use (tonnes)
- % of products reaching 'end of life' that are reused/ repaired/ refurbished/ remanufactured



Maximise the reusability of a product or component

e.g.

- % remanufactured products supplied to equivalent performance and quality standards

End-of-life



Maximise the reusability or recyclability of materials

e.g.

- Reuse of components/ products/ materials %
- Waste reduction savings (\$k)
- Diversion from landfill for recycling (tonnes, %)
- Cost savings (\$k)

Developing KPIs Break Out Group (20 minutes)

Objective: continue exercise by reviewing criteria, adjusting if needed, and adding key performance indicators

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4. What will you do with the furniture when it is **no longer required/serviceable** to minimise disposal costs and environmental impacts?

Key Performance Indicators

PREPARING FOR JUNE 12

- Prepare CLC members for market engagement
- Identify category of interest (upcoming RFX);
- Provision of previous RFP to "circularize"
- Can de-identify
- Send to members as pre-read
- **POLL**



Envirotech is Canada's leading provider of furniture for the circular economy

Envirotech has been creating better than new furniture from waste for the past 28 years. We invite you to visit our downtown showroom and see what a circular business model looks like.

- By most estimates, less than 10% of office furniture is used beyond the first office it inhabits.
- The United States Environmental Protection Agency (EPA) estimates up to 17 million pounds of office furniture ends up in landfills in the United States annually (Source: [Cleantechica.com](#))
- The average desk chair generates 72 kilos of CO2 emissions per year; the equivalent of driving 283 km in an average passenger vehicle (Source: [FIRA: Benchmarking Carbon Footprints of Furniture Products](#))
- An average 30-storey office tower generates approximately 3,420 tonnes of CO₂ per year in tenant fit-outs alone. The same tenant fit-outs create 1,386 tonnes of waste per year, enough to fill an entire office floor every 12 months. If office towers were unable to dispose of waste from interior fit-outs they would become vertical landfills in just under 30 years. (Source: [RESET Embodied Carbon & Circularity in Office Interiors](#))



TUESDAY, APRIL 26, 2022 | 11:00 AM EDT

PROPERTY REPORT

What happens to office furniture left by hybrid work?

Being prepared is a sensible alternative to looking for one.

By AJ Green



Workplace trend: Desks and chairs, which just recently showed up in the break room in a new office building, are now being left behind by hybrid work.

It's likely in some offices in downtown Toronto, a person might be looking for a desk chair to use in their new office space. They might find a desk chair in the break room, but it's not the one they want. They might find a desk chair in the break room, but it's not the one they want. They might find a desk chair in the break room, but it's not the one they want.

The trend is clear and undeniable: Hybrid work is here to stay. And with it, the need for office furniture is changing. Companies are looking for ways to reduce their carbon footprint and improve their bottom line. This means finding ways to reuse and recycle office furniture. It's not just about the environment, it's about the wallet.

As the industry shifts, companies are looking for ways to reduce their carbon footprint and improve their bottom line. This means finding ways to reuse and recycle office furniture. It's not just about the environment, it's about the wallet.

COMMERCIAL REAL ESTATE

PROPERTY LISTINGS | COMMERCIAL REAL ESTATE

| | | |
|-----------------------------------------------------------|----------------------------------------|---------------------------------------------------------|
| <p>COURT ORDERED RECEIVER SALE</p> <p>10000000</p> | <p>10000000</p> <p>10000000</p> | <p>RECENT ASSET TRANSACTIONS</p> <p>10000000</p> |
|-----------------------------------------------------------|----------------------------------------|---------------------------------------------------------|



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