

**PUBLIC AGENDA
STANDING POLICY COMMITTEE
ON ENVIRONMENT, UTILITIES
AND CORPORATE SERVICES**

Monday, February 10, 2020, 9:00 a.m.

Council Chamber, City Hall

Committee Members:

**Councillor S. Gersher, Chair, Councillor H. Gough, Vice-Chair, Councillor T. Davies,
Councillor D. Hill, Councillor M. Loewen, His Worship, Mayor C. Clark (Ex-Officio)**

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

4 - 11

Recommendation

That the minutes of meeting held January 13, 2020 be approved.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Information Reports

Recommendation

That the report contained in Item 7.1.1 be received as information.

7.1.1	The Green Infrastructure Strategy: Towards an Interconnected Green Network [CK 4110-38]	12 - 52
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A report from the General Manager, Utilities and Environment is provided.

A PowerPoint presentation will be provided.

7.2 Approval Reports

7.2.1	FCM Sustainable Communities Award – Letter of Support [CK 155-2]	53 - 66
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Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council that:

1. Approve the attached Letter of Support for inclusion in the FCM Sustainable Communities Award application for the City of Saskatoon's Triple Bottom Line initiative; and
2. Acknowledge the Triple Bottom Line initiative as deserving of recognition.

7.2.2	Recovery Park Revised Funding Plan [CK 7830-4-2 x 1702-1]	67 - 68
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Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the Recovery Park and Saskatoon Regional Waste Management Centre Project (Capital Project No. 2050) be adjusted to reflect a total cost of \$31.1M;
2. That the additional expenditures be funded from the Investing in Canada Infrastructure Program and the revised funding plan within this report;
3. That if the Investing in Canada Infrastructure Program funding is not confirmed, the full additional amount of \$7.7M be funded by borrowing subject to a Public Notice Hearing for Borrowing; and
4. That if the funding is approved from the Investing in Canada Infrastructure Program, His Worship the Mayor and the City Clerk be authorized to execute and deliver the contribution agreement for Capital Project No. 2050.

7.3 Decision Reports

7.3.1 Accessibility Considerations for Curbside Solid Waste Collection [CK 7830-3]

69 - 87

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council that:

1. The Administration proceed with Option 3 to initiate a project to identify alternatives to expand the accessible City-wide curbside (single-family household) solid waste collection service, report back on the feasibility of each, and recommend an alternative for implementation;
2. The values identified in the March 2018 engagement session (Accessible Waste Collection workshop) be included in the Administration's evaluation of accessible solid waste collection alternatives, along with legal, financial, and labour relations considerations; and
3. The report of the General Manager, Utilities & Environment Department dated January 13, 2020, be forwarded to the Saskatoon Accessibility Advisory Committee, with a specific request to propose a new name for the Special Needs Garbage Collection Service.

8. MOTIONS (NOTICE PREVIOUSLY GIVEN)

9. GIVING NOTICE

10. URGENT BUSINESS

11. IN CAMERA AGENDA ITEMS

12. ADJOURNMENT

PUBLIC MINUTES

STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES AND CORPORATE SERVICES

**Monday, January 13, 2020, 9:00 a.m.
Council Chamber, City Hall**

PRESENT: Councillor S. Gersher, Chair
Councillor H. Gough, Vice-Chair
Councillor M. Loewen
His Worship, Mayor C. Clark (Ex-Officio)

ABSENT: Councillor T. Davies
Councillor D. Hill

ALSO PRESENT: General Manager, Utilities & Environment A. Gardiner
Solicitor B. Bleakney
Deputy City Clerk S. Bryant
Committee Assistant D. Sackmann

1. CALL TO ORDER

Deputy City Clerk Bryant called the meeting to order.

2. APPOINTMENT OF CHAIR AND VICE-CHAIR

The Deputy City Clerk reported that City Council, at its Regular Business Meeting held on September 30, 2019 made the following appointments for 2020:

Standing Policy Committee on Environment, Utilities and Corporate Services

- Councillor T. Davies
- Councillor S. Gersher
- Councillor H. Gough
- Councillor D. Hill
- Councillor M. Loewen

Deputy City Clerk Bryant opened nominations for Chair. Councillor Gough nominated Councillor Gersher and she accepted the nomination. No further nominations were received and a motion was passed that she be appointed as Chair for 2020.

Councillor Gersher took the Chair and opened nominations for Vice-Chair. Councillor Loewen nominated Councillor Gough and she accepted the nomination. No further nominations were received.

Moved By: Councillor Gough

That Councillor Gersher be appointed Chair of the Standing Policy Committee on Environment, Utilities & Corporate Services to November 16, 2020.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Loewen

That Councillor Gough be appointed Vice-Chair of the Standing Policy Committee on Environment, Utilities & Corporate Services to November 16, 2020.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

3. CONFIRMATION OF AGENDA

Moved By: Mayor C. Clark

1. That the following letter be added to Item 8.1.1:
 1. Comments - Leah Zepick, dated January 11, 2020
2. That the following letter be added to Item 8.2.1:
 1. Comments - Patrick Smith, dated January 13, 2020;
3. That the following letters be added to Item 8.3.1:
 1. Speak - Keith Moen, Executive Director, NSBA, dated January 9, 2020
 2. Comments - Darla Lindbjerg, Greater Saskatoon Chamber of Commerce, dated January 12, 2020;
4. That the items with speakers be considered immediately following Unfinished Business:
 1. 8.3.1 - Keith Moen; and
5. That the agenda be confirmed as amended.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

4. DECLARATION OF CONFLICT OF INTEREST

4.1 Councillor Gersher - Electricity Net Metering Program [CK 2000-1 x 1905-3]

Councillor Gersher declared a conflict of interest on this matter due to being a current Net Metering program customer.

5. ADOPTION OF MINUTES

Moved By: Councillor Gough

That the minutes of meeting held December 2, 2019, be adopted.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Committee considered Item 8.3.1 next.

6. UNFINISHED BUSINESS

7. COMMUNICATIONS (requiring the direction of the Committee)

7.1 Delegated Authority Matters

7.1.1 Electricity Net Metering Program [CK 2000-1 x 1905-3]

Councillor Gersher declared a conflict of interest on this matter due to being a current Net Metering program customer.

Councillor Gersher excused herself from discussion and voting on the matter and left the Council Chamber.

Councillor Gough assumed the role of Chair on this matter.
A letter from Eric Lamb, dated December 30, 2019 was provided.

Moved By: Councillor Loewen

That the information be received and forwarded to the Administration to join to the file.

In Favour: (3): Councillor Gough, Councillor Loewen, and Mayor C. Clark
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Councillor Gersher re-entered Council Chamber and resumed the role of the Chair.

7.2 Matters Requiring Direction

7.3 Requests to Speak (new matters)

8. REPORTS FROM ADMINISTRATION

8.1 Information Reports

Moved By: Councillor Loewen

That the reports contained in Items 8.1.2 and 8.1.4 be received as information.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

8.1.1 Truth and Reconciliation Commission of Canada Calls to Action Update – January 2020 [CK 5615-1]

A report from the Interim Chief Strategy and Transformation Officer was provided.

A letter submitting comments from Leah Zepick, dated January 11, 2020 was added to this item.

Director of Indigenous Initiatives Dorval responded to questions of Committee.

Moved By: Mayor C. Clark

That the Standing Policy Committee on Environment, Utilities & Corporate Services recommend to City Council:

That the Administration be directed to permanently install the Treaty 6 and Métis flags within City Council Chambers and other City of Saskatoon owned and operated facilities as appropriate to recognize the importance of the Treaty Relationship as a foundational basis for mutual cooperation in Saskatoon and the importance of working with Indigenous Governments toward the benefit of the whole community.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

That the letter from Leah Zepcik, dated January 11, 2020 be forwarded to the Administration for consideration.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

8.1.2 Saskatoon Participation in the OpenNorth Initiative [CK 1860-1]

A report from the Interim Chief Strategy and Transformation Officer was provided.

A letter from Patrick Smith, dated January 13, 2020 was added to this item.

Administration provided responses to questions of Committee.

8.1.3 Sustainability Report: Towards a Healthy, Resilient and Regenerative Saskatoon [CK 7550-1]

A report from the General Manager, Utilities and Environment was provided.

Director of Sustainability South provided a PowerPoint in regard to the City's Sustainability Division highlighting its core responsibilities, sections/area of work and their accomplishments in 2019, along with its goals and planned activities for 2020-21.

Moved By: Councillor Loewen

That the report of the General Manager, Utilities and Environment, dated January 13, 2020, be forwarded to City Council for information and to the Saskatoon Environmental Advisory Committee for information.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

8.1.4 Referral List – Standing Policy Committee on Environment, Utilities and Corporate Services – January 2020 [CK 225-79]

A report from the General Manager, Utilities and Environment was provided.

8.2 Approval Reports

8.3 Decision Reports

8.3.1 Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector [CK 7830-1]

A report from the General Manager, Utilities and Environment was provided.

A letter requesting to speak from Keith Moen, Executive Director, NSBA, dated January 9, 2020 was added to this item.

A letter submitting comments from Darla Lindbjerg, President & CEO, Greater Saskatoon Chamber of Commerce, dated January 12, 2020 was added to this item.

Education and Environmental Performance Manager Weckworth along with Special Projects Manager, Utilities & Environment Burns provided a high-level PowerPoint on regulatory approaches to

enhance waste diversion in the Industrial, Commercial and Institutional Sector and responded to questions.

Keith Moen on behalf of the North Saskatoon Business Association expressed its support for the recommendations in the report of the General Manager, Utilities and Environment.

Committee requested that the presentation provided be ready in the event the matter is removed from the Consent Agenda at Council.

Moved By: Councillor Gough

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council that:

1. Option 1 - Waste Bylaw Enforcement plus Separate Waste Containers be approved for implementation; and
2. That the City Solicitor amend Bylaw No. 8310, *The Waste Bylaw* to enact Option1.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

That the report of the General Manager, Utilities and Environment be forwarded to the Saskatoon Environmental Advisory Committee for feedback.

In Favour: (4): Councillor Gersher, Councillor Gough, Councillor Loewen, and Mayor C. Clark

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Item 7.1.1 and the remaining items were considered following Item 8.3.1.

9. MOTIONS (NOTICE PREVIOUSLY GIVEN)

10. GIVING NOTICE

11. URGENT BUSINESS

12. IN CAMERA AGENDA ITEMS

13. ADJOURNMENT

The meeting was adjourned at 10:40 a.m.

Councillor S. Gersher, Chair

Deputy City Clerk S. Bryant

The Green Infrastructure Strategy: Towards an Interconnected Green Network

ISSUE

Saskatoon's green spaces and assets are under pressure from urban growth and increasing stress from climate-related impacts such as invasive pests, flooding, heat and drought. As Saskatoon continues to grow and change, there is an opportunity to enhance and strengthen the Green Network by improving the ecosystems' condition, partnering with the community, and nurturing relationships between people and nature. This report outlines how, by integrating green Infrastructure into the urban fabric to create a more contiguous green network, Saskatoon can better provide resilient municipal and ecosystem services and create high-quality environments to live, work, learn and play.

BACKGROUND

At its meeting held on May 28, 2018, City Council considered the Green Infrastructure Update – May 2018 report. Additional reports were received throughout 2017, 2018 and 2019. Refer to Appendix 1 - Green Infrastructure Strategy Reporting Summary for additional background.

At its meeting on March 17, 2017, the Standing Policy Committee on Environment, Utilities and Corporate Services received communication from Meewasin regarding the Meewasin Valley-wide Resource Management Plan, and resolved that the matter be referred to the Administration for a report.

CURRENT STATUS

Green Infrastructure and the Green Network

Green infrastructure is a system of natural, enhanced and engineered assets that provide municipal and ecosystem services by protecting, restoring or emulating nature. When green infrastructure is designed holistically, it becomes an interconnected Green Network that works as a system to enhance the urban environment and improve quality of life. When green infrastructure is connected, resiliency increases, and the overall benefits exceed the contributions of an individual piece.

The Executive Summary for the *Green Infrastructure Strategy* can be found in Appendix 2. The full Strategy can be found online at www.saskatoon.ca/greeninfrastructure.

Vision and Actions

The vision for the Green Infrastructure Strategy (Strategy) is that Saskatoon's green network provides sustainable habitat for people and nature. The holistic green network takes into account natural, enhanced and engineered green infrastructure, which as a system provides far more effective services when considered together than when apart. The Strategy outlines actions and initiatives to achieve the vision for a holistic green network. There are five themes which guide the green network, which are:

- promotes **community** by facilitating place-making, honouring culture, and inspiring community-led transformation;
- creates a **governance** model with an emphasis on partnerships and triple bottom line solutions;
- provides access to high-quality, interconnected **open space** for all Saskatoon's residents;
- supports **ecology** by conserving biodiversity, supporting high quality habitat, and increasing climate change resilience; and
- facilitates **storm water management** by managing rain where it falls and recognizing storm water as an important resource.

Through research, engagement, municipal scans and analysis of the findings, the Strategy proposes a series of 15 actions, each with tasks associated with implementation of the action. The Green Infrastructure Actions are as follows:

1. Design the green network to reflect our collective history, honour cultural diversity and create a sense of belonging for all.
2. Inspire citizen-driven transformation of the green network.
3. Increase food production in the green network.
4. Invest in the green network within the City of Saskatoon.
5. Develop a cooperative governance approach to green network provision and management.
6. Redefine the partnership with Meewasin to achieve collective goals related to conservation, education, and development of the green network.
7. Renew formal and informal green space in the green network to meet citizen needs.
8. Expand the green network by creating new publicly available green space or increasing green infrastructure.
9. Increase walkability and active transportation throughout the green network.
10. Protect and grow the urban forest.
11. Protect, restore and manage significant natural areas.
12. Connect and naturalize the green network in built-up areas.
13. Improve biodiversity and ecosystem health throughout the green network.
14. Integrate natural waterbodies and drainage courses into development using green infrastructure.
15. Increase the use of low impact development.

Prioritization of the tasks associated with the plan are included in the action summary list, and near-term tasks can be found in Appendix 3 - Green Infrastructure Strategy Initiatives by Phase.

DISCUSSION/ANALYSIS

Risks

The Green Infrastructure Strategy details and is informed by the risks identified by internal and external stakeholders through numerous engagement activities. The City of Saskatoon's (City) *Climate Projections and Possible Impacts* report and Meewasin's

Valley-wide Resource Management Plan also identifies that climate change and biodiversity loss are the two biggest risk factors to Saskatoon's Green Network. Climate change projections for the region and the resource plan, as well as engagement feedback, indicates an increased risk for external impacts on the network, such as pests, heat, and changing precipitation patterns like drought and storms, which could compromise the network's capacity to support municipal and ecosystem services. Furthermore, deterioration of the City's green network may increase the likelihood of the urban heat island effect, which can create temperatures on hard surfaces like pavement considerably hotter than the air, where shaded or moist surfaces remain close to air temperature.

Benefits

Natural areas, like the river, are the backbone of a connected, integrated green network. Nature provides ecosystem services that are more difficult and costly to replicate than to conserve. By integrating hubs for conservation and biodiversity into the urban fabric, Saskatoon will benefit from increased resilience to climate change, improved community access to nature, and more recognizable and unique environments.

To align with the City's sustainability priorities, the Triple Bottom Line Decision Making Tool was used to conduct a high level evaluation of the Strategy. Overall, the results of the review indicate that the Strategy aligns with the City's environmental, social, economic, and governance priorities. Benefits are highest in the Environmental Health and Integrity, and Good Governance principles, followed by Social Equity and Cultural Wellbeing, then Economic Prosperity and Fiscal Responsibility.

Significant benefits of the Strategy are that it:

- supports carbon sequestration and climate change adaptation;
- places value on natural assets and defines the services they provide;
- supports partnerships and community-led change;
- strives for increased equity and inclusion of community members in green space design and management;
- seeks to improve policies and practices; and
- recognizes that opportunities for additional positive impacts can continue throughout implementation.

Supporting a Governance Framework

Language supporting the importance of green infrastructure is included in the Strategic Plan (2018-2021), Triple Bottom Line Policy, and the Official Community Plan. The Strategy provides an opportunity for a coordinated approach to prioritizing and coordinating new green infrastructure initiatives; informing cross-disciplinary processes and standards; collaboration; and reporting.

The Strategy is intended to provide guidance to the Administration for future work planning and budget forecasting. Implementation pieces will be brought forward to City Council for deliberation on an on-going basis ensuring City Council has opportunities to direct priorities and resources.

Coordination with the Meewasin Valley Authority

The City has historically looked to the Meewasin Valley Authority (Meewasin) and *The Meewasin Valley Project: 100 Year Conceptual Master Plan* as the central tenet for green infrastructure planning along the South Saskatchewan River. Meewasin's *Valley-wide Resource Management Plan* (Resource Management Plan) was developed to guide the renewal and development of site specific management plans and to help Meewasin fulfill its mandate to enhance and maintain the river valley in a balanced way. Work done through the Green Infrastructure Strategy has found that many of these same risks threaten Saskatoon's overall Green Network.

As the community grows, the City needs an integrated approach to managing all of its green infrastructure assets to ensure that areas outside of the Meewasin jurisdiction are coordinated and cohesive with those within Meewasin areas along the central river valley corridor. To promote coordination between the *Green Infrastructure Strategy* and Meewasin's *Valley-wide Resource Management Plan*, Meewasin staff participated on the *Green Infrastructure Strategy* project team. This partnership has facilitated knowledge and expertise sharing to ensure that actions in the Strategy are complimentary to the *Resource Management Plan* without creating duplication.

IMPLICATIONS

There are no financial, legal, social or environmental implications directly triggered by this information report.

City Council has approved funding to begin implementation of the *Green Infrastructure Strategy* in the 2020-2021 budget cycle. Funding from the Reserve for Capital Expenditure in the amount of \$150,000 will be available each year. The funds will be used to provide dedicated resources to coordinate work and act as a corporate resource for the Strategy, as well as lead the implementation of preliminary initiatives that have been identified in the Strategy.

ENGAGEMENT

From 2017 through 2019, feedback from over 600 community members, technical experts, and the Indigenous Technical Advisory Group informed the development of the Guiding Principles and Vision for the Green Network. The Guiding Principles were endorsed by City Council in May of 2018.

The draft Strategy was presented at a public come-and-go event November 21, 2019. Feedback was positive and supported the actions and areas of interest. There were concerns that the Strategy would be optional and that Administration would not be required to follow it. Refer to Appendix 4 – Green Infrastructure Strategy Engagement Summary. To ensure the Strategy is used by Administration, the dedicated resource will promote the Strategy across the corporation and advise on how work can be aligned.

NEXT STEPS

Green Infrastructure work led by Sustainability in 2020, and 2021, will focus on the development of a Green Infrastructure Program, including:

- education materials about the green network, including promotion of biodiversity and urban agriculture;
- collaboration opportunities with Meewasin's educational and public outreach programming to increase conservation, ecology, and natural and cultural resource awareness;
- a program to support green infrastructure projects through community and commercial grants or incentives;
- enhanced collaboration with the University of Saskatchewan, the school divisions and other stakeholders around green space management; and
- prioritizing sites, assessing risk, and developing management plans or restoration work.

Further exploration of external funding opportunities will be carried out which, if successful, may provide opportunities to expand the scope of the work proposed or the partnerships with stakeholders for this first phase.

Work which progresses and strengthens the green network is also being carried out across the Corporation, including the Natural Area Standards and the Urban Forest Management Plan. Other work groups are also proceeding with initiatives that align with the Strategy such as creating a tree protection bylaw, implementing the Flood Control Strategy, and developing a Centre Median Strategy.

APPENDICES

1. Green Infrastructure Strategy Reporting Summary
2. Green Infrastructure Strategy Executive Summary
3. Green Infrastructure Strategy Initiatives by Phase
4. Green Infrastructure Strategy Engagement Summary

REPORT APPROVAL

Written by: Genevieve Russell, Green Infrastructure Special Projects Manager, Sustainability

Reviewed by: Twyla Yobb, Environmental Protection Manager, Sustainability
Jeanna South, Director of Sustainability

Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - The Green Infrastructure Strategy: Towards an Interconnected Green Network.docx

Green Infrastructure Strategy Reporting Summary

Date/Committee/Council	Recommended	Moved/Resolved
December 28, 2018 City Council	See below, forward from SPC EU&CS.	Received as information, passed on consent agenda.
December 14, 2018 SPC EU&CS	Forward to City Council for information.	Received as information.
Green Infrastructure Strategy Update – December 2018 Report Highlights: <ol style="list-style-type: none"> 1. Work has begun on Natural Area Standards and the Urban Forest Management Plan, two initiative that address key findings identified in the Green Infrastructure Strategy Baseline Report [and Green Infrastructure Business Plan strategic priorities]. 2. The Green Strategy has identified sites that could be designated as natural areas, including the small Swale. [This in response to an inquiry on the small swale] 3. The Natural Area Standards will provide policies and guidelines for development occurring in, and adjacent to, natural areas. 4. The Urban Forest Management Plan has identified the various types of tree populations that exist in Saskatoon. This information will be used to develop strategies that maximize the benefits provided by trees. 5. Amendments to the Official Community Plan will support the Strategy. Attachments: <ol style="list-style-type: none"> 1. Saskatoon's Green Strategy – Background 2. Saskatoon's Green Strategy – Related Initiatives Diagram 3. Saskatoon's Natural Areas 4. Saskatoon's Green Strategy – The Small Swale 5. Urban Forest 6. Highlight of Planned Official Community Plan Update 7. Green Strategy Engagement Update – November 2018 8. Saskatoon's Green Strategy – Social Media Messaging 		
Date/Committee/Council	Recommended	Moved/Resolved
June 6, 2018 MHAC	As below, forward from SPC EU&CS	Presentation provided by Genevieve Russell. Received as information.
May 28, 2018 City Council	As below, forward from SPC EU&CS	Spoken to by Candace Savage, who requested that more clarity and strategic next steps be added. Resolutions included all original recommendations 1-4 plus 5 th motion from Committee.
May 14, 2018 SPC EU&CS	<ol style="list-style-type: none"> 1) That the Green Infrastructure Baseline Inventory Report be received as information; 2) That the draft guiding principles be endorsed; 	Spoken to by Candace Savage, who encouraged city to adopt draft principles as set out in presented report along with request for funds.

	<p>3) That community engagement on amendments to the Official Community Plan to reflect the Green Infrastructure Strategy be planned and a report be brought to the Municipal Planning Commission with a recommendation to City Council for approval in the fall;</p> <p>4) That \$150,000 be approved from the Reserve for Capital Expenditures (RCE) for this initiative as outlined in this report;</p> <p>5) That the report of the Acting General Manager, Corporate Performance, dated May 14, 2018, be forwarded to the Municipal Heritage Advisory Committee for information.</p>	<p>Motion to recommend items 1-4 to Council plus 5th motion from Committee.</p>
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Green Infrastructure Strategy Update – May 2018

Report Highlights:

1. Phase I of the Green Infrastructure Strategy included gathering information about the City's existing green spaces to establish the baseline Green Infrastructure Network and identified areas that need to be strengthened.
2. Ten draft guiding principles outline what the Strategy strives to achieve.
3. Amendments to the Official Community Plan, that reflect and support the strategy, are recommended.
4. Phase 2 of the Strategy will include the development of a Green Infrastructure Action Plan.
5. Several key findings of the Green Infrastructure Baseline Inventory Report can be addressed through Natural Areas and Asset Standards. Work to develop these standards are proposed to proceed immediately.
6. Support for the Urban Forest can be achieved through the Green Infrastructure Strategy.

Attachments:

1. Green Infrastructure Strategy – Baseline Inventory Report
2. Guiding Principles

Date/Committee/Council	Recommended	Moved/Resolved
Dec. 5, 2017 SPC EU&CS	That the report be received as information.	Received as information
Green Infrastructure Strategy Update Report Highlights: <ol style="list-style-type: none"> 1. Ten key highlights have been drafted to guide the development of the Green Infrastructure Strategy. These principles focus on a future desired state for use of green spaces in Saskatoon. 2. The Green Infrastructure Baseline is a map-based inventory of the green spaces in Saskatoon. The baseline is intended to document the current status of green spaces in the city. 3. Engagement in Phase I of the Green Infrastructure Strategy will consist of meetings with key technical experts in the community who may be able to contribute information to the baseline. Attachments: <ol style="list-style-type: none"> 1. Guiding Principles (draft) 2. Green Infrastructure Baseline 3. Green Infrastructure Strategy Poster Board 		
Date/Committee/Council	Recommended	Moved/Resolved
May 23, 2017 City Council	As below	Received as information.
May 8, 2017 SPC EU&CS	Forward to City Council as information.	Forwarded to City Council for information.
Green Infrastructure Strategy Report Highlights: <ol style="list-style-type: none"> 1. Natural areas are increasingly becoming integrated into the urban environment in Saskatoon. Appropriate policy is required to address natural systems and guide interactions with built urban systems. 2. Emerging practice in urban storm water planning includes incorporating natural systems and creating new designs to mimic natural features and processes. 3. Outcomes of the first phase of the Green Infrastructure Strategy include the development of a high level policy statement, an inventory map of Saskatoon's Natural Areas, and a framework for further policy and guidelines for urban land use and natural infrastructure. 4. The Green Infrastructure Strategy will incorporate the knowledge and actions identified in the Meewasin Valley-Wide Resource Management Plan. Attachments: <ol style="list-style-type: none"> 1. Key stakeholders 2. Frequently asked questions 		
Date/Committee/Council	Recommended	Moved/Resolved
March 17, 2017 SPC EU&CS	Considered a communication and presentation from Meewasin regarding the Meewasin Valley-wide Resource Management Plan	2. That the matter be referred to the Administration for a report.

Meewasin Valley-wide Resource Management Plan**Presentation Highlights:**

1. Meewasin and the Nature Conservancy of Canada received federal funding to develop the Valley-wide Resource Management Plan.
2. Four conservation targets were identified and assessed for threats.
3. There were a number of high ranking threats.
4. Over 180 key conservation actions were identified to mitigate threats.
5. The Resource Management Plan will be reviewed and updated annually.

Attachments:

1. The Meewasin Valley-wide Resource Management Plan

Date/Committee/Council	Recommended	Moved/Resolved
November 30, 2016 City Council Business Plan and Budget Review	That the amended Capital Project No. 2390 – Green Infrastructure Strategy, as outlined in this report and included in the 2017 Business Plan and Budget, be approved.	Approved

Natural Areas Strategy and Green Stormwater Management**Report Highlights:**

1. A Federal fund of \$75 million has been established to support plans, feasibility studies, operational studies, and pilot projects that support climate change mitigation (greenhouse gas reduction) and adaptation.
2. Correspondence with the Federation of Canadian Municipalities program developers suggest that Capital Project No. 2390 has a strong likelihood of receiving funding support, which could range between \$50,000 and \$100,000.

Attachments:

1. 2017 Capital Budget/2018-2021 Capital Plan Project Details (\$000s).

Saskatoon's Green Infrastructure Strategy:

Towards an Interconnected Green Network

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The Saskatoon community is passionate about our Green Network. The Green Network is used for many meaningful activities including active and passive recreation in over 200 parks, food production in over fifty community gardens, active transportation throughout our extensive trail system, agricultural and environmental research at the University of Saskatchewan, access to wild spaces in our natural areas and naturalized parks, and cultural connections at Wanuskewin Heritage Park.

As Saskatoon grows, our Green Network is under increasing pressure to provide high quality green space to all city residents while supporting storm water management and other ecosystem services. External risks such as climate change compromise the Network's capacity to support public needs and municipal services.

To address these concerns, the City of Saskatoon has created the *Green Infrastructure Strategy* (Strategy). The purpose of the Strategy is to establish the vision, actions, and implementation framework to enhance Saskatoon's Green Network by integrating green infrastructure into land use planning and asset management. The Strategy identifies existing green infrastructure, and the municipal and ecosystem services it provides while considering site-specific factors, community needs, and financial implications. The Strategy also identifies community partners to strengthen green infrastructure in priority areas.

Vision and Guiding Principles

The Vision is *Saskatoon's Green Network provides sustainable habitat for people and nature.*

The following Guiding Principles provide a framework through which the vision will be achieved. These principles were used to analyze the existing Green Network, create themes, and develop actions and key performance indicators to address network risks.

Climate Change Adaptation and Mitigation

Ecological Integrity

Education and Awareness

Equitable and Accountable

High Quality

Integrated and Multifunctional

Public Safety

Recognizable and Unique Places

Sustainable

Wellness: Physical and Mental

What is green infrastructure and where do we find it?

Green Infrastructure is a system of natural, enhanced, and engineered assets that provide municipal and ecosystem services by protection, restoring, or emulating nature. When green infrastructure is designed holistically, it becomes an interconnected **Green Network** that enhances the urban environment and improves quality of life.

Natural assets are native to the Saskatoon region. They include the South Saskatchewan River, grasslands, woodlands, wetlands, and soil systems. These sites often contain important cultural and archaeological features. Natural assets are core ecosystems that provide important habitat for urban wildlife, mitigate risks from changing climate conditions, support municipal services (e.g. storm water management), and connect the community to nature. They can be carefully integrated into development to conserve as much ecosystem and cultural function as possible.

Enhanced assets are designed places and features that modify natural assets for improved human use in an urban context. These include our formal green spaces such as district and neighbourhood parks, informal green spaces such as roadway greens and medians, the urban forest, and arable land. Enhanced assets provide space for recreation, relaxation, commuting, and food production. They can also provide linkages and habitat between natural assets, and help absorb storm water.

Engineered assets incorporate nature-inspired design into the built environment to support ecosystem function or greater connectivity to natural and enhanced assets. They include much of our storm water infrastructure, trail systems, Low Impact Development (e.g. green roofs), and grey infrastructure with nature friendly or cultural considerations. Some grey infrastructure interfaces with green infrastructure. For example, storm water infrastructure can sometimes be naturalized; trails and roadways can be modified to support wildlife movement.

Benefits of green infrastructure

Ecosystem services are the array of benefits provided by green infrastructure. Trees purify the air and absorb carbon as they grow.

Flowering plants support bees and other insects, which in turn pollinate our crops. Wetlands incorporated into the storm water network help purify our water and store carbon. Well-designed green spaces provide areas for both recreation and relaxation.

The Millennium Ecosystem Assessment is a United Nations framework that categorizes ecosystem services into four broad areas: Provisioning, Regulating, Cultural, and Supporting services. Understanding these services is essential to improving our management of the Green Network.

Development of the Green Infrastructure Strategy

The *Green Infrastructure Strategy* was developed using the following process:

- **Vision and Guiding Principles:** From 2017 to 2019 feedback from over 600 community members, technical experts, and the Indigenous Technical Advisory Group¹ informed the development of the Guiding Principles and vision for the Green Network (see Table 2). The Guiding Principles were endorsed by Council in May of 2018.
- **Inventory and Findings:** The current state of green infrastructure assets in Saskatoon's Green Network was compiled in the *Green Infrastructure Strategy Baseline Inventory Report* that was presented to City Council in May of 2018². As the project progressed and information became available³, the inventory was refined and updated.

Findings related to each asset were developed through further analysis of risks and opportunities in the Green Network. Analysis included research into Saskatoon plans and policies, practices in other municipalities, and feedback from internal stakeholders and technical experts.

- **Themes:** The inventory, findings, and resulting actions were organized into five themes: Community, Governance, Open Space, Ecology, and Storm Water.
- **Actions & Initiatives:** Actions and initiatives are designed to address risks and take advantage of opportunities.
- **Implementation:** As the *Strategy* is implemented, initiatives that address the actions will be prioritized through further stakeholder and community input. Initiatives will be brought forward to Council for deliberation throughout implementation to direct priorities and funding.

Figure 1: Development of the Green Infrastructure Strategy



¹ City of Saskatoon. (2020). Green Infrastructure Strategy Engagement Report.

² City of Saskatoon. (2018). Green Infrastructure Strategy Baseline Inventory Report.

³ E.g. Diamond Head Consulting. (2019). Urban Forest Canopy Assessment. E.g. Meewasin. (2019). Natural Areas Inventory for the City of Saskatoon.

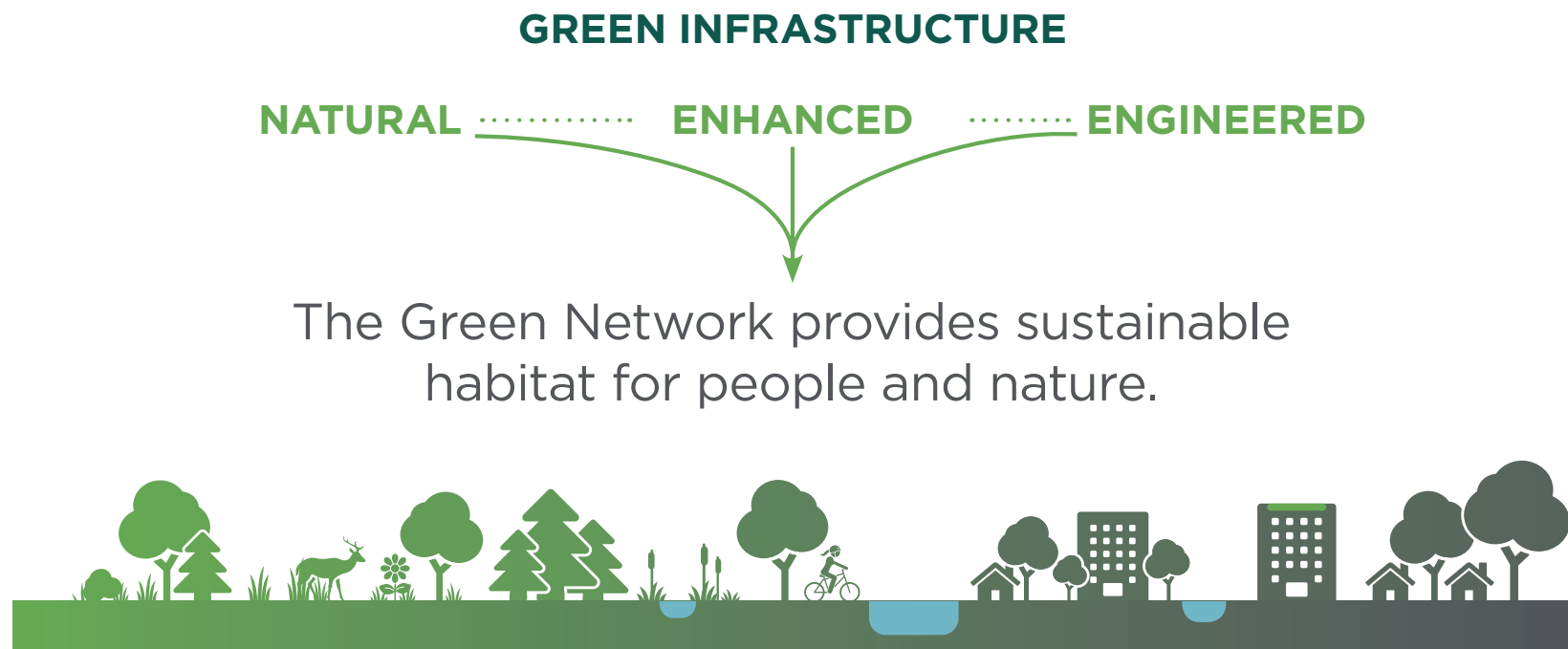
SASKATOON'S GREEN NETWORK

When green infrastructure is designed holistically, it becomes an interconnected **Green Network** that enhances the urban environment and improves quality of life (see Figure 2).

Taking a network approach to green infrastructure ensures that the multiple interactions of people, nature, and assets in the Green Network

are considered holistically. Systems thinking in both planning and land use frames green infrastructure assets through a web of interrelationships that provide far more ecosystem services when designed together than apart.

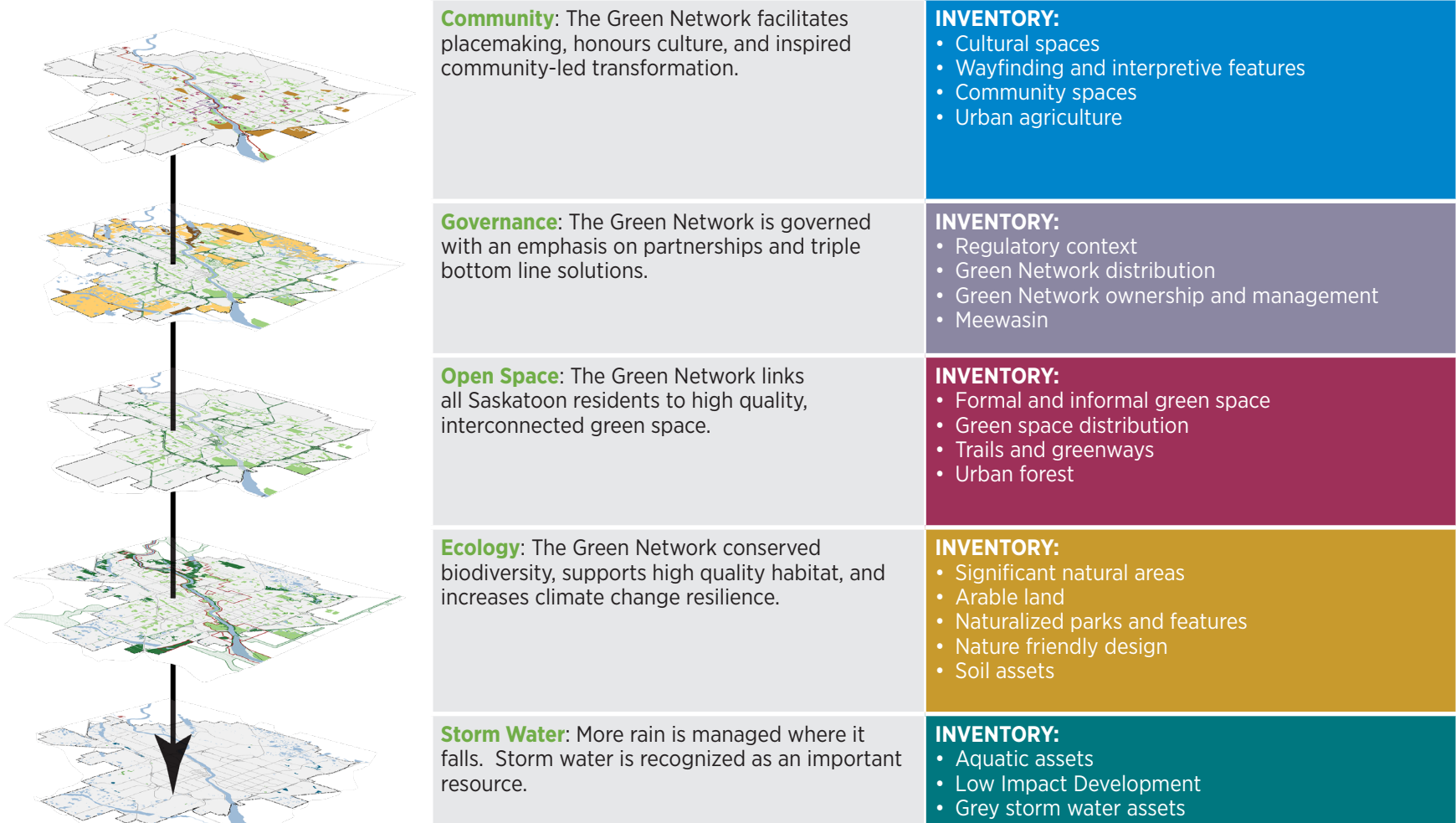
Figure 2: Green infrastructure assets interconnecting to form the Green Network and achieve the vision.



Green Network Themes

Addressing risks will allow Saskatoon to achieve an interconnected Green Network. Risks to green infrastructure are identified, and opportunities to address risks are proposed as actions in each theme. Through these actions, network risks will be addressed, and the vision for the Green Network will be achieved.

Figure 3: Green Network themes, inventory, and maps.



Summary of Community Actions

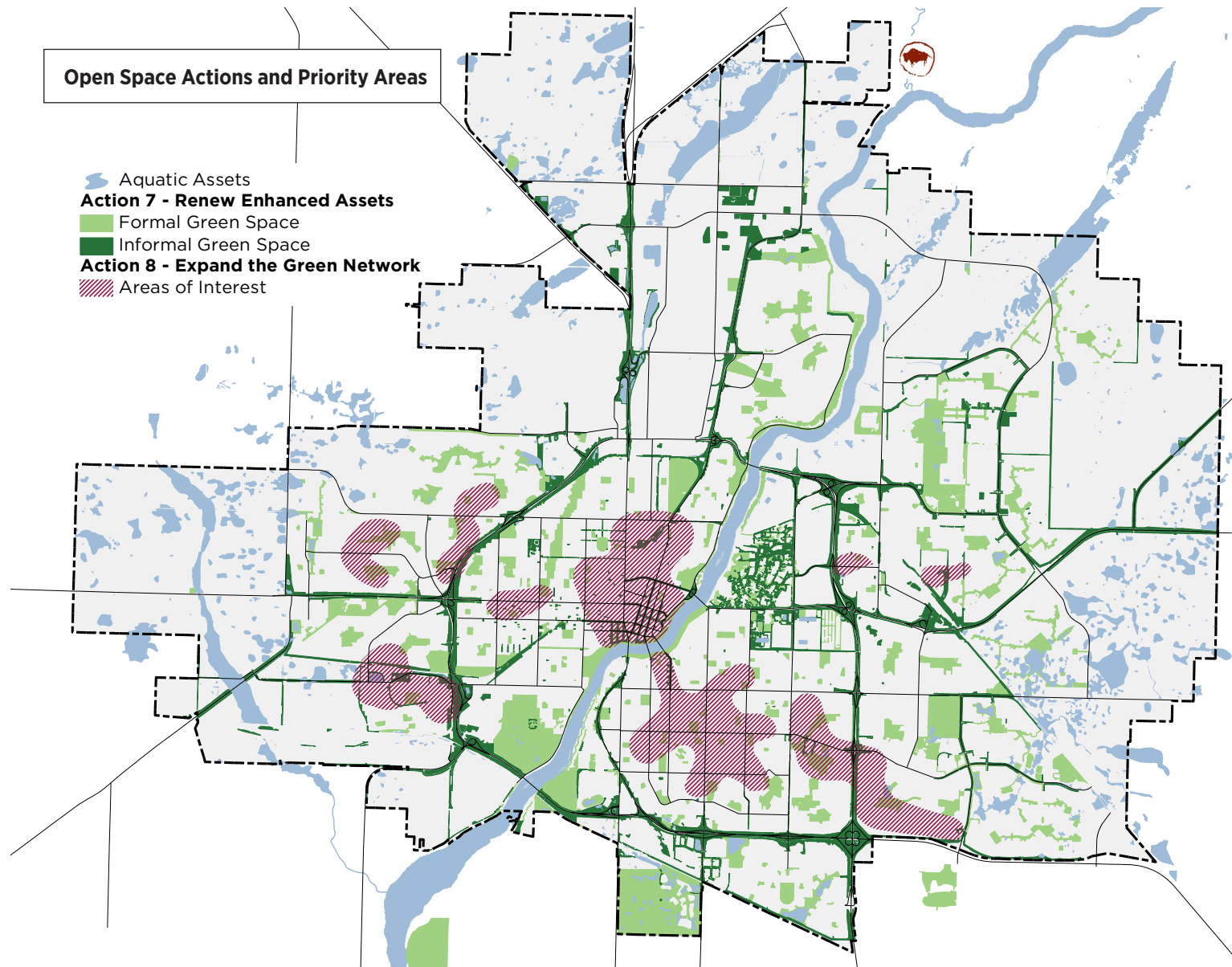
Community Actions	Phase*	Responsibility		
		Primary	Secondary	Partners
Action 1: Design the Green Network to reflect our collective history, honour cultural diversity, and create a sense of belonging for all.				
Action 1 should take place throughout the Green Network. Community partnerships and cultural assessments are required to identify specific priority areas.				
1.1: Complete an Intangible Cultural Heritage Assessment to better understand community uses of the Green Network.	2	Sustainability		Local First Nations, Heritage Society, Meewasin, and many others
1.2: In partnership with the community, complete a Traditional Land Use and Traditional Knowledge assessment to identify cultural elements in the Green Network, and establish ways to conserve, honour, and revitalize these elements.	2	Sustainability, Indigenous Initiatives	P&D	
1.3: Continue meaningful engagement with affected groups to design the Green Network through an equity and inclusion lens.	1	Sustainability	All	
1.4: Work with the community to tell the story of Saskatoon's Green Network from many voices through public art, interpretive features, and other mediums.	2	Community Development	Indigenous Initiatives	
Action 2: Inspire citizen-driven transformation of the Green Network.				
Community partnerships and an intangible cultural heritage assessment is required to identify priority areas.				
2.1: Develop and provide education materials about the Green Network to citizens to increase community awareness and ownership.	1	Sustainability	Parks, P&D, Saskatoon Land, Saskatoon Water	Meewasin, SES Local Businesses, and many others
2.2: Seek opportunities to incentivize green infrastructure in private and commercial areas.	1			
2.3: Develop a program and funding model to support community-led green infrastructure projects, citizen science, and bio-cultural management.	1			
Action 3: Increase food production in the Green Network.				
There is considerable public interest in increasing urban agriculture city-wide. The <i>Junction Improvement Strategy</i> recommends improving food security and urban growing practices in redevelopment projects. Food deserts are also a priority area.				
3.1: Update policies to improve urban agriculture outcomes and community or regional partnerships.	3	Sustainability	P&D, Parks, Community Development, Indigenous Initiatives	Saskatoon Food Council, CHEP Good Food, SFBLC, Meewasin
3.2: Work with partners to develop a comprehensive food strategy, including implementation of the <i>Saskatoon Regional Food System Assessment and Action Plan</i> .	2			
3.3: Work with and support partners to incorporate food and fruit production or traditional food systems into high priority urban areas.	2			
3.4 Identify potential sites and partners to develop a food forest pilot project.	1			
*Phases: proposed initiation of actions. 1: near term (within 2 years); 2: medium term (within 3 to 9 years); 3: long term (over 10 year).				

Summary of Governance Actions

Governance Actions	Phase*	Responsibility		
		Primary	Secondary	Partners
Action 4: Invest in the Green Network within the City of Saskatoon. Action 4 should take place throughout the Green Network.				
4.1: Improve Green Network planning by updating City work plans, policies, and initiatives to increase green infrastructure across Saskatoon.	3	Sustainability	P&D	
4.2: Compile City-wide data sets for more effective data management and create data sharing agreements with other agencies.	1		All	Meewasin, many others
4.3: Adopt an ethical space and triple bottom line approach to Green Network governance, planning the Green Network through sustainability, inclusion, and equity frameworks.	1		All	Local First Nations
4.4: Define an appropriate service level and associated funding for the Green Network to prioritize future investments.	3		Parks	
4.5: Evaluate the ecosystem services of the Green Network through the Natural Capital Asset Valuation process.	3			Meewasin
Action 5: Develop a cooperative governance approach to Green Network provision and management. Action 5 should take place throughout the Green Network.				
5.1: Work with research and education institutions such as the University of Saskatchewan and school divisions, conservation agencies, landowners, and other stakeholders on green space management and education.	1	Sustainability	Saskatoon Water, P&D	U of S
5.2: Work with regional partners to coordinate Green Network development and management in urban areas that intersect with the region.	3			P4G, Meewasin
5.3: Work with Wanuskewin to conserve their viewshed and support management of Opimihaw Creek.	1		Indigenous Initiatives	WHP, P4G, Meewasin
5.4: Partner with Indigenous communities and organizations to explore traditional land management and governance models for the Green Network.	3			Many
Action 6: Redefine the partnership with Meewasin to achieve collective goals related to conservation, education, and development in the Green Network. Action 6 should take place in significant natural areas and partnership areas of interest.				
6.1: Establish regular meetings to review plans and priorities to strategically align mutual work.	1	Sustainability and Community Services	P&D, Parks, Saskatoon Water	Meewasin
6.2: Collaborate on conservation, naturalization, and the development of trails, interpretive infrastructure, and amenities in areas of interest.	2			
6.3: Leverage and support Meewasin’s educational and public outreach programming and volunteer base to increase conservation, ecology, and natural and cultural resource awareness.	1			
6.4: Seek opportunities to collaborate on external funding.	1			
6.5: Update the Meewasin-City service agreement and other documents as needed to reflect the above initiatives.	1			
*Phases: proposed initiation of actions. 1: near term (within 2 years); 2: medium term (within 3 to 9 years); 3: long term (over 10 year).				

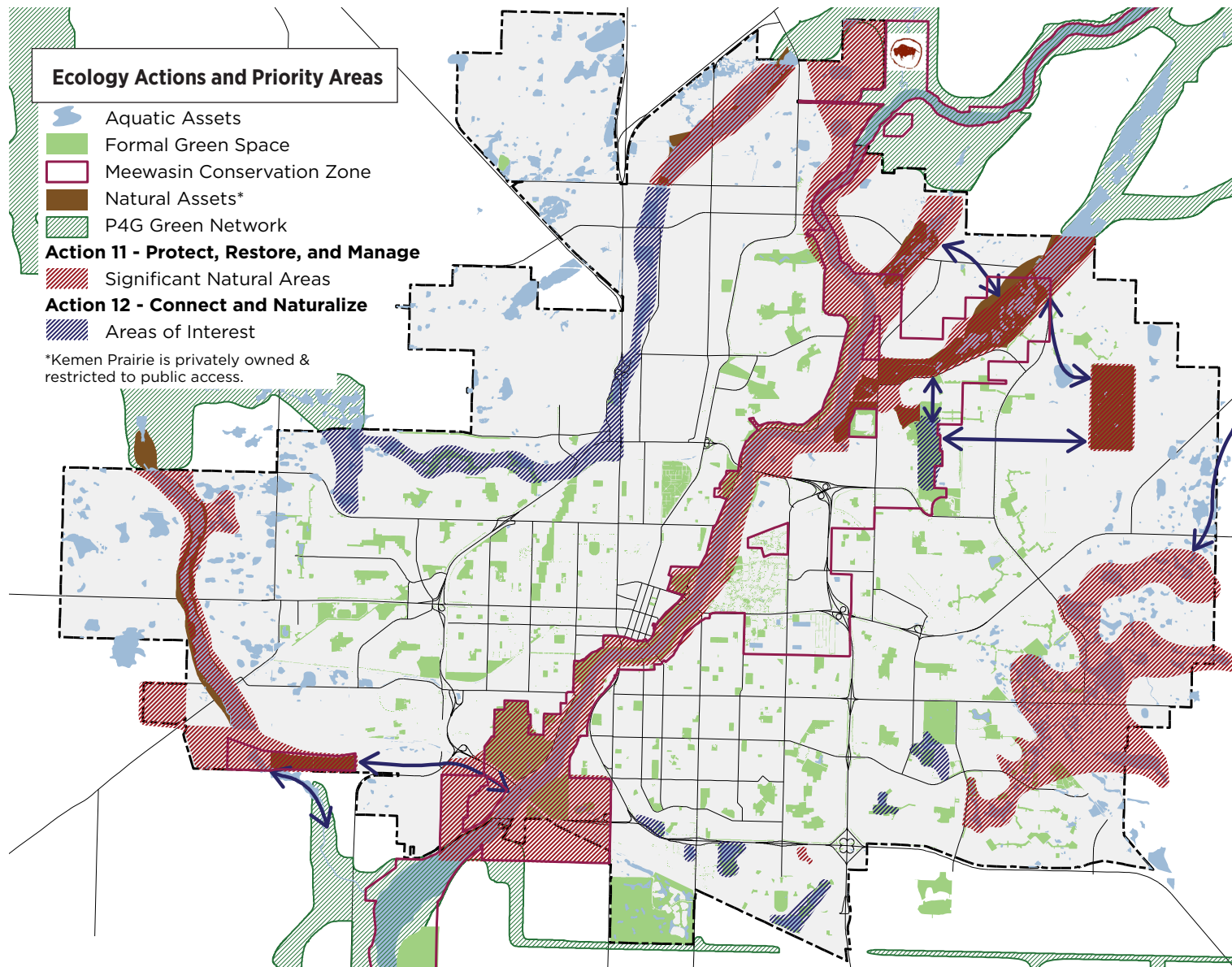
Summary of Open Space Actions

Open Space Actions	Phase*	Responsibility		
		Primary	Secondary	Partners
Action 7: Renew formal and informal green space in the Green Network to meet citizen needs. Action 7 should take place in areas determined through the Parks prioritization process. The Pierre Radisson Park complex has been identified as one opportunity.				
7.1: Identify high priority formal and informal green spaces to upgrade or redevelop.	2	Parks	Sustainability	Meewasin
7.2: Increase coordination within the City, and with the community, to encourage informal green space renewal.	2	Sustainability	Parks	Community groups
7.3: Implement park upgrade plans starting in high priority areas.	3	Parks, Facilities	RCD, Sustainability	
Action 8: Expand the Green Network by creating new publicly available green space or increasing green infrastructure. Action 8 should take place in areas with low green infrastructure distribution.				
8.1: Identify green infrastructure opportunities outside the existing Green Network.	3	Sustainability	Community Services, Parks, Saskatoon Land, Saskatoon Water	Meewasin, other green space owners and managers
8.2: Secure key sites through purchase, donation, or partnership with other land owners, stakeholders, or citizen groups.	3			
8.3: Design and implement green infrastructure expansion in areas of interest.	3			
Action 9: Increase walkability and active transportation throughout the Green Network. Action 9 should take place throughout the Green Network.				
9.1: Identify and address accessibility and connectivity barriers to and within the Green Network.	2	Transportation	Sustainability, Parks	Meewasin
9.2: Increase access to and within the Green Network, with an emphasis on walkability and multi-modal transportation.	2			
Action 10: Protect and grow the urban forest. Action 10 should take place in priority areas as determined by the Urban Forest Management Plan.				
10.1: Ensure existing trees are protected, including through policy and bylaw updates.	1	Parks	Sustainability, P&D	
10.2: Review and improve existing programs related to tree watering, maintenance, inventory, and planting techniques.	1			
10.3: Continue to trial new tree species and increase biodiversity.	3			Meewasin
10.4: Design sustainable tree planting sites to ensure adequate soil volume, quality, and space for trees.	2			
10.5: Develop community education and outreach programs to increase public awareness, stewardship, and partnerships.	1		Sustainability	SOS Elms, Friends of the Afforestation Areas
*Phases: proposed initiation of actions. 1: near term (within 2 years); 2: medium term (within 3 to 9 years); 3: long term (over 10 year).				



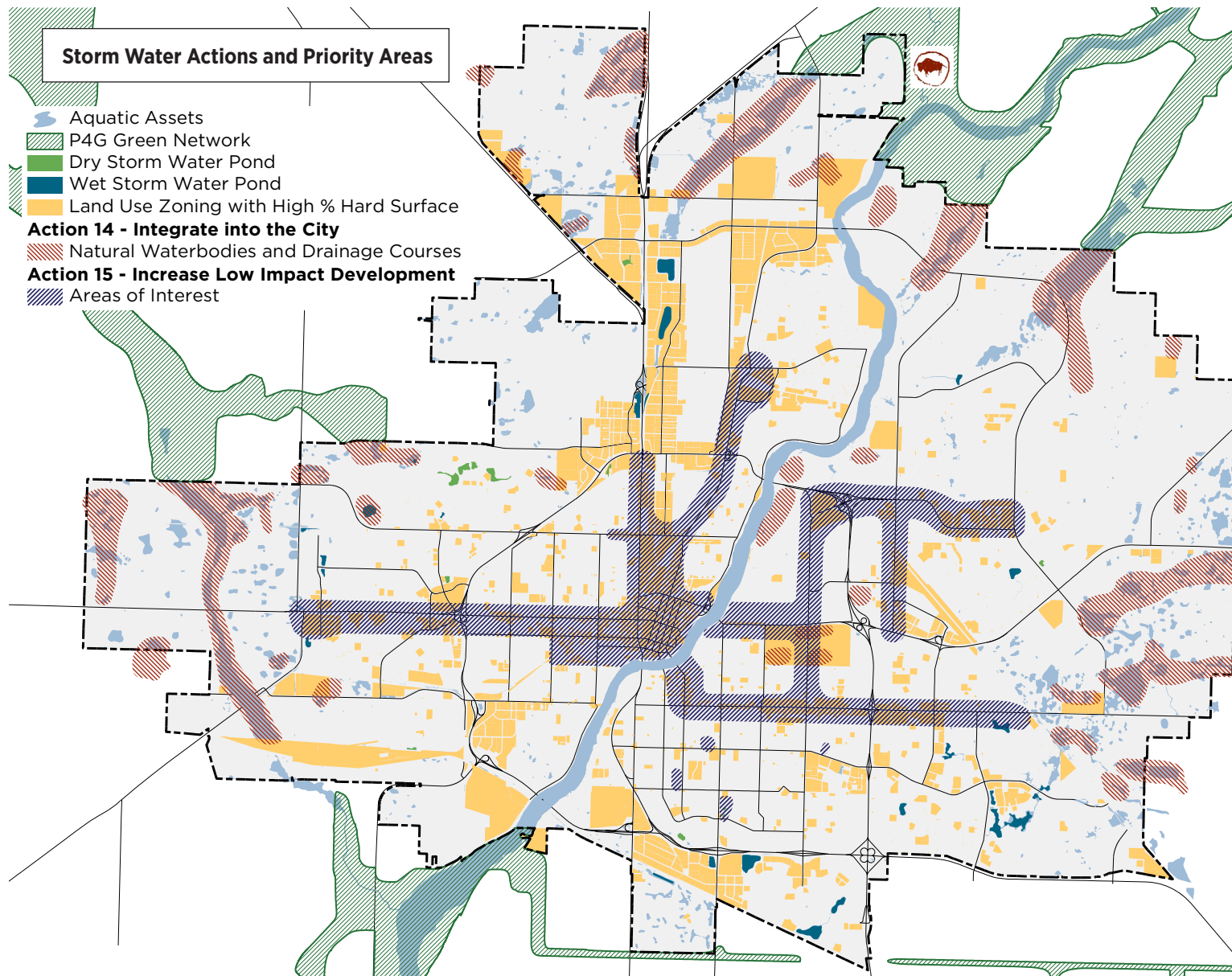
Summary of Ecology Actions

Ecology Actions	Phase*	Responsibility		
		Primary	Secondary	Partners
Action 11: Protect, restore, and manage significant natural areas. Action 11 should take place in significant natural areas identified in the <i>Natural Areas Inventory</i> .				
11.1: Identify natural areas and make management decisions for these sites regarding avoidance, minimization, or compensation.	2	Sustainability, P&D		U of S, Meewasin
11.2: Protect significant natural areas using a variety of available protection tools.	1			Meewasin
11.3: Integrate natural assets into the urban fabric while conserving ecosystem function.	3	Sustainability	P&D, Saskatoon Water	
11.4: Develop and implement site-specific management plans, including restoration of natural areas when required.	1		Parks	
11.5: In partnership with landowners, direct development in a way that helps retain and protect high quality arable land connecting to the regional agricultural network.	3		P&D, Saskatoon Land	U of S, P4G, Meewasin
Action 12: Connect and naturalize the Green Network in built-up areas. Action 12 should take place where Network connectivity gaps are identified in the <i>Natural Areas Inventory</i> and in green spaces identified by the Parks Naturalization program.				
12.1: Naturalize parks, storm water infrastructure, and other open space where appropriate.	2	Sustainability, Parks	Saskatoon Water	Meewasin
12.2: Purchase or acquire land in strategic areas to enhance biodiversity outcomes and increase connectivity.	3	Sustainability, P&D	Saskatoon Land	
12.3: Increase the City's use of native species in restoration and naturalization work.	3	Parks, Sustainability		
12.4: Coordinate with regional partners to connect the City's Green Network to the Regional Green Network whenever possible.	3	Sustainability, P&D	Saskatoon Water	P4G
Action 13: Improve biodiversity and ecosystem health throughout the Green Network. Action 13 should take place throughout the Green Network. Wildlife friendly retrofits should be prioritized adjacent to natural areas.				
13.1: Develop dark sky and low noise zones, prioritizing sites to reduce ecological stress.	2	Sustainability	P&D, SL&P	Meewasin
13.2: Develop and integrate wildlife friendly standards into development, including bird friendly standards in highly built-up areas.	1		P&D, C&D, Transportation, Parks, Facilities	BIRDS, Meewasin
13.3: Reduce point and non-point source pollution to natural assets.	2		Saskatoon Water	Meewasin, PFSRB
13.4: Establish ongoing biodiversity monitoring and reporting with partners.	1		Parks	Meewasin, U of S, UWIN
13.5: Improve management of the City's soil assets.	2	Parks, Sustainability		
*Phases: proposed initiation of actions. 1: near term (within 2 years); 2: medium term (within 3 to 9 years); 3: long term (over 10 year).				



Summary of Storm Water Actions

Storm Water Actions	Phase*	Responsibility		
		Primary	Secondary	Partners
Action 14: Integrate natural waterbodies and drainage courses into development using green infrastructure. Action 14 should take place in wetlands and drainage courses that will serve future growth areas. More areas will be identified and added to the inventory as new information comes available. Storm ponds with non-vegetated shoreline should also be considered.				
14.1: As the city expands, incorporate wetlands and natural drainage paths into the storm water network in greenfield development areas.	3	P&D, Saskatoon Water	Sustainability	Meewasin
14.2: Identify how green infrastructure can increase the storm system’s capacity to respond to intense rain events.	3	Saskatoon Water, Sustainability		U of S
14.3: Evaluate opportunities to increase naturalization of existing storm ponds to improve water quality and habitat, while balancing community recreation and other considerations.	3	Saskatoon Water	Sustainability, Parks	Meewasin
14.4: Consult with affected organizations when designing storm water infrastructure to mitigate impacts to natural areas and cultural elements within the watershed.	3		Sustainability	Meewasin, many
Action 15: Increase the use of Low Impact Development. Action 15 should take place in areas with high percentage of hard surface; areas along key corridors, downtown, and strategic infill areas; and flood prone areas.				
15.1: Incorporate Low Impact Development pilots into City projects to show leadership, prioritizing high-pedestrian areas such as BRT corridors and Downtown.	2	Sustainability, Saskatoon Water	P&D	U of S
15.2: Continue partnering with research institutions and conservation agencies to determine best practices for Low Impact Development.	2		Parks	U of S, PFSRB, Meewasin, MOST
15.3: Update bylaws and regulations to allow more permeable surfaces.	2	Sustainability, P&D	Saskatoon Water	
15.4: Encourage commercial, institutional, and residential installation of Low Impact Development and onsite storm water management through education and incentives.	2	Saskatoon Water, Sustainability		Businesses
15.5: Pilot raw water use projects.	2	Sustainability	Saskatoon Water, Parks	
*Phases: proposed initiation of actions. 1: near term (within 2 years); 2: medium term (within 3 to 9 years); 3: long term (over 10 year).				



Green Infrastructure Strategy Initiatives by Phase			
Work is prioritized based on how well it aligns with the Green Infrastructure Strategy Guiding Principles, other strategies, plans, and corporate goals; how it builds on work already underway; feasibility of the work; opportunities to coordinate with partners; the requirements for resourcing; and community and stakeholder feedback.			
Phase	Initiative	Theme	Lead
Near-term 1-2 years	1.3: Continue meaningful engagement with affected groups to design the Green Network through an equity and inclusion lens.	Community	Sustainability
	2.1: Develop and provide education materials about the Green Network to citizens to increase community awareness and ownership.	Community	Sustainability
	2.2: Seek opportunities to incentivize green infrastructure in private and commercial areas.	Community	Sustainability
	2.3: Develop a program and funding model to support community-led green infrastructure projects, citizen science, and bio-cultural management.	Community	Sustainability
	3.4: Identify potential sites and partners to develop a food forest pilot project.	Community	Sustainability
	4.2: Compile City-wide data sets for more effective data management and create data sharing agreements with other agencies.	Governance	Sustainability
	4.3: Adopt an ethical space and triple bottom line approach to Green Network governance, planning the Green Network through sustainability, inclusion, and equity frameworks.	Governance	Sustainability
	5.1: Work with research and education institutions such as the University of Saskatchewan and school divisions, conservation agencies, landowners, and other stakeholders on green space management and education.	Governance	Sustainability
	5.3: Work with Wanuskewin to conserve their viewshed and support management of Opimihaw Creek.	Governance	Sustainability
	6.1: Establish regular meetings with Meewasin to review plans and priorities to strategically align mutual work.	Governance	Sustainability
	6.3: Leverage and support Meewasin's educational and public outreach programming and volunteer base to increase conservation, ecology, and natural and cultural resource awareness.	Governance	Sustainability and Community Services

	6.4: Seek opportunities to collaborate on external funding with Meewasin.	Governance	Sustainability
	6.5: Update the Meewasin-City service agreement and other documents as needed to reflect the redefined partnership.	Governance	Community Services
	10.1: Ensure existing trees are protected, through policy and bylaw updates.	Open Space	Parks
	10.2: Review and improve existing programs related to tree watering, maintenance, inventory, and planting techniques.	Open Space	Parks
	10.5: Develop community education and outreach programs to increase public awareness, stewardship, and partnerships regarding the urban forest.	Open Space	Parks
	11.2: Protect significant natural areas using a variety of available protection tools.	Ecology	Sustainability and Planning & Development
	11.4: Develop and implement site-specific management plans, including restoration of natural areas when required.	Ecology	Sustainability
	13.2: Develop and integrate wildlife friendly standards into development, including bird friendly standards in highly built-up areas.	Ecology	Sustainability
	13.4: Establish ongoing biodiversity monitoring and reporting with partners.	Ecology	Sustainability
Medium-term 3-9 years	1.1: Complete an Intangible Cultural Heritage Assessment to better understand community uses of the Green Network.	Community	Sustainability
	1.2: In partnership with the community, complete a Traditional Land Use and Traditional Knowledge assessment to identify cultural elements in the Green Network, and establish ways to conserve, honour, and revitalize these elements.	Community	Sustainability and Indigenous Initiatives
	1.4: Work with the community to tell the story of Saskatoon's Green Network from many voices through public art, interpretive features, and other mediums.	Community	Recreation and Community Development
	3.2: Work with partners to develop a comprehensive food strategy, including implementation of the Saskatoon Regional Food System Assessment and Action Plan.	Community	Sustainability

	3.3: Work with and support partners to incorporate food and fruit production or traditional food systems into high priority urban areas.	Community	Sustainability
	6.2: Collaborate with Meewasin on conservation, naturalization, and the development of trails, interpretive infrastructure, and amenities in areas of interest.	Governance	Sustainability and Community Services
	7.1: Identify high priority formal and informal green spaces to upgrade.	Open Space	Parks and Sustainability
	7.2: Increase coordination within the City, and with the community, to encourage informal green space renewal.	Open Space	Sustainability
	9.1: Identify and address accessibility and connectivity barriers to and within the Green Network.	Open Space	Transportation
	9.2: Increase access to and within the Green Network, with an emphasis on walkability and multi-modal transportation.	Open Space	Sustainability and Transportation
	10.4: Design sustainable tree planting sites to ensure adequate soil volume, quality, and space for trees.	Open Space	Parks
	11.1: Identify natural areas and make management decisions for these sites regarding avoidance, minimization, or compensation.	Ecology	Sustainability and Planning & Development
	12.1: Naturalize parks, storm water infrastructure, and other open space where appropriate.	Ecology	Parks and Sustainability
	13.1: Develop dark sky and low noise zones, prioritizing sites to reduce ecological stress.	Ecology	Sustainability
	13.3: Reduce point and non-point source pollution to natural assets.	Ecology	Sustainability
	13.5: Improve management of the City's soil assets.	Ecology	Parks and Sustainability
	15.1: Incorporate Low Impact Development pilots into City projects to show leadership, prioritizing high-pedestrian areas such as BRT corridors and Downtown.	Storm Water	Saskatoon Water and Sustainability
	15.2: Continue partnering with research institutions and conservation agencies to determine best practices for Low Impact Development.	Storm Water	Sustainability and Saskatoon Water

	15.3: Update bylaws and regulations to allow more permeable surfaces.	Storm Water	Sustainability and Planning & Development
	15.4: Encourage commercial, institutional, and residential installation of Low Impact Development and onsite storm water management through education and incentives.	Storm Water	Saskatoon Water and Sustainability
	15.5: Pilot raw water use projects.	Storm Water	Sustainability
Long-term over 10 years	3.1: Update policies to improve urban agriculture outcomes and community or regional partnerships.	Community	Sustainability
	4.1: Improve Green Network planning by updating City work plans, policies, and initiatives to increase green infrastructure across Saskatoon.	Governance	Sustainability
	4.4: Define an appropriate service level and associated funding for the Green Network to prioritize future investments.	Governance	Sustainability
	4.5: Evaluate the ecosystem services of the Green Network through the Natural Capital Asset Valuation process.	Governance	Sustainability
	5.2: Work with regional partners to coordinate Green Network development and management in urban areas that intersect with the region.	Governance	Sustainability
	5.4: Partner with Indigenous communities and organizations to explore traditional land management and governance models for the Green Network.	Governance	Sustainability and Indigenous Initiatives
	7.3: Implement park upgrade plans starting in high priority areas.	Open Space	Parks
	8.1: Identify green infrastructure opportunities outside the existing Green Network.	Open Space	Community Services and Sustainability
	8.2: Secure key sites through purchase, donation, or partnership with other land owners, stakeholders, or citizen groups.	Open Space	Sustainability
	8.3: Design and implement green infrastructure expansion in areas of interest.	Open Space	Sustainability
	10.3: Continue to trial new tree species and increase biodiversity.	Open Space	Parks
	11.3: Integrate natural assets into the urban fabric while conserving ecosystem function.	Ecology	Sustainability

	11.5: In partnership with landowners, direct development in a way that helps retain and protect high quality arable land connecting to the regional agricultural network.	Ecology	Sustainability
	12.2: Purchase or acquire land in strategic areas to enhance biodiversity outcomes and increase connectivity.	Ecology	Sustainability and Planning & Development
	12.3: Increase the City's use of native species in restoration and naturalization work.	Ecology	Parks and Sustainability
	12.4: Coordinate with regional partners to connect the City's Green Network to the Regional Green Network whenever possible.	Ecology	Sustainability and Planning & Development
	14.1: As the City expands, incorporate wetlands and natural drainage paths into the storm water network in greenfield development areas.	Storm Water	Planning & Development, Saskatoon Water
	14.2: Identify how green infrastructure can increase the storm system's capacity to respond to intense rain events.	Storm Water	Saskatoon Water and Sustainability
	14.3: Evaluate opportunities to increase naturalization of existing storm ponds to improve water quality and habitat, while balancing community recreation and other considerations.	Storm Water	Saskatoon Water
	14.4: Consult with affected organizations when designing storm water infrastructure to mitigate impacts to natural areas and cultural elements within the watershed.	Storm Water	Saskatoon Water

Green Infrastructure Strategy

Engagement Summary
January 29, 2020



Engagement Summary

The purpose of the Green Infrastructure Strategy is to establish the vision, actions, and implementation framework to enhance Saskatoon's Green Network by integrating green infrastructure into land use planning and asset management.

Engagement for the Strategy included 3 phases:

- Phase 1: Seed - Our Current Situation
 - The [Green Infrastructure Strategy Baseline Inventory Report](#) was published in May 2018 and outlined 10 Guiding Principles and 25 Key Findings (vulnerabilities) in the current green network.
- Phase 2: Growth
 - The engagement goals for this phase were to provide opportunities for participants to acknowledge and understand the Strategy, the Guiding Principles and Emerging Priorities, and to inform development of a vision and identification and selection of actions to help address some of the green network key findings.
- Phase 3: Bloom
 - This phase includes planning and implementation of the selected actions that comprise the Strategy.

This engagement summary includes the activities and results that informed the Phase 2: Growth engagement goals. A total of 699 participants took part in engagement activities (including education campaign, meetings, workshops, surveys and pop-ups) between October 2018 and November 2019. Overall, participants expressed support for the Green Infrastructure Strategy actions and initiatives.

A summary of engagements goals, intended audience, activities, dates, participation rates and detailed engagement results are provided in the [Green Infrastructure Strategy Comprehensive Engagement Report](#).

Engagement results from all activities that informed each goal are summarized below.

Acknowledge & Understand the Strategy & Guiding Principles

Acknowledgement and understanding of the Strategy and guiding principles was informed using input from participants from all engagement activities. A total of 144 residents, natural area users and key stakeholder groups provided input during the following activities which were designed specifically to inform this goal:

- Education Campaign
- Pop-up Events
- Meetings

Participants throughout all engagement activities demonstrated varying degrees of understanding regarding how the Guiding Principles were meant to be used and what the Strategy would aim to accomplish. The majority of comments received were focused on specific Strategy components or topics relevant to the participant and it was unclear if the public understands the purpose of the Strategy as a whole.

A list of recurring themes and areas for improvement related to public understanding included:

- Clear Language Usage
 - Several components or terms used early in engagement were either too vague or may have a different meaning to different people in different situations. These included words like “biodiversity”, “natural” and “heritage”.
 - Overly technical or complex language or concepts (such as Low Impact Development and natural capital asset valuation for example) also caused concern, indicating that participants were not confident that they fully understood the Guiding Principles or Emerging Priorities.
- Level of Impact
 - Because the actions and initiatives were introduced at a “strategy level” it was challenging for some participants to determine if and how they may be impacted by the Strategy.
- What it means to be “Green”
 - Some participants thought the Strategy would include discussion of all things “Green”, meaning sustainable or environmentally friendly, and questioned why single use plastics, composting and active transportation were not included.
- Concurrent Initiatives
 - Several comments reflected topics related to other concurrent initiatives at the City of Saskatoon that were featured in the media around the same time. These include budget deliberations, curbside waste discussions, bike lanes, single-use plastics, Low Emissions Community and Bus Rapid Transit.

At the conclusion of the engagement program, during the Our Green Network Event, questions asked during the presentation suggested that, while participants support the recommended actions of the Strategy, there is concern regarding the perceived level of influence or “teeth” the Strategy would have in future decision making processes. Participants felt that a “Strategy” would not achieve the same level of influence that a Policy or Standard could achieve.

Vision and Actions Identification and Selection

Identification and selection of the green network vision and actions were informed using input from 491 participants as part of the following engagement activities:

- Green Strategy Workshop 2
- Shaping a Natural Community Workshop
- Green Strategy Options Identification Survey
- Growing a NatureCity Workshops
- Meetings
- Our Green Network Event

Stakeholder groups engaged to inform this goal included:

- Subject Matter Experts
- Residents and Natural Area Users
- Key Stakeholder Groups
- Technical Advisory Groups

Engagement results, summarized below, informed identification of green network baseline conditions (Our Current Situation), visioning and mapping, and identification and selection of preferred actions.

Our Current Situation

The 64 participants from Green Strategy Workshop 2 were invited to review the Natural Areas mapping and provide comments or corrections related to boundaries, current land uses and missing green spaces that should be designated as Natural Areas.

Visioning and Mapping

Input from 300 participants from Green Strategy Workshop 2, Shaping a Natural Community, Growing a NatureCity and meetings with the Indigenous Technical Advisory Group, Meewasin, University of Saskatchewan and Wanuskewin helped to inform visioning and mapping.

Recurring themes related to values and gaps in the green network related to visioning and mapping are summarized below.

Socio-cultural Value

In addition to ecological and economic indicators, socio-cultural indicators are also important components of the vision for the green network and should be infused in planning and implementation of the Strategy.

Definition and Clarity

The Strategy should provide standardized definitions for key subjective terms to set clear expectations, goals and targets that cannot not be left to interpretation.

Urban Agriculture

Some participants urged for community gardens, private gardens and edible forests to be considered part of the green network and inquired how the Strategy would support urban agriculture initiatives. Other were not supportive of including urban agriculture in the Strategy.

Soil Health

For emerging priorities like afforestation, naturalization and biodiversity to be successful, we need to ensure that there is adequate soil health enhancement and maintenance in addition to access to sufficient clean water.

Connectivity

Connectivity is important and was described in terms of wildlife and plant connectivity as well as human connectivity including access to natural areas, connection to nature and sense of place.

Economic Sustainability

Financial implications for taxpayers as a result of the Strategy must be considered, however, monetary value should not be the only consideration in green network visioning. Actions that would be relatively low cost or no cost were preferred in comparison to other more costly alternatives. However, participants appeared to be more willing to invest in actions with high impact or those that would address the largest gaps.

Sustainable Governance

There is a general mistrust in the City's decision-making processes, including the influence of competing City initiatives and ability of the project team to create change given current governance models. Participants suggested that City Council and Senior Management must adopt and mandate infusion of the vision into all aspects of decision making across the City. Participants identified a need for the alignment or prioritization of the City's Strategic Goals, noting that the following goals conflict the City's Environmental Leadership goals:

- Recreation facilities/park space per capita
- Implement strategies to encourage downtown and infill development, including development process initiatives and financial incentives.
- Proactively prepare concept plans for urban development including a new sector plan with the University of Saskatchewan.
- Storm water management needs were also identified as a potential conflict with protection of natural wetlands.

Distribution

Participants noted a lack of green space and natural areas in the west and northwest portion of the city and recommended that resources are allocated to improve distribution in this region through conservation of existing natural areas within and outside City boundaries (West Swale for example) and exploration of opportunities to add new green spaces.

Identification and Selection of Preferred Actions

A total of 28 participants from the Shaping a Natural Community workshop and Options Identification Survey in addition to participants from internal engagement activities were asked to identify possible and preferred actions to implement as part of the green strategy. A list of over 150 potential actions was compiled and analysed by the project team for themes or "Emerging Priorities". The emerging priorities were shared with the Indigenous Technical Advisory Group, and 388 participants from the Growing a NatureCity workshops and Emerging Priorities Survey for feedback. Participants indicated some additional actions or considerations in response to the emerging priorities. Results of both the actions identification and emerging priorities activities are provided below.

Identified and Preferred Actions

Actions were identified by participants to address the key findings from the Baseline Inventory Report as part of the Shaping a Natural Community Workshop and Options Identification Survey. A complete list of identified actions is available in the Green Infrastructure Strategy Engagement Report. Participants were asked to identify their preferred actions from the list they provided. Preferred actions categorized into key finding themes are listed below.

Governance

- Formalize Administration and Council's commitment to protect or enhance the green network for the next 50 years through a resolution or similar.
- Develop acceptable limits for all pollution including light, noise, air and water to ensure the health of residents and wildlife.
- Improve protection of the urban forest by developing a private tree inventory, private tree bylaw and tree protection policy including post construction monitoring.

Land Allocation

- Design parks or green spaces with designated space for naturalized areas, conservation, source water and wetland protection in addition to active development space in a way that meets the needs of both adults and children.
- Develop a natural areas inventory for designation consideration.

Green Network

- Improve or maintain wildlife connectivity by installing wildlife or green bridges, corridors, culverts, green roofs and wildflower plantings in ditches, alleys and boulevards.
- Enhance connectivity and access between parks, schools, places of work, business areas and out of city trail systems and allow use of small electric vehicles in green spaces. Improve public transportation to green spaces and natural areas.
- Educate public about the importance of wetlands and all three swales
- Protect the urban forest by developing a tree inventory, increasing afforestation, and reducing stressors on trees to improve survival rates and preference pests.

Storm Water Servicing

- Reduce use of impermeable surfaces and increase use permeable surfaces.
- Conserve treated water by implementing simple grey water systems in residential /community areas that take advantage of the landscape to allow water infiltration, explore technologies for water conservation and reuse, treat only water intended for drinking, and collect and store storm water.

Heritage and Culture

- Protect built heritage in the core from unnecessary demolition.
- Develop or promote place based and experiential learning opportunities.

Emerging Priorities Feedback

Participants from the Growing a NatureCity Workshops, Indigenous Technical Advisory Group and Emerging Priorities Survey suggested actions that should be included or considered as opportunities to help achieve the objectives of each emerging priority area. These suggestions are summarized below under the relevant emerging priority.

Biodiversity Action Plan

Participants envision the Biodiversity Action Plan as a tool to guide and monitor implementation of initiatives, however questioned what definition, tools and criteria would be used to measure biodiversity. Connectivity of natural areas was noted an important aspect of a Biodiversity Action Plan and participants mentioned that no space is too small when it comes to protecting biodiversity. Participants enjoy seeing a variety of birds and mammals, however protection of bee species appears to be a priority for many participants. Participants also want to see Indigenous knowledge, educational opportunities and protection/establishment of culturally important species incorporated into the biodiversity action plan.

Afforestation

Participant recognized the benefits that trees provide like shade and heat mitigation. They would like to see more native and fruiting species planted with a focus on parks, new areas, commercial and industrial areas, berms, and a buffer around the city. Participants would like to see more

communities of trees planted instead of rows. In order to increase planting, participants suggested that any development must be designed with spaces saved for trees. They would like to see more community volunteer opportunities created and suggested shifting the community tree planting program from an “opt in” service to an “opt out” service. In order to ensure the success of the program, participants also mentioned need for additional funding and maintenance. To promote tree planting on private property, participants also suggested incentives such as a free civic pass for every 10 trees planted.

Park Naturalization

Participant expressed support for connecting natural spaces by naturalizing medians, planting more native species and creating micro wildlife corridors for pollinators. They would like to see more protection and planting of flowers, fruiting trees, and shrubs in park spaces to attract wildlife and bees and create opportunities to connect with nature. Participants would like to see more naturalization in Beaver Creek and Brevoort Park specifically and protection of the Meewasin Trail.

While many participants supported a shift away from grass in parks and reduced maintenance needs it was noted that caution should be exercised with anti-grass messaging as more and more residents are shifting to alternatives like paving and artificial turf for landscaping.

Participants would like to see the introduction of natural play-scapes designed to integrate nature and recreation and mentioned opportunities to facilitate biocultural conservation models.

Bird Friendly Standards

Participants were supportive of both protecting and attracting birds, bats and pollinating insects to green spaces in the city and requested a ban on bio-accumulating pesticides. Adding bird and bat houses, feeders and nesting areas around green spaces were suggested along with back yard chicken coops. Participants would like to see more bird identification and protection information shared such as species information and bird strike prevention techniques for new and existing buildings.

Create New Open Spaces

Overall participants were supportive of creating new open spaces. Participants would like to see more green spaces that are connected with green corridors. More community gardens both indoors and outdoors were also suggested and vacant lots restored to green space to improve community safety and parking lots restored to green space to help encourage active transportation. Green spaces should include resilient plantings and there should be planting mandated on boulevards and easements.

Some participants felt that before creating more open space, the City needs to better maintain existing green spaces. Garbage, dog waste and lack of use of existing irrigation systems were mentioned as areas for improvement.

Participants identified the opportunity for Indigenous groups to both govern and provide land management of new open spaces. Lands could be managed using an approach consistent with the Indigenous Circle of Experts "we rise together" pathway document.

Renew Green Space

Participants acknowledged that some green spaces are deteriorating or underutilized. More watering in dry years was suggested along with additional funding for increased maintenance.

Participants suggested that green spaces should have purpose, such as areas for children to play, wildlife areas, organic gardens, and picnic areas and should incorporate trees, native grasses, bushes, flowers and naturalized areas that bring joy to people and support wildlife and pollinators. Green spaces should be connected to each other with naturalized corridors

Green space should remain or become affordable, accessible, safe and welcoming to all residents regardless of income level. The inner city was identified as an area where green spaces require attention.

Participants would like to see green spaces renewed in areas where people, especially children and Indigenous women, do not feel safe. Crime Prevention Through Environmental Design is one approach to improving feelings of safety in green spaces.

Natural Capital Asset Valuation

Participants suggested that components of the Natural Capital Asset Valuation could include a tree inventory and maps and valuation of wetlands services like biodiversity and water filtration.

Participants also felt that undertaking the valuation has the potential to be a very high cost and complex project. Participants questioned which value indicators would be used to make the valuation and suggested that they must respect all world views. Participants also expressed some concern regarding treating the land as an “asset” instead of a shared resource.

Tree Protection Update

Participants felt it was important to protect local species and aspen stands, and only remove trees that need to be removed for safety and pest management. Participants suggested that the city could make topiaries and should provide more information about tree planting programs for newcomers. While protection of trees was important to people, participants felt that development of a private tree bylaw would infringe too much on property rights. Participant suggested consideration of tree teachings, ceremony and tree spirits into tree protection.

Lighting Policy Update

Participants were supportive of the concept of putting light where it needs to be and suggested using interesting and artistic lighting, new technologies, solar lighting and warm colored or red LEDs to reduce light pollution, mitigate health impacts and improve the feeling of a space.

Urban Agriculture Plan

Participants would like to see more community gardens in underserved areas as they bring joy, nutrition, education opportunities and help to improve food security. They expressed interest in exploring more underused garden locations such as rooftops, boulevards, and apartment windows. To accommodate more urban agriculture, zoning rules would need to change to allow for backyard greenhouses and opportunities to sell what is grown. Participants asked for more fruiting trees in the city, especially native varieties. This would require removal of current barriers preventing fruiting trees and food forests.

While urban agriculture is important, some participants explain that community gardens and food forests are not enough and urge the City to develop a comprehensive local food strategy of which the Urban Agriculture Plan is a component.

Low Impact Development Implementation

Participants suggested that we should stop developing new neighbourhoods in swamps, use more bio-swales, and collect, store and use storm water for irrigation and fountains instead of using treated water for these purposes. Participants also suggested providing education around water filtration could be helpful. Soil management, water run-off and established, regulated wetland buffers were also listed as considerations.

Integrate Green Storm Water Infrastructure

Participants expressed concerns about flooding and suggested we stop directing rainwater into the sewer. Participants suggested that we design better water collection and drainage systems and develop policies and incentives to encourage green roofs, rain tanks and cisterns.

Where new infrastructure is required, retrofit it into existing developed areas and incorporate artistic designs into the infrastructure. If using storm ponds, ensure they are safe and if possible, where appropriate add in a solar pump and introduce fish to the pond.

Participants also identified a need for environmental impact assessment with storm water infrastructure developments or transparency when impact assessment is not used.

Strengthen Partnerships

Participants commented on the beauty of Wanuskewin and suggested educational initiatives to strengthen partnerships.

Participants explained that restoration needs to happen with Indigenous stewardship and suggested the City designate the Northeast Swale as an Indigenous Protected Conservation Area with assistance from Wanuskewin to help with biocultural restoration, conservation and protection.

Existing plans like Moriyama Plans and Meewasin were mentioned as partnerships or plans already in place that are working well and should continue and be recognized for their contributions.

Participants explained that partnerships are critical and suggested that exploring opportunity for partnership should be considered mandatory for all aspects of the Strategy. Others felt that the Strategy could be led by community partnerships, with the City contributing oversight only.

Participants also referenced the need to partner with residents and suggested there should be a consultation process for design of specific places.

Intangible Cultural Heritage Inventory

Participants enjoy participating in activities and community events in spaces like River Landing and would like to see more opportunities organized. They would like to see park and gathering spaces designed for cultural use and suggested exploring use of less structured parks with more “organic” elements.

Heritage, Culture and Reconciliation

Participants would like to see First Nations rights to enter land for fishing and hunting protected. They suggested working with elders and knowledge keepers to learn about how best to care for the land and documenting current land uses like berry picking and harvesting.

Participants appreciate the Moose Jaw Trail and suggested seeking more opportunities to incorporate stories of diverse peoples and their relationship to the land and space.

Participants from several engagement activities, but most notably the Indigenous Technical Advisory Group, suggested a different approach to discussion around connection, culture, heritage and reconciliation that is based in Story Telling.

The term “heritage” was rejected by several participants along with the concepts of “past and current culture”. Participants explained that culture is always evolving with no “then” and “now” so to only value or share culture based on historical events is not enough. Participants suggested framing heritage and culture discussions around telling the stories of how we all came to be here from several different perspectives told by and in the language of the story holders. Pieces of the story could then be told in and about our green spaces, natural areas and notable sites.

Emerging Priority Preference

A total of 187 participants responded to the Emerging Priorities for Saskatoon’s Future Green Network Survey to inform selection of preferred emerging priorities. Participants were asked to identify which of the Emerging Priorities were important to them as residents.



Most important: Afforestation, Park Naturalization, Low Impact Development Implementation, Biodiversity Action Plan and Integrate Green Storm Water Infrastructure were important to the greatest number of respondents with 86% to 90% respondents indicating that they these Emerging Priorities are important to them.

Least Important: Heritage, Culture and Reconciliation and Intangible Cultural Heritage Inventory were considered important by only 55% and 63% of respondents respectively. Heritage, Culture and Reconciliation was considered Not Important by 30% of respondents and 16% were unsure. Intangible Cultural Heritage Inventory saw nearly equal responses for Not Important (19%) and Not Sure (18%) indicating that additional information may be required regarding what this Emerging Priority would entail.

Emerging Priorities Survey and Growing a NatureCity participants were asked to select the 5 priorities they would most like to see implemented as part of the Green Strategy.

A total of 265 residents and green space users participated in prioritization exercises.

At least 40% of participants would like to see the following emerging priorities implemented:

- Biodiversity Action Plan
- Afforestation
- Park Naturalization
- Green Space Renewal
- Urban Agriculture Plan

Less than 25% of participants would like to see these emerging priorities implemented:

- Heritage, Culture and Reconciliation
- Natural Capital Asset Valuation
- Strengthen Partnerships
- Intangible Cultural Heritage Inventory

While Low Impact Development Implementation and Green Storm Water Infrastructure were considered important by more than 86% of Emerging Priority Survey respondents, when asked to prioritize initiatives, these two Emerging Priorities were selected by fewer than 26% of participants.

Heritage, Culture and Reconciliation and Intangible Cultural Heritage Inventory were considered important to the fewest number of Emerging Priority Survey participants and were also selected as priorities by fewer than 26% of participants.

When asked to explain why they selected the 5 Priorities they did, participants shared their decision-making process and justification for their selections which included consideration of:

- Greatest Impact
- Climate Change Mitigation or Adaptation
- Prerequisites that should be undertaken first to lead the way for other initiatives
- Balance between social, economic and ecological considerations.
- Low cost
- Immediate results
- Ease of implementation
- Focus on existing spaces in a way that maximizes maintenance of existing spaces
- Gaps that need to be addressed

The Emerging Priorities selected by participants who indicated use of specific decision-making indicators were counted. The Emerging Priorities selected by the most participants based on each decision-making indicator were also noted.

Biodiversity Action Plan was among the emerging priorities that received the largest number of selections in relation to the greatest number (5) decision making indicators which included greatest impact, prerequisite, immediate results, easy and focus on existing space. Park Naturalization and Urban Agriculture Plan were each among the highest number of selections for three decision making indicators including prerequisite, easy and focus on open space.

Consideration of results

The vision of Saskatoon's green network is to provide sustainable habitat for people and nature. To achieve this vision, the Strategy identifies a combination of actions initiatives for future implementation categorized under five broad themes including community, governance, open space, ecology and storm water. Public engagement informed selection of the actions and initiatives in each theme in the following ways:

Community

We heard from the Indigenous Technical Advisory Group that stories, including the way we write and share them, are important. Initiative 1.4 "Work with the community to tell the story of Saskatoon's Green Network from many voices through public art, interpretive features, and other mediums" was added to reflect what we heard.

During all engagement activities, the need for consideration of equity and inclusion in all Green Network design was expressed. Initiative 1.3 "Continue meaningful engagement with affected groups to design the Green Network through an equity and inclusion lens" was added specifically to address this need.

The Saskatoon Food Council, among other groups, has recommended the need for a city-wide food strategy which we have captured in Initiative 3.2 “Work with partners to develop a comprehensive food strategy, including implementation of the Saskatoon Regional Food System Assessment and Action Plan”.

Several engagement participants urged the City to provide support and resources to community groups or organizations who are already managing and enhancing aspects of the green network effectively. Action 2 “Inspire citizen-driven transformation of the Green Network” was added to address this opportunity.

Governance

Many stakeholders expressed concern that data pertaining to green network planning wasn't transferrable across multiple groups. Initiative 4.4 “Compile data sets across the City of Saskatoon for more effective data management, and create data sharing agreements with other agencies” was added to help address this barrier.

We heard that co-management of natural areas with Indigenous groups was an opportunity we should explore further so we added initiative 5.4 “Partner with Indigenous communities and organizations to explore traditional land management and governance models for the Green Network”.

We heard from Wanuskewin that establishment and conservation of the park's view shed, captured in initiative 5.3 “Work with Wanuskewin to conserve their viewshed and support management of Opimihaw Creek”, was important for many reasons.

Action 6 “Redefine the partnership with Meewasin to achieve collective goals related to conservation, education, and development in the Green Network” and its initiatives were designed in partnership with Meewasin. Support for more collaboration with Meewasin was expressed by participants in several engagement activities.

Open Space

Action 9 “Increase walkability and active transportation throughout the Green Network” was added to address stakeholder concerns related to accessibility and connectivity barriers in the green network specifically around active transportation. The need for protection and growth in the urban forest (Action 10) was mentioned by several participants in all engagement activities.

Ecology

We heard in all engagement activities that protection of natural areas was important to participants. Action 11 “Protect, restore, and manage significant natural areas” initiatives explore protection of natural areas through various approaches. We also heard that development of a biodiversity action plan should be a priority for the Strategy. As such, it was included as a function of Actions 11 to 13.

In all engagement activities, participants noted the importance and benefits of incorporating native species into plantings, especially in relation to creating pollinator habitat. This was captured in Initiative 12.3 “Increase the City's use of native species in restoration and naturalization work”.

Storm Water

Stakeholders expressed a need for engagement with local organizations to identify natural and heritage resources as part of storm water planning. Initiative 14.4 “Consult with affected

organizations when designing storm water infrastructure to mitigate impacts to natural areas and cultural assets within the watershed” formalizes this request.

We heard that some of the City bylaws contradict green infrastructure objectives, making it more difficult to add or retrofit with green infrastructure. Initiative 15.3 “Update bylaws and regulations to allow more permeable surfaces” would address this issue.

FCM Sustainable Communities Award – Letter of Support

ISSUE

The Sustainability Division is interested in submitting an application for the 2020 Federation of Canadian Municipalities (FCM) [Sustainable Communities Awards](#). As part of the application process, applicants must include a letter of support from City Council.

BACKGROUND

History

Since 2001, FCM's Sustainable Communities Awards have celebrated the most innovative environmental initiatives in Canadian cities and communities of all sizes. In the early 2000s, the City of Saskatoon (City) won two awards through this awards program: one for the Pleasant Hill Local Area Plan, and one for the Downtown Housing and Development Action Program.

Current Status

The application is due on March 31, 2020, and winners will be notified at the end of May or early June, with a public announcement by FCM in late June. The awards ceremony will take place at FCM's Sustainable Communities Conference on October 20-22, 2020. The Administration is proposing that an application be submitted for the Triple Bottom Line initiative. A draft of the application we propose to submit to FCM is included as Appendix 1 – Draft Application.

The award application requires that a letter of support from municipal council be included in the application (see Appendix 2 – Letter of support).

RECOMMENDATION

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council that it:

1. Approve the attached Letter of Support for inclusion in the FCM Sustainable Communities Award application for the City of Saskatoon's Triple Bottom Line initiative; and
2. Acknowledge the Triple Bottom Line initiative as deserving of recognition.

RATIONALE

The FCM Sustainable Communities Awards “honour those sustainability projects that demonstrate environmental responsibility and excellence, and take an integrated approach to yielding social and economic benefits for their communities”. The City's Triple Bottom Line (TBL) initiative is very well aligned with the award criteria, given that it integrates environmental health and integrity, social equity and cultural well-being, economic prosperity and fiscal responsibility, and good governance into City decision-making. The TBL initiative has also resulted in a progressive Triple Bottom Line Council

Policy, as well as a one-of-a-kind Decision Making Tool, which may be of value and interest to other municipalities from across Canada.

The City's Triple Bottom Line approach, while still in its early stages, has already shown great success due to its research-driven and collaborative approach, with direct involvement from 13 different divisions/departments from across the corporation. The Sustainability Division would like to recognize the excellent work that has been done by those leading and supporting the initiative by nominating the Triple Bottom Line initiative for FCM's Sustainable Communities Award in the [Asset Management](#) category.

FINANCIAL IMPLICATIONS

If successful, one city representative would be sent to the FCM Sustainable Communities Conference in St. John's, NL, to accept the award and present at the conference. Cost estimates for travel expenses would come to approx. \$2,500 (the conference registration fee would be waived for the representative who will be accepting the award on behalf of the City). Funding is available in the Triple Bottom Line Capital Project and Sustainability Operating cost centres.

COMMUNICATION ACTIVITIES

If successful, the City would be recognized by FCM through an official announcement and a letter to Mayor and City Council. The City would also make its own public announcement.

Applicants would also receive narrative coaching from FCM to deliver a presentation in October at FCM's awards ceremony.

APPENDICES

1. Draft Application
2. Letter of Support

REPORT APPROVAL

Written by: Shannon Dyck, Environmental Coordinator, Sustainability
Reviewed by: Jeanna South, Director of Sustainability
Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - FCM Sustainable Communities Award – Letter of Support.docx

DRAFT 2020 FCM Sustainable Communities Award Application – Asset Management Category

Deadline: March 31, 2020

In plain language, briefly describe your initiative and the main actions taken to date to realize it, including relevant research, development and implementation steps. *Limit 400 words.

Saskatoon City Council adopted a Triple Bottom Line (TBL) Council Policy in 2019, which came into effect on Jan 1, 2020. As such, all City of Saskatoon (City) staff are now expected to apply a TBL approach when planning, implementing, evaluating, and reporting on initiatives.

A corresponding TBL Decision Making Tool (Tool) was developed to assist City staff when planning new initiatives or re-evaluating existing initiatives. The Tool provides a comprehensive framework to identify opportunities to achieve multiple corporate goals and co-benefits, while also meeting specific sustainability success criteria. The objective is to (a) assist in the implementation of the TBL Council Policy; (b) consider how to integrate as many TBL Indicators as possible into City initiatives, while avoiding trade-offs, negative impacts, and significant adverse effects; and (c) achieve the City's strategic priorities in a more complete, transparent, and systematic fashion.

The Tool functions similarly to a scored evaluation matrix, whereby values are assigned to a list of sustainability principles, indicators, and success measures based on the positive and negative impacts of an initiative. The objective is to achieve Net Sustainability Gains, whereby an initiative achieves positive TBL scores in each of the four principle areas: environmental health and integrity; social equity and cultural wellbeing; economic prosperity and fiscal responsibility; and good governance. Good Governance is considered a key factor for the delivery, uptake, and success of sustainability outcomes; adding this pillar creates what some refer to as a Quadruple Bottom Line approach.

In early 2019, research was conducted to determine:

- how TBL is understood and taken up by various organizations/municipalities, especially within an urban context;
- common themes and trends related to TBL principles, indicators, values, and approaches; and
- critiques that exist (and suggestions to improve) past and current TBL definitions and models.

Other outcomes to date include:

- the Council Report template was updated with a section that asks report writers to include the TBL implications of their initiative/recommendation;
- 23 pilots were conducted to test implementation of the tool;
- Steering and Advisory Committees with representatives from across the corporation were formed to help guide this work;
- resources, including a full-time staff person, were secured to operationalize TBL over the next two-year budget period; and
- development of a 2020-21 Implementation Plan.

In plain language, describe why your municipality decided to integrate climate or sustainability considerations into your asset management initiative. What need(s) does the initiative address in your municipality? *Limit 400 words.

The Triple Bottom Line initiative stems back to a City Councillor inquiry in 2018 regarding how Administration could better apply a sustainability lens to City decision-making and become a responsibility of the entire organization, whereby each division and each employee has a role to play in ensuring its success.

While the TBL initiative may have been sparked by a Councillor inquiry, the broader background is that the City already has a number of plans, strategies, and policies in place that support sustainability, such as the Strategic Plan, the Official Community Plan (where Sustainability initiatives will be further strengthened in the newest update), the Environmental Policy, the annual Service Savings and Sustainability Report, the newly approved Purchasing Policy, the City's support for the Truth and Reconciliation Commission of Canada Calls to Action, amongst others. Adopting a TBL approach was seen as a way to support what the City is already doing, while also integrating our sustainability objectives into a more cohesive and intentional framework so that the TBL principles are applied in the same way across the corporation.

It was also felt that applying a TBL approach to City decision-making would:

- drive better project outcomes. By highlighting opportunities for co-benefits, the tool can lead to improvements to infrastructure, facilities, service levels, programs, policies, and delivery models by meeting multiple objectives through the initiatives and services we deliver;
- inform the City's guiding documents, strategies, business plans, budget deliberations, and financial decision making;
- encourage an interdisciplinary approach and, as such, result in customer service improvements, as many services delivered by the City intersect social, economic, environmental, and governance dimensions;
- facilitate collaboration between various disciplines, divisions, and areas of expertise;
- spark innovative and creative outcomes, both internally and by our partners, suppliers, and contractors;
- help staff better understand the linkages between the City's various business lines, as well as the true cost of doing business; and
- improve the quality of our decision-making, and as a result, improve the quality of our work.

In plain language, describe how council, management and staff are involved in sustainable asset management. *Limit 400 words.

A TBL Advisory Committee and Steering Committee were formed in 2019 to help inform this work. The committees were represented by 13 different divisions/departments, the members of whom had diverse backgrounds and areas of expertise.

The Steering Committee was re-formed in early 2020 to guide the implementation of the City's TBL approach and the delivery of a corporate-wide roll out. It is made up primarily of management- and Director-level decision makers.

The draft TBL Decision Making Tool was created in 2019 and was piloted with 23 project teams representing 11 different divisions. The diversity of initiatives that completed TBL evaluations ranged from transit shelters, utility corridors, and IT systems, to neighbourhood master plans, a new downtown library, and strategies focused on water conservation, waste reduction, renewable energy, and climate adaptation. Pilot participants, Steering and Advisory committee members, and other City staff provided input into the Tool, which enhanced the content and features. After integrating employee feedback, the Tool is now ready for corporate-wide roll out in 2020.

City Council has supported the TBL initiative since it was first presented by the City's Director of Public Policy and Government Relations to the Governance and Priorities Committee in December of 2018. That report laid out what a Triple Bottom Line Policy Framework might look like for the City, and included a statement that Administration would provide another report in 2019, to address what this policy framework would encompass. When Administration returned to City Council in Sept. 2019, with a Triple Bottom Line Council Policy and draft Decision Making Tool, it was approved with unanimous support. The policy applies to City Council and all City departments and offices.

Now that the policy is in place and the Tool is available for use by all staff, it is expected that the TBL implications of initiatives -- especially for those that are presented to Council through Decision Reports and/or where various options or alternatives exist -- are identified by project teams and communicated to City Council and other City decision makers so that anticipated TBL impacts are factored into decision making.

It is especially important for staff to use the Tool when:

- project, program, or policy options have competing views and/or impacts;
- there is a need to articulate trade-offs;
- the outcome(s)/direction may be controversial;
- the issue being explored/addressed is complex, has unclear effects, and/or has significant impacts or costs; and
- multiple stakeholders and/or viewpoints are involved.

In plain language, describe what data or information is being used to support effective sustainable asset management and decision-making. *Limit 400 words.

The City's TBL approach is based on research and best practice. The TBL Council Policy and Decision Making Tool incorporate findings from a number of different sources, including:

- peer reviewed articles and books;
- industry led reports;
- publications by other municipalities and regions;
- international policy documents; and
- strategic documents by the City of Saskatoon.

For example, the 4 Principles, 32 Indicators, and 114 Success Measures that are included in the Tool are based on themes and findings from the research.

Within each Principle, there are a variety of Indicators that have been well-established as best practices in the field of sustainability. Because these indicators are very well aligned with the City's existing goals, including them in the Tool will enable the City to achieve and align both its strategic priorities and sustainability objectives.

To provide an even greater level of clarity and detail, a series of Success Measures are included within each Indicator. These Success Measures represent specific outcomes that could be tracked or verified through qualitative or quantitative measures. They were developed based on findings from the research, and then refined with input from staff. The Steering Committee is currently discussing ways to link the Success Measures to the City's reporting and tracking processes in the future.

The City of Saskatoon has recently adopted the World Council on City Data ISO 37120: 2018 approach, which includes a number of sustainability-related tracking metrics. There may be a possibility to connect the City's TBL approach to its involvement in the World Council on City Data.

The Tool shows what the City is tracking and the areas the City has made commitments to. For example, the Tracking column lists what the City is monitoring at a strategic level (i.e. from the strategic plan, corporate performance targets, environmental dashboard, or the City's data directory). This information signals the types of data that the project team may be able to access and/or the types of data that they should potentially consider gathering. The Guiding Documents column shows key resources, policies, and strategies that correspond to each Success Measure to highlight where some progress is already being made. This column is meant to help staff identify how their initiatives are supporting or impacting existing priority areas.

In plain language, describe what policies and governance measures are in place to support sustainable asset management practices. *Limit 400 words.

A Triple Bottom Line Council Policy (C08-001) was presented to City Council in September 2019, which outlines the City's commitment to sustainability and the expectation that a TBL approach is to be applied to all City decision making. This policy was passed unanimously.

Specifically, the purpose of the TBL Policy is as follows:

- to support and advance the vision and goals of City of Saskatoon's Official Community Plan;
- to incorporate a sustainable decision-making approach to the way in which the City of Saskatoon governs;
- to integrate a Triple Bottom Line perspective into the City of Saskatoon's policies, plans, projects, programs, services and actions; and
- to achieve multiple objectives and maximize benefits for the community through integrated decision making.

As one of its objectives, the City of Saskatoon's existing Environmental Policy (C02-036) specifically states: "3.2.2 To ensure asset and financial sustainability through life cycle accountability, risk management, and responsible environmental management."

Section 9: Economic, Environmental and Social Sustainability of the City of Saskatoon's new Purchasing Policy (C02-045) states that the City will consider "sustainability criteria for products and services, which may relate to production, manufacturing and operational processes, distribution, use of the product or service, and replacement or disposal of products or materials."

In plain language, describe how sustainability and/or climate change is being integrated into your municipality's investment planning and decision-making as a result of your asset management initiative. *Limit 400 words.

The Tool specifically includes environmental, social, economic, and governance indicators that were identified in the research as being part of a sustainability lens. As such, the Tool as a whole presents a holistic sustainability decision making matrix.

"Climate Change Mitigation and Adaptation" is listed as a specific Indicator, with two corresponding Success Measures:

- reduce and/or sequester greenhouse gas emissions; and
- implement solutions that allow individuals and our community to adapt to the current and anticipated impacts of climate change.

For example, when reviewing the proposed new central library, the project team identified that:

- Green House Gas (GHG) measurement and verification could be conducted on both the existing building (as a baseline), and the new building (upon construction); and
- that learnings from The City of Saskatoon's Adaptation Strategy could be integrated into their new facility (i.e. a climate adaptation lens could be applied to the building design, operations, procedures, and programming).

The climate change section of the Tool also prompted some preliminary discussions amongst a project team exploring a new Sector Plan for the City.

The City's new Waste Diversion Plan (which is currently in development) also identified that there are multiple intersections between waste management and climate adaptation (i.e. extreme events can lead to the generation of excess demolition waste and deadfall, due to damaged property, infrastructure, and urban forest). This was highlighted as something that would need to be considered and managed in future City planning and initiatives.

In plain language, describe how you have evaluated, or will evaluate, the impacts of your asset management initiative. How will this influence the initiative? *Limit 400 words.

To ensure the City's TBL approach remains flexible and adaptable in terms of its use, the Tool can be completed or reviewed at different stages of an initiative. For example, it can be filled out during the planning phases of a new initiative or the re-design of an existing initiative to provide a baseline evaluation. It could also be used to scope out an initiative, inform business case development, or used at project closure to determine whether the desired TBL objectives were met. Ultimately, the short-term goal is for the Tool to guide thinking throughout the development of a program, project, policy, strategy, or service, rather than deliver an objective

sustainability "grade" for each City initiative. As we build capacity for this type of work, the City will decide how to integrate the TBL approach into its evaluation processes.

The 2020 Implementation Plan identifies the following initiatives (amongst others):

Develop an "Audit" Committee to Review TBL Tool Results:

The purpose of this sub-committee would be to annually review a certain percentage of projects that have completed a TBL evaluation (i.e. one initiative from each division) to ensure compliance and completeness of the Decision Making Tool. The committee could also assess which divisions seem to have capacity for this work and where more resources might be required. They could also flag knowledge gaps and/or opportunities for further education for those filling out the Tool.

Target Alignment and Gap Analysis:

The purpose of this initiative is to:

- identify targets and data the City is already measuring related to each of the TBL areas;
- link existing (and relevant) City data and targets to the TBL Decision Making Tool;
- identify whether additional data and/or targets should be considered. Assess where TBL data and target gaps exist; and
- determine how TBL links to / supports existing plans and reports.

Link TBL to World Council on City Data:

The purpose of this approach is to add World Council on City Data (ISO 37120) metrics to the TBL Tool and/or determine how to link the ISO standard with the City's TBL approach.

Develop a TBL Annual Reporting System:

The purpose is to work with corporate stakeholders and the Steering Committee to determine how best to report on the City's TBL outcomes on a corporate-wide basis. There may be an opportunity to link this work to the existing Service Savings and Sustainability Report.

In plain language, please describe the current or projected primary environmental outcomes of this initiative and summarize how these outcomes will be or have been met. *Limit 400 words.

The Tool outlines a number of environmental Success Measures (below), which will see benefits as more and more initiatives begin utilizing the Tool in their planning and decision making processes.

When using the Tool, not only are project teams required to select how their initiative impacts each TBL Success Measure (impacts range from Significant Benefit to Significant Adverse Effect), the TBL Guidelines also direct staff to improve scores by:

- reducing Negative Impacts and eliminating Significant Adverse Effects;
- deepening the positive impacts of existing work;
- supporting a greater breadth of TBL Success Measures to increase co-benefits; and
- reconsidering activities that have or will have a Significant Adverse Effect, unless all alternatives are worse.

Environmental Health and Integrity Success Measures include:

- support renewable energy;
- conserve indoor and/or outdoor water use;
- conserve energy;
- reduce and/or sequester greenhouse gas emissions;
- implement solutions that allow individuals and our community to adapt to the current and anticipated impacts of climate change;
- support the construction of green buildings;
- maintain indoor air quality;
- reduce development on greenfield locations, especially on natural areas or prime farmland; and/or support infill and density;
- utilize building and infrastructure deconstruction techniques and/or adaptive re-use (instead of demolition);
- design buildings and/or neighbourhoods for solar access;
- support initiatives/infrastructure that enable active transportation;
- support initiatives/infrastructure that improve transit;
- support initiatives that decrease fuel use;
- support electric vehicles and infrastructure;
- protect or enhance nature and greenspace in our city;
- support wildlife health and abundance;
- support efforts to reduce Heat Island Effect;
- preserve the integrity of wetlands and watersheds, as well as the surrounding buffer lands;
- reduce light pollution;
- reduce environmental nuisances;
- protect the air, water, and/or soil from pollution;
- provide a dependable supply of clean, potable water;
- maintain a safe and adequate sanitary system;
- reduce the use of chemicals in gardening, agriculture, and/or pest management practices;
- support the responsible management, redevelopment and/or remediation of contaminated, abandoned, vacant, derelict, or underutilized properties;
- divert waste from landfills through prevention, reduction, reuse, exchange, sharing, repurposing, recycling, and/or composting initiatives;
- reduce litter and the improper disposal and/or dumping of waste materials;
- reduce the quantity and/or improve the quality of storm water run-off; and
- support healthy, local, and/or sustainable food production.

(Optional – for bonus points) In plain language, please describe any current or projected secondary environmental outcomes of this initiative and summarize how these outcomes will be or have been met. Both qualitative and quantitative answers are encouraged. Please limit your response to 250 words. Point form answers are acceptable.

As the TBL process begins to influence the City's initiatives, procurement documents, strategies, and policies, it may encourage (or require) our partners, suppliers, and contractors to deliver their work in a more sustainable fashion.

In plain language, please describe the current or projected social outcomes of this initiative and summarize how these outcomes will be or have been met. *Limit 400 words.

The Tool outlines a number of social Success Measures, which will see benefits as more and more initiatives begin utilizing the Tool in their planning and decision making processes.

Social Equity and Cultural Wellbeing Success Measures include:

- support policies/practices that advance equity and/or address discrimination;
- take actions that support people from all cultures; and/or take actions that address racism;
- support Truth and Reconciliation Calls to Action, the UN Declaration on the Rights of Indigenous Peoples, and/or initiatives that support the rights of Indigenous peoples;
- take actions that support people of all ages; and/or address discrimination based on age;
- take actions that support people regardless of their sex or gender; and/or address sexism;
- take actions that support gender-diverse individuals and the 2SLGBTQ community, and/or address discrimination based on gender, gender expression and/or sexual orientation;
- take actions that support people of all abilities, and/or address discrimination based on ability;
- take actions that support people of all incomes, and/or address discrimination based on income;
- support actions that enable residents from a wide range of economic levels, household sizes, and age groups to live in the same neighbourhood;
- support and celebrate diversity within the community at large;
- support a diverse and representative workforce;
- anticipate and respond to demographic changes in the community;
- support opportunities to preserve, cultivate, celebrate, and/or restore cultural heritage;
- celebrate and/or build awareness of local history;
- advance actions that ensure all people have affordable and stable access to housing;
- support actions that address poverty;
- support actions that lead to a higher quality of life for all;
- support actions that reduce hunger and malnutrition;
- assist people to feel well and stay healthy;
- improve safety of people and/or their possessions;
- utilize Crime Prevention through Environmental Design;
- help prevent essential service disruptions, utility disruptions, and/or intermittent power supply;
- provide and enact security protocols to protect people and infrastructure during emergencies;
- take actions to protect privacy/confidentiality of individuals, institutions, businesses, and/or the City;
- improve voter turnout;
- support volunteering;

- support community-led efforts;
- support actions that provide a variety of community spaces close to work and home that facilitate civic engagement;
- support actions that provide a variety of passive and active recreation/leisure opportunities;
- maintain an attractive city, year-round; and
- maintain a vibrant, lively city.

In plain language, please describe the current or projected economic outcomes of this initiative and summarize how these outcomes will be or have been met. *Limit 400 words.

The Tool outlines a number of economic Success Measures, which will see benefits as more and more initiatives begin utilizing the Tool in their planning and decision making processes.

Economic Benefits Success Measures include:

- support opportunities for innovation, leadership, learning, and creativity to emerge;
- support decisions that attract and retain sustainable businesses and industries in the city;
- support suppliers, contractors, businesses, and industries that have strong sustainability practices and/or mandates;
- include Triple Bottom Line criteria in Procurement Documents;
- support Diverse and Indigenous Suppliers;
- support processes that uphold financial accountability and transparency;
- consider the life-cycle costs and implications of services, investments, infrastructure, and assets when establishing budgets and resource needs;
- identify and secure adequate resourcing;
- support efforts to reduce operational and/or maintenance costs;
- find ways to generate revenue and/or recover costs;
- take advantage of grants and/or available funding opportunities;
- if borrowing, determine how the initiative will impact the City's debt limit and whether the initiative is part of the City's borrowing plan;
- calculate the implications of carbon pricing, where applicable;
- provide value to citizens at a reasonable cost;
- stimulate the local/regional economy by supporting job creation and/or removing barriers to business development;
- assist and/or provide incentives for businesses to transition to more sustainable ways of operating;
- support a diversity of industries and economic sectors;
- support actions that allow businesses and entrepreneurial ventures to access banking, insurance, financing, and other financial services;
- engage with Business Improvement Districts and local business associations;
- support tourism;
- avoid the development of stranded assets;
- support infrastructure and assets that are multi-use, achieve co-benefits, and/or provide value above and beyond their primary use;

- prevent the removal, demolition, damage, or degradation of existing infrastructure and assets that are not yet at the end of their useful life;
- ensure connectivity to existing and/or planned infrastructure, services, and assets;
- build and maintain quality, lasting infrastructure and assets;
- increase the number of people who have relevant skills and education for employment, decent jobs, and/or entrepreneurship;
- collaborate with academic, vocational, or other institutions to provide educational and training opportunities;
- support Occupational Health and Safety outcomes;
- support fair wages and/or secure employment;
- support actions that improve quality of life at work; and
- support actions that improve employment rates and/or access to employment.

In plain language, please outline the initiative's most significant challenges, successes and lessons learned to date. If relevant, describe any challenges you anticipate with the initiative and the steps you are taking toward addressing them. *Limit 400 words.

Lessons

- 1) Specify how much time a project team may need to complete the Tool so it can be built into a project schedule.
- 2) Extra support may be required for operational divisions who may not have much time for planning/strategy.
- 3) Employees value filling in the Tool with a small group because it spurs thinking/questions. Having a facilitator was seen as extremely useful.
- 4) Integrate TBL into existing procedures, processes, reporting mechanisms, and initiatives to avoid duplicate efforts.
- 5) The limitations of the Tool need to be clearly communicated (it doesn't lead to quantitative outcomes, generate objective sustainable grades, evaluate budget implications).

Challenges

Challenges were minimal. Policy and Tool development was done in collaboration with many divisions, including employees representing different positions; this helped create a sense of buy-in and co-ownership. Support from the City Manager and City Council helped guide the project forward.

Potential Challenges

- 1) Some Success Measures may be seen as incongruent with certain initiatives / work plans. Some staff may be concerned that using TBL could significantly impact/harm their work or increase costs. This will require ongoing conversation/negotiation, as well as an acknowledgement that transitioning an organization that was not created on the foundations of sustainability to an organization that values/integrates TBL will require time, creativity, and collaboration.
- 2) Each division, project team, and employee will have varying capacities to take up this work. Allowing time to adjust, build capacity, and secure resources will be required.
- 3) The new approach may be seen as "one more thing". It will be important that the value of TBL is communicated well, championed by leadership, and modelled by colleagues.

- 4) Efforts will be needed to ensure TBL is taken up consistently. This will be done by monitoring progress/uptake to understand how TBL is being applied by various divisions, while education / capacity building opportunities will be made available to staff.

Successes

- 1) Advisory and Steering Committees were collaborative, effective, and supportive.
- 2) Policy passed unanimously by City Council.
- 3) Tool was developed, piloted, and well-received.
- 4) Pilot feedback:

"The TBL pilot showed us that we were falling short regarding social outcomes. We are now modifying our approach so our initiative is more inclusive/accessible."

"It allowed us to apply some lenses that we would have otherwise missed."

"We have embedded TBL as a recommended action in our Strategy."

"It's pretty easy to pick up and work on."

"It helped to explain gut feelings about what option was better in a more quantified, explained manner."

LETTER OF SUPPORT

Date: February/March XX, 2020

City of Saskatoon
222 3rd Avenue North
Saskatoon SK S7K 0J5

Re: Letter of Support for Sustainable Communities Awards Application

To the Federation of Canadian Municipalities (FCM) Sustainability Awards Committee:

This letter is to confirm that Saskatoon City Council is aware that the Sustainability Division (Shannon Dyck) is applying for the Federation of Canadian Municipalities' Sustainable Communities Award for the City of Saskatoon's Triple Bottom Line (TBL) Initiative and considers the TBL initiative deserving of recognition. Saskatoon City Council, at its meeting held on February 24, 2020, adopted a recommendation of its Standing Policy Committee on Environment, Utilities, and Corporate Services supporting the application from the Sustainability Division.

Yours sincerely,

[City Clerk's Office (or designate)]

Signature

Recovery Park Revised Funding Plan

ISSUE

The estimated cost for the revised Recovery Park project is \$31.1M. The current budget allocates \$23.4M for Landfill infrastructure replacement and Recovery Park site design and construction. This report presents a funding plan for the additional cost for the project based on the option that was approved by City Council in December 2019.

RECOMMENDATION

1. That the Recovery Park and Saskatoon Regional Waste Management Centre Project (Capital Project No. 2050) be adjusted to reflect a total cost of \$31.1M;
2. That the additional expenditures be funded from the Investing in Canada Infrastructure Program and the revised funding plan within this report;
3. That if the Investing in Canada Infrastructure Program funding is not confirmed, the full additional amount of \$7.7M be funded by borrowing subject to a Public Notice Hearing for Borrowing; and
4. That if the funding is approved from the Investing in Canada Infrastructure Program, His Worship the Mayor and the City Clerk be authorized to execute and deliver the contribution agreement for Capital Project No. 2050.

BACKGROUND

On December 16, 2019, City Council resolved the following for the Landfill Infrastructure Replacement and Recovery Park Design Options:

“That Option 3: Additional Recovery, Scaled and Non-Scaled, be approved for the Recovery Park site design, and that the Administration report back with a funding plan for the revised project costs.”

DISCUSSION/ANALYSIS

The previous approved funding plan for the Recovery Park Project (Capital Project No. 2050) as approved at City Council on August 27, 2018, is for \$23.4M of which \$12.8M is funded through borrowing. The remainder is funded from various City of Saskatoon (City) reserves, operating contributions, and reallocated funds. Since that report, the timing of the project has been extended, which results in additional property tax phase-in dollars earmarked for borrowing being available for the project resulting in less borrowing being required. The property tax phase-in to fund the revised \$10.6M in borrowing is \$865,000, which was added to the operating budget in 2019, and an additional \$86,100 is to be added in 2022 (total of \$951,100).

As resolved by City Council on December 16, 2019, the approved option (Option 3) will add costs of \$7.7M to the project. There are two funding plans outlined in this report to cover these additional costs. The first assumes receiving funding through the Investing in Canada Infrastructure Program (ICIP), and the second assumes that the ICIP funding will not be approved in time for the project to continue and therefore relies on the borrowing of a larger amount.

Investing in Canada Infrastructure Program Funding Plan

The Administration has submitted a portion of this project to the federal and provincial governments for consideration under the ICIP. The portion submitted is for work that could be delayed until late 2020 or early 2021 to allow for the funding agreement to be put in place. It is anticipated that announcements of approved funding could be made by June 2020. If approved, approximately \$9.4M in funding would be received by the City. This would result in a total borrowing requirement of \$8.9M. The property tax phase-in plan, which was approved and started in 2019 to fund the borrowing, could remain at \$865,000 with the money being allocated to the project costs until borrowing is required.

Funding Plan without Investing in Canada Infrastructure Program Funding

If ICIP approval is not received by the time the project needs to be tendered in late 2020, increased project funding through borrowing would be required. In this case, the total borrowing requirement would be \$18.3M. The property tax phase-in to fund the repayment of the borrowing will require an additional \$779,000 to be added in the 2022 budget (total of \$1.64M).

FINANCIAL IMPLICATIONS

Table 1 details the amounts of the borrowing and property tax phase-in of the original budget approval, the revised Option 3 with ICIP funding, and Option 3 without ICIP funding.

Table 1:

	Reserves or Operating Contribution	Borrowing	ICIP	Total	Property Tax Phase- in Required	Additional Property Tax Increase Required in 2022
Original Project Approval	\$12.8	10.6	-	\$23.4	\$0.95	0.04%
Revised with ICIP Funding	\$12.8	8.9	9.4	\$31.1	\$0.87	0.00%
Revised without ICIP Funding	\$12.8	18.3	-	\$31.1	\$1.64	0.32%

OTHER IMPLICATIONS

There are no privacy, legal, social, or environmental implications identified.

NEXT STEPS

The Cities Act and The Public Notice Policy Bylaw No.8171 require that City Council give public notice before borrowing money. On August 27, 2018, a public notice was given for a borrowing amount of \$12.8M; therefore, if additional borrowing is approved a public notice will be required for the revised amount.

The Administration will report back on the outcome of the ICIP application for funding.

REPORT APPROVAL

Written by: Kari Smith, Interim Director of Finance, Corporate Financial Services
Bryan Zerebeski, Special Projects Manager, Technical Services
Reviewed by: Rob Frank, Interim Director of Technical Services, Transportation & Construction
Kerry Tarasoff, Chief Financial Officer, Corporate Financial Services
Approved by: Angela Gardiner, General Manager, Utilities & Environment

Accessibility Considerations for Curbside Solid Waste Collection

ISSUE

Relocating residential solid waste roll-out containers to, and from, the street or alley for collection can be problematic or impossible for residents with disabilities. The City currently offers a closed program to a limited number of residents, which improves service accessibility for single-family household (curbside) collections. Saskatoon residents who are not currently part of the program have expressed the desire and need for a similar service.

BACKGROUND

2.1 History

Since 2007, the City has delivered a service to enhance the accessibility of curbside solid waste collections; previously referenced in reports as the Special Needs Garbage Collection Service. For those residents included in the program, their roll-out solid waste containers (or 'carts') are retrieved from their property, the contents collected, and then returned to the same location on the property by collection crews.

This program, which was intended to be phased out, was established along with the project which replaced the 300 gallon communal back lane garbage containers with household-specific carts. The service was initially extended as a one-time offer to residents who met pre-defined criteria in affected areas. Since the initial intake, the program has remained closed to new applicants.

City Council at its meeting held on October 23, 2017, considered the Special Needs Garbage Collection Service report and resolved, in part:

"That the Administration report at 2018 budget deliberations outlining the potential for and impact of accepting new applicants to the Special Needs Garbage Collection Service for the interim term prior to the results of the Waste Utility consultation and resulting updated Waste Management and Services implementation."

The Options for Expanding Special Needs Garbage Collection report was received as information in support of the Recommended Changes to Waste Management in Saskatoon report at the November 20, 2017 meeting of City Council. City Council also resolved to forward the report to the waste consultations.

The aforementioned 'waste consultations' was a reference to a curbside residential waste community engagement campaign that was planned and executed in 2018 to inform recommended changes to waste management in Saskatoon. Applicable information is summarized within the 'Public Engagement' section of this report.

At its regular business meeting held on March 25, 2019, City Council resolved:

“That the Administration report back with options and implications of special-needs collection services (waste, recycling and organics). As previously directed, Administration should engage with relevant stakeholders such as senior and disability services organizations, as well as the Saskatoon Accessibility Advisory Committee, to address accessibility needs as well as any updates required to the Special Needs Garbage Collection Service.”

2.2 Current Status

The Special Needs Garbage Collection Service continues to be offered to those residents in the program until they leave their current home. Unless program or service level changes are mandated by City Council, the program will eventually have no participants. This service is currently provided for the black (garbage) and blue (recycling) carts.

In 2017, a marketing campaign was launched, promoting neighbours helping neighbours roll their carts to the street or alley on collection days.

2.3 Public Engagement

On March 6, 2018, the Administration hosted the Accessible Waste Collection workshop. Prior to the workshop, the Administration presented to the Saskatoon Accessibility Advisory Committee at their February 9, 2018 meeting. Engagement opportunities were highlighted with respect to accessibility and curbside waste collection. Invitees for the March 6, 2018 engagement workshop were also discussed.

Results of the March 6, 2018 workshop were presented in the Changes to Waste Management in Saskatoon - Engagement Results report to City Council at its meeting on June 25, 2018. At that time, City Council resolved that the report be received as information in support of the Recommended Changes to Waste Management in Saskatoon report.

An attachment of the June 25, 2018 report is also appended to this report as Appendix 1. Barriers and challenges of the current state were presented, along with opportunities for the future. In short, a desire for improvements to the limitations of the City's current program were expressed by workshop participants. The following key values were proposed, for the design and delivery of a potential future program:

- Transparency and openness – of program offered;
- Fairness – of eligibility, access;
- Equity – in level of service and cost (comparative to regular household program);
- Affordability – conscious of constrained incomes (old age pensions, disability); and
- Coordination – between service providers.

Results of other waste-related engagement activities, reported in June 2018, also indicated a desire for accessible solid waste collection services by some residents.

2.5 Approaches in Other Jurisdictions

The Administration contacted other Canadian municipalities to identify whether they offered a dedicated program to enhance the accessibility of solid waste collection services. Of the eleven municipalities that responded, eight offered such programs. Answers to a series of program-related questions are included in Appendix 3, which will inform future service level investigations for Saskatoon.

OPTIONS

Option 1: Status Quo – Do Not Change the Service Level of the Existing Special Needs Garbage Collection Service

Should this option be approved, the City would continue to deliver the existing service, until such time as all the residents in the program vacated their households. Eventually, the service would cease to exist.

There would be a gradual increase in the capacity of collection staff and equipment. This would be offset by City growth, and therefore there would be a minimal reduction in annual operating expenditures.

This option is not supported by feedback from previous public engagement.

Option 2: Cancel the Existing Special Needs Garbage Collection Service

Should this option be approved, all residents, including those in the current Special Needs Garbage Collection Service, would be required to relocate their carts to the front curb or back alley for collection. The City would cease to provide a service which enhances the accessibility of curbside solid waste collections, after appropriate communication had been delivered.

There would be an immediate increase in the capacity of collection staff and equipment. There may be a reduction in annual operating expenditures.

This option is not supported by feedback from previous public engagement.

Option 3: Initiate a Project to Develop and Evaluate Alternatives to Expand the Existing Program

Should this option be approved, the Administration would initiate a project to explore the feasibility of alternatives to expand and alter the existing Special Needs Garbage Collection Service. Appropriate community engagement would be completed once the details of each alternative were developed. The goal would be to provide City Council with a report containing a recommendation which ensures equitable access to curbside solid waste collection services, for residents with a disability, to the best of the City's ability.

Factoring in the 2020 and 2021 multi-year budget, the timeframe for the report would be targeted to allow for an operationalized program at some point in 2022.

The 'Rationale' section of this report highlights the short term financial implications of this option. The information outlined within the 'Additional Implications/Considerations' section would be factored in to the evaluation of potential alternatives.

This option is supported by feedback from previous public engagement.

RECOMMENDATION

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council that:

1. The Administration proceed with Option 3 to initiate a project to identify alternatives to expand the accessible City-wide curbside (single-family household) solid waste collection service, report back on the feasibility of each, and recommend an alternative for implementation;
2. The values identified in the March 2018 engagement session (Accessible Waste Collection workshop) be included in the Administration's evaluation of accessible solid waste collection alternatives, along with legal, financial, and labour relations considerations; and
3. The report of the General Manager, Utilities & Environment Department dated January 13, 2020, be forwarded to the Saskatoon Accessibility Advisory Committee, with a specific request to propose a new name for the Special Needs Garbage Collection Service.

RATIONALE

The information in Appendices 1 and 2 support the recommendation, from a community engagement and a legal standpoint, respectively. In addition, the information in Appendix 3 demonstrates that other Canadian municipalities offer City-wide curbside accessible solid waste collection services.

In order to provide City Council with a comprehensive evaluation of options for altering the current program, additional work is required to refine the list of alternatives, and explore the feasibility of each. This work would include an evaluation of opportunities for accessible solid waste collection services offered by both City staff or a third party. An open, fair, and transparent process would be utilized to obtain the third-party information.

This work was initially included in the scope of the 2017-2018 capital project which evaluated curbside solid waste collection as a utility. As the scope of the utility project changed, the work on accessible collections was put on hold. This work will be completed using existing resources, which may have a slight impact on the timing of other priorities.

ADDITIONAL IMPLICATIONS/CONSIDERATIONS

The exploration of expanding the accessible solid waste collection service is not only isolated to curbside garbage collection. The curbside recycling contract is also a factor, as is the pending City-wide curbside organics program.

City staff provide the existing service for curbside garbage, and the contracted recycling collection provider delivers the service for curbside recycling. The legal and logistical implications of engaging another third party to deliver the accessible curbside solid waste collection service must be explored. In addition, Requests for Information to prospective third party service providers must adhere to the City's Purchasing Policy (C02-045) and applicable processes.

Other considerations of a future program include the following, in addition to those outlined in previous engagement sessions:

- Resources;
- Costs;
- Eligibility and access;
- Level of service and cost compared to "regular" household program;
- Clear eligibility criteria; and
- Possible streams for temporary and permanent disabilities.

COMMUNICATION ACTIVITIES

Administration will report back to City Council once the feasibility of future service alternatives have been explored.

APPENDICES

1. Accessible Waste Collection Workshop Summary
2. Confidential Solicitor/Client Privilege
3. Municipal Benchmarking Results

REPORT APPROVAL

Written by: Mark Shaw, Environmental Operations Manager
Reviewed by: Russ Munro, Director of Water & Waste Operations
Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - Accessibility Considerations for Curbside Solid Waste Collection.docx



Append 1- Accessible Waste Collection Workshop Summary.docx

*Accessible Waste Collection Workshop Summary - saskatoon.ca/engage
March 2018*



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1 Background

The Special Needs Garbage Collection Service has been the topic of several City Council reports and motions. In fall 2017, City Council requested that Administration consult with stakeholders to discuss accessibility considerations and the future of the Service as part of the larger Saskatoon Talks Trash: Curbside community engagement activities.

Some Saskatoon residents, including seniors and people with mobility challenges or disabilities, have challenges physically maneuvering waste carts or accessing other waste services.

While a Special Needs Garbage Collection Service exists to provide assistance with collection carts, the program has not accepted new registrations since its inception and was originally intended to be a short-term measure. However, Administration continues to receive requests for new applicants.

Costs to provide this service are estimated at \$490 per household in the program, funded through property taxes. In the interim, the Cart Crusaders campaign was launched as a way of encouraging neighbours to help neighbours in need by rolling out their carts on collection day - similar to the Snow Angels campaign for snow shoveling.

2 Engagement Strategy

The “Accessible Waste Collection” workshop was held on March 6th, 2018 from 9:30am-11:30am at the Saskatoon Field House.

The workshop was open to stakeholders and organizations that serve or represent older adults and/or other residents who are physically challenged by the task of managing a waste cart. Direct invitations were sent to a list of over 30 organizations, and the workshop was also publicized on the project’s Engagement website.

2.1 Engagement Objectives

The goals of this workshop were to:

- Better understand the challenges and opportunities with curbside collection from an accessibility lens;
- Discuss preferred options for design and delivery of a special collections service;
- Assess the three scenarios used in the broader engagement exercise from an accessibility lens; and
- Build relationships with key stakeholders.

2.2 Participants

8 participants attended the workshop, representing a variety of organizations:

1. Spinal Cord Injury Saskatchewan
2. Saskatchewan Human Rights Commission

3. Sarcan Recycling
4. Saskatoon Services for Seniors
5. Saskatoon Council on Aging
6. Crocus Cooperative
7. Saskatoon Accessibility Advisory Committee
8. Kenderdine Court Condo Association

3 What We Heard

3.1 Barriers and Challenges

Participants shared a range of challenges with the current waste collection program, including: the size, height, and weight of bins; difficulty maneuvering in snowy and icy conditions; and difficulty disposing of bulky items and hazardous waste.

They emphasized that difficulties are experienced by both people with physical limitations and people with mental health challenges (for example, with hoarding behaviours). One service provider noted that they have assisted with many yard clean-ups do to the storing or piling of waste as a result of the above difficulties.

Participants were disappointed with the current limitations on Special Needs Garbage Collection, and noted the need for an updated name to reflect current language (not special needs). They emphasized that neighbourliness approaches like the Snow Angels or Cart Crusaders campaigns are insufficient and unreliable solutions for waste management. These approaches were also critiqued from a human rights perspective, as residents are not receiving an equitable level of service from the City.

The participants also shared feedback on the fines from Environmental Protection Officers, stating that the Officers and the tone of the letters have been intimidating or scary to older residents and people with mental health challenges. They urged a more educational tone, greater sensitivity, and friendliness related to fining, and to customer service in general.

3.2 Opportunities

We heard that it would be important to take a values-based approach in the design and delivery of a future program. Key values include:

- Transparency and openness – of program offered
- Fairness – of eligibility, access
- Equity – in level of service and cost (comparative to regular household program)
- Affordability – conscious of constrained incomes (old age pensions, disability)
- Coordination – between service providers

The group also identified that a future program should have a threshold for eligibility with clear criteria, and streams for temporary versus permanent physical impairments. There was strong support for inviting community proposals for the delivery of the service, while the City would retain overall strategy, oversight, and communications. One service provider noted that it is much easier for them to collect bags than to move carts. Participants also stressed that residents in the program not be double-charged for the service.

It was noted that having smaller garbage cart options in a waste utility would be helpful for many who struggle with the size and weight of current standard carts.

4 Next Steps

January 2020 update:

- The results from this work were intended to inform future decisions on solid waste collection and management in Saskatoon.
- This appendix was first presented to City Council on June 25, 2018, in the Changes to Waste Management in Saskatoon - Engagement Results report. At that time, significant changes to curbside (single-family household) solid waste collection were being explored by the City, including a pay-as-you-throw utility model for garbage and a City-wide organics collection program. Program decisions made in late 2018 resulted in the accessible solid waste collection scope becoming decoupled from the project which is ultimately pursuing a City-wide curbside organics collection program.

4.1 Consideration of results

January 2020 update:

- The results of this engagement work will be used to inform any future work related to curbside solid waste collection accessibility.

Appendix A: Full Results

Question 1: What are residents and/or clients telling us about the barriers and challenges they encounter with our curbside collection program?

- Bins are too large and heavy as individual carts, cannot maneuver or struggle to move them
 - Have heard that carts are too high to deposit larger/heavier bags or materials into them
 - Back alley collection seems to be more accessible-friendly due to lack of curb
- Weather challenges; pulling the carts through snow, or snow accumulating on flat tops of carts
 - Getting bins to the streets when snow pile is high
- There is a broad spectrum of need, including:
 - Mental health challenges and waste hoarding leading to residents feeling threatened or worrying about eviction
 - Physical disability or mobility limitations leading to being physically unable to get waste out of the house or to the cart
 - Some have homecare providers or support agencies who do the disposal
 - Some hire service providers, if they have money to afford this
- Dealing with bulky items is an added challenge
- Attitude to City or feeling of civic pride may not be as positive for some of these groups – ex. Seeing messy yards; not everyone is conscientious or concerned about it
 - Crocus Co-op and Saskatoon Services for Seniors both provide yard clean-up services for clients and are often thanked by neighbours for their services
- Symptom of these barriers may lead to waste accumulating outside the door or in yard (because unable to get it to the carts) to the point where it becomes overflowing or too heavy to deal with
 - Providers like Services for Seniors have been stuck with waste they cannot dispose of for their clients, and no solutions offered by City in these cases
- Services in the community exist but are not coordinated and there is a lack of awareness among residents of who to contact for what
- Residents experiencing difficulties do not know who to call and have felt dissatisfied by City response
 - Frustrated that they may have heard of this “magic program” (Special Needs Collection Service) but cannot get into it
- “Neighbourliness” approaches are not reliable
 - We are too large with insufficient community spirit to achieve this; connections between neighbours are not necessarily strong or may not exist

- What happens when people move away or their life circumstances change?
 - Could there be an incentive in exchange for helping a neighbour?
- Some people work together and use each other's bins for excess waste
 - Idea raised of a civic incentive for sharing waste bins (i.e. a 2% reduction on your bill)
- Fine system is a point of concern
 - Notice letters (i.e. educational warnings to move bin back onto property) have been disturbing to some residents, especially if economically challenged and with a disability
 - "military-like" approach of Environmental Protection Officers (EPOs) can provoke emotional responses from residents who need special consideration re: accessibility
 - Police-like uniforms were mentioned as distressing to some
 - Public perception of being policed by EPOs and the cost of EPO staff leads some to wonder about investing more in a more conversational and educational approach using phone calls, mailers, news media, etc.
 - Overloaded carts – people don't know that the lids are not supposed to be open at all; also lack of knowledge of the right of way bylaw, as discussed prior
- Customer Service considerations – increase sensitivity and responsiveness, awareness of differing needs and abilities

Question 2: What are the advantages and disadvantages of these scenarios from an accessibility lens? Why?

Scenario 1

- Concern about lifting bags of yard waste – would need smaller bags
- Small food cart might still be large for a senior – may not fill it at all, and just contaminate black cart instead. Scenario 3 could help with that situation.
- Like the small garbage options across all scenarios
- Some people may still need largest size carts AND be unable to move them

Scenario 2

- 1 cart for organics seems easiest, compared to Scenario 1
- Some desire for more frequent collection than every 2 weeks

Scenario 3

- Need a simple solution – green and black bags seem complicated for education and use
- Challenges getting the bags are even more challenging for people with disabilities – would need distribution not just pick-up

- Need clarity around materials going into/out of garbage and organics especially for Opti-Bag
- Could be good for people with limited garbage/organic waste – in one cart vs. hauling out another cart
- Would like smaller blue cart options as well

General comments

- Concerns about (organics) compliance in any scenario
- Need variable sizes for ALL carts – makes sense given variability of need, household size and type
- Bagging options can help service providers to the pick-up (can't manage large, full carts at this point)
- 1 size doesn't fit all
 - The word “mandatory” rubs people the wrong way
 - Describe the benefits in terms of costs not just environmental angle, especially when thinking about fixed income and low income residents
 - Note – house design – how to integrate organics collection in kitchen?
 - Perhaps carrying bags out to stationary carts is easier
 - Could consider special program where folks can do this instead of using carts; get special bags for pickup
 - What about residents who generate medical waste – penalizing this by variable rate pricing?

Looking beyond the scenarios, how might we adapt our collection program to be more accessible for more people?

- Recycling – if I don't generate much, why have the largest bin
- Education – take less punitive approach, less judgemental, more informative
- Seniors – reaching folks via 6:00 and 12:00 News is best, not via social radio
- Be clearer in communication not just about what's permitted/not but the next step (ex. If plastic film not allowed, what to do with it?)
- More accessible options for Household Hazardous Waste pick-up
- We need to expect that our demand will increase with an aging population

Question 3: Preferred models for special collection – what do you see as the advantages/disadvantages of a City-delivered or 3rd party-contracted approach? What are the critical success factors for this kind of service?

- Must be open to the public, with criteria for eligibility
 - Could involve Health Region, Occupational Therapy to do home visit assessment
- Fairness as a key principle
- Would like to see smaller cart options in the general service stream, for those who do have the ability to manage smaller carts

- Find a supplier who can do it
- Don't make people feel bad or like they have to beg to access the service
- Invite community proposals to procure the service – include a clear scope of demand and expectations
 - Might be cheaper than City-run program
 - Affordability is important, especially if on disability pay or low-income
 - Sense of already being financially penalized for a condition that is beyond a person's control
 - May need to have some consideration of different agency constraints and abilities – ex. Crocus Cooperative workers have a limit on their hours per week for disability payments
 - Could be a component of a broader suite of service offerings, like snow removal help
 - Could Cosmo or another group drive around day prior to collection & within 24h after to pull out/in the carts for special service recipients?
- People may want the City to be involved, at the very least in a promotion and advocacy role and to answer questions/deal with concerns from residents – “more likely to call the City than a contractor”
- Suggestion that at the end of the day, City is likely to play a significant role even with 3rd party delivery – managing the contracts, providing education, etc.
- One person suggested the option of allowing folks to opt-out of city collection and manage their own special procurement rather than perception of paying twice
- No double-charging or being punished for age or ability
- Equitable service is required; not necessarily the same service
- Must remove barriers and stop limiting the program in current fashion – this is a problem from a Human Rights perspective
- Must have a threshold for accessing the service – consider a one to two page form like other cities
- Aging in place is a priority in our community and that relates to waste collection
- Change language away from “Special Needs” service – outdated and not fully accurate
- Timelines – must move on this sooner than later
 - A Human Rights complaint would become an issue for the City of Saskatoon
- Recommend an incremental change approach, similar to Human Rights Commission's work with transportation
- Human Rights Commission doesn't necessarily care how the service is delivered, but emphasized that neighbour-based program likely would not work

- Need temporary and permanent service options for different types of challenges (ex. Recovery from hip surgery vs. a permanent condition)
- Likely cheaper for a 3rd party to deliver the actual service
- Would this be part of a user pay model or reflected in the mill rate – need to prioritize equity
- From rights perspective, any program would have to be the same costs for those on special services and those on regular service (could be a challenge to work into a Waste Utility)
- At the end of the day, collection is a public good
 - This is about being a better, more inclusive community
 - Waste collection is a public good like parks and libraries

**CONFIDENTIAL
SOLICITOR/CLIENT PRIVILEGE**

Re: Accessibility Considerations for Curbside Solid Waste Collection

The Office of the City Solicitor provided confidential, Solicitor/Client Privilege information to Members of City Council regarding this matter. The information will remain *In Camera* pursuant to section 21 of *LAFO/PP*.

Municipal Benchmarking

The City of Saskatoon is a member of the National Solid Waste Benchmarking Initiative (NSWBI). As advertised on their website, “The NSWBI was created as a tool that enables municipalities and regional governments to spot program differences, assess common performance indicators, and to develop language and definitions consistent for all programs.”

The Administration contacted NSWBI members and non-members to solicit feedback on how their municipalities address accessibility challenges with curbside (single-family household) residential solid waste collection. A total of 11 municipalities responded to a series of questions; 8 in Western Canada, 2 in Ontario, and 1 in the Maritimes. As a member of the NSWBI, the City of Saskatoon (City) is bound to a Confidentiality Agreement which requires information destined for the public forum to be scrubbed so that individual communities cannot be identified by name. The following is the compilation of responses received.

1. Does your municipality operate a program to enhance, in any way, curbside (single-family household) solid waste collection accessibility?
 - 8 – Yes
 - 3 – No

The balance of the questions only pertain to those municipalities who offered a related program.

2. What is the name or title of the program?
 - Special collection
 - Assisted waste collection program
 - Backyard collection / Special collection assignment
 - Special needs program
 - Walk-up collection service
 - Set-out service
 - Walk-up program
 - Carry-out program
3. What is the service delivery method?
 - 4 → Roll-out carts for waste containers. Collection truck operators or their passenger (depending on the type of collection truck) exit their vehicle, retrieve the roll-out cart from the property, collect, and return the cart to the property.
 - 1 → Roll-out carts for waste containers. However, either a dedicated service technician in a half ton truck, or the regular collection truck operators exit their vehicle, retrieve the roll-out cart from the property, collect, and return the cart to the property.
 - 2 → Combination of roll-out carts and bagged waste, depending on the waste stream (garbage, recycling, or organics). Collection truck operators or their passenger (depending on the type of collection truck) exit their vehicle, retrieve

the roll-out cart or bag from the property, collect, and return the cart to the property.

- 1 → Bags. However, they are switching to carts. Waste collection attendant collects from the front door.
 - Note: 6 of the 8 municipalities incorporated these accessible collection services within their regular collection routes.
4. Percentage of program participants compared to the total number of curbside households serviced.
- Ranged from 0.03-0.85%
 - Mean (Average) of 0.27%
 - Median of 0.20%
 - Note: for reference, the City's current program collects from approximately 0.4% of the total number of curbside households serviced.
5. What is the application process for the program?
- In all cases, the application is initiated by the resident.
 - 7 of the 8 municipalities required an application form to be completed by the resident.
 - 6 of the 8 municipalities confirmed that a qualified City representative performs a site visit to the residence as part of the application process. Cart/bag placement confirmation, assessment of any specific needs, and verification of information are examples of the reason for the visit.
 - 3 of 8 municipalities require a medical professional to verify the requirement for service.
6. What is the frequency of follow-up with each program participant, if any?
- 3 → Annually.
 - 1 → Every two years.
 - 1 → After 7 years. They found that an annual follow-up was an administrative burden.
 - 3 → None. They expect residents to contact them for any program changes.
7. Are there any expectations for the residents in the program?
- Compliance with waste-related bylaws.
 - The waste container must remain in the agreed-upon location on their property.
 - The path must be clear of snow.
 - Ensure that collections staff do not have to interact with dogs.
 - The street address must be clearly visible from the front street or back alley (depending on collection location).
8. What are the administrative requirements to operate the program?
- Varied greatly depending on the program design. The specific feedback will be referenced should the City proceed to expand the existing program or develop a new program.

Additional lessons learned and feedback included the following:

- Solid waste collections staff may not have the knowledge or ability to confirm program eligibility. In cases where they are expected to assess a resident's need, they consider factors such as whether they live with another individual who is able to relocate their cart.
- If contracting waste collection services, consider the very detailed instructions and information which are required to successfully deliver this program.
- Consider the cost to the residents if the program requires medical notes or information.