

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."