

# Sustainability Portfolio and 2022-2023 Business Plan Options

## ISSUE

Since August 2019, the Sustainability Department (Department) has delivered several significant long-term plans and strategies, including: the *Low Emission Community Plan*, the *Local Actions: Corporate Climate Adaptation Strategy* and the *Green Infrastructure Strategy*. Further work to detail implementation paths and define initiatives has occurred through the *Solid Waste Reduction and Diversion Plan* and the *Green Infrastructure Strategy Implementation Plan: Near Term Actions and Financing*. Furthermore, throughout 2021, work has progressed on the plans for renewable energy, water conservation and triple bottom line processes.

The Sustainability Portfolio Management and 2022-2023 Project List Report (the Report), in Appendix 1, demonstrates an accountable process to steer implementation of the high-level plans and strategies led by the Department. A portfolio management approach has been used to assemble the work described across these strategies and plans with a goal to:

- Deliver the broader scope of the work outlined in Master Plans through smaller, achievable initiatives;
- Clearly demonstrate whether proposed implementation is in alignment with the timing and schedule defined in the plans;
- Guide processes for financial coordination, needs identification and gap analysis;
- Align with the corporate portfolio procedures; and
- Improve resource planning.

By providing information and options for implementation of corporate sustainability plans and actions, this report further prepares City Council for the 2022-2023 Business Plan and Budget deliberations.

## BACKGROUND

On January 27, 2020, City Council considered the Sustainability Report: Towards a Healthy, Resilient and Regenerative Saskatoon, and resolved that the report be received as information.

At its meeting on February 1, 2021, the Standing Policy Committee on Environment, Utilities and Corporate Services, considered the Environmental Sustainability Reserve Implementation Update report and resolved that the information be received.

At its meeting held on April 6, 2021, the Standing Policy Committee on Environment, Utilities and Corporate Services, considered the Climate Action Plan – Progress Report 2020 and resolved:

- “1. That the report be forwarded to City Council and the Saskatoon Environmental Advisory Committee for information; and

2. That the Administration report back on the feasibility of implementing the City of Edmonton's carbon budgeting approach.”

At its Regular Business Meeting held on April 26, 2021, City Council considered the Boulevard Gardening and Maintenance Guidelines Update and Program Expansion Options and resolved:

- “1. That Option 2 be approved: Expand program to include centre medians and a centre median application process, subject to approval of \$50,000 in operating funding for 2022 onwards, to be brought forward to the 2022-2023 Business Plan and Budget deliberations;
2. That a \$60,000 capital funding request for the development of a Feasibility Study and community engagement, to further expand the garden program, be brought forward to the 2022-2023 Business Plan and Budget deliberations; and
3. That Administration report back on options to mitigate concerns about snow removal with regard to permanent gardening structures, including feedback from Edmonton and Calgary.”

At its meeting held on May 3, 2021, the Standing Policy Committee on Environment, Utilities and Corporate Services, considered the Solid Waste Reduction and Diversion Plan - Implementation Plan and Funding for 2022-2023 report and resolved that the matter be referred to City Council's 2022-2023 Business Plan and Budget Deliberations for consideration.

At its meeting held on June 7, 2021, the Standing Policy Committee on Environment, Utilities and Corporate Services, considered Green Infrastructure Strategy Implementation Plan, Near Term Actions and Financing report and resolved:

- “1. That the information be received; and
2. That Administration report back as soon as possible to the appropriate Committee a detailed process and timeline for the delineation of the northeast swale north boundary and small swale boundary to provide more certainty in the concept planning process.”

At its special meeting held on June 15, 2021, the Standing Policy Committee on Environment, Utilities and Corporate Services, considered the Next Steps for Climate Adaptation report and resolved that the report be received as information.

At its special meeting held on June 15, 2021, the Standing Policy Committee on Environment, Utilities and Corporate Services, considered the Triple Bottom Line (TBL) and Local Energy Access Partnership (LEAP) Update and Next Steps report and resolved, in part:

- “1. That in follow-up reporting the Administration work to identify the added value and benefits that emerge out of the application of the Triple Bottom Line project.”

## CURRENT STATUS

The Report outlines the base operational program and summarizes work underway or completed by the Sustainability Department in 2020-2021, including:

- Home Energy Loan Program (HELP);
- Community Energy Assistance Program (SaskPower);
- Renewable Energy Strategy;
- Municipal Building Analysis for Solar Photovoltaic systems (PV);
- Facility Improvement Program – Energy Performance Contract (EPC);
- TBL Program Development;
- Wetland Policy Process Improvements;
- Groundwater Protection Policy;
- Green Infrastructure Strategy (GIS) Implementation Plan;
- Growing Community – Collaboration and education material development;
- Solid Waste Reduction and Diversion Strategy;
- Industrial, Commercial and Institutional (ICI) Bylaw for mandatory recycling and organics; and
- Water conservation plan development.

Following the approval of the 2020-2021 budget, work commenced to improve accountability and processes for implementation of work that is defined in the “major” or “master” Plans (Plans) that have been championed by the Department. The steps of this portfolio development process are illustrated in Figure 3 in the Report, and are as follows:

1. Document and list the actions and targets outlined in each Plan or Strategy.
2. Where available, add the initiatives proposed in the implementation strategies.
3. Sort the specific initiatives according to 7 sectors: Buildings + Renewables; Embedding Sustainability; Environmental Protection; Green Infrastructure; Renewable Transportation; Waste Reduction; and Water Conservation.
4. Consider recommendations from the planning work for near, middle, or long-term timing for the actions or targets.
5. Analyze and prioritize the initiatives using a framework informed by TBL criteria.
6. Develop business cases for priority projects.
7. Use “shovel-ready” projects for 2022-2023 budget planning, pursuing external funding opportunities and partnerships, and Sustainability Reserve recommendations.

The Report details near-term work within the seven sectors, including needs for program sustainment and unfunded project considerations in the 2022-2023 budget, and it maps out later work to 2026. By mapping both near and mid-term actions, the scope and phasing of work that often requires multiple years to be fully complete and meet the intent of the actions set out in the Plans, can be better understood.

## DISCUSSION/ANALYSIS AND FINANCIAL IMPLICATIONS

### *Sustainment Risk*

Between 2018 and 2021, work was carried out to establish programs to advance sustainability policies and strategies, including development for TBL, Corporate Climate Adaptation, Green Infrastructure, Solid Waste Reduction and Diversion, and Water Conservation programs. Programs for TBL, Climate Adaptation, Green Infrastructure, and Street Garden Centre medians require operating funding for work to continue in the 2022-2023 cycle.

*Table 1: Unfunded programs requesting sustainment*

| Sector    | Initiative                     | 2022 Funding | 2023 Funding |
|-----------|--------------------------------|--------------|--------------|
| Embedding | Climate Adaptation Sustainment |              | \$145,000    |
| Embedding | TBL Sustainment                |              | \$165,000    |
| GIS       | GIS Sustainment                | \$165,000    |              |
| GIS       | Street Garden Centre Median    | \$50,000     |              |

Without sustained operating funding, or short-term capital funding, work to continue these programs will not continue throughout the 2022-2023 cycle. Service-level adjustment for Street Gardens in the centre medians is included in this as it was approved by City Council in Q2, 2021.

An alternate approach is proposed for funding the solid waste reduction and diversion strategy sustainment. Instead of mill-rate funding, a capital project is proposed with funding from Multi-material Stewardship Western funds for a five-year sustainment term.

### *Projects with Funding for Recommendation*

Capital funding opportunities have been considered to progress the Sustainability Department workplan stemming from the Plans and Strategies. The capital funding opportunities are outlined in Table 2 as follows:

*Table 2: Summary of projects with funding recommendations or opportunities*

| Sustainability Reserve         | Initiative  | 2021              | 2022              | 2023              | TOTAL             |
|--------------------------------|---|-------------------|-------------------|-------------------|-------------------|
| Buildings and Renewable Energy | Community Energy Assistance Program                                 |                   | \$ 75,000         | \$ 75,000         | \$ 150,000        |
| Embedding Sustainability       | Community Adaptation  | \$ 30,000         | \$ 130,000        |                   | \$ 160,000        |
| GIS                            | Growing Community - Street Garden Expansion Feasibility Study       | \$ 51,500         |                   |                   | \$ 51,500         |
| GIS                            | Sustainable Food – Pilots #1a                                       | \$ 140,000        |                   |                   | \$ 140,000        |
| GIS                            | Natural Areas Mgmt. – Traditional Land Use and Knowledge Assessment | \$ 225,000        |                   |                   | \$ 225,000        |
| Sustainable Transportation     | Electric Vehicle Roadmap-P1 Plan                                    |                   | \$ 45,000         | \$ 175,000        | \$ 220,000        |
| <b>SR TOTAL</b>                |   | <b>\$ 446,500</b> | <b>\$ 250,000</b> | <b>\$ 250,000</b> | <b>\$ 946,500</b> |

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| MMSW              | Initiative  | 2021 | 2022       | 2023       | Total        |
|-------------------|---|------|------------|------------|--------------|
| Waste Reduction   | Implementing Green Teams + Leading by Example – Recycling |      | \$ 160,000 |            | \$ 160,000   |
| Waste Reduction   | Sustainable Food – Pilots #1b                             |      | \$ 60,000  |            | \$ 60,000    |
| Waste Reduction   | SWRD Program Sustainment                                  |      | \$ 180,000 | \$ 620,000 | \$ 800,000   |
| Waste Reduction   | Emergency Waste Strategy                                  |      |            | \$ 80,000  | \$ 80,000    |
| <b>MMSW TOTAL</b> |   | \$ - | \$ 400,000 | \$ 700,000 | \$ 1,100,000 |

| Waste Minimization Reserve | Initiative                                   | 2021 | 2022       | 2023       | Total      |
|----------------------------|--|------|------------|------------|------------|
| Waste Reduction            | Multi-Unit Organics Pilot and Program Design |      | \$ 500,000 | \$ 380,000 | \$ 880,000 |
| <b>WMR TOTAL</b>           |  | \$ - | \$ 500,000 | \$ 380,000 | \$ 880,000 |

| Water Conservation | Initiative                                | 2021 | 2022       | 2023       | Total      |
|--------------------|---|------|------------|------------|------------|
| Water Conservation | Water Conservation Program Implementation |      | \$ 190,000 | \$ 190,000 | \$ 380,000 |
| <b>WC TOTAL</b>    |   | \$ - | \$ 190,000 | \$ 190,000 | \$ 380,000 |

| Environmental Protection | Initiative   | 2021 | 2022       | 2023       | Total      |
|--------------------------|--|------|------------|------------|------------|
| Enviro Protection        | Watershed Management and Assessment: Corporate Spills Response           |      | \$ 140,000 |            | \$ 140,000 |
| Enviro Protection        | Watershed Management and Assessment: Environmental Management System 2.0 |      | \$ 120,000 | \$ 260,000 | \$ 380,000 |
| <b>EP TOTAL</b>          |  | \$ - | \$ 260,000 | \$ 260,000 | \$ 520,000 |

|                    |  |            |              |              |              |
|--------------------|--|------------|--------------|--------------|--------------|
| <b>GRAND TOTAL</b> |  | \$ 446,500 | \$ 1,600,000 | \$ 1,780,000 | \$ 3,826,500 |
|--------------------|--|------------|--------------|--------------|--------------|

The 14 projects identified on this list are valued at \$3,826,500, and each has identified funding. Some of the work outlined can be carried out as work scope in P2263: Watershed Initiatives and P2197: Water Conservation. A funding recommendation is being prepared for the 2021, 2022, and 2023 Sustainability Reserve allocations which applies to projects on the list involving the Community Energy Assistance Program, Climate Adaptation, Street Garden program expansion, Food pilots and Natural Areas' Traditional Knowledge Assessment. A separate report is being brought forward with further information on Sustainability Reserve recommendations. The Multi-Unit Organics Pilot and Program Design initiative identifies the Waste Minimization reserve as a potential funding source, which also will be detailed in a separate report.

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From Multi-Material Stewardship Western Funding, \$1,100,000 is available in 2022-2023. While these funds can be applied broadly to city projects, this report recommends use of the funds for waste reduction initiatives as outlined in Table 2.

### *Unfunded Projects for Consideration*

For 2022 Budget deliberations, 13 unfunded projects remain on the Sustainability worklist with a combined value of \$3,995,000. These projects have been prioritized and placed into four packages for resource consideration. The prioritization standing considers: outcome from the Business Plan Option (BPO) and Reserve adjudication; the need to balance work across all of the sectors; efficiency and impact; and whether there is a “missing piece” that can be addressed by the initiative.

The 2022-2023 Sustainability Department Project list is included in Appendix 1. Further information on unfunded projects and links to the Business Plan Option worksheets are also included in Appendix 1.

*Table 3: Capital projects without funding are detailed and prioritized in packages*

| Sector                   | Initiative   | 2022 Funding | 2023 Funding | Package                           | BPO Score |
|--------------------------|--|--------------|--------------|-----------------------------------|-----------|
| GIS                      | Natural Areas Management Plan pilots and program development   | \$595,000    | \$405,000    | \$1,000,000<br><b>Unfunded A+</b> | 95+       |
| Embedding Sustainability | Greenhouse Gas (GHG) Management Platform Pilot   | \$165,000    |              |                                   |           |
| Buildings + Renewables   | Integrated Civic Energy Management Program w/ Performance Standards for Existing   | \$245,000    | \$290,000    | \$1,475,000<br><b>Unfunded B</b>  | 80-89     |
| Buildings + Renewables   | ICI Energy Efficiency and Energy Generation Program (i.e. Property Assessed Clean Energy (PACE) plus education/network program)                  | \$115,000    | \$260,000    |                                   |           |
| Buildings + Renewables   | Deep Energy Civic Building Retrofit: P1 Strategy Development   | \$65,000     | \$160,000    |                                   |           |
| Renewable Transportation | Electric Vehicle (EV) Adoption Roadmap (Strategy development, charging, and education)   | \$395,000    |              |                                   |           |
| Buildings + Renewables   | Residential Energy Efficiency & Energy Generation  |              | \$250,000    | \$790,000<br><b>Unfunded C</b>    | 70-79     |
| Buildings + Renewables   | Solar Administrative Review – PV Approvals on Existing Buildings   | \$90,000     | \$100,000    |                                   |           |
| GIS                      | Grey to Green: Feasibility study of green infrastructure financing; Implementation of early priorities and pilots; Asset Management coordination | \$175,000    | \$175,000    |                                   |           |

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|                          |  |                    |                    |                                |       |
|--------------------------|--|--------------------|--------------------|--------------------------------|-------|
| Waste Reduction          | Implementing Green Teams and Leading by Example P2               | \$225,000          |                    |                                | 60-69 |
| GIS                      | Growing Community: Education programming about the Green Network | \$250,000          |                    | \$735,000<br><b>Unfunded D</b> |       |
| Embedding Sustainability | Corporate Climate Adaptation                                     | \$60,000           |                    |                                |       |
| GIS                      | Food Pilot #2  | \$55,000           | \$145,000          |                                |       |
| <b>Total</b>             |  | <b>\$1,740,000</b> | <b>\$2,255,000</b> | <b>\$ 3,995,000</b>            |       |

The Unfunded A+ category includes the Natural Areas Management initiative, which addresses a need for resources to work in this sector. The business case outlines the cross disciplinary work that would be carried by the Planning and Development and Sustainability departments with scope ranging from sector plan amendments, delineation and management plan preparation.

Unfunded B projects are those with a Business Plan Option score in the 80's, including:

- GHG Management Platform Pilot;
- Integrated Civic Energy Management Program with Performance Standards for Existing Buildings;
- Deep Energy Civic Building Retrofit: P1 Strategy Development;
- ICI Energy Efficiency and Energy Generation Program; and
- EV Adoption Roadmap: P2 Education and Charging Infrastructure.

Driven by a need for process improvement, Sustainability is pursuing resources for a collaborative workflow platform that can be used to manage and display the City of Saskatoon's (City) progress toward its GHG reduction targets and the actions in the Low Emissions Community (LEC) Plan as we transition to a low emissions future. This platform will automate the LEC Plan progress reporting and allow the LEC Plan to be an optimized and living plan by showcasing the impacts of decision making in real-time, with continually updated data. This platform would also provide:

- Economic and physical data for the City;
- Interactive modelling and simulations for decisions or new targets related to climate actions; and
- A live visualization for communication and engagement purposes.

Buildings + Renewables is a sector with no proposed funded projects and a limited base of work. In the Unfunded B group, Integrated Civic Energy Management with Performance Standards for Existing Buildings is a process improvement initiative that completes and capitalizes on work currently underway on the EPC and current energy management work to facilitate building performance improvements, achieve savings and efficiencies, and foster a greener approach to how we inhabit civic buildings. Also building from the foundational work started with the EPC project, the Deep Energy Civic Building Retrofit involves the preparation of a strategy and implementation plan for existing City buildings to achieve significant energy improvements. The plan would ensure that the City has shovel-ready plans should funding opportunities become available for institutional building retrofits.

Community building retrofits are considered in the ICI Energy Efficiency and Energy Generation Program, which grows from the process established for the HELP Program. This initiative involves preparation of a program aimed at the ICI buildings sector, in alignment with interest that the Federation of Canadian Municipalities (FCM) has also shown in supporting efficiencies in this area.

The EV Adoption Roadmap is meant to generate momentum and direction following implementation of the pilots in 2021, there is no other work identified in sustainable transportation as it has no operating base. Phase 1 is included in the Sustainability Reserve funding, but the reserve is not sufficient to fund the full project, so it has been broken into 2 phases.

Unfunded C projects are in the 70<sup>th</sup> percentile for the BPO ranking, including:

- Residential Energy Efficiency and Energy Generation Program;
- Solar Administration Review; and
- Grey to Green: Feasibility study of green infrastructure financing.

Unfunded D projects could proceed now or could follow-up other work that has been proposed. These projects are included because they are listed as near-term initiatives in the Plans and Strategies, but the Administration has identified other projects as having higher priority based on not just an analysis of the initiative on its own, but also through a review of the department work portfolio and the history of work completed in the sector. Unfunded D projects are in the 60<sup>th</sup> percentile for BPO ranking, including:

- Implementing Green Teams and Leading by Example;
- Growing Community: Education Programming About the Green Network;
- Corporate Climate Adaptation: Bridge to Sustainment; and
- Sustainable Food Pilot #2.

*Other Projects*

Some work that progresses civic sustainability goals has not been included in this report and is being led by other workgroups. This includes the operationalization of the ICI mandatory recycling and organics bylaw and the Curbside Organics program development.

**OTHER IMPLICATIONS**

*Green Loan Opportunities*

Some work from the broader portfolio may be pursued through a Green Loan, including preparation of a Corporate Carbon Off-set Program, and implementation of site-scale solar PV at Civic Facilities.

*Table 3: Green Loan Opportunities*

| Sector                 | Initiative  | Funding     |
|------------------------|---|-------------|
| Embedding              | Carbon Offset Program Development   | \$280,000   |
| Buildings + Renewables | Site-scale Municipal Solar: Construction at Primary Municipal Buildings and Feasibility of additional buildings | \$2,960,000 |

Each of these initiatives requires further work to better define scope and to determine if City Council is interested in proceeding. These projects are not currently included under either funded or unfunded categories and further information will be brought forward in due course.

### *Social and Sustainability Implications*

Broadly speaking, the work outlined in this package seeks to achieve GHG emissions reductions, improve climate resiliency, provide stewardship for nature and natural areas, and not leave anyone behind. All Sustainability initiatives are reviewed and improved following TBL assessments. Consideration for Reconciliation and Equity are included in this work as the Equity Toolkit is further formalized and integrated into the TBL Framework. Sustainable initiatives can lead to multiple co-benefits including:

- Our health is improved;
- Our economy is diverse and resilient to both local and global changes;
- Reduced expenses for residents, businesses, and the municipality; and
- Improved equity and quality of life.

There are no privacy or legal implications identified.

### **NEXT STEPS**

Additional work will be brought forward over the course of 2021, which will inform the longer-term Sustainability portfolio. Subject matter covered in near-term reporting includes:

- Carbon budgeting;
- Waste Minimization Reserve recommendations;
- Carbon offset program opportunities;
- GIS long-term implementation;
- Renewable Energy Strategy; and
- Water Conservation next steps.

### **APPENDICES**

1. Sustainability Portfolio Management and 2022-2026 Project List Technical Report

#### Report Approval

Written by: Jeanna South, Director of Sustainability

Reviewed and:

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