

March 2018

# City of Saskatoon Climate Change Mitigation Business Plan

Business Engagement Summary

Prepared for the City of Saskatoon by Lura Consulting

## Overview

The City of Saskatoon is developing a Community Climate Mitigation Business Plan. Mitigation is a community issue that requires community buy-in. As such, the City has placed an emphasis on public engagement and stakeholder consultation as they develop the Business Plan.

The City of Saskatoon retained the services of Lura Consulting to design and report on business and non-profit/community organization focus groups, and Insightrix to facilitate the sessions. The City of Saskatoon also retained the services of Lura Consulting to analyze and report on the survey results. This report provides a summary of both focus groups and survey results.

The views presented below are that of the participants and not necessarily reflective of the views of the City of Saskatoon, Lura Consulting, and/or Insightrix.

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## Section 1: Focus Groups

### Introduction

A focus group was held with business owners or leaders to discuss the City of Saskatoon's Climate Change Action Plan. The following summary provides a high-level overview of the key messages that emerged from the participating businesses responses to the pre-determined discussion questions.

There were 15 participants from a range of businesses in attendance, including groups from the following sectors: technology, education, building, construction, automotive, retail, realty and consulting.

The objectives of the business focus groups were to:

- Gain insight into their understanding of anticipated impacts of climate change;
- Identify areas of risk and opportunity, key implications of mitigation opportunities;
- Get ideas on how to move forward in a way that ensures a level playing field for businesses; and
- Identify corporations that are keen to work with the City of Saskatoon in the future and in what way. (secondary objective)

### Summary of Responses

#### **What is your initial response to the work the City of Saskatoon is undertaking to reduce greenhouse gas emissions and act on climate change?**

Initial response to Saskatoon's work thus far ranges from happy to skeptical. Many are excited that the City is tackling greenhouse gas emission reduction and climate change. Others are concerned about the actual implementation of the plan and that a change in government during an election cycle could negatively affect the City's work towards reaching targets. Saskatoon should take a focus on action through this plan and should not back down due to political pressure. Saskatoon needs to show leadership from the top. It was suggested that the City should hire staff focused on greenhouse gas emissions reduction to help realize the City's targets. One participant said that it can be challenging working with the province or crown corporations when attempting to engage in climate change mitigation initiatives.

Public consultation is seen as important to the process and should be used to encourage open discussion and local participation. Education could be the key, but the City should ensure that the information is presented such that it is accessible. Emphasis should be placed on educating those who do not believe that climate change is real. One participant noted that the City should be cautious about placing financial value on the environment as ecological benefits may be undervalued by businesses.

#### **Which of these areas strike you as more or less important than others?**

While all topics presented are critical for climate change mitigation, participants felt that the City of Saskatoon should focus on big ticket items and quick wins that will make a significant

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difference and achieve the greatest emissions reductions. For example, they suggested that sustainable, energy efficient and net-zero buildings should be prioritized through robust building standards; public transit and active transportation systems should be improved; and renewable energy and waste management are important areas to focus on. It was also suggested that the City should encourage residents to make changes in their daily lives. One participant noted that current vehicle maintenance standards are often insufficient and will need to be improved.

### **What are some examples of things your business is already doing or considering?**

Businesses are embracing sustainable business practices through sustainable behaviour initiatives such as waste reduction and recycling programs and would like to continue to make improvements in this area. Energy efficiency is being considered and some changes are being made through the use of LED lights, light sensors in buildings, insulation, better windows and the installation of energy efficient furnaces. Some businesses either have or would like to have an internal energy and sustainability department focused on tracking consumption and/or educating staff. Sustainable transportation is encouraged through carpool parking spots and indoor bike lockers. Some participants identified that their office using sustainable or green office supplies, such as recycled paper and biodegradable ink.

Businesses are also working to reduce waste including reduced water use, general waste reduction, and reduced food waste. Others have implemented various staff training as well as education and rewards programs to encourage climate change mitigation initiatives. Some participants are working towards net zero buildings but have noticed a lack of uptake in the development industry. Wind and solar operations have also been implemented by some businesses. It was noted that it can be difficult for small businesses to improve energy efficiency because of the cost of retrofitting older facilities and a lack of incentives and support from the City to fund upgrades.

### **What kind of role (if any) do you feel businesses have to play in reducing greenhouse gas emissions in Saskatoon?**

Businesses feel they have an obligation to be leaders in the community and make 'the right decision'. Companies can improve accessibility to information by educating and sharing resources with consumers, staff and other businesses. Where possible, businesses should go beyond education and data-sharing to take concrete action on climate change mitigation. Businesses could be measuring and tracking their own greenhouse gas emissions. Some felt that businesses need to see their responsibility in addressing climate change to prevent the City's mitigation initiatives as being perceived as the City 'telling businesses what to do.' Conversely, some worried that the current mentality amongst businesses owners is such that they will wait until they are forced to act.

**Let's imagine I could wave a magic wand and remove all barriers preventing your business from taking action on climate change. If anything was possible, what would you want to do?**

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It was noted that it needs to be easier to deal with the City when trying to implement green initiatives. However, if there were no other barriers to action on climate change, several of the recurring key actions businesses identified they would like to take include:

- Implement renewable energy, such as solar power;
- Improve building efficiency, with a goal of net-zero developments and Passivehaus standards as current building codes are insufficient;
- Adopt electric vehicles and car share programs;
- Preserve and create greenspace through dedicated zoning;
- Implement green roofs and community gardens;
- Adopt the goal of zero waste, with more recycling, no plastic and a major reduction in consumption
- Promote local champions to encourage further action; and
- Climate change action coming from company leadership and promoted amongst staff.

### **Now back to current reality: why do you think more action isn't being taken on climate change?**

The primary barriers to climate change action are high up-front costs and a lack of incentives, lack of staff time, and a lack of financial resources to engage in mitigation initiatives, lack of time and resources, political obstacles such as permitting barriers, and a lack of education. In particular, participants felt that additional non-revenue generating staff would be needed to address climate change mitigation initiatives within their organizations. There is an inertia with respect to the cultural shift needed for real change and real action; business often do not want to be the 'guinea pig' and want reliable, proven solutions. Some worried that climate change action may attract unwanted judgement and criticism.

### **What would make it easier for you to take action? How might we remove or lessen some of those identified barriers?**

Barriers could be removed primarily through financial incentives (such as waiving building permit fees for solar panels, energy and water conservation pricing on utility bills, etc.). Cost is the primary driver of many decisions for businesses and residents and streamlined processes could encourage action and change. For example, a streamlined process may require bypassing current regulations to encourage risk taking and new ideas to address greenhouse gas reduction. It was suggested that the City have a dedicated team to conduct energy audits and install energy efficient equipment at businesses with no up-front cost to the business. The City of Saskatoon may also need to work with the province to reduce barriers to climate change action. Education of residents is necessary, and Saskatoon should focus on sharing the business case of why certain projects and initiatives should be considered (e.g. solar).

The City of Saskatoon should celebrate businesses and residents who step up and take on the role of local champions. Businesses should also be rewarded for presenting the best business case, not just low cost. However, penalties should be placed on businesses who do not take action on climate change or are significant polluters to change behaviours within business

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community. Alternatively, some felt the City should not be too heavy-handed. It was noted that local consultants and contractors should be hired.

**Based on what was said today, what risks and/or benefits do you think your business could face, if any, as a result of our community taking serious action on climate change?**

Risks include increased costs (i.e. capital costs, taxes, hiring additional employees), time and effort, and a fear of change. Businesses would be negatively impacted if regulations and requirements were poorly executed, overly complicated, or locked up in red tape. Businesses would lose revenue from closing to complete complex energy retrofits. Concern was expressed that the City might overstep its boundaries. Benefits include improved quality of life, opportunities to promote sustainability and long-term financial savings. These changes could attract like-minded customers and staff, and make it easier for Saskatoon to retain talent. More participation will occur if action is mandatory.

**Do you have any advice for the City of Saskatoon as they begin to develop their Climate Change Action Plan?**

Participants felt that Saskatoon should move quickly and take action. The City should not try to reinvent the wheel, over plan, or overthink as there is no time to waste with climate change. The City should remain focused on the issue at hand and find a way to separate this plan from politics, so that any change in local government will not be detrimental to implementation. The City should not back down on its plan to address climate change and greenhouse gas reduction. Multiple incentives and programs should be considered such as PACE or through partnerships with SaskPower and SaskEnergy. It is seen as important to learn from the successes and failures of other cities around the world. However, success should not simply be measured by profit and loss. The City should welcome technology and innovation as tools for success. Finally, support and promote local champions and encourage community involvement.

## Section 2: Online Survey

### Survey Approach

The business survey was administered by the City of Saskatoon through an online survey. The survey link was distributed and promoted on the City of Saskatoon website, advertised through social media posts (between January 16 - February 15), and at community pop-ups throughout January. The survey consisted of a mix of multiple choice, rating, and open-ended questions to assess perspectives on a variety of actions that contribute to greenhouse gas emission reductions and climate change improvements.

A total of 32 business representatives completed responses to the online survey.

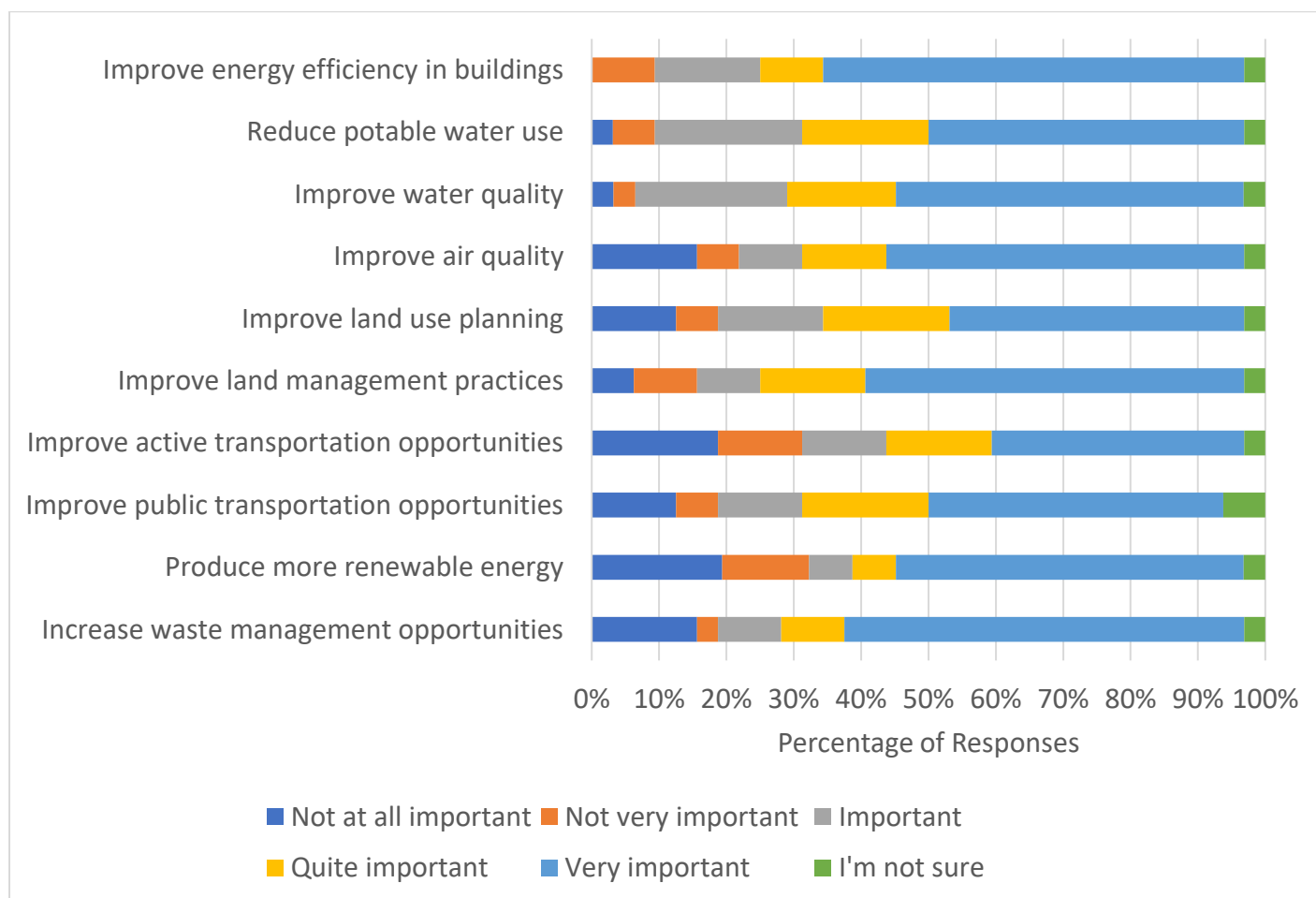
Survey Questions are listed in [Appendix A](#), for your reference.

## Summary of Responses

The summary is organized by survey question.

1. Saskatoon's City Council and City Administration are committed to exploring opportunities that will reduce greenhouse gas emissions and help address climate change (as shown below). From your perspective as a business owner or leader, how important is it for our community to address each of the following areas over the next 5 years?

Over 60% of respondents rated each of the areas of action as important, quite important, or very important. Though all were rated fairly highly, **improving land management practices, improving energy efficiency in buildings, and increasing waste management opportunities** emerged as the top three responses.

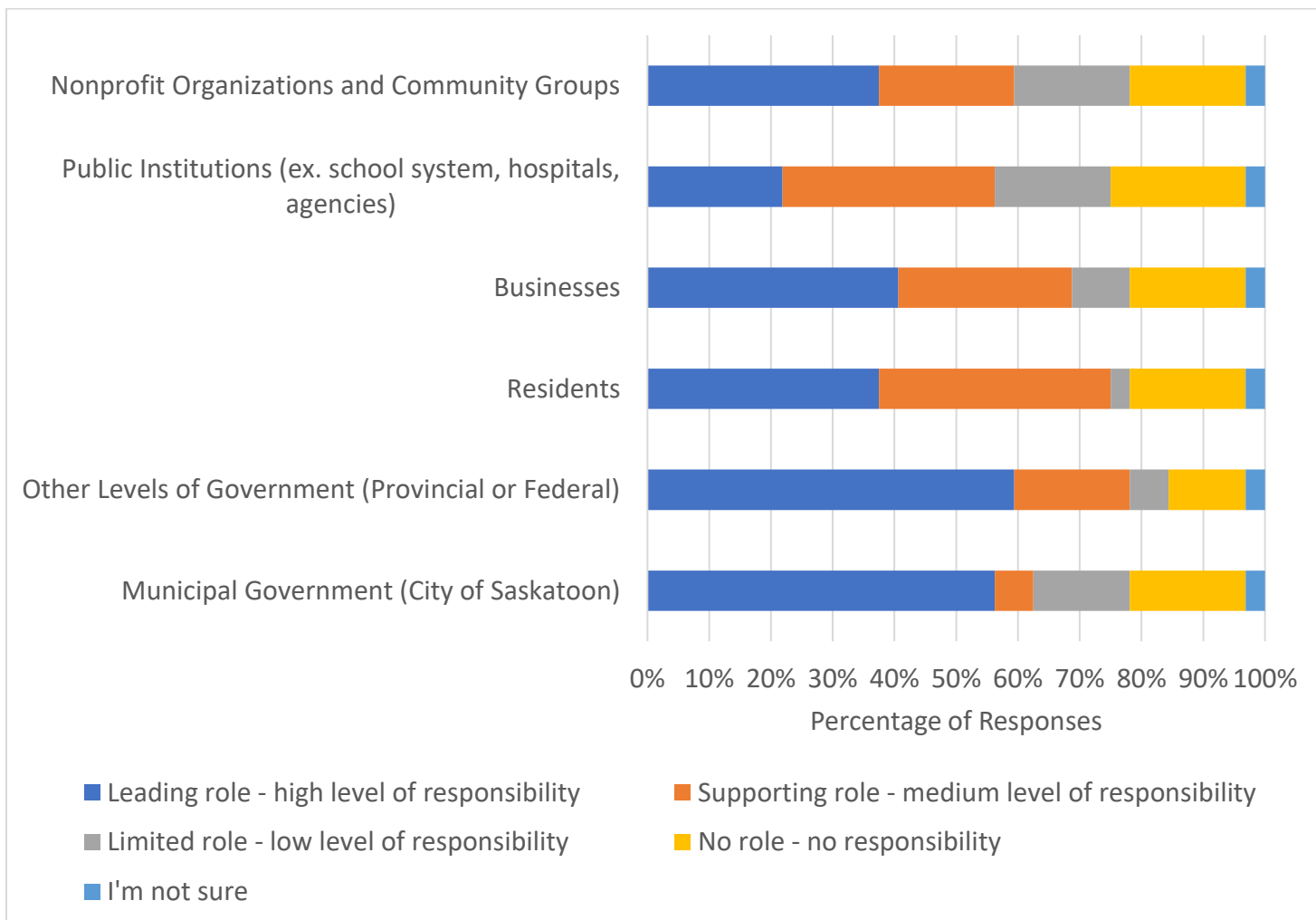




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### 2. What role do you feel the following groups have in supporting action on climate change? Note that you can select the same level for multiple groups - this is not a ranking.

Over 50% of respondents saw all of the listed groups as holding either a leading or supporting role in supporting action on climate change. More respondents saw provincial or federal government (78%) as holding a leading or supporting role in supporting action on climate change than residents (75%) or businesses (68%). With respect to the City of Saskatoon, 63% of respondents saw municipal government as having either a leading or supporting role.



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3. Please rank the following factors in order of importance, from MOST (1) to LEAST (10) likely to help your business reduce greenhouse gas emissions.

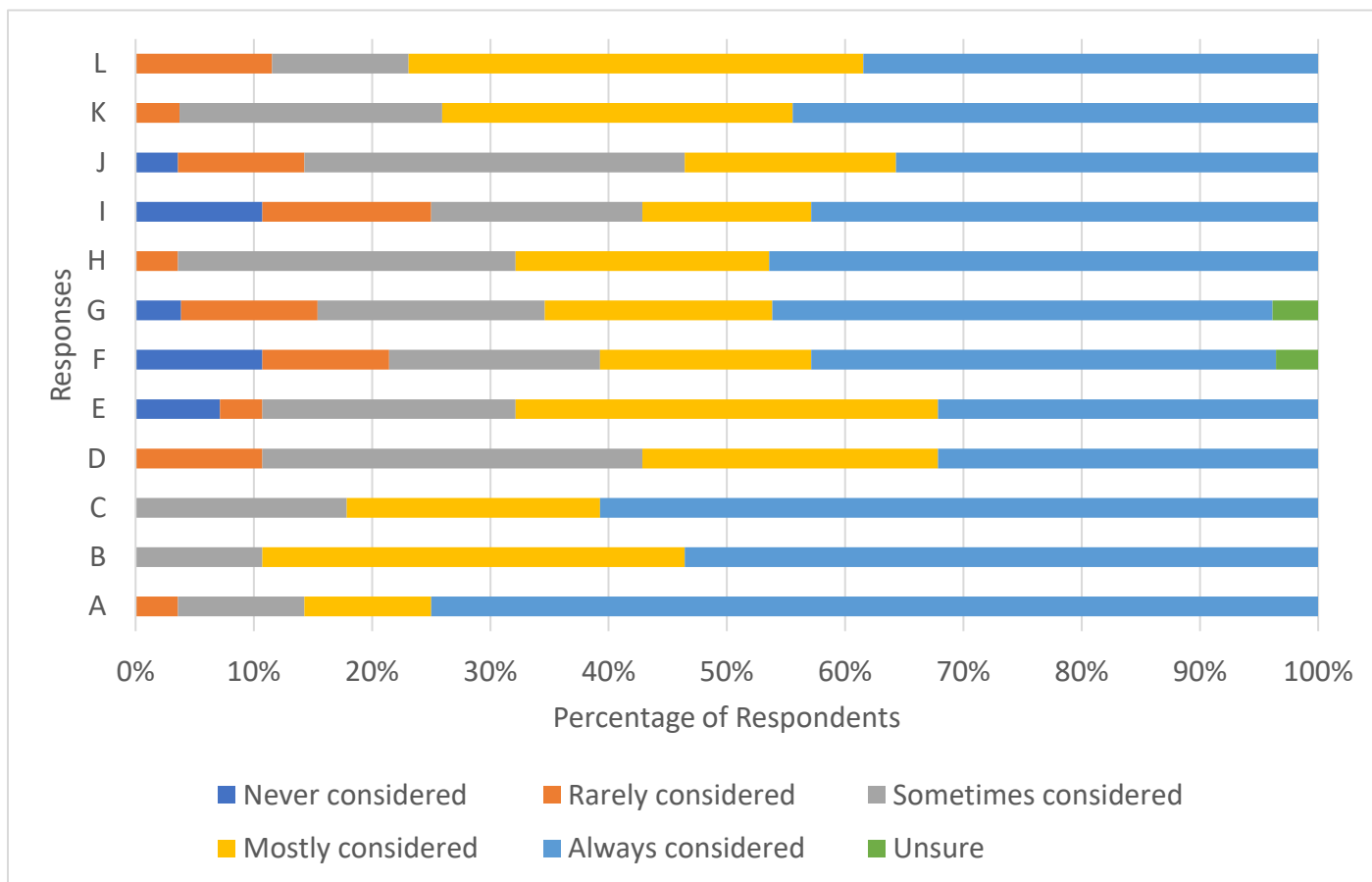
Based on respondents' rankings, the following factors have been ranked from most to least important to support businesses to reduce greenhouse gas emissions:

1. Policies, bylaws, legislation, and codes that support environmental improvements
2. Better services and/or programs that support environmental improvements
3. Streamlined and/or fast-tracked governmental processes (i.e. for permitting, licensing, appeals, and development)
4. Assistance to track, measure, and inventory my business's environmental impacts and greenhouse gas emissions
5. Resources to assist with business planning and/or strategic planning
6. Access to easy-to-use environmental specifications, standards, templates, and guidelines
7. Financial support (e.g. incentives or subsidies)
8. Consistent policies and standards across multiple jurisdictions
9. Experienced staff and/or staff training to build environmental experience
10. Lower operating costs and/or lower utility bills

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4. To the best of your knowledge, how much consideration is given to each of the following factors when your business makes decisions and sets priorities?

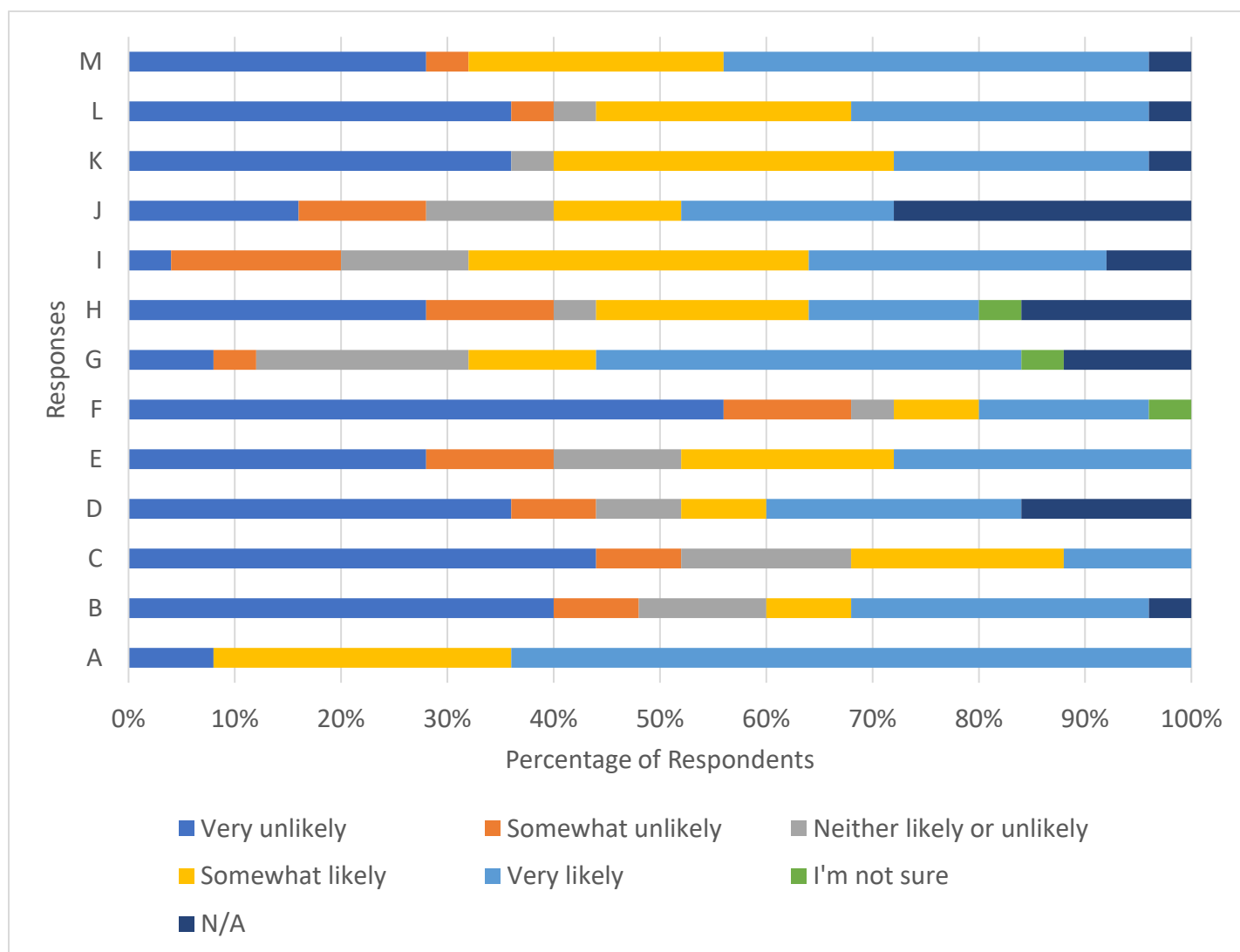
At least 75% of respondents sometimes, mostly, or always consider each of the factors listed below. The top three most considered factors include **long term savings (B)**, **upfront costs (A)**, and **staff capacity (C)**.



## 5. How likely is it that your business will participate in the following actions this year?

Over 90% of respondents stated their business was likely or very likely to recycle, compost, and/or safely dispose of hazardous waste this year (A).

The most **unlikely** actions for respondents' businesses to take over the next year are using electric vehicles for work-related travel (F), reducing employee vehicle travel (e.g. by encouraging or offering incentives for transit, active transportation, or carpooling) (C), supporting renewable energy (e.g. by installing solar panels or investing in green energy) (B), and creating green spaces (e.g. parks, gardens) on their property or in the community (D).



6. Consider the actions above that you were least likely to participate in. From the list of barriers below, what are the TOP THREE biggest barriers that currently prevent your business from taking action?

Overall, the ranking of barriers that prevent a respondent's business from taking action, in order of those most selected to those least selected, are:

1. The upfront cost is too expensive
2. The infrastructure and/or services in our city are inadequate
3. It is not our responsibility/ It's not within our control
4. It's not within our mandate / It doesn't align with our priorities
5. We haven't looked into it
6. Other (see paragraph below)
7. We don't know how / We don't know where to start
8. We would never make our money back (poor return on investment)
9. It seems overly difficult and/or inconvenient
10. We are concerned about the impact on our yearly profit
11. We don't know the business case
12. It doesn't align with our shareholders' interests

No respondents selected "lack of support from management, leadership or employees", "safety or weather concerns", "lack of time", or "misalignment with customer values" as top barriers that prevent their business from taking action. Some respondents also selected "other", which included answers such as a lack of influence over directing the goals or actions of their business to support climate change action, and statements that their business does not have any task it needs to take action on.

7. If you could wave a magic wand and make all of the barriers disappear, what THREE actions would you want your business to focus on first?

Overall, businesses are most interested in taking action in the following areas, in order of those most selected to those least selected:

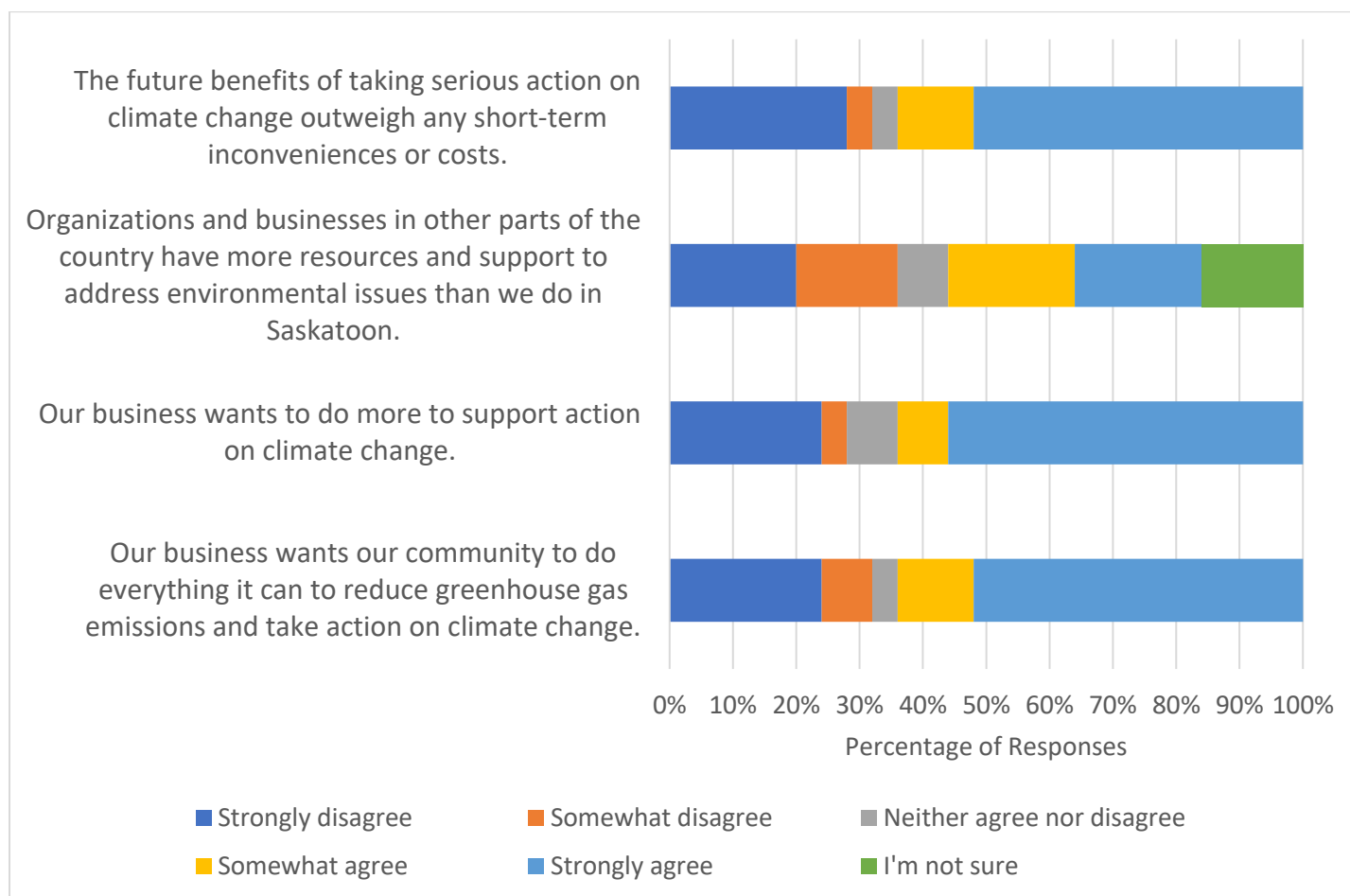
1. Supporting renewable energy (e.g. by installing solar panels or investing in green energy)
2. Adding more insulation or better windows to your facility(ies)
3. Recycling, composting, and safely disposing of hazardous waste
4. Reducing employee vehicle travel (e.g. by encouraging or offering incentives for transit, active transportation, or carpooling)
5. Checking for and repairing leaky toilets, faucets, showers and other water-using appliances
6. Conserving energy and water by installing water and energy-efficient fixtures, equipment, and appliances
7. Offering education or training that builds staff capacity to improve the business's environmental performance
8. Creating green spaces (e.g. parks, gardens) on your business's property or in the community
9. Using electric vehicles for work-related travel
10. Collecting rain water for outdoor watering
11. Using sustainable procurement practices when acquiring products and services
12. Reducing vehicle idling
13. Monitoring and measuring your business's environmental performance

8. Please indicate your level of agreement with the following statements:

Over 50% of respondents stated that their business generally wants to do more to support action on climate change, with just over 25% of respondents stating their business generally does not want to do more to support action on climate change. More respondents agreed that the future benefits of taking serious action on climate change outweigh any short-term inconvenience or cost (65%) than disagreed with the statement (31%).

Responses were similar for the level of agreement (64%) and disagreement (31%) over whether or not respondents' businesses want their community to do everything it can to reduce greenhouse gas emissions and take action on climate change. Respondents were fairly evenly divided on whether organizations and businesses in other parts of the country have more resources and support to address environmental issues than are available in Saskatoon, with over 20% of respondents unsure, or neither agreeing or disagreeing; over 30% of respondents agreeing; and over 35% of respondents disagreeing with the statement.

One respondent commented that everyone has a moral imperative to take action on climate change, encouraging the City to promote sustainable growth for the benefit of the community.



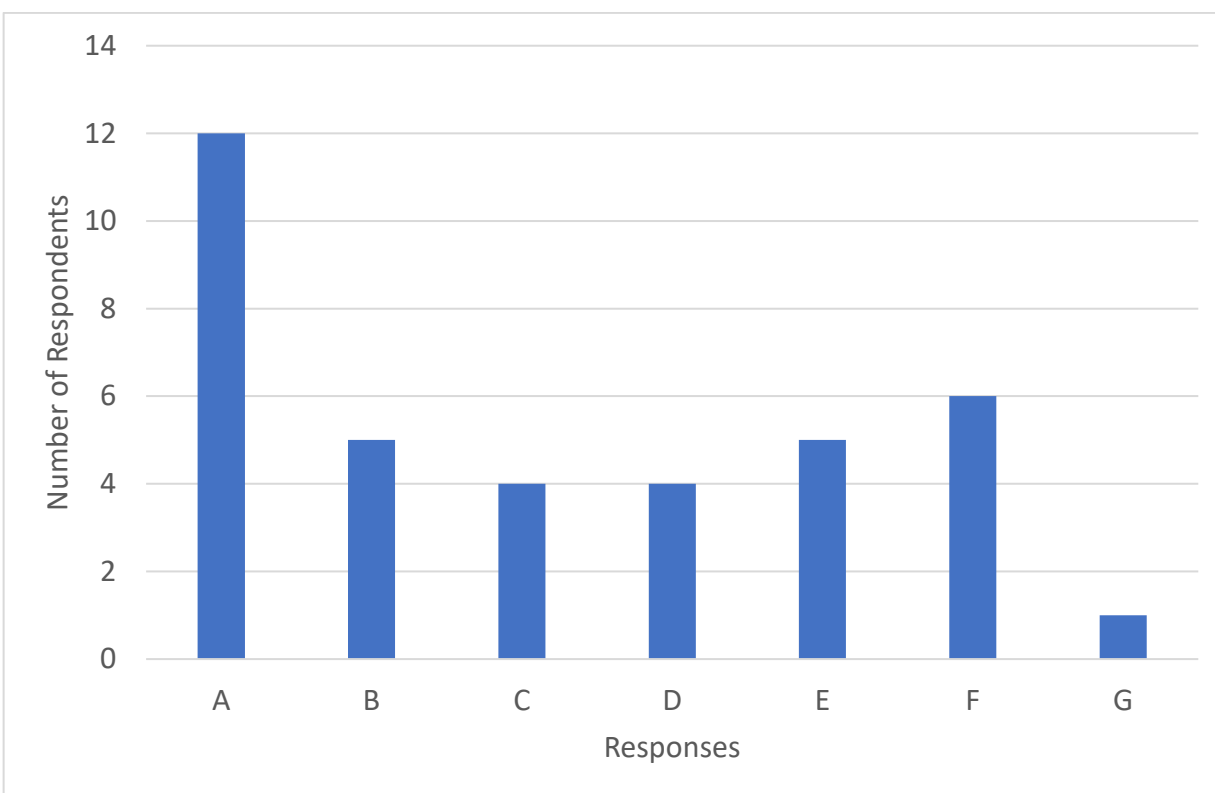
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9. Please select the statements that best describe your business's perspective on investing in initiatives that reduce greenhouse gas emissions.

The top four statements that best describe respondents' business' perspectives on investing in initiatives that reduce greenhouse gas emissions are:

- A. We currently invest in initiatives that reduce greenhouse gas emissions.
- F. We do not support investing in initiatives that reduce greenhouse gas emissions.
- B. We would like to invest in initiatives that reduce greenhouse gas emissions, as long as investments lead to long-term financial savings (3+ year payback).
- E. We would like to invest in initiatives that reduce greenhouse gas emissions, but only if it leads to community benefits, such as improved health, safety, and quality of life outcomes.

Of the respondent who selected "other" (G), they would invest in initiatives that reduce greenhouse gas emissions if they lead to increased energy efficiency for their buildings.





## 10. What risks, if any, do you think your business could face as a result of our community taking serious action on climate change?

Participants identified the following potential risks their business may face as a result of the community taking action on climate change:

- Increased costs, which could result in business closures, decreased competitiveness, and staff layoffs. Increased costs can include:
  - Additional administrative overhead.
  - Higher utility and operational costs.
  - Increased taxes (without corresponding benefits to the public).
  - Increased energy costs (e.g., electricity, heating, and fuel).
- Some participants responded that they did not see any potential risks, or that inaction could lead to additional risks and increased costs over the long-term.
  - Participants also pointed out the benefits to taking action, including being a part of a more progressive city overall.
- Some participants did not answer this question, or said they were unsure of any potential risks their business may face as a result of the community taking action on climate change

11. What benefits, if any, do you think your business could receive as a result of our community taking serious action on climate change?

Participants identified the following potential benefits their business could receive as a result of the community taking action on climate change:

- Improved environment:
  - A greater sense of ownership and responsibility from community members to take care of the environment.
  - Access to more green spaces and compost for gardening.
  - Reduction of medical waste.
- Improved economic opportunities:
  - Sustainable, resilient, and stable economic growth (e.g., not reliant on volatile global oil markets).
  - Competitive advantage over other businesses, leading to increased sales and business opportunities.
  - Greater density in downtown areas, leading to an increased client base for downtown businesses.
  - Greater understanding of the impacts of climate change and the need for mitigation amongst the community, leading to increased demand for climate change-related industries (e.g. solar, energy retrofits), and reduced need for businesses to educate potential clients about the benefits of climate-related goods and services.
  - Potential for climate action plan funding for business initiatives (e.g. tax credits or write-offs).
  - The growth of local food and clean energy.
- Reduced costs:
  - Reduced government spending on dealing with the negative impacts of climate change (e.g. disaster relief).
  - Reduced corporate GHG emissions (e.g. through cleaner energy or public transportation options) and therefore reduced purchasing of offsets (saving money and aligning with corporate values).
  - Improved traffic, leading to labour cost savings (lower travel times).
- Improved quality of life for citizens (including employees).
- Improved support for businesses' existing green policies and initiatives.
- A participant identified that there would be no benefits, and some participants did not respond to this question.

12. What is your role within the business? (select any that apply)

The majority of respondents held the position of owner, president, or CEO of their business.

Role in Business	Number of Responses
<b>Owner/president/CEO</b>	20
<b>Manager/supervisor</b>	3
<b>Customer service</b>	1

13. What sector is your business in? (select any that best apply)

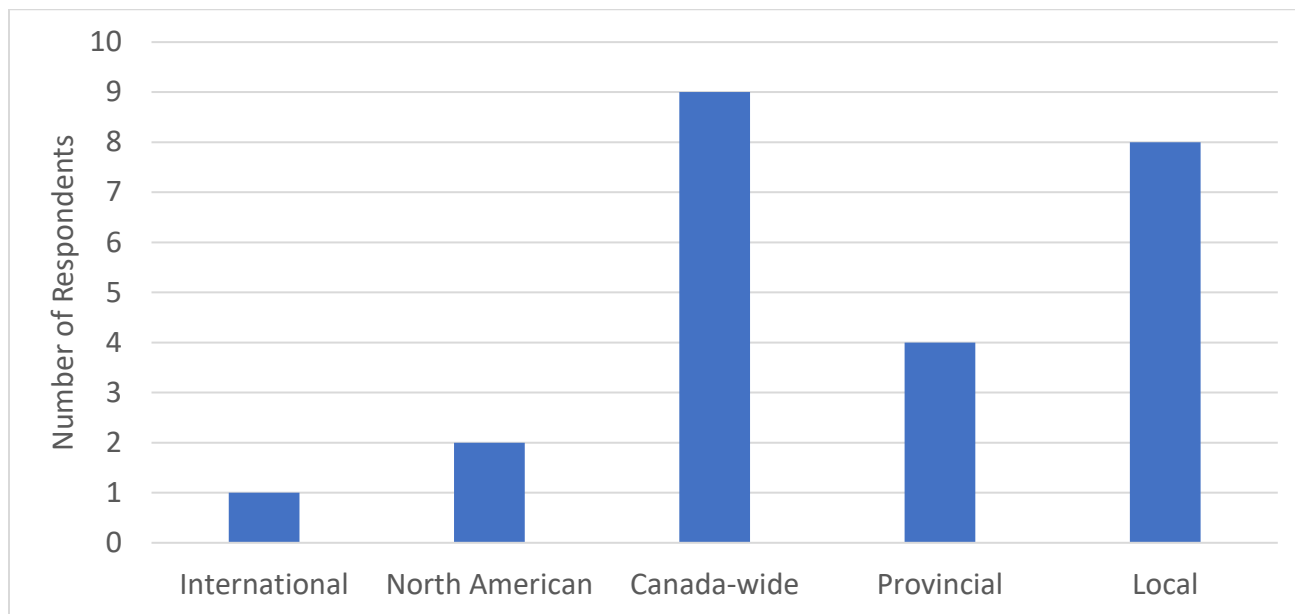
Most respondents' businesses were from within the construction, professional, scientific, and technical services, or retail trade sectors. There were no survey respondents from the mining, utilities, manufacturing, wholesale trade, transportation and warehousing, management of companies and enterprises, administrative and support and waste management and remediation services, arts, entertainment, and recreation, accommodation and food services, or public administration sectors.

Sector	Number of Responses
<b>Construction</b>	8
<b>Professional, Scientific, and Technical Services</b>	6
<b>Retail Trade</b>	4
<b>Finance and Insurance</b>	2
<b>Real Estate Rental and Leasing</b>	2
<b>Educational Services</b>	2
<b>Agriculture, Forestry, Fishing and Hunting</b>	1
<b>Information</b>	1
<b>Health Care and Social Assistance</b>	1
<b>Other Services (except Public Administration)</b>	1
<b>Utilities</b>	1

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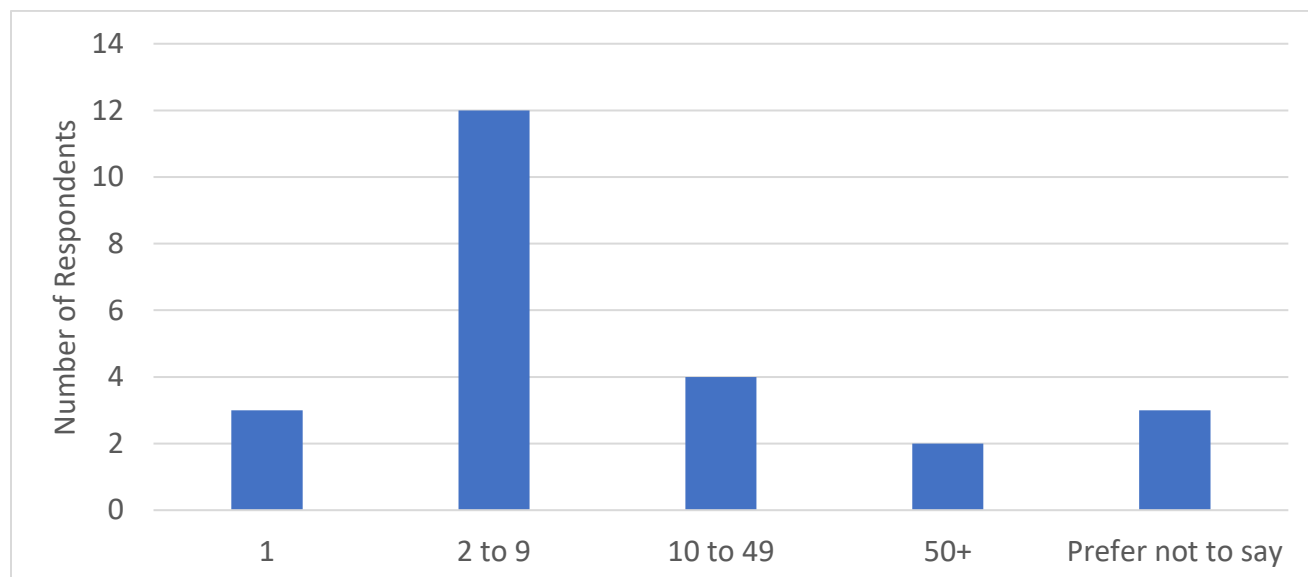
14. What is the scope of your business?

Most respondents' businesses are either Canada-wide or local in scope.



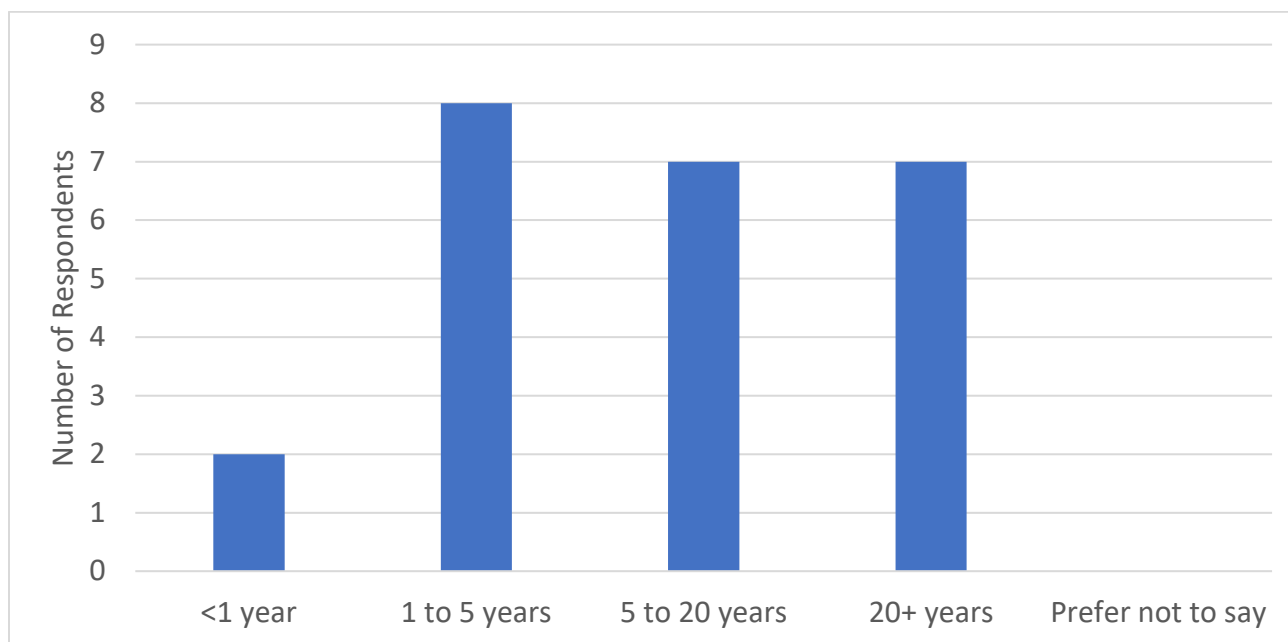
15. How many employees does your business have?

Respondents are from businesses that range in size from one employee to over 50.



#### 16. How many years has your business operated in Saskatoon?

Respondents' businesses reflect a wide range of years of operation in Saskatoon, from less than one year to over 20 years. Seven respondents' businesses have operated in Saskatoon for over 20 years.



## Appendix A – Survey Questions

1. Saskatoon's City Council and City Administration are committed to exploring opportunities that will reduce greenhouse gas emissions and help address climate change (as shown below). From your perspective as a business owner or leader, how important is it for our community to address each of the following areas over the next 5 years?

Options for ranking the below opportunities: *Not at all important, not very important, important, quite important, very important, and I'm not sure.*

- A. Increase waste management opportunities
- B. Produce more renewable energy
- C. Improve public transportation opportunities
- D. Improve active transportation opportunities
- E. Improve land management practices
- F. Improve land use planning
- G. Improve air quality
- H. Improve water quality
- I. Reduce potable water use
- J. Improve energy efficiency in buildings

2. What role do you feel the following groups have in supporting action on climate change? Note that you can select the same level for multiple groups - this is not a ranking.

Options for assessing the roles of the following groups: *Leading role - high level of responsibility, supporting role - medium level of responsibility, limited role - low level of responsibility, no role - no responsibility, and I'm not sure.*

- A. Municipal Government (City of Saskatoon)
- B. Other Levels of Government (Provincial or Federal)
- C. Residents
- D. Businesses
- E. Public Institutions (ex. school system, hospitals, agencies)
- F. Nonprofit Organizations and Community Groups

3. Please rank the following factors in order of importance, from MOST (1) to LEAST (10) likely to help your business reduce greenhouse gas emissions.

- A. Policies, bylaws, legislation, and codes that support environmental improvements
- B. Financial support (e.g., incentives or subsidies)
- C. Experienced staff and/or staff training to build environmental experience
- D. Assistance to track, measure, and inventory my organization's environmental impacts and greenhouse gas emissions
- E. Access to easy-to-use environmental specifications, standards, templates, and guidelines
- F. Lower operating costs and/or lower utility bills
- G. Resources to assist with business planning and/or strategic planning

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- H. Streamlined and/or fast-tracked governmental processes (i.e. for permitting, licensing, appeals, and development)
- I. Better services and/or programs that support environmental improvements
- J. Consistent policies and standards across multiple jurisdictions

4. To the best of your knowledge, how much consideration is given to each of the following factors when your business makes decisions and sets priorities?

Options for ranking the below opportunities: *Never considered, rarely considered, sometimes considered, mostly considered, always considered, and unsure.*

- A. Upfront costs
- B. Long term savings
- C. Staff capacity
- D. Customer/public acceptance
- E. Business's mandate
- F. Shareholder interests
- G. Government regulations
- H. Risk mitigation and safety
- I. Environmental protection
- J. Community benefits (i.e. social / equity outcomes)
- K. Innovation
- L. Yearly profit

5. How likely is it that your business will participate in the following actions this year?

Options for ranking the below actions: *Very unlikely, somewhat unlikely, neither likely or unlikely, somewhat likely, very likely, I'm not sure, and not applicable.*

- 1. Recycling, composting, and/or safely disposing of hazardous waste
- 2. Supporting renewable energy (e.g. by installing solar panels or investing in green energy)
- 3. Reducing employee vehicle travel (e.g. by encouraging or offering incentives for transit, active transportation, or carpooling)
- 4. Creating green spaces (e.g. parks, gardens) on your business's property or in the community
- 5. Reducing vehicle idling
- 6. Using electric vehicles for work-related travel
- 7. Repairing water leaks
- 8. Collecting rain water for outdoor watering
- 9. Conserving energy and water by installing water and energy-efficient fixtures, equipment, and appliances
- 10. Adding more insulation or better windows to your facility(ies)
- 11. Offering education or training that builds staff capacity to improve the business's environmental performance
- 12. Monitoring and measuring your business's environmental performance
- 13. Using sustainable procurement practices when acquiring products and services

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14. Consider the actions above that you were least likely to participate in. From the list of barriers below, what are the TOP THREE biggest barriers that currently prevent your business from taking action?

- A. It's not within our mandate / It doesn't align with our priorities
- B. The upfront cost is too expensive
- C. Lack of support from management, leadership or employees
- D. We don't know how / We don't know where to start
- E. The infrastructure and/or services in our city are inadequate
- F. We are concerned about safety / Concerned about the weather
- G. It is not our responsibility/ It's not within our control
- H. We would never make our money back (poor return on investment)
- I. We don't have time / It's a "side of desk" task
- J. It doesn't align with the values of our clients/members
- K. It doesn't align with our stakeholders' interests
- L. We don't know the business case
- M. We haven't looked into it
- N. It seems overly difficult and/or inconvenient
- O. Other

15. If you could wave a magic wand and make all of the barriers disappear, what THREE actions would you want your business to focus on first?

- A. Recycling, composting, and safely disposing of hazardous waste
- B. Supporting renewable energy (e.g. by installing solar panels or investing in green energy)
- C. Reducing employee vehicle travel (e.g. by encouraging or offering incentives for transit, active transportation, or carpooling)
- D. Creating green spaces (e.g. parks, gardens) on your organization's property or in the community
- E. Reducing vehicle idling
- F. Using electric vehicles for work-related travel
- G. Checking for and repairing leaky toilets, faucets, showers and other water-using appliances
- H. Collecting rain water for outdoor watering
- I. Conserving energy and water by installing water and energy-efficient fixtures, equipment, and appliances
- J. Adding more insulation or better windows to your facility(ies)
- K. Offering education or training that builds staff capacity to improve the organization's environmental performance
- L. Monitoring and measuring your organization's environmental performance
- M. Using sustainable procurement practices when acquiring products and services

16. Please indicate your level of agreement with the following statements:

Options for indicating levels of agreement with the statements below: *Strongly disagree,*



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*somewhat disagree, neither agree nor disagree, somewhat agree, strongly agree, and I'm not sure.*

- A. Our business wants our community to do everything it can to reduce greenhouse gas emissions and take action on climate change.
- B. Our business wants to do more to support action on climate change.
- C. Organizations and businesses in other parts of the country have more resources and support to address environmental issues than we do in Saskatoon.
- D. The future benefits of taking serious action on climate change outweigh any short-term inconveniences or costs.

17. Please select the statements that best describe your business's perspective on investing in initiatives that reduce greenhouse gas emission:

- A. We currently invest in initiatives that reduce greenhouse gas emissions.
- B. We would like to invest in initiatives that reduce greenhouse gas emissions, as long as investments lead to long-term financial savings (3+ year payback).
- C. We would like to invest in initiatives that reduce greenhouse gas emissions, but only if our investments lead to short-term financial savings (0-3 year payback).
- D. We would like to invest in initiatives that reduce greenhouse gas emissions, but only if it generates economic activity and employment opportunities in our community.
- E. We would like to invest in initiatives that reduce greenhouse gas emissions, but only if it leads to community benefits, such as improved health, safety, and quality of life outcomes.
- F. We do not support investing in initiatives that reduce greenhouse gas emissions.
- G. Other (please specify)

18. What risks, if any, do you think your business could face as a result of our community taking serious action on climate change? (open ended question)

19. What benefits, if any, do you think your business could receive as a result of our community taking serious action on climate change? (open ended question)

20. What is your role within the business? (select all that apply)

- A. Owner/president/CEO
- B. Manager/supervisor
- C. Customer service
- D. VP/senior executive/director
- E. Office administrator
- F. Operations/technical support
- G. Other
- H. Prefer not to answer

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21. What sector is your business in? (select any that best apply)

- A. Agriculture, Forestry, Fishing and Hunting
- B. Mining
- C. Utilities
- D. Construction
- E. Manufacturing
- F. Wholesale Trade
- G. Retail Trade
- H. Transportation and Warehousing
- I. Information
- J. Finance and Insurance
- K. Real Estate Rental and Leasing
- L. Professional, Scientific, and Technical Services
- M. Management of Companies and Enterprises
- N. Administrative and Support and Waste Management and Remediation Services
- O. Educational Services
- P. Health Care and Social Assistance
- Q. Arts, Entertainment, and Recreation
- R. Accommodation and Food Services
- S. Other Services (except Public Administration)
- T. Public Administration
- U. Other (please specify)

22. What is the scope of your business?

- A. International
- B. North American
- C. Canada-wide
- D. Provincial
- E. Local

23. How many employees does your business have?

- A. 1
- B. 2 to 9
- C. 10 to 49
- D. 50+
- E. Prefer not to say

24. How many years has your organization operated in Saskatoon?

- A. <1 year
- B. 1 to 5 years
- C. 5 to 20 years
- D. 20+ years
- E. Prefer not to say