

March 2018

City of Saskatoon Climate Change Mitigation Business Plan

Non-profit and Community
Organizations Engagement Summary

Prepared for the City of Saskatoon by Lura Consulting

Overview

The City of Saskatoon is currently creating a Climate Change Mitigation Business Plan (the plan) that will focus on the local causes and effects of climate change, and select realistic solutions and opportunities for the Saskatoon community. The plan will guide action and investment by the City, as well as outline ways the City can support community initiatives and meet greenhouse gas reduction targets and climate change commitments. To ensure the plan is successful, the City is conducting an in-depth engagement process that includes residents, nonprofit organizations, community organizations, public institutions and businesses.

The City of Saskatoon retained the services of Lura Consulting to design and report on 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.

Section 1: Focus Groups

Introduction Error! Bookmark not defined.

Summary of Responses..... Error! Bookmark not defined.

Section 2: Online Survey

Survey Approach 4

Summary of Responses..... 5

Appendix A – Survey Questions 20

Section 1: Focus Group

Introduction

A focus group was held with non-profit organizations 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 organization responses to the pre-determined discussion questions.

11 participants attended the focus group, from a range of organizations representing the following sectors: housing and homelessness, community and social services, food and agriculture, and wildlife and environment.

The objectives of the non-profit and community organizations focus group were to:

- Identify any unique needs, interests, and implications that they face as non-profit organizations;
- Identify any unique needs, interests, and implications that their members/clientele face; and
- Identify organizations that are keen to work with the City of Saskatoon in the future and in what way.

Summary of Responses

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

Participants felt that undertaking this project is a step in the right direction. It was suggested that there is an urgency to act, and thus actions must be ambitious, fast and impactful as they feel that the City is decades behind on action. The City must play a leadership role in leadership taking action on climate change mitigation as a demonstration to residents and surrounding municipalities. The City is likely to receive pushback from different members of the community, but the City should not back down. The amount of existing information on the reality of climate change means that ignorance is no longer an option. Finally, the plan should include targets or measures of success to ensure progress is being made.

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

Participants felt that Saskatoon should place importance on improving transit, energy efficiency, waste management, and environment-focused education. Renewable energy is also an important consideration for the climate change business plan. One participant said that the City needs to provide clear direction to organizations on the steps they need to take to reduce greenhouse gas emissions and act on climate change. Approval was demonstrated for the business case for organizations to reduce utility bills. However, some felt that business cases should not only be about money, but also about doing the right thing to support mitigation initiatives. Additionally, although the non-profit sector may be more inclined to engage in mitigating behaviours, there are barriers to action that exist due to a lack of financial resources.

What are some examples of things your organization is already doing or considering?

Organizations are focusing on improving energy efficiency (e.g. LED lighting) and have encouraged landlords to make improvements or have begun to look at energy efficiency options of new buildings. The YWCA shop is re-using and repairing clothing pieces to reduce waste. Organizations would like to see a tool created, and provided at no cost, which will allow them to easily measure their corporate or business greenhouse gas emissions. Saskatchewan Environmental Society environmental audits were highlighted as a helpful resource for non-profits.

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

Every resident, business and organization in Saskatoon has a role to play in reducing greenhouse gas emissions. Non-profit organizations can assist with public education and overcoming any potential gaps in understanding the issue at hand. Many people need help seeing the link between one's personal actions and greenhouse gas emissions.

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

If anything were possible, organizations would like to build a strong appreciation for nature and the environment in Saskatoon's children and youth. Conservation and growth of Saskatoon's urban forest and protection of its natural assets would be a priority. This would include a comprehensive legally binding policy that protects trees from getting cut down. Participants would also like to see improvements to the City's housing stock (energy efficiency, renewables, resiliency, etc.). The City should stop developing agricultural lands and wetlands by working with Saskatoon Land and Meewasin Valley Authority to protect the City's natural assets.

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

Financial incentives, rebates, permanent funding, and/or grants would help people and organizations take action. Organizations expressed a need for education and access to environmental expertise, and that the City needs to explain why taking action is important. It was suggested that field trips, could be offered so that people can see initiatives in action and visualize what it would mean for them or their organization. The City should also work to promote eco-tourism. Participants felt that non-profit organizations should act as role models on climate action for the broader community. Volunteer programs could help organizations build capacity and manage new projects, as burnout is an issue. It was noted that organizations need to be told what to do in order for action to be taken.

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

These organizations are concerned about the potential for increased operating costs and the payback period associated with taking action. These groups would like to avoid tradeoffs between affording new policies and affording staff or fulfilling their mandate. There is concern

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

about the capacity of non-profits to take action, and the suggestions to provide project management support and/or a mentorship program. There is also concern that energy and water costs could increase if new climate change mitigation policies are implemented. Benefits of acting on climate change is that it would result in a decrease in emissions, but also include other tangible benefits such as improvements to Saskatoon's quality of life, improvements to the environment, improvements to the community's overall health, and the potential to attract people to the City.

As non-profits, many of your organizations have mandates to support specific members of our community. With them in mind, what might prevent them (if anything) from engaging in environmental activities?

Members of these specific communities are likely prevented from engaging in environmental activities by a lack of knowledge and understanding. A lack of resources (financial, staff, and volunteer) may also make it difficult for organizations to involve people in environmental activities. Also, an individualistic culture exists, which promotes autonomy and an avoidance of resource sharing. However, some felt that they just needed to be told what to do through clear rules and regulations in order to begin engaging in environmental activities.

Thinking about the community members you serve- what risks and/or benefits do you think they could face, if any, as a result of our community taking serious action on climate change?

Community members could face the risk of an increase in the cost of living (e.g. rent). This could harm low-income groups struggling with the current cost of living. City and business initiatives should focus on bringing people out of poverty. Subsidies should be shifted away from supporting the oil, gas and coal industries and should be channeled towards the support of environmental initiatives. Beyond the clear benefits of improved environment and human health, the organizations' clientele could benefit from increased access to healthy food through the promotion of local food production. People could also benefit from increased knowledge of seasonal and indigenous foods. Saskatoon should examine the policies that currently exist, determine why they exist, and question if they should be removed.

Given your organizational mandate and the community members that you serve, do you have any advice for the City of Saskatoon as they begin to develop their climate action plan?

The City of Saskatoon should demonstrate leadership for both residents and surrounding jurisdictions by changing policies to reflect environmental goals. Organizations suggest that the City needs to take climate change seriously, and the City's leadership needs to undertake bold actions to address this issue. The City should emphasize science-based decision making. It is seen as important to both share Saskatoon's success and learn from other places and people. The City should be transparent throughout by sharing its next steps and the rationale behind them. A long-range approach should be taken. A few failures are acceptable on the way to success. The City should continue to involve the community in a conversation to increase awareness about climate change policies and initiatives to address it. Increased education about climate change is also desired, especially for kids.

Section 2: Online Survey

Survey Approach

The non-profit and community organizations 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 (see [Appendix A](#) for the survey questions).

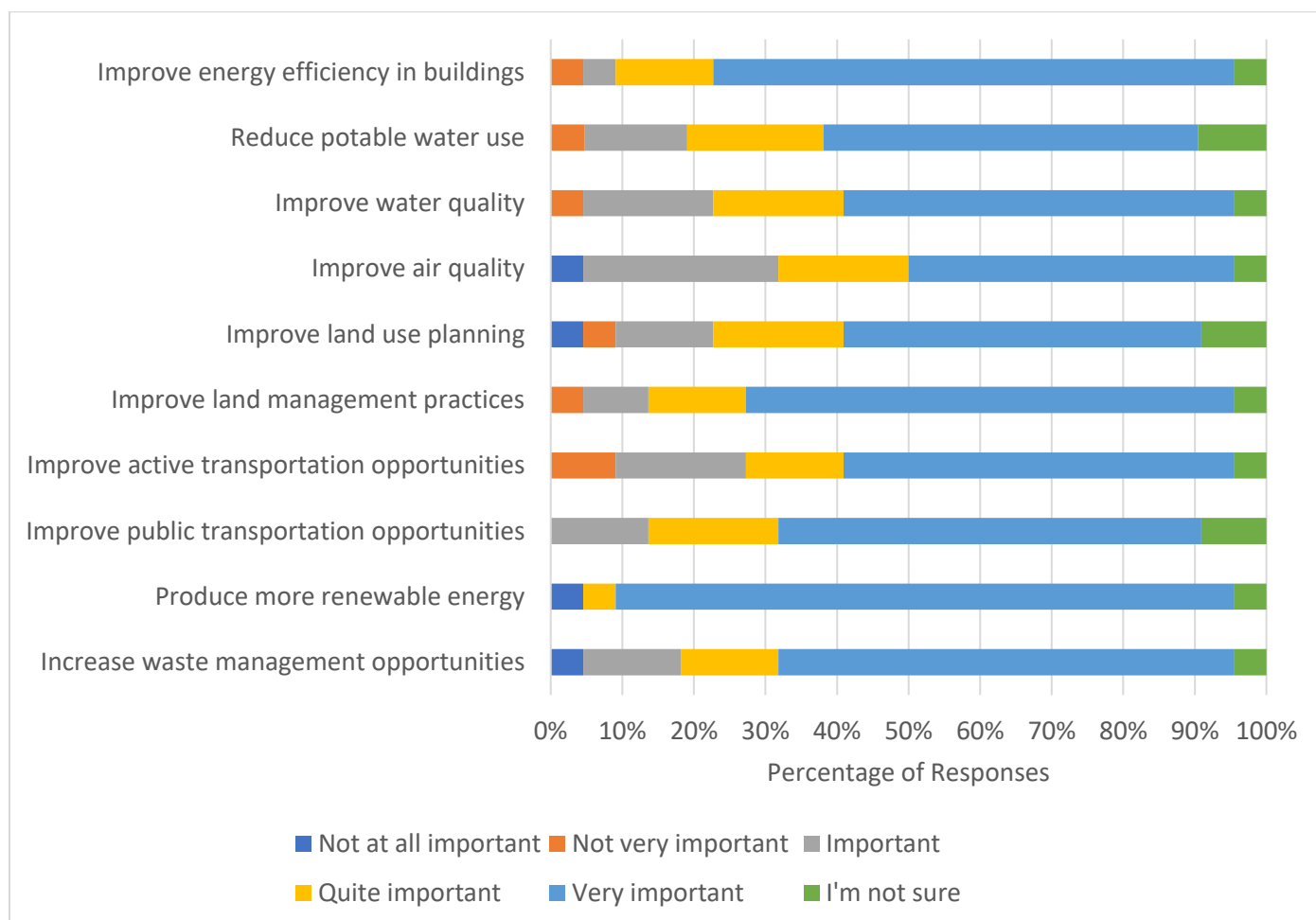
A total of 22 representatives from non-profits, community organizations, or institutions completed responses to the online survey.

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 leader within your organization, how important is it for our community to address each of the following areas over the next 5 years?

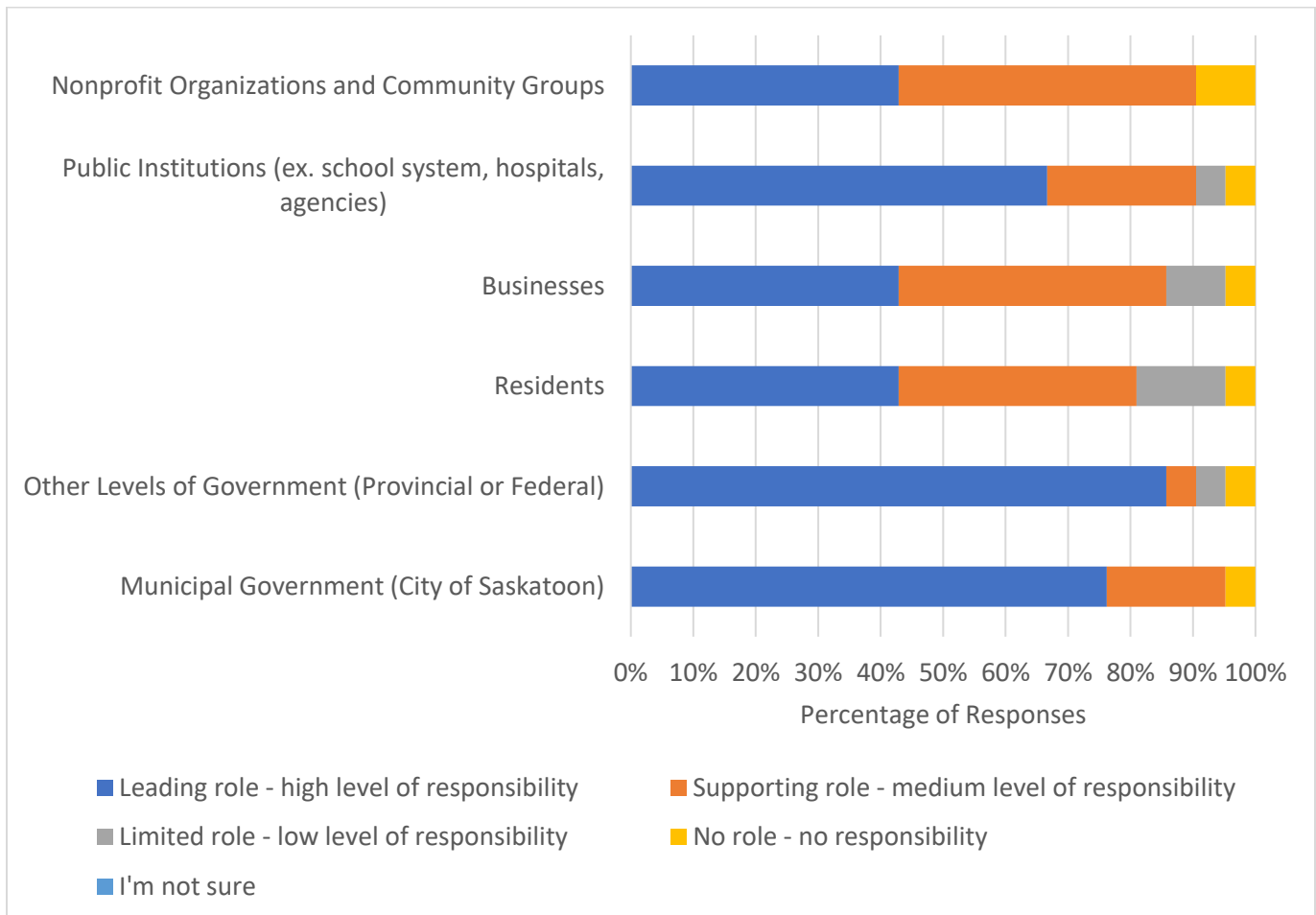
Over 80% of respondents rated each of the areas of action as important, quite important, or very important. Though all were rated fairly highly, **producing more renewable energy, improving energy efficiency in buildings, and improving land management practices** emerged as the top three responses.



City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

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 80% of respondents saw all of the listed groups as holding either a leading or supporting role in supporting action on climate change. Respondents saw municipal (76%) and provincial and federal (86%) governments as holding a leading role in supporting action on climate change.



3. Please rank the following factors in order of importance, from MOST (1) to LEAST (9) likely to help your organization reduce greenhouse gas emissions.

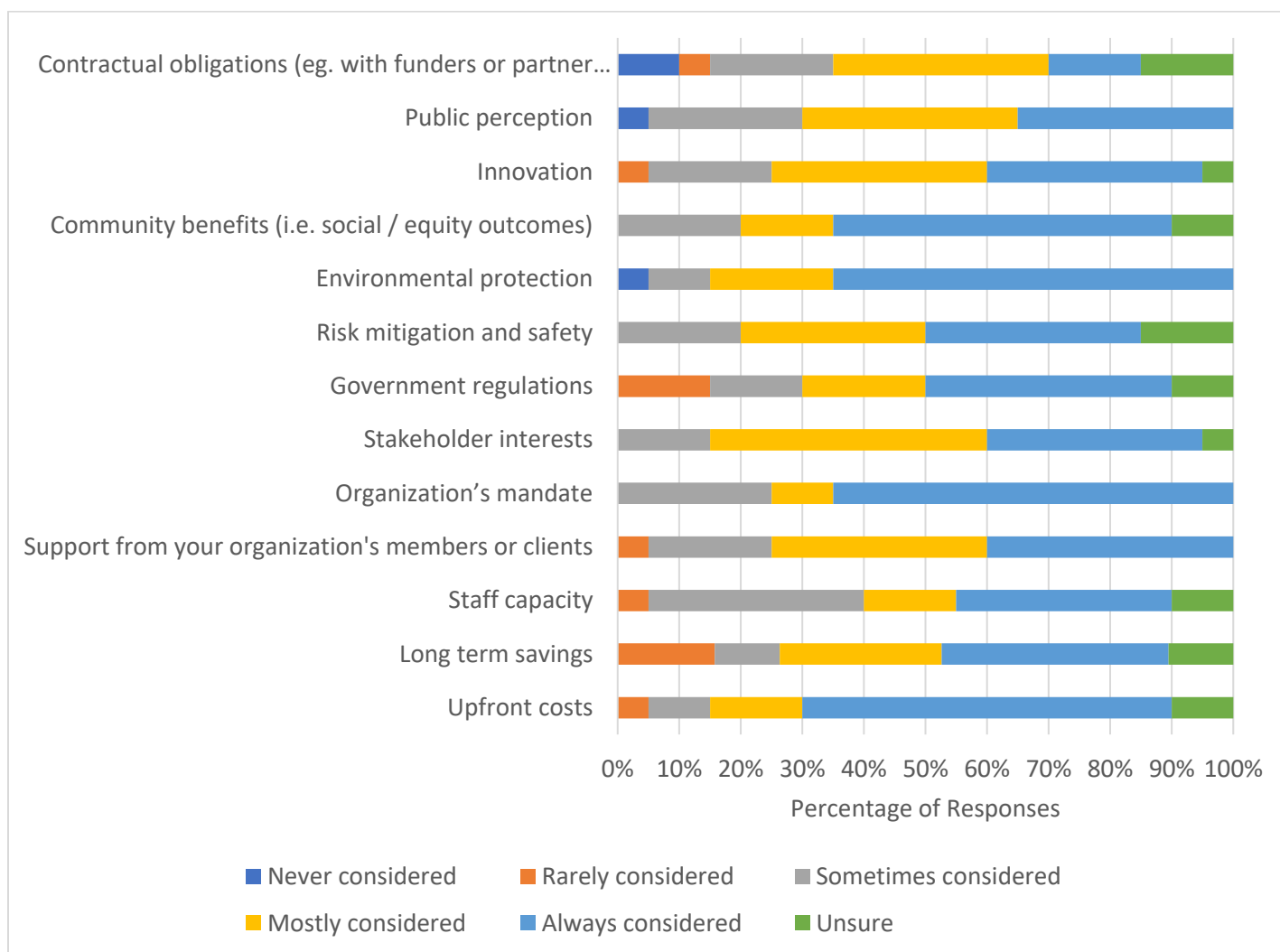
Based on respondents' rankings, the following factors have been ranked most to least important to support organizations to reduce greenhouse gas emissions:

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

City of Saskatoon Climate Change Mitigation Business Plan Non-profit and Community Organizations Summary

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

Responses indicate that most of the factors listed are at least sometimes considered when organizations make decisions and set priorities. The factors most often considered include environmental protection, stakeholder interests, organizational mandate, and upfront costs. One respondent selected “other”. The three factors they listed as considerations when their organization makes decisions and sets priorities are earth care, people care, and a return of surplus.

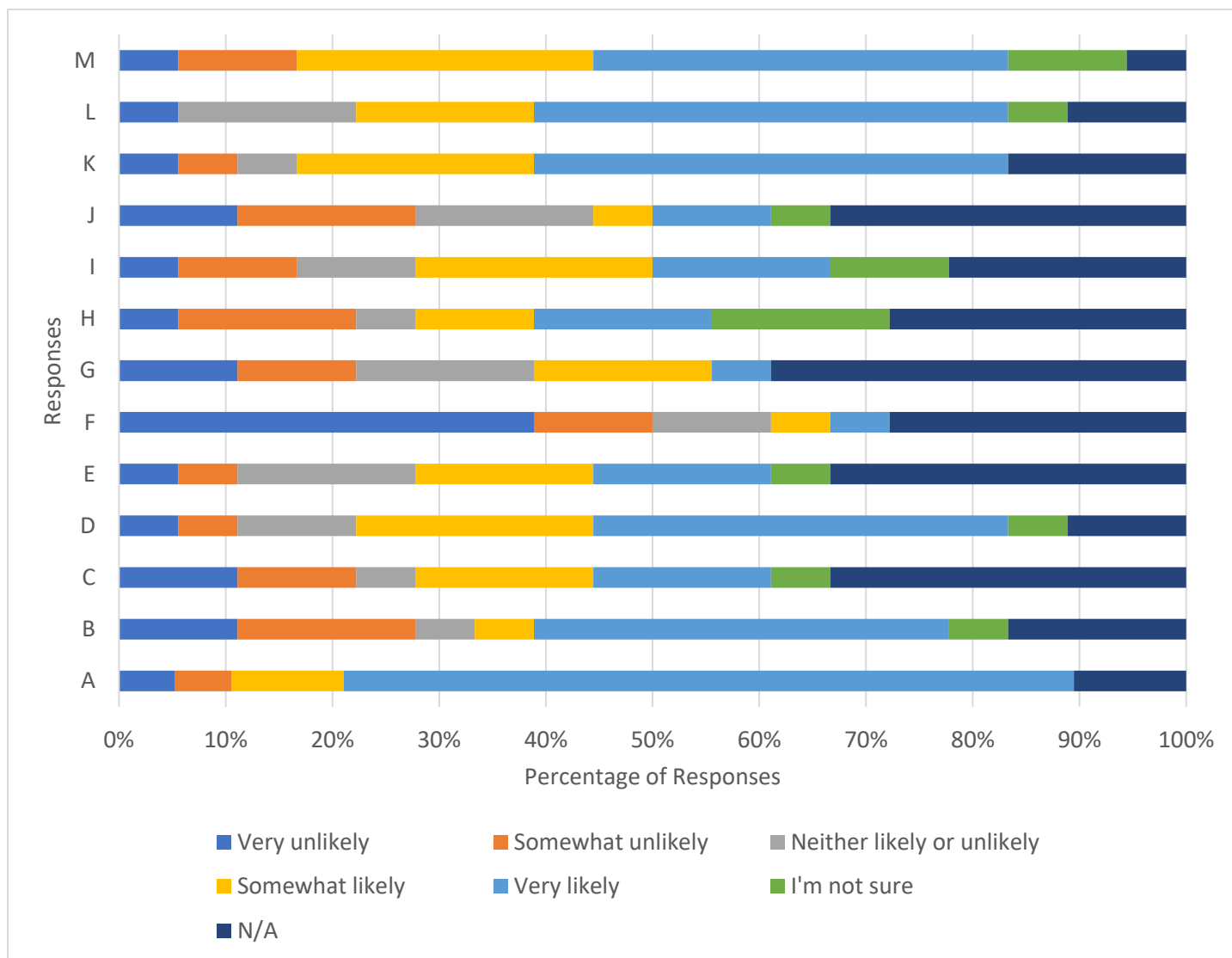


City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

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

The top three actions respondent's organizations were most likely to participate in over the coming year include recycling, composting, and/or safely disposing of hazardous waste (A); offering education or training that builds staff capacity to improve the organization's environmental performance (K); and, using sustainable procurement practices when acquiring products and services (M).

Over 60% of respondents stated they were "very likely" to recycle, compost, and/or safely dispose of hazardous waste. Of all responses provided, over 35% of respondents answered that they were "very unlikely" to use electric vehicles for work-related travel. Comparatively, for all other options, less than 12% of respondents stated they were "very unlikely" to complete an action. A full list of possible responses can be found in [Appendix A](#).



City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

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 organization from taking action?

Overall, the ranking of barriers that prevent a respondent's organization 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. Lack of support from management, leadership or employees
4. It doesn't align with our stakeholders' interests
5. It is not our responsibility/ It's not within our control
6. We would never make our money back (poor return on investment)
7. It's not within our mandate / It doesn't align with our priorities
8. We don't know how / We don't know where to start
9. We don't have time / It's a "side of desk" task
10. It seems overly difficult and/or inconvenient
11. We haven't looked into it
12. We are concerned about safety / Concerned about the weather
13. It doesn't align with the values of our clients/members
14. We don't know the business case

Some respondents also selected "other"; answers provided under "other" include a lack of volunteers (or human resources), competing priorities, a lack of training in relevant skills (e.g., energy installation), expensive materials, and lack of supportive government policies.

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

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

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

No respondents selected a focus on reducing vehicle idling. Some respondents selected "other"; answers provided under "other" include educating others on the use of solar energy and solar panels.

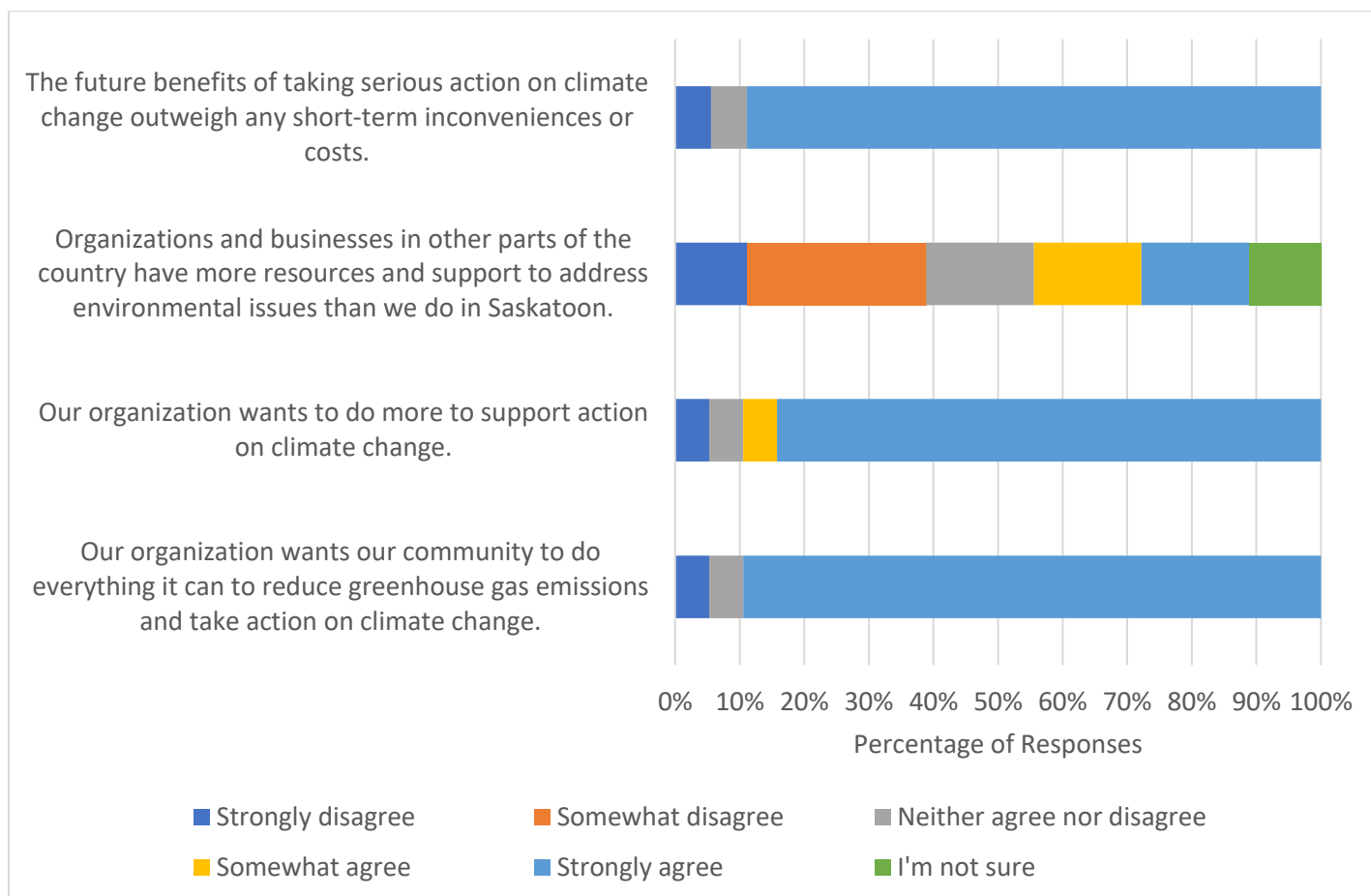
City of Saskatoon Climate Change Mitigation Business Plan Non-profit and Community Organizations Summary

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

Over 80% of respondents strongly agree that their organization wants their community to do everything it can to reduce greenhouse gas emissions and take action on climate change, that their organization wants to do more to support action on climate change, and that the future benefits of taking serious action on climate change outweigh any short-term inconveniences or costs.

Respondents were much more 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 noted that their organization is interested in doing more to take action on climate change, but they are a volunteer organization that is at capacity. They recognize that a challenge for Saskatoon is a lack of support from the provincial government.



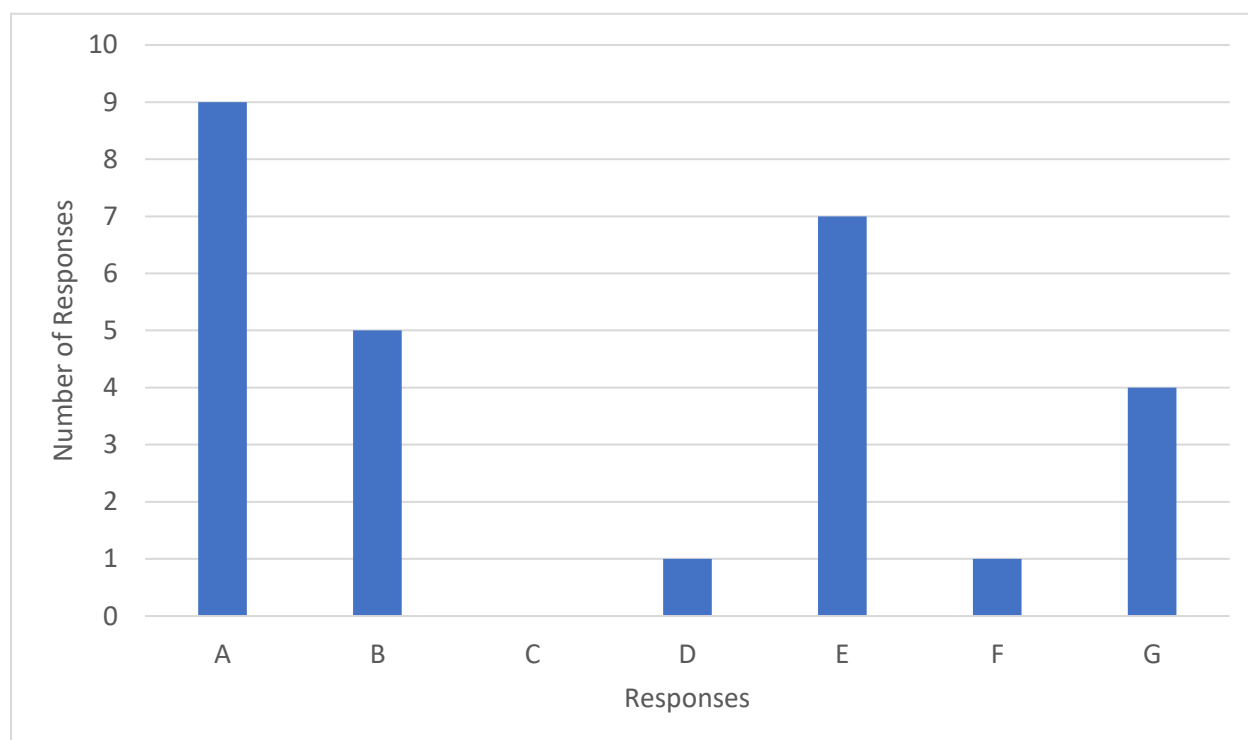
City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

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

The top three most selected statements to best describe respondents' organization's perspectives on investing in initiatives that reduce greenhouse gas emissions are:

- A. We currently invest in initiatives that reduce greenhouse gas emissions.
- 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.
- 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).

Of the respondents who selected "other" (G), answers provided include concerns over affordability of investments and explanations that their organization's purpose and actions already reduce greenhouse gases. A full list of possible responses can be found in [Appendix A](#).



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

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

- Increased costs, which could result in staff layoffs and less funds to serve members.
Increased costs can include:
 - Higher property taxes.
 - Higher energy costs (e.g., electricity, heating, and fuel).
 - Higher operational costs.
- Changes to property owners' abilities to cut down or replace trees on their property due to potential bylaw changes that promote tree canopy coverage.
- Reduced partnerships (if there are more options to partner with other groups and programs on climate action, existing groups may attract fewer partners).
- Some respondents did not see any potential risks, and that action was more likely to result in benefits to their organization and communities.

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

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

- Support for organizations' existing climate action related programs and services, including:
 - Increased protection for urban forests.
 - Increased climate change mitigation and greenhouse gas emissions reductions.
 - Waste reduction.
 - Cleaner environment through reduced pollution.
 - Reduced health issues (due to environmental reasons).
 - Community building.
 - Support for urban agriculture.
 - Support for greywater systems.
- Educational opportunities for students in related fields.
- Increased public awareness of the programs and services of existing organizations, leading to increased partnerships and memberships, and the potential for increased funding.

One respondent identified no benefits to their organization.

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

12. Thinking about the community members you serve, what risks do you think they could face, if any, as a result of our community taking serious action on climate change?

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

- Economic impact, which could impact quality of life, including:
 - Short-term economic risks.
 - Increased energy costs (e.g., electricity, heat, fuel)
- Lifestyle changes (not necessarily a negative outcome).
- Some respondents did not see any potential risks, and that action was more likely to result in benefits to communities.

13. Thinking about the community members you serve, what benefits do you think they could receive, if any, as a result of our community taking serious action on climate change?

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

- Support for climate action related programs and services, including:
 - Increased protection for urban forests, greenspaces, the tree canopy, and wildlife.
 - Increased green energy production and energy conservation.
 - Improved transit and active transportation options.
 - Support for urban agriculture.
 - Support for greywater systems.
 - Cleaner environment through reduced pollution.
 - Reduced health issues (due to environmental reasons).
 - Improved safety and security.
- Increased educational opportunities related to climate actions.
- Increased public awareness of climate change impacts, leading to increased environmental stewardship from residents.
 - Increased climate actions from farmers leading to less crop failure, as well as reduced storm damage, soil erosion, pest issues, and disease.
- Increased tourism to Saskatoon through a new identity as a “green city”.
 - New job opportunities through increased investment.
- Cost reductions.

One respondent identified no benefits to their community.

14. What is your role within the organization? (select all that apply)

Respondents held a variety of roles within their organization including Executive Director, senior or supervisory positions, member at large, volunteer, and others. Of the respondents

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

that selected “other”, roles listed included students, and that multiple members had filled out the survey together (therefore holding multiple roles).

Role	Number of Responses
Executive Director or equivalent	3
Board Member	3
Member at Large	3
Other (<i>see below</i>)	3
Senior Executive/VP or equivalent	2
Manager/Supervisor	2
Volunteer	2
Programs and/or Services	1
Office Administration	0
Operations and/or IT	0
Communications and/or Fundraising	0
Prefer not to say	0

15. What type of organization do you represent? (select any that apply)

The majority of respondents represented either non-profit or community organizations. Of the respondents that selected “other”, types of organizations listed included a community co-operative, the University of Saskatchewan, and university student groups.

Type of Organization	Number of Responses
Non-profit (Non-Profit Corporations Act, or Canada Not-for-Profit Corporations Act)	7
Community Organization (not incorporated provincially or federally)	5
Other (please specify)	4
Registered Charity (CRA charitable registration number)	3
Public Sector Institution	1

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

16. What sector is your organization in? (select any that best apply)

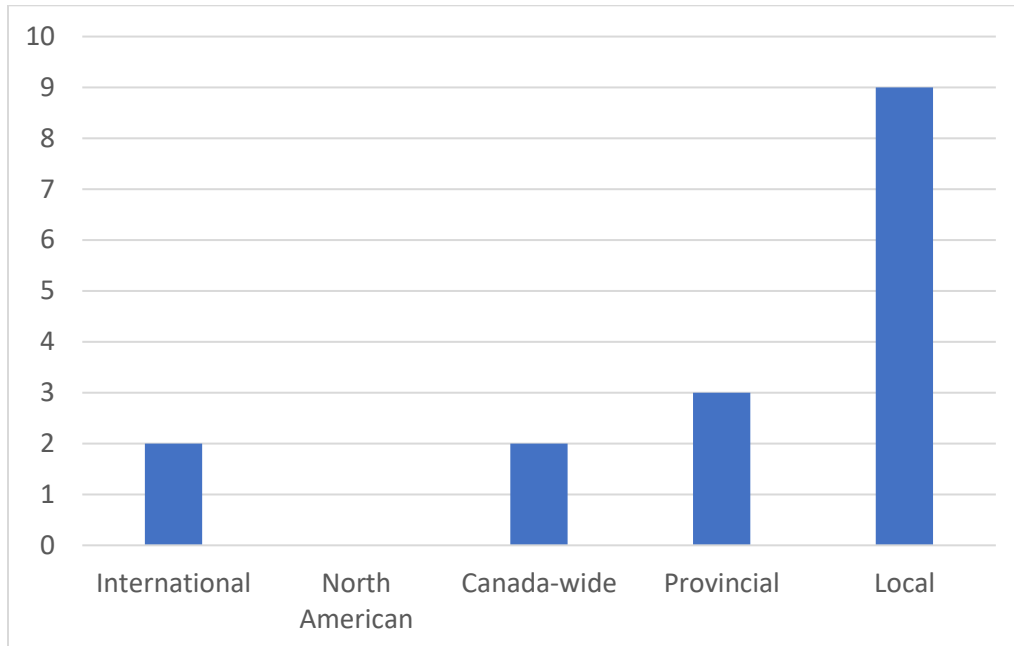
Most respondents' organizations were from within the environment and sustainability, food and agriculture, education, health, or business and economic development sectors. The respondent that selected "other" listed their sector as transportation.

Sector	Number of Responses
Environment & Sustainability	9
Food & Agriculture	5
Education	4
Health	3
Business & Economic Development	3
Youth & Family	2
Animal Welfare	2
Safety & Crime Prevention	2
Community & Social Services	1
Heritage	1
Culture & Diversity	1
Poverty	1
Housing	1
Other (please specify)	1
Arts & Entertainment	0
Disability & Accessibility	0
Religious	0
Seniors & Aging	0
Sports & Recreation	0

City of Saskatoon Climate Change Mitigation Business Plan Non-profit and Community Organizations Summary

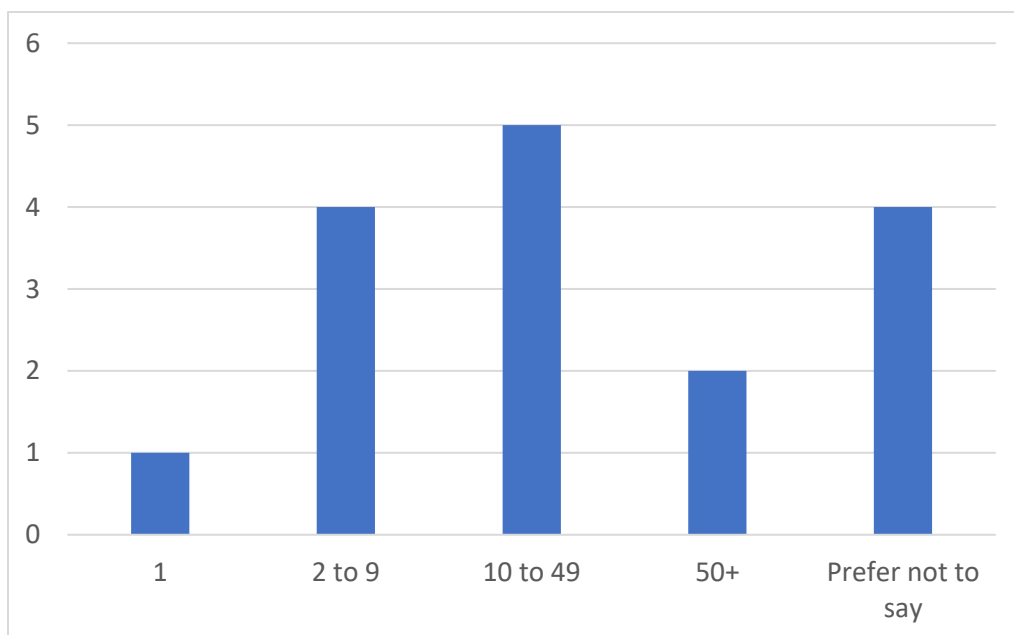
17. What is the scope of your organization?

The majority of respondents' organizations are local in scope, with three provincial organizations, two national organizations, and one international organization.



18. How many employees does your organization have?

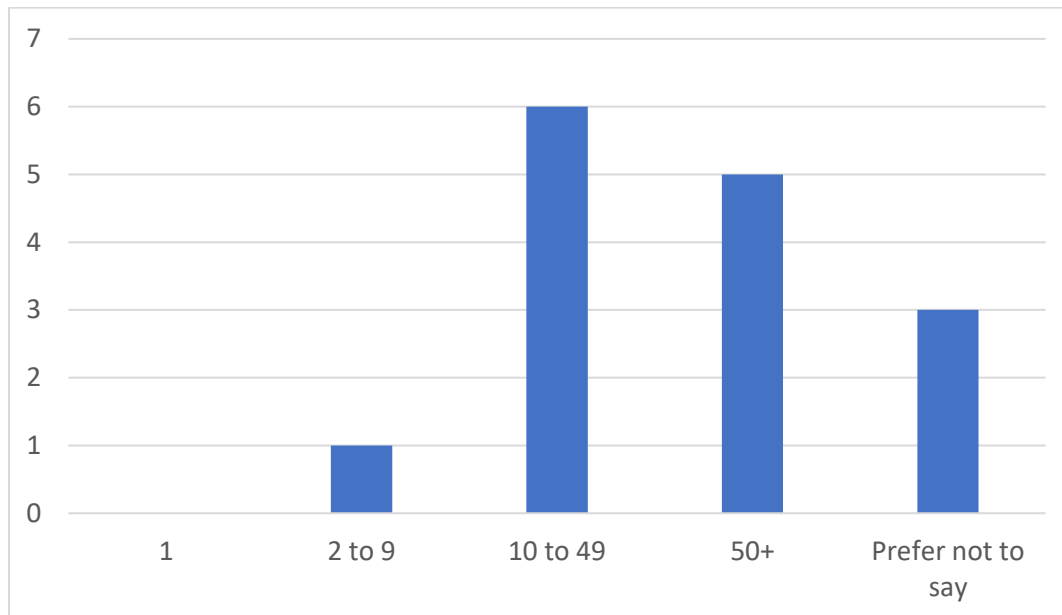
Respondents are from organizations that range in size from one employee to over 50.



City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

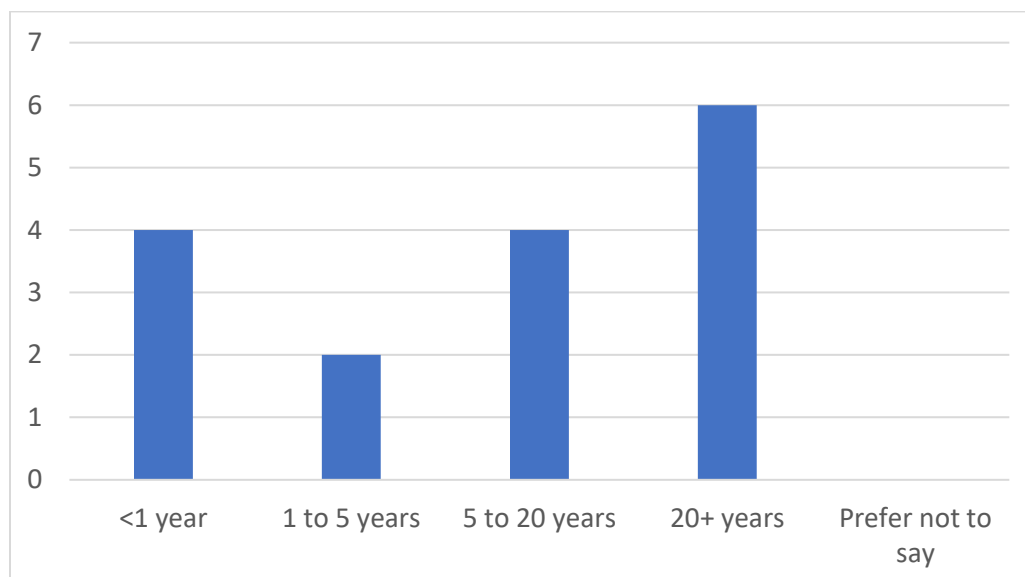
19. How many non-employees and volunteers does your organization have?

Respondents are from organizations that range in size from more than one non-employee or volunteer, to over 50, with most respondents' organizations having over 10 non-employees or volunteers.



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

Respondents' organizations reflect a wide range of years of operation in Saskatoon, from less than one year to over 20 years. Six respondents' organizations 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 leader within your organization, 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 (9) likely to help your organization reduce greenhouse gas emissions.

- A. Policies, bylaws, legislation, and codes that support environmental improvements
- B. Financial support (e.g. funding, incentives)
- 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

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

- F. Lower operating costs and/or lower utility bills
- G. Resources to assist with business planning and/or strategic planning
- 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

4. To the best of your knowledge, how much consideration is given to each of the following factors when your organization 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. Support from your organization's members or clients
- E. Organization's mandate
- F. Stakeholder interests
- G. Government regulations
- H. Risk mitigation and safety
- I. Environmental protection
- J. Community benefits (i.e. social / equity outcomes)
- K. Innovation
- L. Public perception
- M. Contractual obligations (e.g., with funders or partner agencies)

5. How likely is it that your organization 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.*

- A. Recycling, composting, and/or 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. Repairing water leaks.
- 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.

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

- L. Monitoring and measuring your organization's environmental performance.
- M. Using sustainable procurement practices when acquiring products and services.

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 organization 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

7. If you could wave a magic wand and make all of the barriers disappear, what THREE actions would you want your organization 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

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

N. Other (please specify)

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

Options for indicating levels of agreement with the statements below: *Strongly disagree, somewhat disagree, neither agree nor disagree, somewhat agree, strongly agree, and I'm not sure.*

- A. Our organization wants our community to do everything it can to reduce greenhouse gas emissions and take action on climate change.
- B. Our organization 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.

9. Please select the statements that best describe your organization'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)

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

10. What risks, if any, do you think your organization could face as a result of our community taking serious action on climate change? (open ended question)
11. What benefits, if any, do you think your organization could receive as a result of our community taking serious action on climate change? (open ended question)
12. Thinking about the community members you serve, what risks do you think they could face, if any, as a result of our community taking serious action on climate change? (open ended question)
13. Thinking about the community members you serve, what benefits do you think they could receive, if any, as a result of our community taking serious action on climate change? (open ended question)
14. What is your role within the organization? (select all that apply)
- A. Executive Director or equivalent
 - B. Senior Executive/VP or equivalent
 - C. Manager/Supervisor
 - D. Office Administration
 - E. Operations and/or IT
 - F. Programs and/or Services
 - G. Communications and/or Fundraising
 - H. Volunteer
 - I. Board Member
 - J. Member at Large
 - K. Prefer not to say
 - L. Other (please specify)
15. What type of organization do you represent? (select any that apply)
- A. Non-profit (Non Profit Corporations Act, or Canada Not-for-Profit Corporations Act)
 - B. Community Organization (not incorporated provincially or federally)
 - C. Registered Charity (CRA charitable registration number)
 - D. Public Sector Institution
 - E. Other (please specify)
16. What sector is your organization in? (select any that best apply)
- A. Arts & Entertainment
 - B. Food & Agriculture
 - C. Youth & Family
 - D. Community & Social Services
 - E. Disability & Accessibility
 - F. Environment & Sustainability

City of Saskatoon Climate Change Mitigation Business Plan
Non-profit and Community Organizations Summary

- G. Animal Welfare
- H. Heritage
- I. Health
- J. Safety & Crime Prevention
- K. Culture & Diversity
- L. Poverty
- M. Housing
- N. Religious
- O. Seniors & Aging
- P. Sports & Recreation
- Q. Business & Economic Development
- R. Education
- S. Other (please specify)

17. What is the scope of your organization?

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

18. How many employees does your organization have?

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

19. How many non-employees and volunteers does your organization have?

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

20. 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