Triple Bottom Line: Indicators and Success Measures

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Principle: Environmental Health and Integrity

Supports a healthy environment through the protection and restoration of natural habitats, ecosystem services, wildlife, water and air quality, fertile lands, and nutritious food, as well as supports urgent action to reduce emissions and adapt to impacts of climate change.

Indicator:	Success Measure:
Renewable Energy	• Generate, produce and/or support nonpolluting renewable energy (e.g. wind, solar, small scale hydro) • Reduce dependence on polluting and non-renewable sources of energy
Conservation of Resources	• Conserve indoor and/or outdoor water use • Support rain water use, wastewater reuse, grey water, and/or water recycling • Support the use of non-potable water for irrigation and other appropriate uses
Conservation of Resources	• Conserve energy (i.e. electricity and natural gas) • Reduce lighting energy (i.e. through LEDS, automatic lighting controls, motion sensors)
Conservation of Resources	• Reduce the consumption of resources, especially the use of raw or virgin materials • Reduce Saskatoon's Ecological Footprint
Climate Change Mitigation and Adaptation	• Reduce greenhouse gas emissions
Climate Change Mitigation and Adaptation	• Support carbon sequestration initiatives • Explore opportunities to capture or convert greenhouse gas emissions into valuable products and materials
Climate Change Mitigation and Adaptation	• Implement solutions that allow individuals and our community to adapt to the current and anticipated impacts of climate change • Develop preparedness measures to respond to climate change related threats and disasters • Reduce the exposure of people and wildlife to climate change related hazards and disasters
Green Buildings and Sustainable Land Use	• Support the construction of green buildings (i.e. low energy, net-zero, or net-positive new builds and/or retrofits)
Green Buildings and Sustainable Land Use	• Support high-efficiency appliances, equipment, and fixtures
Green Buildings and Sustainable Land Use	• Maintain healthy indoor environments and indoor air quality
Green Buildings and Sustainable Land Use	• Reduce development on greenfield locations • Support infill and density • Avoid the degradation, destruction, fragmentation and/or loss of arable land • Protect agricultural land / prime farmland from development
Green Buildings and Sustainable Land Use	• Utilize building and infrastructure deconstruction techniques and/or adaptive re-use (instead of demolition)
Green Buildings and Sustainable Land Use	• Design buildings and neighbourhoods for solar access

Green Buildings and Sustainable Land Use	• Ensure connectivity to existing and/or planned infrastructure, services, and assets
Sustainable Transportation	• Create a balanced transportation network that encourages walking, biking and other forms of active transportation • Improve access to and the connectivity, availability, and safety of the active transportation network and facilities • Provide bicycle storage, parking and facilities
Sustainable Transportation	• Support initiatives and infrastructure that improve transit (i.e. availability, reliability, accessibility, connectivity, safety, comfort)

Sustainable Transportation	• Support initiatives that decrease fuel use. For example:
	  • Reduce traffic
	  • Reduce idling
	  • Support ride sharing, car shares, and carpooling
	  • Reduce vehicle kilometres traveled (VKT) per capita
	  • Reduce single-passenger trips
	  • Improve fleet maintenance, right-sizing, and route efficiency

Sustainable Transportation	• Support electric vehicles and infrastructure (i.e. charging stations) • Support transportation options that utilize clean, renewable fuel/electricity
Healthy Ecosystems	• Preserve and restore natural areas and assets on public and/or private lands • Prevent the degradation, destruction and loss of nature • Support a network of interconnected green spaces (locally and regionally) • Protect the diversity, integrity, and resiliency of ecosystem services • Increase urban canopy coverage, tree planting, and afforestation • Preserve existing plants, trees, and vegetation • Protect and enhance the urban forest
Healthy Ecosystems	• Support wildlife health and abundance • Prevent the loss of species and ecological communities, especially those identified as at risk • Prevent the introduction and reduce the impacts of invasive species (control or eradicate when necessary) • Support efforts that enable species to adjust to rapid environmental change • Support efforts to retain genetic and species diversity (e.g. of seeds, plants, animals, etc.)
Healthy Ecosystems	• Support efforts to reduce Heat Island Effect (i.e. by providing shade, green roofs, pervious ground covers, and materials with high Solar Reflectance Index (SRI) scores)
Healthy Ecosystems	• Preserve the integrity of wetlands and watersheds • Protect or restore wetlands and watersheds, as well as the surrounding buffer lands
Healthy Ecosystems	• Reduce light pollution (i.e. by using Dark Sky compliant lighting) • Reduce environmental nuisances (including occurrences of odour, noise, and vibrations)
Clean Air, Water, and Land	• Prevent the release, spill or discharge of pollutants into the air, water and soil (protect from contamination or disturbance) • Reduce erosion, debris, dust, and waterway sedimentation • Establish protection measures to eliminate harmful discharges into the environment • Mitigate and/or manage the risks posed by existing pollutants • Safely and appropriately manage and handle pollutants, chemicals, and hazardous waste materials throughout their lifecycle

Clean Air, Water, and Land	• Provide a dependable supply of high quality drinking water • Maintain a safe and adequate sanitary system
Clean Air, Water, and Land	• Support the responsible management, redevelopment, restoration, and/or remediation of contaminated, brownfield, and/or degraded sites • Protect existing and future sites from contamination
Waste Reduction and Diversion	• Divert waste from landfills (e.g. through prevention, reduction, reuse, exchange, sharing, repurposing, recycling, and/or composting initiatives) • Reduce hazardous waste generation • Reduce and/or reuse construction and demolition waste
Waste Reduction and Diversion	• Utilize "Circular Economy" or "Sharing Economy" approaches to material production, use, and disposal • Do not generate waste or materials that cannot be re-used or recycled • Avoid the use of single-use items (such as bottled water, take-away containers, and plastic bags)
Waste Reduction and Diversion	• Remove/prevent litter • Continue efforts to eliminate the improper disposal and/or dumping of waste materials
Storm Water Management	• Increase permeable surfaces and the infiltration capacity of new and existing infrastructure • Support green infrastructure, such as green roofs • Support the use of Low Impact Development (LID) solutions
Storm Water Management	• Improve the quality of storm water run off
Sustainable Food System	• Support healthy, local, and sustainable food production
Sustainable Food System	• Reduce the use of chemicals in gardening, agriculture, and/or pest management practices

Principle: Social Equity and Cultural Wellbeing

Improves the lives of all people by supporting intra- and inter-generational equity; diversity; inclusion; individual and community health and well-being; safety; culture and identity; and quality of life.

Indicator:	Success Measure:
Equity and Opportunity	• Support policies and practices that are fair and just and that progressively achieve greater equality; and/or • Support equitable access to (and distribution of) City initiatives and services; and/or • Take actions that address discrimination, inequity, injustice, and human rights violations.
Equity and Opportunity	• Take actions that support people of all cultures; and/or • Address racism; and/or • Address discrimination based on colour, ancestry, nationality, and/or place of origin.
Equity and Opportunity	• Support Truth and Reconciliation Calls to Action, the UN Declaration on the Rights of Indigenous Peoples, and/or initiatives that support the rights of Indigenous peoples
Equity and Opportunity	• Take actions that support people of all ages; and/or • Address discrimination based on age.
Equity and Opportunity	• Take actions that support people regardless of gender; and/or • Address sexism.
Equity and Opportunity	• Take actions that support the LGBTQ2S community; and/or • Address discrimination based on gender identity and/or sexual orientation.

Equity and Opportunity	• Take actions that support people of all abilities; and/or • Address discrimination based on ability.
Equity and Opportunity	• Take actions that support people of all incomes; and/or • Address discrimination based on income.
Diversity, Accessibility, and Inclusion	• Support actions that enable residents from a wide range of economic levels, household sizes, and age groups to live in the same neighbourhood; and/or • Support actions that ensure a variety of housing types are available in each neighbourhood in order to support a diversity of needs and ways of living (i.e. create areas that achieve high Simpson Diversity Index scores)
Diversity, Accessibility, and Inclusion	• Support diversity within our institutions, places of work, and/or the community at large • Anticipate and respond to demographic changes in the community
Diversity, Accessibility, and Inclusion	• Support actions that create an accessible city - i.e. by using the principles of Universal Design to create spaces, services or infrastructure that are usable by people of diverse abilities and that enable the widest spectrum of people to participate in community life
Heritage and Culture	• Support actions that preserve, cultivate, celebrate, and/or restore cultural heritage, identities, traditions, sites, assets, institutions, languages, ceremonies, or ways of life • Support actions that provide a variety of opportunities to engage in heritage and/or cultural experiences • Support cultural expression in buildings, infrastructure, art, green space, memorials, place-making programs, etc.
Heritage and Culture	• Celebrate and build awareness of local history • Preserve historic buildings, structures, art, landscapes, facades, etc.
Self Sufficiency and Living with Dignity	• Advance actions that ensure all people have affordable and stable access to housing
Self Sufficiency and Living with Dignity	• Support actions that address poverty • Support actions that resolve income disparities
Self Sufficiency and Living with Dignity	• Support actions that provide access to quality care services, including childcare and/or long-term care
Health and Wellbeing	• Support actions that lead to a higher quality of life for all
Health and Wellbeing	• Support actions that reduce hunger and malnutrition • Improve access to safe, nutritious, adequate, and culturally appropriate food at all times of the year
Health and Wellbeing	• Support actions that provide access to quality health care services • Prevent the spread or occurrences of disease, illness, or health conditions • Assist people to be strong, feel well, and stay healthy • Support initiatives that improve physical, mental, emotional and/or spiritual wellbeing
Health and Wellbeing	• Provide people with the ability to stay warm, cool, clothed, and sheltered
Safety and Resiliency	• Improve the safety of people and their possessions • Support actions that prevent and reduce violence • Protect vulnerable populations from harm • Promote peaceful and inclusive societies
Safety and Resiliency	• Utilize Crime Prevention through Environmental Design (CPTED) principles
Safety and Resiliency	• Help prevent essential service disruptions, utility disruptions, and/or intermittent power supply, especially during very hot or cold weather
Safety and Resiliency	• Provide security protocols (i.e. emergency and disaster preparedness strategies) to protect people and infrastructure from natural- and human-made disasters • Reduce the exposure of vulnerable populations to extreme events

	• Consider cultural implications in how the City prepares for, carries out, and responds to emergencies
Safety and Resiliency	• Take actions to protect privacy/confidentiality of individuals, institutions, businesses, and/or the City
Civic Participation	• Improve voter turnout • Empower political participation and inclusion • Increase voter participation by under-represented groups
Civic Participation	• Support volunteering and/or increase volunteer opportunities
Civic Participation	• Support community organizations and community-led efforts to improve the environmental, social, cultural, and/or economic wellbeing of our city
Civic Participation	• Support actions that provide a variety of community spaces close to work and home that facilitate civic engagement
Recreation	• Support or lead actions that provide a variety of passive and active recreation/leisure opportunities (e.g. sports, arts, nature, play areas, recreational centres, libraries) • Maintain and provide quality indoor and outdoor recreation/leisure spaces and facilities
Recreation	• Maintain an attractive city, year-round (e.g. by supporting actions that provide beautiful, scenic areas in all neighbourhoods)
Recreation	• Support or lead actions that create a vibrant, lively city (e.g. by supporting place-making initiatives, events, recreation, etc.)
Recreation	• Offer environmentally friendly options at recreational events and facilities

Principle: Economic Prosperity and Fiscal Responsibility

Enhances environmental and social outcomes by: supporting a robust, sustainable, and responsive economy; stimulating local employment, business, and entrepreneurship opportunities; and making sound financial investments and decisions.

Indicator:	Success Measure:
Innovation	• Promote a culture of innovation, learning and creativity • Provide opportunities for leadership to emerge
Innovation	• Attract and retain sustainable businesses and industries
Sustainable Procurement	• Support suppliers, contractors, businesses, and industries that have strong sustainability practices and/or mandates.
Sustainable Procurement	• Include Triple Bottom Line criteria in Tender and RFP evaluations in order to support public procurement practices and purchasing contracts that are sustainable • Verify supplier compliance with the City's Triple Bottom Line principles (e.g. by relying on a combination of external independent certifications, supplier disclosures and certifications, and disclosure information about factory and production facilities)
Sustainable Procurement	• Consider sustainability criteria for products and services (e.g. fair trade, recycled content, certified organic, other third-party verified products)
Sustainable Procurement	• Promote and participate in procurement opportunities with Diverse and Indigenous Suppliers
Fiscal Responsibility	• Promote fiscal responsibility, accountability, and responsiveness • Spend and invest money responsibly
Fiscal Responsibility	• Consider the life-cycle costs and implications of services, investments, infrastructure, and assets • Support full cost accounting and/or a Sustainable Return on Investment (SROI) approach • Place value on assets, outcomes, and externalities that are not

	traditionally accounted for in budget deliberations, but that reflect the corporation's Triple Bottom Line values
Fiscal Responsibility	• Provide/secure adequate resourcing
Fiscal Responsibility	• Consider ways to reduce operational and/or maintenance costs
Fiscal Responsibility	• Consider ways to generate revenue and/or recover costs
Fiscal Responsibility	• Takes advantage of grants and/or available funding opportunities
Fiscal Responsibility	• Support actions that maintain the City's strong credit rating
Fiscal Responsibility	• Consider or calculate the implications of carbon pricing related to City initiatives
Fiscal Responsibility	• Consider the implications of taxes, utilities, and rates on citizens
Support the Local Economy	• Stimulate the local and regional economy by supporting job creation and removing barriers to business development
Support the Local Economy	• Assist and/or provide incentives for businesses to transition to more sustainable ways of operating
Support the Local Economy	• Support a diversity of industries and economic sectors • Nurture a business environment that attracts new businesses • Support micro-, small- and medium-sized enterprises
Support the Local Economy	• Ensure businesses and entrepreneurial ventures have access to banking, insurance, and financial services
Support the Local Economy	• Engage with Business Improvement Districts and local business associations
Support the Local Economy	• Support sustainable tourism
Asset Management	• Avoid the development of stranded assets
Asset Management	• Support infrastructure and assets that are multi-use, achieve co-benefits, and/or provide value above and beyond their primary use
Asset Management	• Prevent the removal, demolition, damage, or degradation of existing infrastructure and assets that are not yet at the end of their useful life
Asset Management	• Build and maintain quality, lasting infrastructure and assets
Skills and Training	• Increase the number of people who have relevant skills and education for employment, decent jobs, and entrepreneurship • Support mentorships, jobs for youth, and internships
Skills and Training	• Collaborate with academic, vocational, or other institutions to provide educational and training opportunities
Labour Rights and Employment	• Support Occupational Health and Safety (OH&S) initiatives • Protect workers' rights • Create safe and humane work environments
Labour Rights and Employment	• Support fair wages • Assist people to gain secure livelihoods
Labour Rights and Employment	• Support actions that improve quality of life at work • Foster work environments that lead to work-life balance
Labour Rights and Employment	• Support actions that improve employment rates and/or access to employment
Labour Rights and Employment	• Support a diverse and representative workforce • Increase the number, retention rate, and distribution of employment (i.e. management vs. entry level) of Diverse and Indigenous employees
Affordability	• Provide value to citizens at a reasonable cost • Maintain affordable civic services, programs, and utilities, especially for low- and moderate-income households

Principle: Good Governance

Achieves sustainability through accessible, accountable, transparent, and ethical governance systems. Good governance is oriented towards long-term outcomes/benefits, supports policy integration and

common goals, sets limitations on the types of trade-offs that can be made, utilizes effective mechanisms that support implementation, and establishes a culture of learning, innovation, and adaptation.

Indicator:	Success Measure:
Ethical and Democratic Governance	• Uphold systems that are ethical, accountable, accessible, and transparent • Support and uphold democratic processes, institutions and values • Uphold the integrity of public service
Ethical and Democratic Governance	• Ensure the organization remains consistent between what it says it values and what it practices
Ethical and Democratic Governance	• Seek remedies for past or present violations, errors, or legacy issues
Ethical and Democratic Governance	• Ensure representative and accessible decision-making at all levels
Ethical and Democratic Governance	• Take steps to reduce conflicts-of-interest, preferential treatment, and/or undue influence from occurring • Remove opportunities for bribery and corruption to occur
Effective Service Delivery	• Take actions to ensure that City policies, initiatives, infrastructure, and services are reliable and effective (over both the short- and long-term)
Effective Service Delivery	• Understand associated risks and develop procedures to mitigate those risks
Effective Service Delivery	• Deliver customer- and/or audience-centred policies, initiatives, infrastructure, and services
Education, Communication, Engagement and Capacity Building	• Conduct employee engagement • Provide opportunities for employees to work together • Seek involvement and incorporate input from internal stakeholders
Education, Communication, Engagement and Capacity Building	• Conduct community/public engagement • Seek involvement and/or incorporate input from community stakeholders • Involve people who live or work in the community in decisions about how their community should be improved or how it should change over time
Education, Communication, Engagement and Capacity Building	• Support effective communication efforts • Ensure the meaningful exchange of information with internal and external audiences
Education, Communication, Engagement and Capacity Building	• Support continuous learning and growth for employees • Learn from diverse cultural and/or disciplinary perspectives
Education, Communication, Engagement and Capacity Building	• Develop and enhance partnerships • Create opportunities for collaborative decision-making and co-ownership
Monitoring, Reporting and Compliance	• Track learnings, successes, and failures to inform future processes • Conduct debriefs and follow-ups after implementation
Monitoring, Reporting and Compliance	• Support project management best practices
Monitoring, Reporting and Compliance	• Maintain and monitor appropriate data, metrics, and records • Link to existing monitoring frameworks and reporting structures utilized by the City • Evaluate and report on progress • Share data, metrics, and records, where appropriate

Monitoring, Reporting and Compliance	• Draw on science, research, best practices, and subject matter experts • Use the best information available on trends and drivers from local, national and international sources
Monitoring, Reporting and Compliance	• Comply with internal and external regulations and procedures • Keep internal regulations and procedures current and up to date
Monitoring, Reporting and Compliance	• Create or follow procedures to report incidents (i.e. human and environmental)
Agility and Adaptiveness	• Remain adaptive, flexible, iterative, and responsive • Where possible, be pro-active
Agility and Adaptiveness	• Entertain new ideas and policy reform in order to respond to changing conditions
Agility and Adaptiveness	• Make decisions that focus on safe-fail rather than fail-safe solutions
Agility and Adaptiveness	• Use pilots, simulations, modelling, or prototyping to explore opportunities and/or consequences of various options • Develop feasible backup or contingency plans
Roles, Responsibilities and Rewards	• Ensure sustainability performance is rewarded and recognized • Make sustainability a part of everyone's job, where the organization not only contributes to sustainability, but individuals' jobs contribute as well