City of Saskatoon

Administrative Procedures US-001

Triple Bottom-Line (TBL) Framework	External References: **Internal Related:** • [C08-001 - Triple Bottom-Line Policy](#) • Comprehensive TBL Decision Making Tool • Abridged TBL Decision Making Tool • TBL Report Attachment Template • TBL Support Request Form • TBL Training • Project Management Framework	**Date Adopted:** August 19, 2020 **Date Last Update:** August 19, 2020
		Authority: Director of Sustainability **Contact:** Triple Bottom Line Project Manager

1. Purpose

The Triple Bottom Line (TBL) Framework includes a suite of materials to support the application of C08-001 Triple Bottom-Line Policy, including:

- TBL How-To Guide;

- TBL Decision Making Tool (Comprehensive);

- TBL Decision Making Tool (Abridged);

- TBL Report Attachment Template; and

- TBL Support Request Form.

This document provides guidance to employees on when and how to use the TBL Framework materials to support decision-making processes when planning, implementing, evaluating, and reporting on initiatives.

2. Definitions

a. **Approval Authority**: An initiative's approval authority/authorities may include a Manager, Director, General Manager, Project Sponsor, and/or Steering Committee. If the initiative has a completed Project Charter, the approval authority/authorities should be listed in the Project Charter.

b. **Emergency**: The City of Saskatoon Purchasing Policy states that: "An emergency exists when an unforeseeable situation or event occurs that is a threat to any of the following:

- public health and/or safety;

- the maintenance of essential services;

- the welfare of persons or public property; or

- the security of the City of Saskatoon's interests.

Situations of urgency resulting from the failure to properly plan do not constitute an emergency.

c.   **Initiative:** refers to a program, project, policy, procedure, plan, service, strategy, etc. that is being undertaken by the City of Saskatoon.

d.   **Sustainable Decision Making:** means supporting the needs and well-being of both present and future generations by upholding environmental integrity, equitable social systems, a just economy, and good governance.

e.   **Triple Bottom Line:** integrates environmental health and integrity, social equity and cultural well-being, economic prosperity and fiscal responsibility, and good governance into decision making in a way that produces equitable and sustainable solutions and mitigates undesirable trade-offs, as defined in C08-001-Triple Bottom-Line Policy.

f.   **Triple Bottom Line Framework:** is a suite of coordinated tools and administrative support for application of C08-001-Triple Bottom-Line Policy.

3.   Background

The City of Saskatoon (City) is committed to enhancing the quality of life for its citizens by embedding environmental, social, economic, and governance considerations into its decision-making processes.

To support this commitment, City Council adopted C08-001 Triple Bottom-Line Policy, which came into effect on January 1, 2020. The Policy applies to City Council and Administration. The TBL Framework supports employees in adhering to C08-001-Triple Bottom-Line Policy when planning, implementing, evaluating, and reporting on initiatives. In doing so, the TBL Framework provides a comprehensive approach to help employees and decision-makers identify opportunities to achieve multiple corporate and community goals and co-benefits that lead to sustainable outcomes.

Please refer to the Triple Bottom Line MyCity site for additional information.

4. Procedures

Steps in the Triple Bottom-Line Process

a. Review supporting documentation at the beginning of the initiative.

    i. Review the TBL How-To Guide;

    ii. Sign-up for online or in-person TBL Training on the Learning and Development Opportunities MyCity site; and

    iii. Contact the TBL Project Manager through the Triple Bottom Line MyCity Site if you have any questions.

b. Determine which Tier (priority category) an initiative falls into, following review of the TBL How-To Guide.

The TBL How-To Guide recommends that all initiatives use the TBL Decision Making Tool. If time, resources, or other factors make it necessary to prioritize which initiatives are run through the tool first, Tier 1 initiatives will be given priority. The initiative's approval authorities are responsible for determining which Tier their initiative falls into. Tiers are defined as follows:

Priority Category	Criteria
Tier 1 Initiatives (aligned with how a "Major Project" is described in the City's Purchasing Policy)	Meets any of the following criteria: • $10,000,000+ • The matter faces a significant level of complexity, risk, or public profile. • The initiative requires a substantial allocation of attention and time from the City and/or stakeholders. • The initiative may result in substantial changes to how the City develops or operates. • The decision-making authority includes a General Manager or the City Manager.
Tier 2 Initiatives	Meets any of the following criteria: • $10,000+ • The matter faces complexity, risk, or public profile. • There's a need to articulate trade-offs. • Multiple stakeholders and/or viewpoints are involved.
Tier 3 Initiatives (aligned with how abridged planning documents are described in the City's Project Management Framework)	Meets any of the following criteria: • $10,000 or less. • The initiative only affects the work of a single work section and/or less than 30 staff. • The initiative requires less than 160 work hours or less than three calendar months for development and full implementation.

No TBL Evaluation Required	Meets any of the following criteria: • A superseding process, evaluation, or regulation (e.g. a legal process or external legislation) prevents the initiative from being able to use the City's TBL framework. • The TBL impacts have been addressed through earlier processes, such as a prior report to Council/Committee or through a previous planning process. • The initiative is already operational and is not undergoing a review or redesign. • In the case of Emergencies.

c.   After determining which Tier (priority category) the initiative falls into, take the following steps:

Type of Initiative	Process
Tier 1 or 2 - New Initiative	Go to the TBL MyCity Site and complete the TBL Support Request Form. The Form should be filled out during the early stages of the initiative (i.e. when there are still opportunities to influence the approach and design of the initiative). Upon completion of the Form, the TBL Project Manager will follow up with you with further instruction. Tier 1 and 2 initiatives are required to use the Comprehensive TBL Decision Making Tool. For existing initiatives that are already operational, following this process is encouraged, but not required. When the initiative comes up for review or redesign, it is then required.
Tier 1 or 2 - Existing Initiative undergoing a Redesign	
Tier 3 - New Initiative	Fill out the Abridged TBL Decision Making Tool during the early stages of the initiative. Use the results to guide decisions and consider how to integrate TBL indicators into the initiative. Contact the TBL Project Manager for support, if required. In some cases, the initiative's approval authorities may require that the Comprehensive TBL Decision Making Tool be used for Tier 3 initiatives.
Tier 3 - Existing Initiative undergoing a Redesign	
Initiatives where No TBL Evaluation is Required	No action is required. In some cases, the initiative's approval authorities may require that the Comprehensive or Abridged TBL Decision Making Tool be used for initiatives that fall under this category.

d. Report the TBL Implications of your initiative to City Council and/or other approval authorities, as required. If your initiative requires you to write a Committee/City Council report, please take the following steps:

Type of Report	TBL Reporting Requirements
Decision Reports	Reporting TBL Implications is required for Decision Reports. Fill out the TBL Report Attachment Template and include it as an attachment in your report. Populate the Template with comments and outcomes from the TBL Decision Making Tool.
Approval Reports	Reporting TBL Implications is optional (but encouraged) for Information and Approval Reports. If TBL Implications would add value or context to an Information or Approval Report, fill out the TBL Report Attachment Template and include it as an attachment in your report. Populate the Template with comments and outcomes from the TBL Decision Making Tool.
Information Reports	

Because the TBL Decision Making Tool is meant to be completed at an early stage of the initiative's development, the Tool should be reviewed and updated prior to reporting in case the initiative has changed since the initial TBL evaluation.

e. Report the TBL outcomes of your initiative to the TBL Project Manager, including completed versions of the TBL Decision Making Tool and TBL Report Attachment. This supports the City's tracking and reporting processes. The City's TBL outcomes may be reported out to the corporation and/or community, as determined by the TBL Steering Committee.

5. Responsibilities

5.1 TBL Project Manager

a. The TBL Project Manager oversees the development and delivery of the City's TBL Framework. Specifically, the TBL Project Manager is responsible for:

- Supporting employees and providing guidance to ensure the City remains in compliance with C08-001 Triple Bottom Line Policy.

- Ensuring the City's TBL Framework remains strategically aligned with corporate goals, direction, and policies.

- Maintaining regular and effective communication with employees and stakeholders, while ensuring they remain included and informed.

- Ensuring the City's TBL Framework considers sound research, stakeholder input, and best practices.

- Monitoring the scope, timelines, tasks, budget, and risks of the TBL framework.

- Reporting to Leadership and City Council, as necessary.

5.2   TBL Steering Committee

a.   The TBL Steering Committee is made up of representatives from across the corporation and acts as the body that:

- Provides input and recommendations into the design and implementation of the City's TBL Framework.

- Offers guidance to the TBL Project Manager to ensure the City's TBL Framework remains aligned with the City's strategic priorities.

- Provides insight from their specialized areas and context.

- Takes a leadership role in ensuring the City's TBL outcomes are:

    i.   successful; and

    ii.   help drive change throughout the corporation.

- Provide recommendations into what work should (or should not) be pursued, when information and recommendations go to Committee/City Council, and how the City's TBL Framework is presented.

5.3   General Managers and Directors

a.   General Managers and Directors are responsible for ensuring the employees in their Departments and Divisions comply with C08-001 Triple Bottom-Line Policy and its corresponding materials (i.e. Administrative Procedures, TBL How-To Guide, TBL Decision Making Tool, etc.). They are responsible for identifying, prioritizing and preparing funding requests to enable initiatives to meet the requirements of the TBL Policy and Framework.

5.4   Employees

Employees are required to adhere to C08-001 Triple Bottom-Line Policy through the use of the TBL Framework materials (i.e. Administrative Procedures, TBL How-To Guide, TBL Decision Making Tool, etc.).