

# Industrial, Commercial, and Institutional Sector Waste Diversion Survey Results

City of Saskatoon – Sustainability Department

January 2026



## About the Canadian Hub for Applied and Social Research

### Who we are

The Canadian Hub for Applied and Social Research (CHASR) is a unique university-based research support and consulting service. Operating on a cost-recovery basis, CHASR regularly engages and support academic-based researchers from a variety of disciplines, backgrounds, and institutions, government (federal, provincial, and municipal) and NGO clients, and private sector firms.

### What we do

With a broad range of experience, expertise, and tools at our disposal, CHASR supports a diverse array of applied and social research. We support all phases of research, including data collection, data processing, data analysis, and reporting. Our in-house supports and tools enable us to lend unique and innovative approaches to all CHASR-supported research.

### How we do it

At CHASR, we understand that no two research projects are alike. With an experienced and dedicated staff and access to eight distinct, yet complementary research laboratories, we are well-positioned to nimbly support research projects and programs of all shapes and sizes. We approach each project with a personalized, customized, and tailored solution.

#### **For More Information about the CHASR**

To learn more about CHASR, please contact us or visit our website: <https://chasr.usask.ca>

#### **Canadian Hub for Applied and Social Research (CHASR)**

University of Saskatchewan  
212 Murray Library  
3 Campus Drive  
Saskatoon SK Canada S7N 5A4  
Telephone: 306-966-7546  
Email: [chasr@usask.ca](mailto:chasr@usask.ca)

## Table of Contents

|                                                                         |          |
|-------------------------------------------------------------------------|----------|
| <b>About the Canadian Hub for Applied and Social Research .....</b>     | <b>2</b> |
| Executive Summary.....                                                  | 5        |
| Methodology.....                                                        | 6        |
| Survey.....                                                             | 6        |
| Notes about data and limitations .....                                  | 6        |
| Business profile .....                                                  | 8        |
| Business information .....                                              | 8        |
| Business Sector .....                                                   | 8        |
| Number of employees .....                                               | 10       |
| Business waste profile .....                                            | 11       |
| Type of waste produced .....                                            | 11       |
| Waste collection practices .....                                        | 12       |
| Waste sorting awareness, confidence, and behaviours .....               | 15       |
| Waste sorting confidence .....                                          | 15       |
| Waste sorting behaviour.....                                            | 15       |
| City of Saskatoon educational resources .....                           | 17       |
| Awareness of resources.....                                             | 17       |
| Usefulness of resources .....                                           | 17       |
| Impact .....                                                            | 19       |
| Communication from the City of Saskatoon.....                           | 20       |
| Complying with the new City of Saskatoon Business Waste regulation..... | 22       |
| Awareness of the new regulatory approach.....                           | 22       |
| Compliance with the regulatory approach .....                           | 22       |
| Recyclable waste sorting.....                                           | 24       |
| Recyclable waste sorting behaviour .....                                | 24       |
| Barriers to diverting recyclable waste .....                            | 24       |
| Employee training.....                                                  | 26       |

|                                                                                 |    |
|---------------------------------------------------------------------------------|----|
| Organic waste sorting .....                                                     | 27 |
| Organic waste sorting behaviour .....                                           | 27 |
| Barriers to diverting organic waste.....                                        | 28 |
| Employee training.....                                                          | 29 |
| Donating edible food waste.....                                                 | 30 |
| Other services or programs that could be offered by the City of Saskatoon ..... | 31 |
| General feedback about complying with waste regulations .....                   | 33 |
| Appendix A – Business up-coding .....                                           | 34 |
| Type of organization up-coding .....                                            | 34 |
| Sector up-coding .....                                                          | 35 |

## Executive Summary

The City of Saskatoon's ICI Sector Waste Diversion Survey collected 234 complete responses to understand business waste practices, awareness of regulatory requirements, and opportunities to support diversion. Respondents represented a wide range of sectors, with most being small commercial businesses employing fewer than 50 people. Nearly all reported producing garbage and recycling, while about one-third produced organics. Most relied on private service providers for waste collection, driven by convenience, bin size, costs, and existing contracts. While respondents reported high confidence in sorting waste, many still defaulted to placing uncertain items in the garbage, suggesting a need for clearer or more accessible guidance. Just over half recalled receiving City educational materials, and those who did generally found them clear and helpful, though most did not use them in their workplace and few made changes as a result. Awareness of the City's regulatory approach was high, and most found compliance easy or manageable, especially when they already had sorting practices in place or produced low waste volumes; those who experienced difficulties often cited costs, limited space, lack of City-provided recycling or organics services, and practical challenges such as cleanliness, odours, freezing, and training needs. Recycling was common, but businesses still faced barriers including space, contamination, costs, and convenience, while organics diversion was much less established, more than half of businesses producing organics lacked a dedicated organics bin, and many never separated several types of organic waste. Training gaps were also apparent, with only a small share providing annual recycling or organics training and many offering none at all. Most businesses did not donate edible surplus food due to low volumes, staff capacity, or safety concerns, and awareness of the Good Samaritan Law was limited. Many businesses expressed interest in expanded City services, with over half open to City recycling collection and one-third open to organics collection; the strongest support was for waiving fees for elm wood waste, diversion programs at City facilities, and diversion requirements for festivals or events. Overall, the findings show that while many Saskatoon businesses are engaged in basic waste diversion, structural barriers—especially for organics—limit broader compliance and create opportunities for enhanced communication, training, and service options.

## Methodology

### Survey

The development of the City of Saskatoon Business Waste Survey followed an iterative approach to ensure the instrument was comprehensive, user-friendly, and aligned with the objectives of evaluating the impact of the ICI waste regulatory approach.

Eligibility requirements for completing the survey included:

- Be a business owner or decision-maker knowledgeable about their organization's waste management practices.
- Represent an organization located within Saskatoon city limits.
- Operate a business that is not home-based.
- Employ more than one person (e.g., not a sole proprietorship).

These criteria ensured that responses reflected organizational-level practices rather than individual or home-based operations.

Survey data were collected over a two-month period between September 10 - November 10, 2025. To protect the privacy of Saskatoon businesses, the survey invitation and link were sent via City of Saskatoon using their internal email list of registered businesses. Responses went anonymously to CHASR so that neither City of Saskatoon nor CHASR staff had any way of knowing who responded to the survey. A total of **234 complete responses** were analyzed for quantitative findings. Open-ended responses were analyzed from additional participants who provided open-ended feedback, including those who did not complete the entire survey (**n = 246**).

### Notes about data and limitations

- Percentages are rounded to the nearest whole number; totals may not sum to 100%.
- Some questions allowed multiple selections ("check all that apply"), so percentages for these items represent the proportion of respondents selecting each option and may exceed 100%.
- Open-ended responses were analyzed using content analysis and organized into thematic categories.
- Open-ended responses from partially completed surveys were included in qualitative findings to capture insights that might otherwise be lost, ensuring a richer understanding of participant perspectives.
- Where a sub-set of respondents answered a series of questions, this base number has been specified at the beginning of the section.

Several limitations should be considered when interpreting the findings from the ICI Sector Waste Diversion Survey. The survey relied on **self-reported** behaviours, which may not always align with actual waste-sorting practices; complementary data sources such as waste audits would provide additional

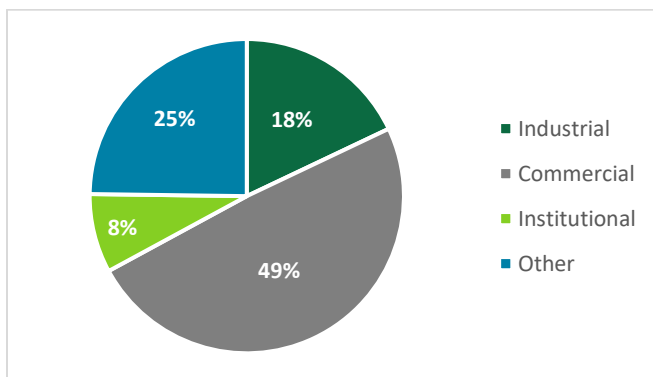
accuracy. The sample reflects businesses that chose to participate, introducing the possibility of **self-selection** bias, where organizations already interested or engaged in waste management may be overrepresented. In addition, recall-based questions, such as whether businesses received City educational materials, may be affected by **memory limitations** or internal communication processes within organizations. Finally, some findings rely on small subgroup sizes (e.g., businesses that generate organics), which can limit the generalizability of results to all ICI businesses in Saskatoon.

## Business profile

To contextualize survey findings, demographic questions were included to describe participating businesses. A total of **234 respondents completed the survey in full**, and these responses form the basis of the quantitative analysis.

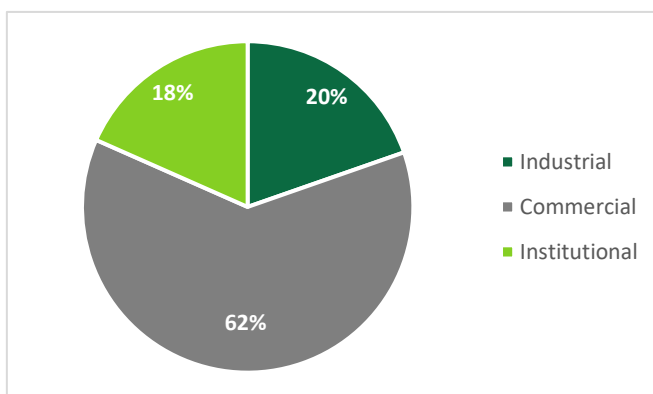
### Business information

Respondents were asked to indicate the type of business they operate, with options including industrial (such as construction, manufacturing, mining, agriculture, oil, gas, etc.), commercial, institutional (such as a school, community centre, government, or other large-scale building). **Nearly half of respondents categorized their business as commercial (115, 49%).**



| Type          | Frequency | Percentage |
|---------------|-----------|------------|
| Industrial    | 42        | 18%        |
| Commercial    | 115       | 49%        |
| Institutional | 19        | 8%         |
| Other         | 58        | 25%        |

Because nearly one in four participants selected the “Other (please specify)” option, open-ended responses were reviewed and up-coded when they clearly aligned with existing categories (e.g., restaurant, hair salon). Updated results are shown below. Please see Appendix B for open-ended response up-coding.

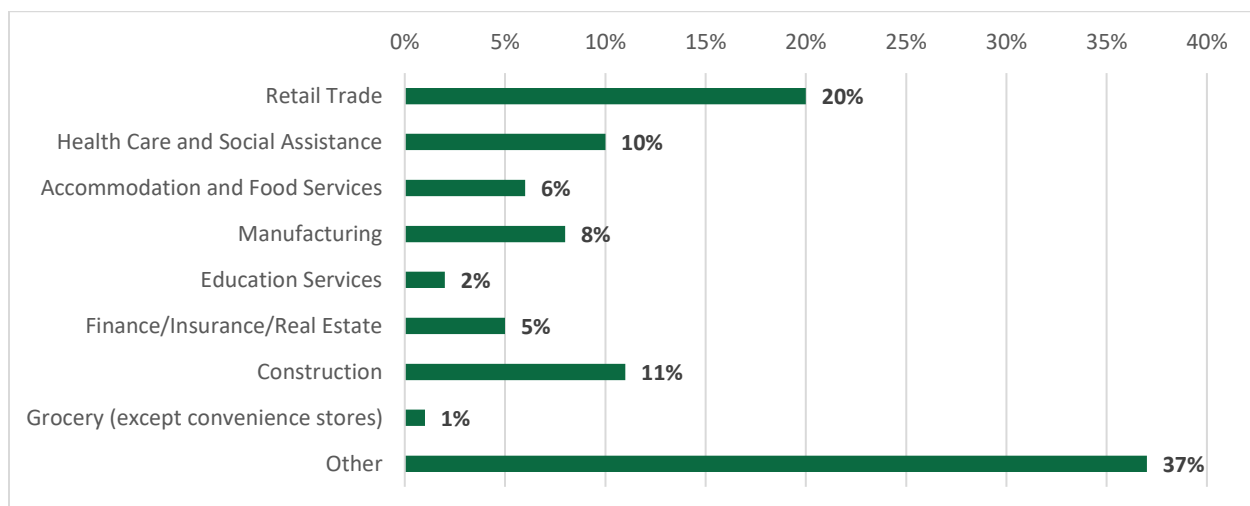


| Type          | Frequency | Percentage |
|---------------|-----------|------------|
| Industrial    | 46        | 20%        |
| Commercial    | 145       | 62%        |
| Institutional | 43        | 18%        |

### Business Sector

Participants were asked to identify the sector their business operates in. **The largest proportion selected “Other (please specify)” (n = 87, 37%).**

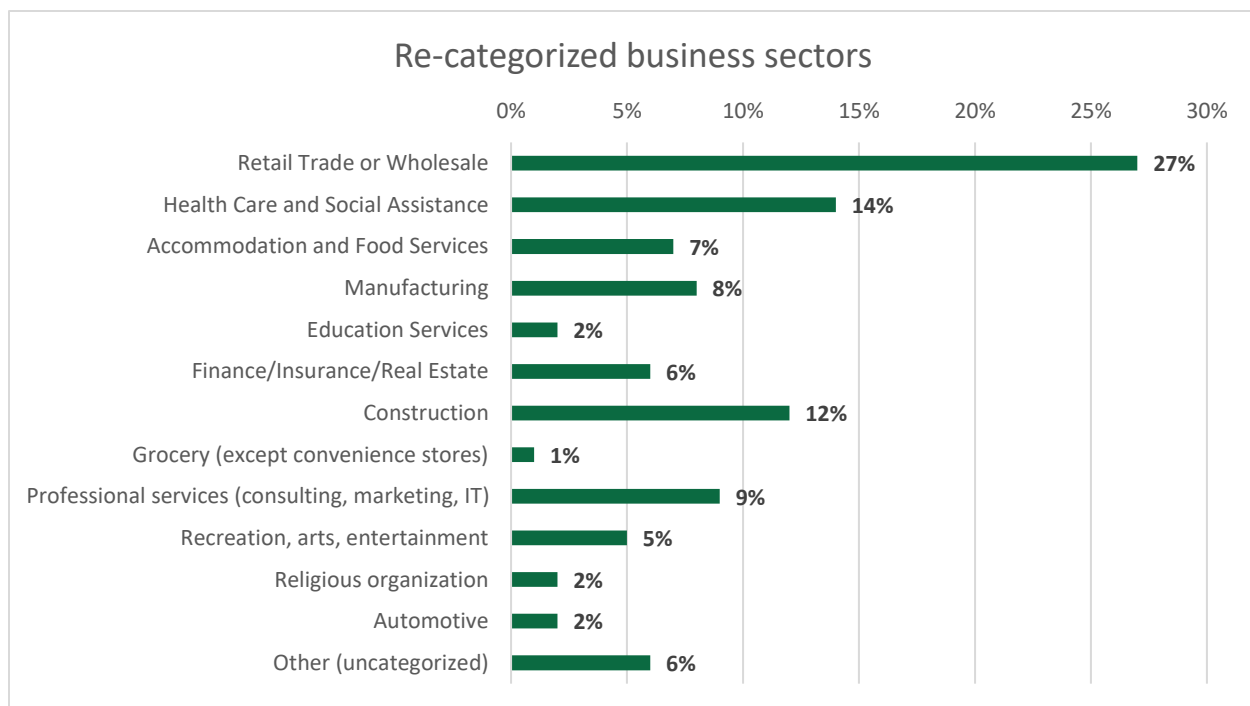
| Sector                              | Frequency | Percentage |
|-------------------------------------|-----------|------------|
| Retail Trade or Wholesale           | 47        | 20%        |
| Health Care and Social Assistance   | 23        | 10%        |
| Accommodation and Food Services     | 14        | 6%         |
| Manufacturing                       | 19        | 8%         |
| Education Services                  | 4         | 2%         |
| Finance/Insurance/Real Estate       | 12        | 5%         |
| Construction                        | 25        | 11%        |
| Grocery (except convenience stores) | 3         | 1%         |
| Other                               | 87        | 37%        |



Because a large proportion of responses were classified as “Other (please specify),” open-ended answers were reviewed and up-coded into existing categories. Up-coding was only completed when responses clearly fit a category. Additional categories were created when more than 1% of total responses could be grouped under a new category. This resulted in the addition of four new categories: professional services (e.g., consulting, marketing, IT) [10] recreation/arts/entertainment services [11], religious organizations [12], automotive [13]. Associated numbers correspond to re-coding in the original dataset. Updated results are presented below, with individual response up-coding provided in Appendix A.

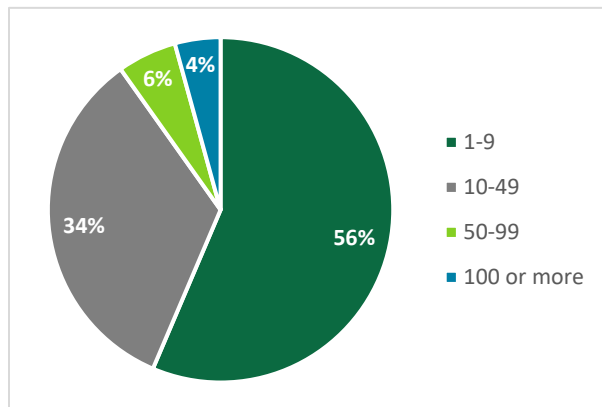
Following up-coding, more than **1 in 4 responding businesses were classified under the Retail Trade or Wholesale sector** (n = 62, 27%).

| Sector                                            | Frequency | Percentage |
|---------------------------------------------------|-----------|------------|
| Retail Trade or Wholesale                         | 64        | 27%        |
| Health Care and Social Assistance                 | 32        | 14%        |
| Accommodation and Food Services                   | 16        | 7%         |
| Manufacturing                                     | 19        | 8%         |
| Education Services                                | 4         | 2%         |
| Finance/Insurance/Real Estate                     | 14        | 6%         |
| Construction                                      | 27        | 12%        |
| Grocery (except convenience stores)               | 3         | 1%         |
| Professional services (consulting, marketing, IT) | 21        | 9%         |
| Recreation, arts, entertainment                   | 11        | 5%         |
| Religious organization                            | 5         | 2%         |
| Automotive                                        | 4         | 2%         |
| Other (uncategorized)                             | 15        | 6%         |



### Number of employees

**Most businesses had between 1-9 employees (n = 132, 56%), with 9 in 10 respondents representing organizations with 49 or fewer employees (n = 211, 90%).**



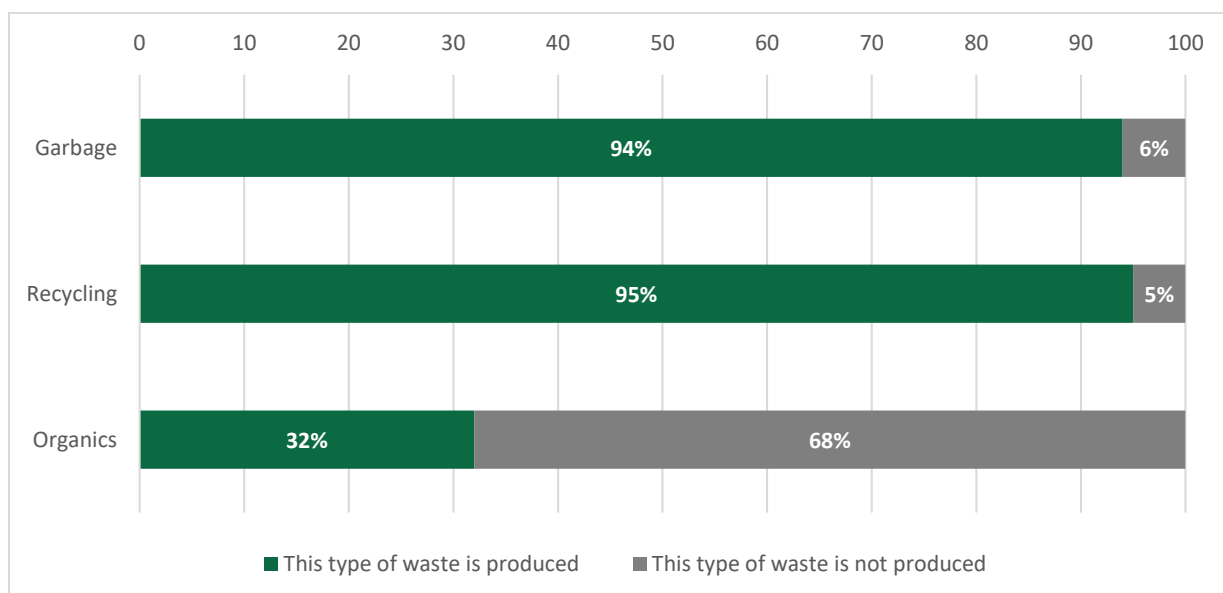
| Number of employees | Frequency | Percentage |
|---------------------|-----------|------------|
| 1-9                 | 132       | 56%        |
| 10-49               | 79        | 34%        |
| 50-99               | 13        | 6%         |
| 100+                | 10        | 4%         |

## Business waste profile

Respondents were asked a series of questions about their business waste practices to provide context for their answers and to enable survey logic, ensuring they only responded to questions relevant to their waste management practices.

## Type of waste produced

Overall, **94% of businesses (n = 221) reported producing garbage** (material that cannot be diverted into recycling or organics containers). **Nearly all respondents (95%, n = 222) indicated they generate recyclable materials** (clean mixed paper and cardboard, plastic containers, aluminum foil, tin cans, and beverage containers). In comparison, **only one third (n = 76, 32%) reported producing organic waste** (including food scraps, landscaping or yard waste, and food-soiled paper products).



Nearly all respondents (n = 214, 91%) reported producing more than one type of waste. The largest proportion generating **both recyclables and garbage** (n = 138, 59%), followed by **businesses producing garbage, recycling, and organics** (n = 71, 30%).

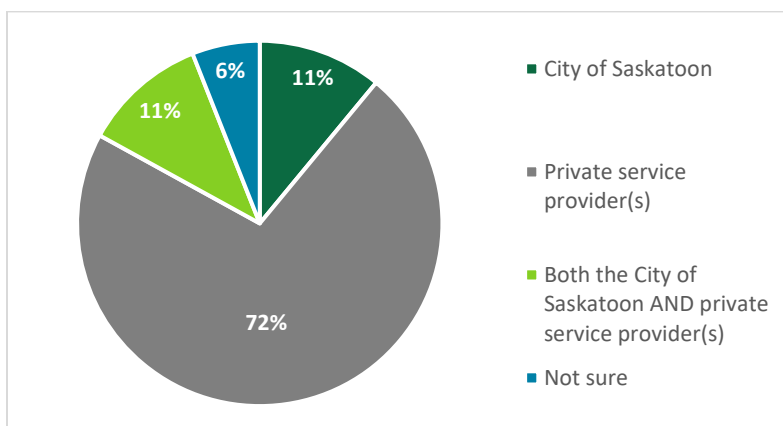
| Type of Waste                  | Count | Percentage |
|--------------------------------|-------|------------|
| Garbage only                   | 10    | 4%         |
| Recycling only                 | 10    | 4%         |
| Organics only                  | 0     | 0%         |
| Garbage + Recycling            | 138   | 59%        |
| Garbage + Organics             | 2     | 1%         |
| Recycling + Organics           | 3     | 1%         |
| Garbage + Recycling + Organics | 71    | 30%        |

### Waste collection practices

When asked what collection services they used for collection, the majority of respondents used private service providers.

| Provider                                                            | Count | Percentage |
|---------------------------------------------------------------------|-------|------------|
| City of Saskatoon garbage collection                                | 50    | 21%        |
| Private service provider(s) for garbage, recycling, and/or organics | 194   | 83%        |
| Not sure                                                            | 15    | 6%         |

Responses were categorized to determine whether businesses relied exclusively on the City of Saskatoon garbage collection, exclusively on private service providers, or a combination of both. Nearly **three-quarters of respondents reported using only private service providers** for their waste collection (n = 169, 72%).



Respondents were asked to explain why they selected their preferred option for waste collection. For businesses that relied **exclusively on the City of Saskatoon for garbage collection** (n = 25, 11%), common reasons included **the ease of collection, lack of awareness of alternative options**, and the fact that their operations generated **minimal waste**. Many noted that city collection was the most **convenient** choice for their needs.

*We have the large black bin and it is the right size for us and we also appreciate the call in when it is full feature of the bin. – Respondent*

Among businesses that used only private service providers (n = 169, 72%) for garbage, recycling, and/or organics, the most frequently cited reasons were:

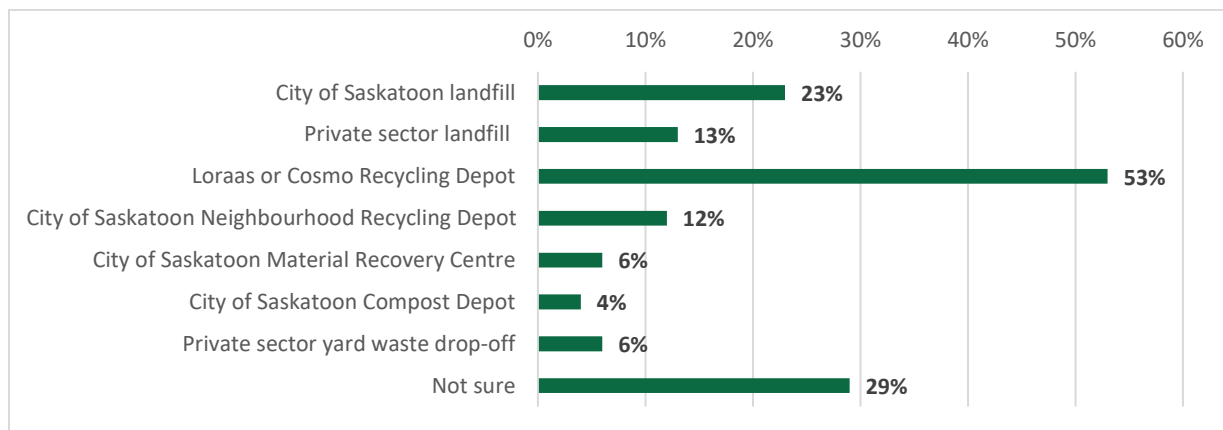
1. **Lack of awareness** that the City of Saskatoon offers garbage collection for businesses
2. **Ineligibility** for city collection (e.g., recycling, organics, specialized waste such as biohazards) or being located outside the city's service area
3. Need for **larger bins or more frequent pickups** than what the City provides
4. **Cost** considerations
5. **Convenience** of using a single provider for all waste streams
6. **Shared service** arrangements with other businesses (e.g., pooling resources to share a dumpster)
7. Decisions made by **landlords or existing contractual agreements** with private providers

Those respondents that reported using **both the City of Saskatoon for garbage collection and private service providers for other waste streams** (n = 25, 11%) largely indicated that they **generated waste that could not be collected** by the City of Saskatoon (e.g. recycling, organics, hazardous materials).

*We use Green Circle as a private recycling collection service because it allows us to safely recycle salon waste such as hair, foils, chemicals, aerosol cans, product waste, etc. – Respondent*

Respondents were then asked which of the following drop-off locations their business used. Most survey respondents use **the Loraas or Cosmo Recycling Depot** (n = 123, 53%) or are **unsure about what drop-off locations** they use (n = 68, 29%)

| Drop-off location                                                                      | Frequency | Percentage of respondents |
|----------------------------------------------------------------------------------------|-----------|---------------------------|
| City of Saskatoon landfill                                                             | 53        | 23%                       |
| Private sector landfill                                                                | 30        | 13%                       |
| Loraas or Cosmo Recycling Depot                                                        | 123       | 53%                       |
| City of Saskatoon Neighbourhood Recycling Depot (Lakewood, Lawson, University Heights) | 27        | 12%                       |
| City of Saskatoon Material Recovery Centre                                             | 14        | 6%                        |
| City of Saskatoon Compost Depot                                                        | 10        | 4%                        |
| Private sector yard waste drop-off                                                     | 15        | 6%                        |
| Not sure                                                                               | 68        | 29%                       |



Businesses that reported using the City of Saskatoon waste drop-off locations (n = 176, 75%) were asked to rate their satisfaction with various aspects of these facilities. The vast majority indicated they were either very satisfied or somewhat satisfied across all measures. Only a **very small number of respondents reported being not very satisfied or not satisfied at all** with the services provided. It should be noted that many participants indicated that they were unsure or different statements were not applicable to their business.

| Statement                             | Very satisfied | Somewhat satisfied | Not very satisfied | Not satisfied at all | Not sure/Not applicable |
|---------------------------------------|----------------|--------------------|--------------------|----------------------|-------------------------|
| Overall quality of service received   | 19 (26%)       | 30 (41%)           | 4 (5%)             | 1 (1%)               | 19 (26%)                |
| Cost of service received              | 20 (27%)       | 25 (34%)           | 10 (14%)           | 0 (0%)               | 18 (25%)                |
| Educational and information materials | 16 (22%)       | 27 (37%)           | 6 (8%)             | 1 (1%)               | 23 (32%)                |
| Location convenience                  | 18 (25%)       | 29 (40%)           | 8 (11%)            | 1 (1%)               | 17 (23%)                |
| Operating hours of drop-off locations | 24 (33%)       | 27 (37%)           | 3 (4%)             | 2 (3%)               | 17 (23%)                |

## Waste sorting awareness, confidence, and behaviours

Respondents were asked a series of questions to assess their understanding of waste sorting, including their confidence in navigating waste sorting requirements and awareness of resources related to waste.

### Waste sorting confidence

Participants were asked to rate their confidence in waste sorting across several dimensions. The vast majority agreed or strongly agreed with these statements, indicating **high overall confidence in waste sorting**.

| Statement                                                                | Strongly Agree | Agree     | Neither agree nor disagree | Disagree | Strongly disagree |
|--------------------------------------------------------------------------|----------------|-----------|----------------------------|----------|-------------------|
| I feel confident in my own ability to accurately sort waste products     | 134 (58%)      | 82 (35%)  | 10 (4%)                    | 4 (2%)   | 3 (1%)            |
| I feel confident in my staff's ability to accurately sort waste products | 90 (39%)       | 101 (44%) | 22 (10%)                   | 14 (6%)  | 4 (2%)            |
| I know where to find accurate information about waste sorting in my area | 101 (44%)      | 91 (39%)  | 24 (10%)                   | 11 (5%)  | 5 (2%)            |
| I feel confident explaining waste sorting rules to others                | 101 (44%)      | 91 (39%)  | 28 (12%)                   | 8 (3%)   | 3 (1%)            |

### Waste sorting behaviour

Participants were asked what they would do if unsure whether an item could be placed in their organization's recycling or organics container. **About half of respondents said they would consult the BizWiz Waste Wizard and/or the City of Saskatoon waste education resources** (n = 115, 49%).

However, despite reporting confidence in their waste-sorting ability and knowledge of where to find information, 41% (n = 95) of respondents indicated they would dispose of the item in the garbage.

| Response                                                                               | Frequency | Percentage of respondents |
|----------------------------------------------------------------------------------------|-----------|---------------------------|
| Throw the item in the garbage                                                          | 95        | 41%                       |
| Use the BizWiz Waste Wizard to determine what waste stream it should be separated into | 80        | 34%                       |
| Consult City of Saskatoon waste education materials                                    | 60        | 26%                       |
| Other                                                                                  | 20        | 9%                        |
| Put the item in the recycling container                                                | 17        | 7%                        |
| Not sure                                                                               | 14        | 6%                        |
| Put the item in the organics container                                                 | 3         | 1%                        |

Under the “Other” category, respondents reported the following approaches when unsure about waste sorting:

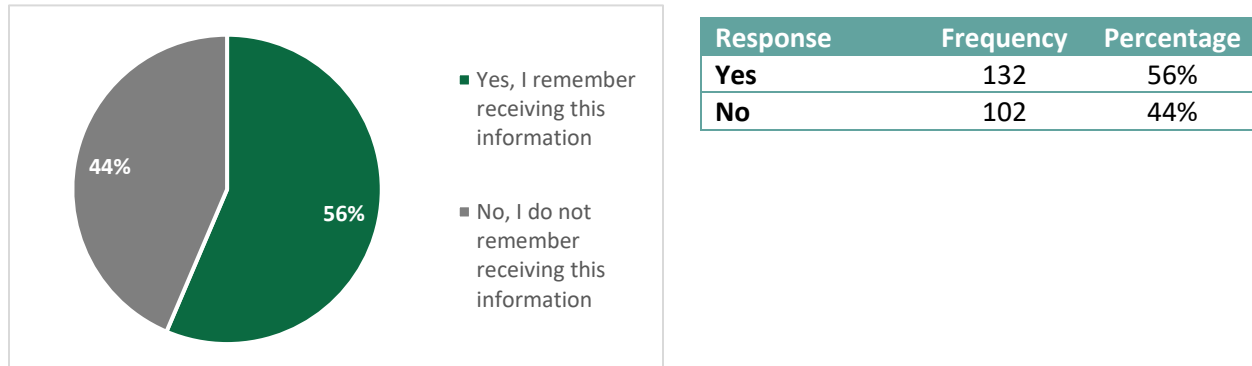
1. **Consult their contracted private company** for recycling or organics collection (n = 5)
2. Indicated **this situation does not arise** because they are confident in their ability to sort waste or their organization does not generate recycling or organics (n = 12)
3. **Ask a colleague or coworker** (n = 2)
4. **Consult other waste sorting resources** (not affiliated with the City or private provider) (n = 2)

Behavioural findings should be interpreted with caution, as complementary data sources (e.g., waste audits) provide a more accurate context for self-reported waste-sorting behaviors.

## City of Saskatoon educational resources

### Awareness of resources

Participants were shown examples of City of Saskatoon educational materials, and **just over half of respondents reported that they did recall receiving educational materials** from the City (n = 132, 56%).



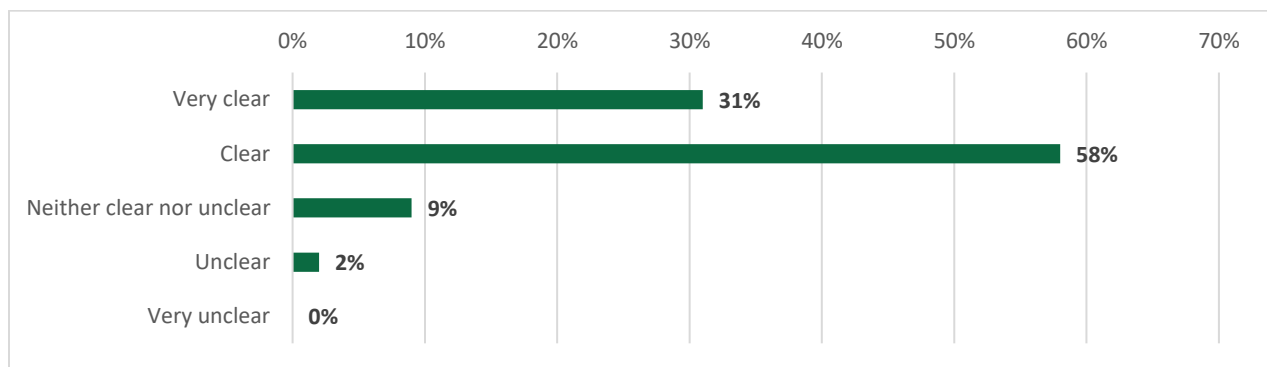
Of those who recalled receiving educational materials (n = 132), **two thirds recalled receiving the Recycling Guide for Businesses and Organizations** (n = 46, 66%), and **over half remembered seeing downloadable sample letters and signage** for educating staff and tenants (n = 38, 54%).

| Educational material                                                                                | Frequency | Percentage of respondents |
|-----------------------------------------------------------------------------------------------------|-----------|---------------------------|
| E-mails from the City of Saskatoon                                                                  | 35        | 50%                       |
| Recycling Guide for Businesses and Organizations                                                    | 46        | 66%                       |
| Organics Guide for Businesses and Organizations                                                     | 23        | 33%                       |
| BizWiz online tool/search engine for recycling disposal options and service providers               | 22        | 31%                       |
| Downloadable sample letters and signage that businesses can utilize for educating staff and tenants | 38        | 54%                       |
| Lunch & Learn and site visit opportunities                                                          | 16        | 23%                       |

### Usefulness of resources

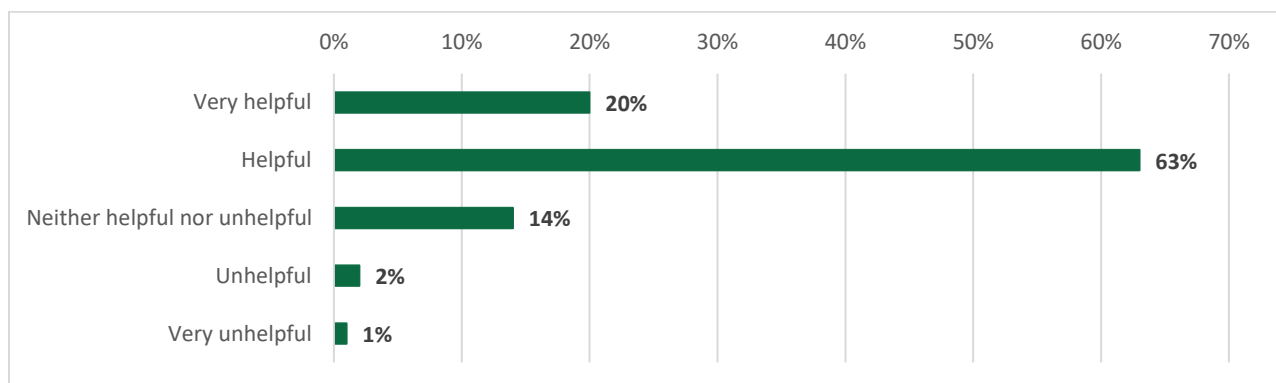
Participants were asked to rate the clarity of the City of Saskatoon's educational materials. **No respondents reported that the materials were very unclear**, and **nine out of ten indicated that the materials were either clear or very clear**.

| Response                  | Frequency | Percentage |
|---------------------------|-----------|------------|
| Very clear                | 39        | 31%        |
| Clear                     | 72        | 58%        |
| Neither clear nor unclear | 11        | 9%         |
| Unclear                   | 3         | 2%         |
| Very unclear              | 0         | 0%         |

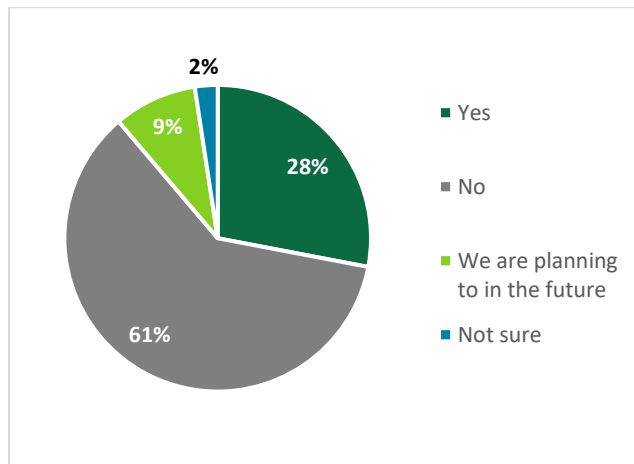


Participants who recalled receiving City of Saskatoon educational materials were asked how helpful they were in understanding actions required to comply with the new regulatory approach. **Most respondents indicated the materials were helpful (n = 78, 63%) or very helpful (n = 25, 20%).**

| Response                      | Frequency | Percentage |
|-------------------------------|-----------|------------|
| Very helpful                  | 25        | 20%        |
| Helpful                       | 78        | 63%        |
| Neither helpful nor unhelpful | 17        | 14%        |
| Unhelpful                     | 3         | 2%         |
| Very unhelpful                | 1         | 1%         |



Participants who recalled seeing educational materials (n = 132) were asked whether they had used City of Saskatoon resources (e.g., posters, signage, sorting guides) within their organization. The majority of participants indicated they **had not used City of Saskatoon resources and were not intending to use them in the future** (n = 76, 61%).



| Response                         | Frequency | Percentage |
|----------------------------------|-----------|------------|
| Yes                              | 35        | 28%        |
| No                               | 78        | 61%        |
| We are planning to in the future | 11        | 9%         |
| Not sure                         | 3         | 2%         |

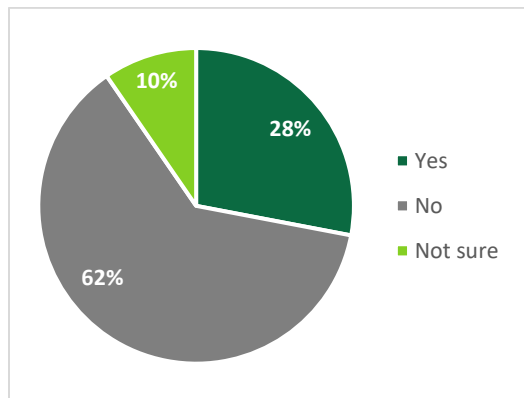
Those who had **not** used the materials were asked to explain why. The most common reasons included:

1. Existing knowledge of waste-sorting requirements made additional **materials unnecessary** (n = 28, 44%)
2. The business uses **other educational materials** or **business-specific resources** (n = 12, 19%)
3. The organization was **too small or had low staff turnover**, making signage unnecessary given existing understanding (n = 12, 19%)

*We are a very small business (only 6-7 employees) so a staff meeting is usually all we need for educating the employees. We also have been already separating recycling from garbage for years prior to this endeavor. – Survey Respondent*

## Impact

Those who indicated they did recall receiving educational materials (n = 132) were asked whether the materials resulted in any changes in their organization's waste management practices. **The majority of participants indicated that the materials did not result in any changes** in their waste diversion practices (n = 78, 62%).



| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes      | 35        | 28%        |
| No       | 78        | 62%        |
| Not sure | 12        | 10%        |

Respondents who indicated that the educational materials prompted changes in their organization's waste diversion practices (n = 35, 28%) were asked to identify what these changes were. Participants highlighted two main changes:

1. Adding recycling or organics bins
2. Improving the accuracy and quality of sorting

One respondent highlighted that the educational resources had a significant impact in their workplace:

*We improved our waste management by introducing recycling and segregation bins, reducing single-use materials, going more digital to cut paper use, and partnering with certified waste vendors. We also provide staff awareness and training to encourage sustainable practices. – Survey Respondent*

## Communication from the City of Saskatoon

Participants were asked what format of information would be most helpful for them to receive information about waste regulations in the future. Responses are summarized below. **Most participants appreciated email invitations** (n = 76, 63%) or **mailed printed materials** (n = 52, 43%).

| Format                     | Frequency | Percentage of respondents |
|----------------------------|-----------|---------------------------|
| Email updates              | 76        | 63%                       |
| Mailed printed materials   | 52        | 43%                       |
| Website FAQs               | 27        | 23%                       |
| Online videos or tutorials | 21        | 18%                       |
| Other                      | 6         | 5%                        |
| In-person training         | 3         | 3%                        |

Participants who selected "Other (please specify)" most commonly suggested **social media posts** or access to a **phone line/email** for questions regarding waste management as a way to communicate

about waste management. Remaining respondents indicated **that no additional information** was required.

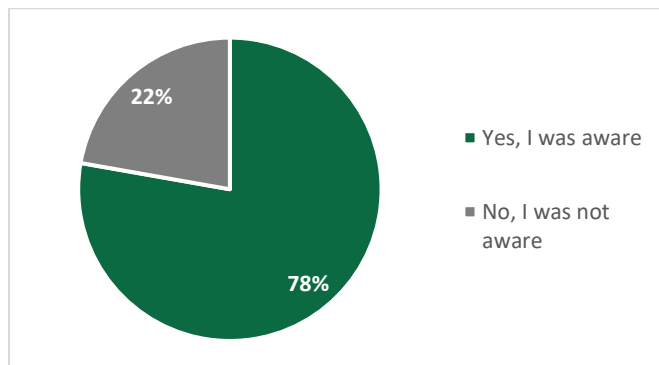
Participants shared varied suggestions on how the City of Saskatoon could improve communication about waste diversion regulatory changes. Feedback fell into several themes:

1. **Frequency of communication:** Some respondents requested more frequent updates, such as quarterly or annual reminders, while others felt communication was excessive and suggested reducing the volume.
  - a. One participant suggested a strategy that could help address opposing views on communication frequency:  
*Mail is a good standard, but opt-in electronic communication can be helpful for organizations that are interested – Survey Respondent*
2. **Format and channels:** Many participants preferred email as the primary method, with some recommending printed mail, opt-in electronic communication, and additional channels like social media.
3. **Clarity and content:** Suggestions included providing clear, simple explanations, non-threatening guidelines, and practical information (e.g., how to manage organics when services are not provided).
  - a. *The City could improve communication by sharing clear, simple updates across multiple channels with reminders and visuals for easier understanding. – Survey Respondent*
4. **Audience-specific outreach:** A few responses emphasized targeting building owners and offering education sessions, while others mentioned tailoring communication for specific demographics.
  - a. *Communicate to building owners who often provide the waste resources for the building – Survey Respondent*
5. **Less oversight, fewer regulations:** Several participants expressed frustration with the regulations themselves, suggesting the City reduce oversight or cancel waste diversion requirements altogether.

## Complying with the new regulatory approach

### Awareness of the new regulatory approach

Approximately **8 out of 10 participants** were aware of the new regulatory approach.



| Response            | Frequency | Percentage |
|---------------------|-----------|------------|
| Yes, I was aware    | 182       | 78%        |
| No, I was not aware | 52        | 22%        |

### Compliance with the regulatory approach

Participants were asked how easy or difficult it was for their business to comply with the waste regulation. Most respondents indicated that compliance was either easy or neither easy nor difficult.

| Answer                     | Frequency | Percentage |
|----------------------------|-----------|------------|
| Very easy                  | 46        | 20%        |
| Easy                       | 80        | 34%        |
| Neither easy nor difficult | 74        | 32%        |
| Difficult                  | 26        | 11%        |
| Very difficult             | 7         | 3%         |

Participants were asked to describe why it was easy or difficult for their business to comply with the regulation. Positive responses from those who rated it as “very easy”, “easy”, “neither easy nor difficult” are summarized below:

1. **Already compliant before regulation:** participants often cited that their organizations were already following similar practices before the regulation was introduced.
2. **Simple process:** participants described the process as “straightforward” and “common sense”.
3. **Low volumes of waste:** several participants highlighted that because their business produced a small amount of waste or not very varied waste, the regulation was easy to comply with.
4. **Existing resources:** respondents identified that already having resources (e.g., bins, educational materials, recycling guide, etc.) meant that it was easy for their business to comply with the regulation.

5. **Experience and training:** some survey responses identified that because of residential recycling requirements and through training, their staff had easily adapted to the new expectations.

Participants who rated compliance as “neither easy nor difficult”, “difficult”, or “very difficult” cited several challenges. Responses are summarized below:

1. **Cost:** most frequently, participants highlighted that the additional costs associated with bins and collection were a barrier for their business.
2. **Space:** respondents also highlighted that space constraints have led to difficulty in adding more bins.
3. **No City service:** many participants highlighted that because the City does not provide recycling or organics collection or bins for businesses, this has served as a barrier for their compliance.
4. **Organics disposal:** participants highlighted that organics freeze in the bin during the winter, attract rodents during the summer, and are unsightly.
5. **Logistical issues:** participants indicate it is difficult when they are renting a space, indicating that it is difficult to determine if the landlord or business is responsible for waste collection.
6. **Sorting concerns:** respondents highlight that employees are difficult to train and often do not follow sorting regulations. Other respondents highlighted that they are unable to sort customer waste and as such, they are throwing out excessive recyclable/organic material.
7. **Unnecessary regulation:** as previously discussed, many participants indicated that they perceived the regulatory approach as unnecessary or overly restrictive.

## Recyclable waste sorting

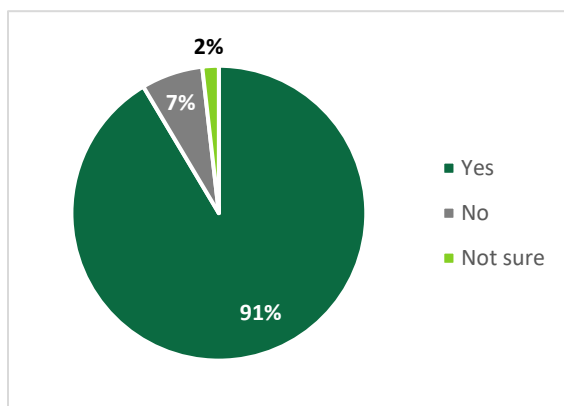
The following questions in the survey were only available to those businesses that indicated they produced recyclable materials (n = 222).

### Recyclable waste sorting behaviour

When asked how often they recycled specific items, one notable finding was that only a small portion of participants (n = 50, 35%) reported always recycling aluminum foil.

| Item                                             | Always    | Sometimes | Never    |
|--------------------------------------------------|-----------|-----------|----------|
| <b>Paper</b> (n = 209)                           | 173 (83%) | 31 (15%)  | 5 (2%)   |
| <b>Cardboard</b> (n = 214)                       | 192 (90%) | 18 (8%)   | 4 (2%)   |
| <b>Refundable beverage containers</b> (n = 205)  | 190 (93%) | 10 (5%)   | 5 (2%)   |
| <b>Recyclable plastics #1-7</b> (n = 189)        | 125 (66%) | 54 (29%)  | 10 (5%)  |
| <b>Household glass (bottles, jars)</b> (n = 164) | 117 (71%) | 35 (21%)  | 12 (7%)  |
| <b>Aluminum foil</b> (n = 141)                   | 50 (35%)  | 45 (32%)  | 46 (33%) |
| <b>Steel or aluminum cans</b> (n = 192)          | 161 (83%) | 21 (11%)  | 10 (6%)  |

Of those who produce recyclable materials, **nine out of ten respondents indicated that they did have clearly marked bins to collect recyclable materials** separate from garbage (n = 203, 91%).



| Response        | Frequency | Percentage |
|-----------------|-----------|------------|
| <b>Yes</b>      | 203       | 91%        |
| <b>No</b>       | 15        | 7%         |
| <b>Not sure</b> | 4         | 2%         |

### Barriers to diverting recyclable waste

Participants were asked to identify barriers their organization faces in implementing recycling practices. Nearly **one-third of respondents reported that limited space** was a significant challenge, and/or that they faced **no barriers to enacting recycling plans**.

| Item                                                                                                                                        | Frequency | Percentage of respondents |
|---------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------|
| Space – finding space for additional collection containers, including bins/carts, throughout the property and/or near existing garbage cans | 71        | 32%                       |
| Nothing                                                                                                                                     | 69        | 31%                       |
| Costs – concerns about paying for additional collections                                                                                    | 52        | 24%                       |
| Convenience – inconveniences associated with proper disposal of these materials                                                             | 46        | 21%                       |
| Cleanliness – potential for odours, pests, and keeping the unclean bins and areas around the bins clean                                     | 45        | 20%                       |
| Contamination issues – ensuring that items are correctly sorted                                                                             | 45        | 20%                       |
| Number of materials – not enough materials generated                                                                                        | 40        | 18%                       |
| Physical capacity – ensuring that the bin size and/or collection frequency is enough                                                        | 35        | 16%                       |
| Organizational capacity – not enough time/resources/personnel within the organization                                                       | 31        | 14%                       |
| Education – learning what can be put in each bin and educating employees/clients/caretakers                                                 | 29        | 13%                       |
| Service availability – there are not any/many options for collecting this type of waste                                                     | 27        | 12%                       |
| Management demands – requires additional administrative management and monitoring                                                           | 26        | 12%                       |
| Aesthetics – ensuring that the bins and collection area look good                                                                           | 15        | 7%                        |
| Safety – ensuring that the area around the bins is safe and that those sorting the materials are safe                                       | 12        | 5%                        |
| Other                                                                                                                                       | 10        | 5%                        |
| Not sure/Prefer not to respond                                                                                                              | 7         | 3%                        |

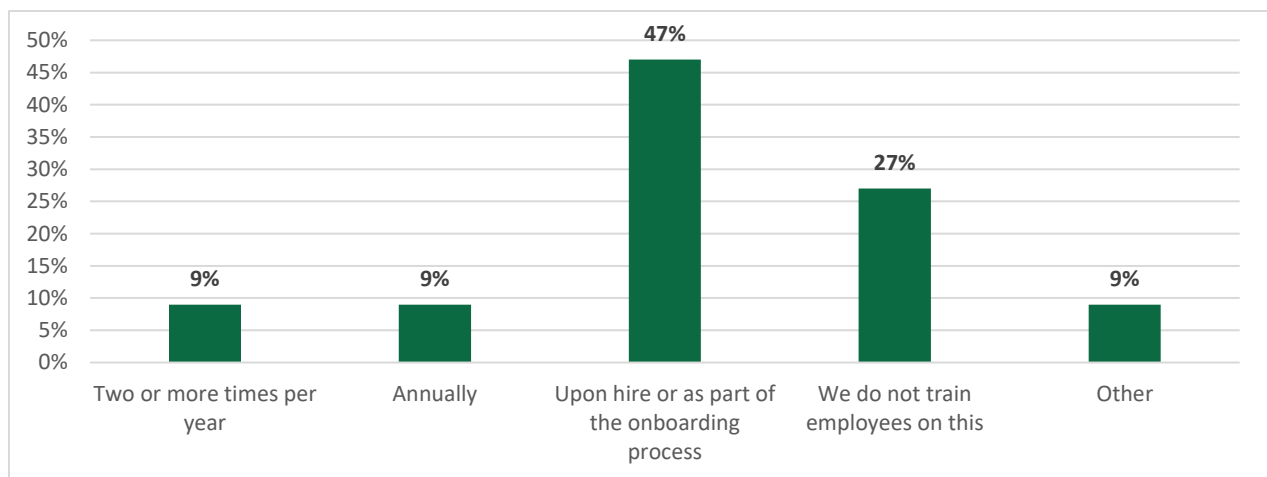
Participants were asked what could help them navigate these barriers, open-ended responses are summarized below.

1. **Access to bins:** participants highlighted the need for larger bins or dumpsters as being integral to more effective recycling procedures.
2. **Collection services:** respondents highlighted that if the City were offering recycling, it would allow them to recycle more efficiently.
3. **Education and clarity:** respondents highlighted that resources for staff training and educational resources would make it easier for their business to recycle.
4. **Operational challenges:** participants highlighted time and effort as barriers to recycling, especially highlighting that staff training and follow-up and customer sorting were problems.

5. **Regulation requirements:** several participants indicated that they were concerned that recyclable materials end up in landfills with garbage waste or that regulations were too limited for them to easily recycle.

## Employee training

Participants were asked how often employees at their business receive recycling training. Under the City of Saskatoon's regulatory approach, employee training is a requirement; however, **only 18% of respondents reported providing annual or more frequent training** (n = 39).



| Frequency of training                          | Frequency | Percentage of respondents |
|------------------------------------------------|-----------|---------------------------|
| Two or more times per year                     | 20        | 9%                        |
| Annually                                       | 19        | 9%                        |
| Upon hire or as part of the onboarding process | 104       | 47%                       |
| We do not train employees on this              | 59        | 27%                       |
| Other                                          | 19        | 9%                        |

Those who indicated they did not train their employees at least annually were asked what would make it easier for their organization to train employees. Many respondents indicated that no additional support was needed. Among those who provided suggestions, the main ideas were:

1. **Printed training materials** like booklets, pamphlets, or signage.
2. **Online tools** like PowerPoints, PDFs, videos, online courses, and online FAQ tools.
3. **Email reminders** to prompt business owners that they need to train their employees.

## Organic waste sorting

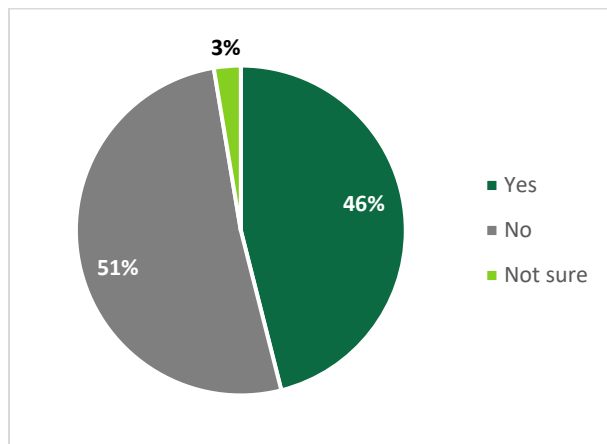
The following questions in the survey were only available to those businesses that indicated they produced organic materials (n = 76).

### Organic waste sorting behaviour

When asked how often they separated specific organic materials from garbage, **participants reported poorer organics sorting practices compared to recyclables**. Notably, **over half** of respondents indicated they **never separated** uneaten food from customers or clients, food waste from staff meals and snacks, expired or unused food that is no longer edible, surplus edible food that will not be consumed, and other food waste.

| Item                                                                       | Always   | Sometimes | Never    |
|----------------------------------------------------------------------------|----------|-----------|----------|
| Food waste from prep areas (n = 53)                                        | 21 (40%) | 9 (15%)   | 23 (45%) |
| Uneaten food from customers/clients/<br>patients/residents (n = 48)        | 11 (23%) | 9 (19%)   | 28 (58%) |
| Food waste from staff meals and snacks (n = 67)                            | 21 (31%) | 15 (22%)  | 31 (47%) |
| Expired/unused food that is no longer edible (n = 62)                      | 18 (29%) | 14 (23%)  | 30 (48%) |
| Surplus/unused food that is still edible but won't be<br>consumed (n = 57) | 21 (37%) | 8 (14%)   | 28 (49%) |
| Other food waste (n = 57)                                                  | 20 (35%) | 10 (18%)  | 27 (47%) |
| Landscaping waste (n = 33)                                                 | 14 (42%) | 5 (15%)   | 14 (45%) |
| Other yard or garden waste (n = 34)                                        | 16 (47%) | 6 (18%)   | 12 (35%) |

When asked whether their business had clearly marked bins for organics collection, fewer respondents were compliant with the City of Saskatoon's business waste regulatory requirements. **Over half of participants reported not having a separate, clearly marked organics bin**, despite producing organic waste.



| Response | Frequency | Percentage |
|----------|-----------|------------|
| Yes      | 35        | 46%        |
| No       | 39        | 51%        |
| Not sure | 2         | 3%         |

## Barriers to diverting organic waste

Participants were asked to provide information about what barriers they faced in sorting and diverting organic waste. Respondents indicated **that cleanliness, space, costs, and convenience were the main barriers.**

| Barrier                                                                                                                                     | Frequency | Percentage of respondents |
|---------------------------------------------------------------------------------------------------------------------------------------------|-----------|---------------------------|
| Cleanliness – potential for odours, pests, and keeping the unclean bins and areas around the bins clean                                     | 32        | 44%                       |
| Space – finding space for additional collection containers, including bins/carts, throughout the property and/or near existing garbage cans | 31        | 42%                       |
| Costs – concerns about paying for additional collections                                                                                    | 30        | 41%                       |
| Convenience – inconveniences associated with proper disposal of these materials                                                             | 27        | 37%                       |
| Physical capacity – ensuring that the bin size and/or collection frequency is enough                                                        | 20        | 27%                       |
| Service availability – there are not any/many options for collecting this type of waste                                                     | 18        | 25%                       |
| Contamination issues – ensuring that items are correctly sorted                                                                             | 16        | 22%                       |
| Number of materials – not enough materials generated                                                                                        | 16        | 22%                       |
| Organizational capacity – not enough time/resources/personnel within the organization                                                       | 16        | 22%                       |
| Nothing                                                                                                                                     | 14        | 19%                       |
| Aesthetics – ensuring that the bins and collection area look good                                                                           | 14        | 19%                       |
| Education – learning what can be put in each bin and educating employees/clients/caretakers                                                 | 12        | 16%                       |
| Management demands – requires additional administrative management and monitoring                                                           | 11        | 15%                       |
| Safety – ensuring that the area around the bins is safe and that those sorting the materials are safe                                       | 6         | 8%                        |
| Other                                                                                                                                       | 5         | 7%                        |
| Not sure/Prefer not to respond                                                                                                              | 0         | 0%                        |

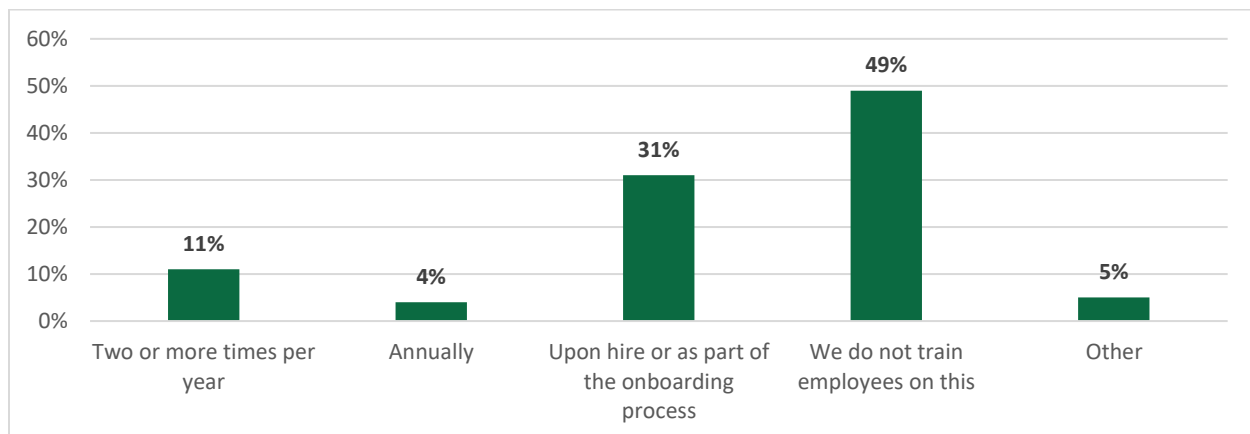
In response to open-ended questions about strategies for overcoming the identified barriers to organics sorting, participants' suggestions fell into the following categories:

1. **Access to bins and collection services:** improved infrastructure like bins or on-site communal containers would make it easier for their organizations to sort organic materials.
2. **Cost:** participants highlighted that the cost of organic collection was a barrier to implementing an organics waste program in their organization.

3. **Clear expectations & education:** participants suggested that additional public education around organics sorting and clear messaging from the City of Saskatoon would support their businesses in properly sorting organic material.
4. **Operational and practical barriers:** participants highlighted that having an organics waste management program at their organization has led to increased odour, pests, flies, etc. They also highlighted space and time/interest of staff as barriers to sorting organics.

## Employee training

Participants were asked how often employees at their business receive organics sorting training. Under the City of Saskatoon's regulatory approach, employee training is a requirement; however, **half of respondents (49%) indicated they do not train employees on organics sorting** (n = 37).



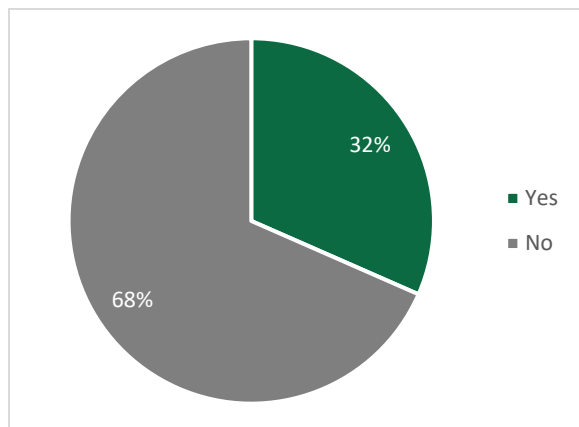
| Frequency of training                          | Frequency | Percentage of respondents |
|------------------------------------------------|-----------|---------------------------|
| Two or more times per year                     | 8         | 11%                       |
| Annually                                       | 3         | 4%                        |
| Upon hire or as part of the onboarding process | 23        | 31%                       |
| We do not train employees on this              | 37        | 49%                       |
| Other                                          | 4         | 5%                        |

## Donating edible food waste

When asked about donating edible food waste, most businesses reported that **they do not participate because they generate too little surplus food** to make donation feasible (n = 49, 64%).

| Answer                                                                   | Frequency | Percentage of respondents |
|--------------------------------------------------------------------------|-----------|---------------------------|
| <b>We don't produce enough edible food waste to donate</b>               | 49        | 64%                       |
| <b>We don't have the staff to deal with organizing donations</b>         | 22        | 29%                       |
| <b>Food safety concerns/Liability</b>                                    | 21        | 28%                       |
| <b>Our food waste isn't fit for human consumption</b>                    | 16        | 21%                       |
| <b>Lack of knowledge about what organizations to donate to</b>           | 14        | 18%                       |
| <b>Other</b>                                                             | 8         | 11%                       |
| <b>Not sure/Prefer not to respond</b>                                    | 6         | 8%                        |
| <b>Don't want to place burden on charity to divert spoiled food</b>      | 5         | 7%                        |
| <b>Do not face any barriers</b>                                          | 4         | 5%                        |
| <b>Our franchise rules don't allow for donation of edible food waste</b> | 3         | 4%                        |

Information about the Good Samaritan Law was provided to participants, and the **majority of respondents were unaware of the regulation** (n = 52, 68%).

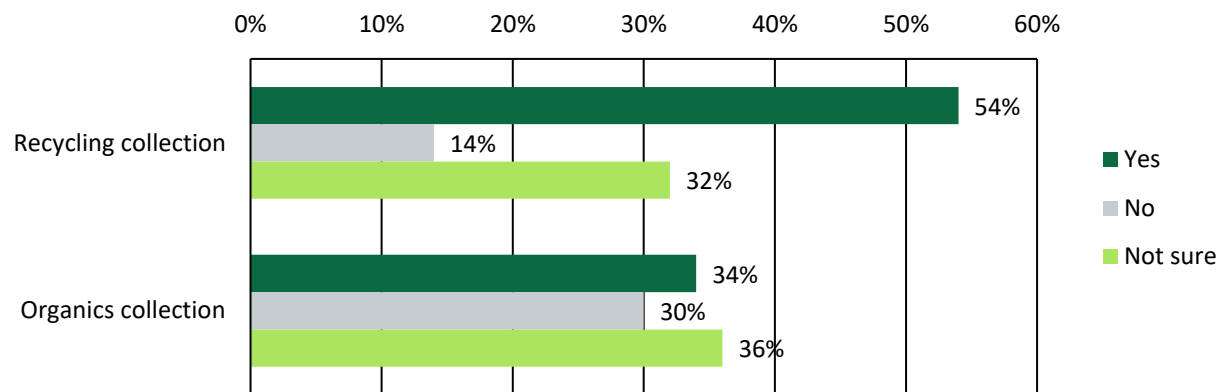


| Response   | Frequency | Percentage |
|------------|-----------|------------|
| <b>Yes</b> | 24        | 32%        |
| <b>No</b>  | 52        | 68%        |

When asked how the City of Saskatoon could support businesses in donating food waste, participants most suggested **increasing awareness of the Good Samaritan Law** to business owners and **providing clear informational resources on the donation process**.

## Other services or programs that could be offered by the City of Saskatoon

Participants were asked whether they would consider opting in as a business if the City of Saskatoon offered recycling or organics collection. Significantly, **most participants** (54%, n = 118) **identified that they would consider opting in to recycling collection if it were offered.**



| Collection type      | Yes       | No       | Not sure |
|----------------------|-----------|----------|----------|
| Recycling collection | 118 (54%) | 30 (14%) | 71 (32%) |
| Organics collection  | 75 (34%)  | 65 (30%) | 79 (36%) |

Participants were also asked to share their level of support for various services and programs that could be offered by the City of Saskatoon. The highest levels of support were for **waiving fees for elm wood waste** (n = 134, 57%), **implementing diversion programs at City facilities** (n = 118, 50%), and **introducing a festival or event program** to divert recycling and organics (n = 96, 41%). Importantly, **few respondents would be very supportive of applying surcharges to loads of garbage at the landfill** (n = 36, 15%).

| Program                                                                                                                    | Very supportive | Somewhat supportive | Neutral  | Not very supportive | Not supportive at all | Not sure |
|----------------------------------------------------------------------------------------------------------------------------|-----------------|---------------------|----------|---------------------|-----------------------|----------|
| Waiving fees for elm wood waste to encourage proper disposal                                                               | 134 (57%)       | 29 (12%)            | 20 (9%)  | 5 (2%)              | 4 (2%)                | 42 (18%) |
| Requiring businesses and organizations to offer customer-facing recycling bins when they offer customer-facing garbage bin | 66 (28%)        | 49 (21%)            | 38 (16%) | 12 (5%)             | 31 (13%)              | 39 (17%) |

|                                                                                                                                                                                                               |           |          |          |          |          |          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|----------|----------|----------|----------|
| <b>Requiring businesses and organizations to provide customer-facing organics bins alongside garbage and recycling bins when customers are required to dispose of their waste (i.e. fast food, take out).</b> | 52 (22%)  | 56 (24%) | 41 (18%) | 13 (6%)  | 40 (17%) | 32 (14%) |
| <b>A program or requirement for festivals and events to divert recycling and organics</b>                                                                                                                     | 96 (41%)  | 54 (23%) | 30 (13%) | 8 (3%)   | 11 (5%)  | 35 (15%) |
| <b>Recycling and organics collections in public spaces, such as parks and business improvement districts</b>                                                                                                  | 90 (38%)  | 63 (27%) | 33 (14%) | 8 (3%)   | 13 (6%)  | 27 (12%) |
| <b>The City putting in place diversion programs for their own facilities and operations before requiring diversion by businesses and organizations</b>                                                        | 118 (50%) | 43 (18%) | 29 (12%) | 2 (1%)   | 5 (2%)   | 37 (16%) |
| <b>Applying surcharges to loads of garbage received at the landfill that include recyclable or organic materials</b>                                                                                          | 36 (15%)  | 36 (15%) | 40 (17%) | 33 (14%) | 52 (22%) | 37 (16%) |
| <b>The City offering organics collection to non-residential customers for a fee</b>                                                                                                                           | 61 (26%)  | 47 (20%) | 43 (18%) | 16 (7%)  | 36 (15%) | 31 (13%) |

## General feedback about complying with waste regulations

Participants were offered the opportunity to discuss anything else about what makes it easy or difficult for their business to comply with waste regulations. A few key responses have been chosen to illustrate existing barriers for business owners that were not necessarily captured in quantitative data.

*I am a new business owner. None of this was told to me when I became a business owner. I just continued the way the previous owner of this business was doing things. **A welcome package with information would have been helpful and convenience of being provided the correct bins is the biggest thing.***

*During the pilot program, we had a green bin and I believe we paid about \$15/month for it. **That [bin] was removed at the end of the pilot when the city decided to focus on residential [organics collection].** To get one through Loraas is \$75/month, which is **cost prohibitive** for a non-profit organization.*

*Recent regulations have resulted in our **commercial garbage bin being increasingly used by nearby residents for their household waste...** We are requesting that the City and/or waste service providers **revisit these regulations** or provide **a workable solution** that doesn't **unfairly burden businesses with the cost and responsibility of managing residential waste.***

*Especially with [non-profits] in the core there is massive amounts of waste accumulated. Having **a strategic plan for [the core]** would help so we can implement this in a way that works on both ends.*

*The biggest waste category of **textiles** is not addressed anywhere in the regulations...our business has diverted over a million pounds of textile waste from our local landfill alone, but nothing is done civically to make an impact. **Working with local businesses who have an environmental commitment already built into their infrastructure** would be the most streamlined way to go about this - **offering grants/funding to these businesses who are already taking on the burden of solving this problem** for the city at the cost of the business would encourage citizens to add textiles to their recycling mindset, and allow small/local businesses to continue to thrive.*

## Appendix A – Business up-coding

### Type of organization up-coding

| Response                                                       | New code      |
|----------------------------------------------------------------|---------------|
| <b>TRANSPORTATION</b>                                          | Industrial    |
| <b>Non-profit art gallery &amp; shop</b>                       | Institutional |
| <b>Healthcare</b>                                              | Institutional |
| <b>Prof. Services</b>                                          | Commercial    |
| <b>Charity/Church</b>                                          | Institutional |
| <b>Services</b>                                                | Commercial    |
| <b>Medical Practice</b>                                        | Institutional |
| <b>professional services</b>                                   | Commercial    |
| <b>Consulting firm</b>                                         | Commercial    |
| <b>food service</b>                                            | Commercial    |
| <b>non-profit</b>                                              | Institutional |
| <b>non-profit organization</b>                                 | Institutional |
| <b>Multi Unit Housing</b>                                      | Institutional |
| <b>Restaurant</b>                                              | Commercial    |
| <b>Institutional</b>                                           | Institutional |
| <b>Dental Laboratory</b>                                       | Commercial    |
| <b>Salon and spa</b>                                           | Commercial    |
| <b>Restaurant</b>                                              | Commercial    |
| <b>Not for profit charity that includes first aid training</b> | Institutional |
| <b>Rental Business and new home construction</b>               | Industrial    |
| <b>Sales Agency</b>                                            | Commercial    |
| <b>Church</b>                                                  | Institutional |
| <b>Health care clinic</b>                                      | Institutional |
| <b>Healthcare</b>                                              | Institutional |
| <b>non-profit</b>                                              | Institutional |
| <b>Automotive Parts Warehouse Distributor</b>                  | Industrial    |
| <b>Bank</b>                                                    | Commercial    |
| <b>Veterinary clinic</b>                                       | Commercial    |
| <b>tire wholesale/retail and mechanical shop</b>               | Commercial    |
| <b>community health</b>                                        | Institutional |
| <b>Offices, group homes</b>                                    | Institutional |
| <b>Rehabilitation</b>                                          | Institutional |
| <b>Legal</b>                                                   | Commercial    |
| <b>Non profit</b>                                              | Institutional |
| <b>Insurance Services</b>                                      | Commercial    |
| <b>non-profit organization</b>                                 | Institutional |
| <b>Non-profit</b>                                              | Institutional |
| <b>Engineering</b>                                             | Commercial    |
| <b>b2b</b>                                                     | Commercial    |

|                                                                                                                  |               |
|------------------------------------------------------------------------------------------------------------------|---------------|
| <b>NFP Health</b>                                                                                                | Institutional |
| <b>This is a small office organization in Saskatoon that provides advocacy and assistance to working people.</b> | Institutional |
| <b>non-profit organization</b>                                                                                   | Institutional |
| <b>Pizza Store</b>                                                                                               | Commercial    |
| <b>Service industry</b>                                                                                          | Commercial    |
| <b>Sports retail</b>                                                                                             | Commercial    |
| <b>Picture framer &amp; art gallery</b>                                                                          | Commercial    |
| <b>law office</b>                                                                                                | Commercial    |
| <b>glass industry</b>                                                                                            | Industrial    |
| <b>group home</b>                                                                                                | Institutional |
| <b>retail</b>                                                                                                    | Commercial    |
| <b>Service</b>                                                                                                   | Commercial    |
| <b>Consulting practice</b>                                                                                       | Commercial    |
| <b>Law Office</b>                                                                                                | Commercial    |
| <b>Veterinary Hospital</b>                                                                                       | Commercial    |
| <b>Wellness</b>                                                                                                  | Commercial    |
| <b>Exterminating Services</b>                                                                                    | Commercial    |
| <b>Hair salon</b>                                                                                                | Commercial    |
| <b>group home</b>                                                                                                | Institutional |

### Sector up-coding

| Response                                                                             | New code                                          |
|--------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>TRANSPORTATION</b>                                                                | Other (uncategorized)                             |
| <b>Full service liquor store</b>                                                     | Retail Trade or Wholesale                         |
| <b>industrial testing</b>                                                            | Other (uncategorized)                             |
| <b>Professional services</b>                                                         | Professional services (consulting, marketing, IT) |
| <b>ACCOUNTING &amp; CONSULTING</b>                                                   | Professional services (consulting, marketing, IT) |
| <b>Carpet cleaning and automotive detailing.</b>                                     | Retail Trade or Wholesale                         |
| <b>Architectural</b>                                                                 | Professional services (consulting, marketing, IT) |
| <b>We are a religious organization, providing programing for people of all ages.</b> | Religious organization                            |
| <b>Law</b>                                                                           | Professional services (consulting, marketing, IT) |
| <b>Federated co-op delivery, water delivery, catering</b>                            | Other (uncategorized)                             |
| <b>Design</b>                                                                        | Professional services (consulting, marketing, IT) |
| <b>compressor sales and service</b>                                                  | Retail Trade or Wholesale                         |

|                                                                       |                                                   |
|-----------------------------------------------------------------------|---------------------------------------------------|
| <b>Engineering consulting</b>                                         | Professional services (consulting, marketing, IT) |
| <b>Fitness, health</b>                                                | Recreation, arts, entertainment                   |
| <b>Non-Profit</b>                                                     | Health Care and Social Assistance                 |
| <b>Consulting services in sustainable development.<sup>5</sup>and</b> | Professional services (consulting, marketing, IT) |
| <b>engo</b>                                                           | Health Care and Social Assistance                 |
| <b>BROADCAST MEDIA</b>                                                | Other (uncategorized)                             |
| <b>Performing arts</b>                                                | Recreation, arts, entertainment                   |
| <b>sports facility</b>                                                | Recreation, arts, entertainment                   |
| <b>Marketing Services</b>                                             | Professional services (consulting, marketing, IT) |
| <b>Agriculture</b>                                                    | Other (uncategorized)                             |
| <b>consulting</b>                                                     | Professional services (consulting, marketing, IT) |
| <b>Professional service</b>                                           | Professional services (consulting, marketing, IT) |
| <b>Restaurant</b>                                                     | Accommodation and Food Services                   |
| <b>ENTERTAINMENT</b>                                                  | Recreation, arts, entertainment                   |
| <b>Counselling and Outreach Services</b>                              | Health Care and Social Assistance                 |
| <b>Real estate rentals</b>                                            | Finance/Insurance/Real Estate                     |
| <b>Personal services</b>                                              | Professional services (consulting, marketing, IT) |
| <b>Auto repair</b>                                                    | Automotive                                        |
| <b>Marketing</b>                                                      | Professional services (consulting, marketing, IT) |
| <b>Software development</b>                                           | Professional services (consulting, marketing, IT) |
| <b>service provider for food and beverage industry</b>                | Accommodation and Food Services                   |
| <b>Both construction and accommodation</b>                            | Construction                                      |
| <b>Religious Institution</b>                                          | Religious organization                            |
| <b>Religious Organization</b>                                         | Religious organization                            |
| <b>community services</b>                                             | Health Care and Social Assistance                 |
| <b>mining</b>                                                         | Other (uncategorized)                             |
| <b>wholesale distribution</b>                                         | Other (uncategorized)                             |
| <b>Automotive Repair Shop</b>                                         | Automotive                                        |
| <b>Transport Logistics</b>                                            | Other (uncategorized)                             |
| <b>Automotive Parts Warehouse Distributor</b>                         | Automotive                                        |
| <b>non-profit organization</b>                                        | Health Care and Social Assistance                 |
| <b>fitness facility</b>                                               | Recreation, arts, entertainment                   |
| <b>carwash</b>                                                        | Retail Trade or Wholesale                         |
| <b>Kids sport and activities</b>                                      | Recreation, arts, entertainment                   |
| <b>Service industry - salon</b>                                       | Retail Trade or Wholesale                         |

|                                                                                                                  |                                                   |
|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <b>Veterinarian</b>                                                                                              | Retail Trade or Wholesale                         |
| <b>tire wholesale /retail and mechanical/ glass replacment</b>                                                   | Retail Trade or Wholesale                         |
| <b>Charity</b>                                                                                                   | Health Care and Social Assistance                 |
| <b>Law Office</b>                                                                                                | Professional services (consulting, marketing, IT) |
| <b>Professional Consulting</b>                                                                                   | Professional services (consulting, marketing, IT) |
| <b>Non profit clothing</b>                                                                                       | Health Care and Social Assistance                 |
| <b>bulk fuel</b>                                                                                                 | Retail Trade or Wholesale                         |
| <b>Fitness</b>                                                                                                   | Recreation, arts, entertainment                   |
| <b>Recycling</b>                                                                                                 | Other (uncategorized)                             |
| <b>Membership services</b>                                                                                       | Other (uncategorized)                             |
| <b>Consulting engineering</b>                                                                                    | Professional services (consulting, marketing, IT) |
| <b>Office</b>                                                                                                    | Other (uncategorized)                             |
| <b>b2b</b>                                                                                                       | Professional services (consulting, marketing, IT) |
| <b>This is a small office organization in Saskatoon that provides advocacy and assistance to working people.</b> | Health Care and Social Assistance                 |
| <b>marketing</b>                                                                                                 | Professional services (consulting, marketing, IT) |
| <b>Recreational Facility</b>                                                                                     | Recreation, arts, entertainment                   |
| <b>Food Industry</b>                                                                                             | Retail Trade or Wholesale                         |
| <b>Service industry</b>                                                                                          | Retail Trade or Wholesale                         |
| <b>Production for live events and entertainment industry</b>                                                     | Recreation, arts, entertainment                   |
| <b>law office</b>                                                                                                | Professional services (consulting, marketing, IT) |
| <b>Optical dispensary</b>                                                                                        | Retail Trade or Wholesale                         |
| <b>Transportation and warehousing</b>                                                                            | Other (uncategorized)                             |
| <b>Non-profit association for mechanical contractors</b>                                                         | Health Care and Social Assistance                 |
| <b>Government Operations, Polytech, Office, Jails</b>                                                            | Other (uncategorized)                             |
| <b>Service</b>                                                                                                   | Other (uncategorized)                             |
| <b>Christian, street mission community centre</b>                                                                | Religious organization                            |
| <b>Electrical, Automation &amp; Service</b>                                                                      | Construction                                      |
| <b>Our clients are in the no profit/for imptact sector, for profit and government funded organizations.</b>      | Professional services (consulting, marketing, IT) |
| <b>Managed Service Provider</b>                                                                                  | Other (uncategorized)                             |
| <b>Commercial Real estate</b>                                                                                    | Finance/Insurance/Real Estate                     |
| <b>Religious (Catholic Church)</b>                                                                               | Religious organization                            |
| <b>Dance and Organized Activities</b>                                                                            | Recreation, arts, entertainment                   |
| <b>Automotive industry</b>                                                                                       | Automotive                                        |

|                                         |                                                   |
|-----------------------------------------|---------------------------------------------------|
| <b>Legal</b>                            | Professional services (consulting, marketing, IT) |
| <b>Veterinary health care</b>           | Retail Trade or Wholesale                         |
| <b>Hair Salon</b>                       | Retail Trade or Wholesale                         |
| <b>Floatation therapy</b>               | Recreation, arts, entertainment                   |
| <b>Office</b>                           | Other (uncategorized)                             |
| <b>Structural Pest Control Services</b> | Retail Trade or Wholesale                         |
| <b>Service and retail</b>               | Retail Trade or Wholesale                         |

**Canadian Hub for Applied and Social Research (CHASR)**

University of Saskatchewan  
212 Murray Library  
3 Campus Drive  
Saskatoon SK Canada S7N 5A4  
Telephone: 306-966-7546  
Email: [chasr@usask.ca](mailto:chasr@usask.ca)