

SUSTAINABLE WATERLOO REGION'S 2011 REPORT



**Celebrating People of Action**

**AET** saved 1,100 litres of fuel and 2.5 tonnes of CO<sub>2</sub> emissions in 2011 by adding fuel efficient vehicles to their fleet.

**Athena Software's** employees are reducing emissions by carpooling and using public transit.

**Brighton Yards Housing Co-operative** implemented a weekly organic waste pickup program.

**XCG** reduced commuting emissions by 7% by installing web-conferencing in all offices.

**The City of Kitchener** plans to double the number of trips made by bicycle every three to five years through their “Cycling Master Plan for the 21st Century.”

**Ernst & Young** upgraded their offices to reduce lighting, water, and heating use.

**The Economical Insurance Group** is participating in the *Smart About Salt* program.

**Wilfrid Laurier University's** *Sustainability Action Plan* outlines dozens of ways to monitor and reduce GHG emissions

**Deloitte & Touche** has reduced carbon emissions from paper usage by 20%.

**Miovision's** green team bought everyone reusable water bottles to reduce waste in the office.

**Mennonite Savings and Credit Union** launched a 7kW roof-mounted solar panel project.

**United Way KW** joined Autosshare for campaign travel

**WalterFedy**

is developing a carpooling policy to go along with their new LEED-designed facility.

**House of Friendship** installed a 10 kW solar panel project.

**Sun Life Financial** reduced their commuting impact by 1.2 tonnes through their participation in the TravelWise program.

**Waterloo North Hydro** moved into a new Silver LEED building.

**Ontario Teachers Insurance Plan** surpassed its goal of purchasing 50% green office products; they are currently at 62%.

**The Region of Waterloo** completed and began operations of five solar PV systems that produce 225 MWh /year.

**Mennonite Central Committee** ambitiously collected and reported data from 13 of their facilities in North America.

**VeriForm** digitized and upgraded their delivery and logistics procedures, saving energy, paper and money.

**Centre for International Governance Innovation** reduces electronic waste by donating used equipment to working centres and local schools.

**Whiting Design** pays special attention to finding materials that are local, reused and recycled.





## Vision

For a thriving Waterloo Region with a healthy environment and a vibrant economy.

## Mission

To advance the environmental sustainability of organizations across Waterloo Region through collaboration.

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Dr. Barry Colbert  
Board Chair

## Message from the Board

The idea at the core of Sustainable Waterloo Region (SWR) is collaboration: Collective learning and action across sector boundaries, with a common purpose of advancing environmental sustainability in Waterloo Region. Collaboration is what happens when we work with one another to create a greater impact together than we could alone. Collaboration is how humans get things done. Throughout history, it is how we have built our homes, our communities, our schools, our countries and cultures. It is how we have constructed the complex systems that feed, water, heat and clothe us, and have allowed us to pursue lives of meaning and purpose. Indeed, collaboration can be both the means and the end of our actions: We need to work together to accomplish complex change, but what becomes most meaningful about this change is that we did it together.

Collaboration brings ideas to life because, at its root, it is about finding and achieving a collective vision. It is a *process of human engagement* and, as a process, it is dependent on the actions of a group of individuals to propel it forward. Change happens when people engage with the forces in their world and generate ideas for alternative futures through conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversation toward making things better tomorrow than they were yesterday. Organizations are born from the work of one – one idea, one conversation, yet they depend on the work of many who are committed to action and achievement, and who recognize opportunities for change and engage others to get it done.

In this 2011 Report, we hope to communicate the stories of people of action who have been conversational champions of change in their organizations. In organizations with a sustainability focus, there are invariably a few individuals from whom change leadership emanates. While understanding that real change takes many, in this year-end report we also recognize the importance each one of us has in showing leadership for environmental sustainability in Waterloo Region.

Dr. Barry Colbert  
Board Chair, Sustainable Waterloo Region  
Director, CMA Centre for Business & Sustainability,  
Wilfrid Laurier University



Mike Morrice  
Executive Director,  
Sustainable Waterloo Region

## Message from the Executive Director

In April of last year, Shane Paleshi (then a VP at Quarry Communications) asked me if I had time for a breakfast chat about their sustainability challenges. Quarry had been a member of the Regional Carbon Initiative (RCI) since September 2009, and like many Observing Organizations they had strong intentions to set a greenhouse gas (GHG) reduction commitment. What was missing was a business case outlining the investments (time, effort and money) required to allow the management team to resource accordingly.

So, over our uptown breakfast, Shane shared what he saw were the missing elements of the RCI. We got to talking about solutions and this led to further conversations with our RCI Program Manager Matthew Day, other Sustainable Waterloo Region team members, potential funders, and RCI members like NDI. These are the people who helped pilot a proposed solution.

After a few months of planning, we selected a local consultant who created the foundation for what is now known as our GHG Reduction Action Plan toolkit. This toolkit enables RCI members to conduct their own preliminary energy audit, identify cost-effective projects for reducing GHG emissions, and communicate their action plan to management teams – ultimately setting them up to make an over-arching GHG reduction commitment.

Through the pilot, Quarry discovered that with some upfront capital investment they could reduce their energy bill by 18%, resulting in a short term positive return. NDI was similarly successful. They found a 14% energy reduction opportunity that would also produce cost savings. Both Observing Organizations are now well positioned to implement these projects and set a GHG reduction commitment. In March of 2012 we were excited to offer this full service to all RCI members.

Toolkit aside, Shane's leadership is an example of the theme for this year-end report. His action created a ripple effect across the RCI membership. Not only is this a new service, it's also an example of how to tackle organizational challenges head-on.

The success SWR had last year is the result of inspired change-makers like Shane. Most notably, 41 members of the RCI are now collectively committing to reduce their GHG emissions by 42,550 tonnes from business as usual. Other significant progress includes three additional programs we launched last year – The Climate Collaborative, Community Partnerships, and Policy Engagement – all spearheaded by people passionate for change.

Conversations like the one Shane and I started last April are why I'm so proud of the impact we're having as an organization and as a community. Rather than just talking about it, a growing number of organizations across Waterloo Region are making ambitious commitments to reduce their environmental impact. And they're able to make these commitments because they are staffed with people of action.

With excitement and optimism,

Mike Morrice  
Executive Director & Founder  
Sustainable Waterloo Region

# Members and Key Commitments

REGIONAL CARBON INITIATIVE MEMBERS AS OF DECEMBER 31, 2011

## Pledging Partners

A **Pledging Partner** reports and works towards meeting a 10-year GHG Reduction Commitment

## Observing Organizations

An **Observing Organization** is provided with the same service offering as a Pledging Partner, and either uses alternative programs to track and report their GHG emissions or is working towards participation in the future.

### SUSTAINING PARTNER:

Minimum 20% GHG Reduction Commitment and a higher financial investment



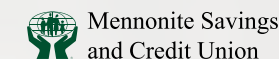
### GOLD PLEDGING PARTNERS:

Minimum 60% GHG Reduction Commitment



### BRONZE PLEDGING PARTNERS:

Minimum 20% GHG Reduction Commitment







# Members Planning for Action

Regional Carbon Initiative membership grew from 29 to 41 in 2011 and commitments to reduce GHG emissions skyrocketed to 42,550 tonnes: the equivalent of taking 9,552 cars off the road. But what’s equally exciting and validating about these numbers, is that members of the RCI are making these commitments *strategically*. They are led by people who have both ambitious goals and a plan to achieve them. These are the people who build our sustainability community and who share and learn from each other to get results.

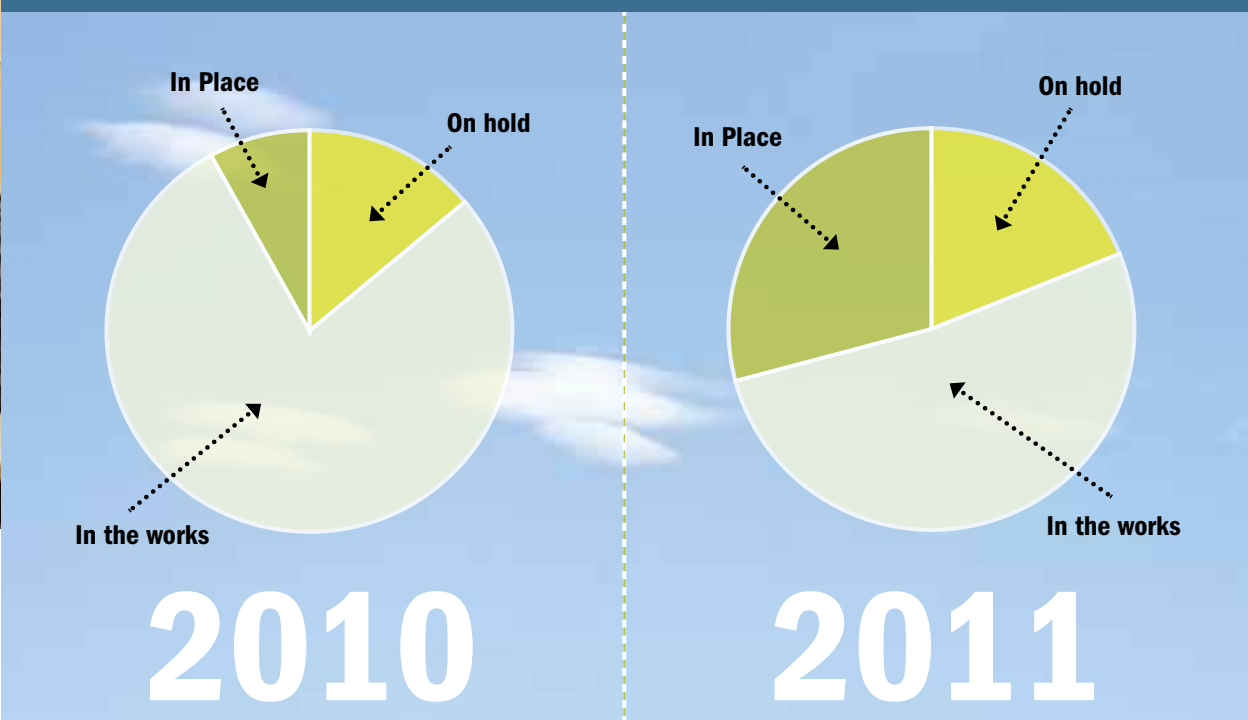


RCI members are finding that with a clear vision and proper resources, measurable action plans are not only environmentally effective, but are also creating overall cost savings for the organization. As a result, we are seeing a positive correlation between length of membership and strategic planning.

In 2010, the majority of RCI members only had a vague idea of whether they would formalize an action plan and only 8% of members actually had a measurable plan in place. In 2011, we saw momentum build as the majority of members were still working on a plan but almost 30% had at least one action plan already in place— almost 3.5 times higher than 2010.

What’s behind this trend? Two things: increased organizational capacity including the growth of green teams in member organizations, and an increased level of engagement with the stakeholders of our sustainable community.

## % of Returning Members with GHG-Reduction Action Plans that Are...



**Members** are turning their **intentions** into **strategic action** the longer they remain members of the RCI. In 2011, returning RCI members were 3.5 times more likely to have at least one measurable action plan in place than in 2010. A measurable action plan is understood to be a formal quantifiable plan to reduce GHG emissions in one of the following focus areas: energy consumption, transportation, waste, or water (Source: 2011 and 2010 RCI Member Survey).

### Trends in Having Successful Action Plans

RCI members with **Green Teams** are **21%** more likely to have a Measurable Action Plan

RCI members that **externally communicate** their sustainability stories are **22 %** more likely to have at least strong intentions to develop an action plan

57% of RCI members with green teams have a measurable action plan to reduce GHG emissions, compared to only 36% of members without a green team. They understand the organizational needs, are able to get capital buy-in from upper management, and are

*In 2010, 35% of all sustainability projects were conducted by a green team. In 2011, that number jumped to 75%.*

capable of engaging their colleagues to ensure implementation is successful and communication is effective. In 2010, 35% of all sustainability projects were conducted by a green team. In 2011 that number jumped to 75%. These green teams ran open houses, hosted events, and demonstrated action and strategic leadership within the organization structure.

What’s most exciting for Sustainable Waterloo Region is the correlation between being a member of the Regional Carbon Initiative and an increase in measurable successes. In 2011, more than half of returning members implemented a strategic plan for the first time. This progress is a testament to the importance of the community RCI members are developing and the ideas they are sharing. If members share and externally communicate their successes, they are 22% more likely to have at least the intention to develop a measurable action plan. The RCI community is made up of people who inspire and help each other. We look forward to watching the RCI grow and to see even more inspired actions and tangible reductions initiated by RCI members: in 2012 and beyond.





This Water Refilling Station is a key part in WLU's plan to become a water-bottle free campus

# Sustainability Focused Policies

## Creating environmental legacies

While some corporate and organizational policies are principle-based, *environmental policies* can begin a legacy of environmental action. They are the formal embedding of sustainability within an organization and the best have tangible and measurable actions. This is the approach to change that characterizes RCI members.


When **Wilfrid Laurier University's** students agreed to pass a sustainability levy in 2009, it was a key step towards seeing action on their environmental policy project. They were able to hire Claire Bennett as Sustainability Coordinator whose first action was to create and pass an in-depth and widely supported *Sustainability Action Plan*. This plan responds to how the university can improve education, operations, and community partnerships over a five-year period. Importantly, it also targets a 15% GHG reduction commitment by outlining dozens of GHG reduction strategies and initiatives.

**Brighton Yards Housing Co-op's** residential green team developed several future-focused sustainability measures in 2011. Their Green Committee monitors and meets regularly to evaluate program effectiveness and seek new, innovative ideas for change. One policy that has been implemented is their organic waste pick-up program. With a two-year payback period, the members will be diverting 36 cubic yards of organic waste from the landfill and saving money doing it.

**Athena Software**, like many of our members, has found that leasing office space can make it difficult to collect information and reduce GHG emissions. This is why they developed an environmental clause in their lease, which allows them to conduct transparent reporting of energy consumption.

Aside from designing and moving into their new low-impact building, **Whiting Design** has implemented a 15-point paperless office policy to eliminate paper from their operations. For example, Graham Whiting hosts client meetings in a boardroom with a digital display screen to avoid the use of paper agendas and blueprints.

Observing Organization



Wilfrid Laurier University

Org. Type: Educational

Bldg. Type: Mixed Building Types

Green Team: Yes, Sustainable Campuses Committee

Sustainability Focus Areas:

- Building materials and design
- Transportation
- Equipment and procurement

Observing Organization



Brighton Yards  
Housing Co-operative Inc.

Org. Type: Co-operative Not-for-Profit

Bldg. Type: Residential

Green Team: Yes

Sustainability Focus Areas:

- Waste
- Building materials and design
- Water

## Local Governments

Municipal governments in Waterloo Region provide strong and important leadership on sustainability. They are laying the ground-work for a sustainable business environment through passionate employees who rigorously research, plan and implement leading policies, projects and incentive programs. In 2011, local government RCI members ambitiously worked towards creating a healthy environment in which to live and work.

The **City of Kitchener** has much to be proud of. While Council continues to approve plans that affect the sustainability of the community (such as the new Transportation Demand Management plan), both staff and Council saw their hard work come to fruition this past June as the Kitchener Operations Facility's 500 kW solar-roof installation began delivering power to Ontario's energy grid. This newly LEED Silver certified building, once a 300,000 sq ft tire manufacturing plant, has been repurposed by the City to house a number of municipal operations services, from fleet repair to sewer maintenance. When stimulus funding was made available in 2009, this improved the City's business case for the project to the point that the 68,000 square foot solar roof - one of the largest in Canada - will pay for itself in five years, while generating more than \$3.5 million net revenue for the City over the next two decades.

The **Region of Waterloo's** thoroughly researched Greenhouse Gas (GHG) Emissions Inventory and Action Plan has really started to show results. Led by a team including their Sustainability Office, in 2011 The Region completed eight significant projects that reduced their corporate GHG emissions by 7,752 t. CO<sub>2</sub>e. Specifically, they have five new solar PV systems, which reduces 27t by producing 225,000 kWh of renewable energy per year. Their organic green bin collection program saved over 3,400t of GHG from escaping from our landfills, and the purchase of another six hybrid diesel transit buses for Grand River Transit are saving 74t annually. As their operations serve the community as a whole, their commitment is to reduce corporate GHG emissions by 14% per resident. Stay tuned as the Region's Sustainability Office continues to work towards their target.

The Asset Management Division at the **City of Waterloo** has begun tackling energy consumption in city-owned facilities and strategizing a corporate GHG reduction plan. The City's new John M. Harper District Branch Library and Stork Family YMCA are each targeting a LEED Silver designation. The new Fire Station #4 has been certified LEED Gold and has shown energy savings of 33% and potable water savings of 41%. In addition, City Hall has new energy efficient HVAC systems and corridor lighting. And the future looks bright - extensive plans are underway to audit and upgrade other City of Waterloo buildings to reduce their energy use.

Translating success in each of their corporate operations to leadership in the broader community, all three municipal governments, as well as the City of Cambridge, contributed to a community-wide GHG inventory process in 2011. This is the first step in the Climate Collaborative, a community GHG inventory and action plan for Waterloo Region, and it sets the stage for our governments to lead the community in setting a GHG reduction target.

Observing Organization



Region of Waterloo

Base Year: 2009

Emissions in Base Year: 139, 437 t CO<sub>2</sub>e

Reductions in 2011: 7752 t CO<sub>2</sub>e (estimated)\*

Bldg. Type: Mixed Building Types


Green Team: Yes

Sustainability Focus Areas (GHG):

- Water
- Waste
- Building materials and design
- Equipment and procurement
- Transportation

\*NOTE: Reductions compared to business as usual

Observing Organization



THE CITY OF  
Waterloo

Bldg. Type: Mixed Building Types

Green Team: Yes

Sustainability Focus Areas:

- Equipment and procurement
- Building materials and design
- Waste
- Water
- Transportation

Observing Organization



KITCHENER

Bldg. Type: Mixed Building Types

Green Team: Yes

Sustainability Focus Areas:

- Equipment and procurement
- Building materials and design
- Waste
- Water
- Transportation





# Insurance

## “Insuring” a sustainable future

Historically, Waterloo Region has been propelled by cutting-edge service industries with a legacy for innovation, and still houses some of the oldest insurance companies in Canada. With six insurance companies among the members of the RCI, these organizations each have dedicated staff set on making changes to reduce their environmental impact.

Susan Jantzi at **Sun Life Financial** knows that an engaged workforce is key to making change. She saw the value of promoting *TravelWise* – going beyond her organization’s international sustainability agenda – and has helped engage 97 employees to find better ways to carpool to work. As a result, Sun Life Financial has saved close to 1,300 kgs of GHG emissions and 550 litres of gasoline.

Jeff Buchaupt’s pride in **Gore Mutual’s** historical head office in Cambridge inspires him to work passionately and carefully to preserve its beauty while increasing its efficiency. He spearheaded a new heating, ventilation and air conditioning (HVAC) retrofit and LED lighting installation that will save 50% in energy from consumption.

**Observing Organization**



**Bldg. Type:** Multiple Large Offices

**Green Team:** Yes

**Sustainability Focus Areas:**

- Business travel
- Equipment and procurement

**Observing Organization**



**Bldg. Type:** Large Office

**Green Team:** Yes

**Sustainability Focus Areas:**

- Transportation
- Building materials and design

**Observing Organization**



**Bldg. Type:** Large Office

**Green Team:** Yes

**Sustainability Focus Areas:**

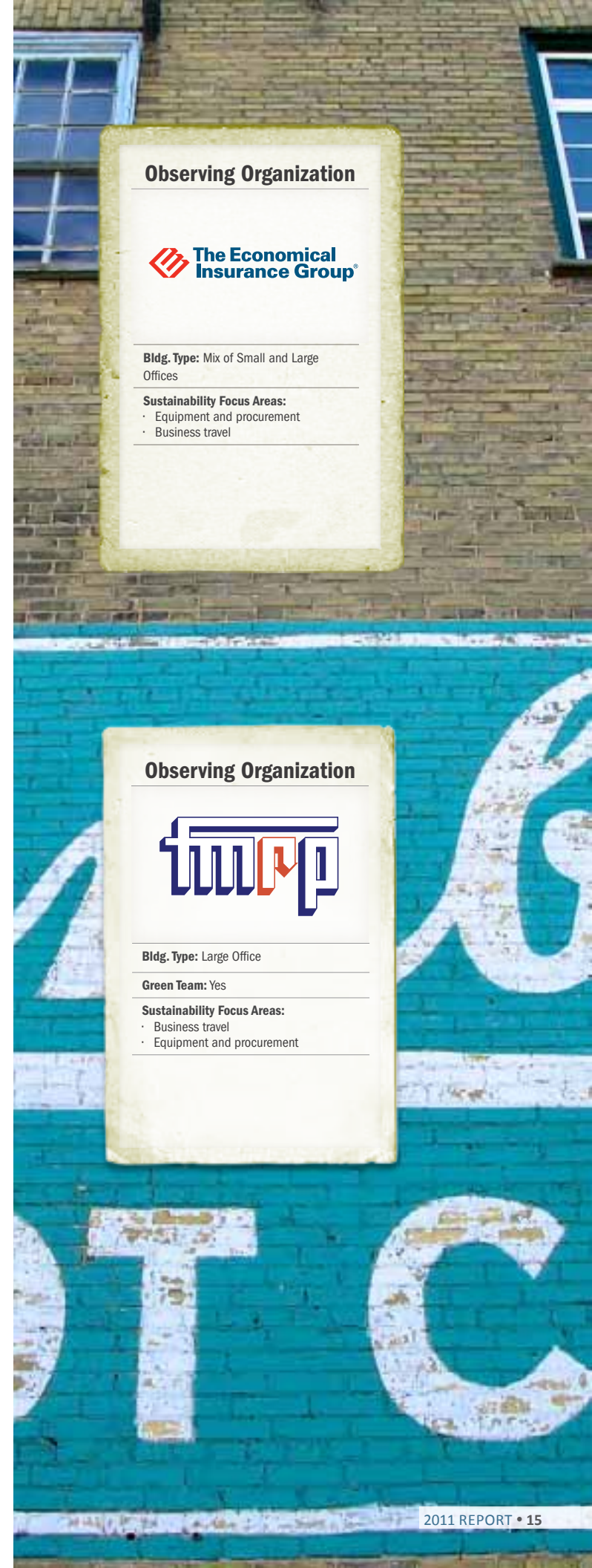
- Waste
- Business travel
- Equipment and procurement

*With six insurance companies among the members of the RCI, these organizations each have dedicated staff set on making changes to reduce their environmental impact.*

**Ontario Teachers Insurance Plan** operates an effective and active green team under the leadership of Anna Carr with strong support from the executive representative Roxanne Chartrand. Their strong organizational and communication skills keep them open to new opportunities – like when they took advantage of the opportunity to work with a group of University of Waterloo students to find creative solutions to their parking challenges.

**Crawford & Company** is three years into a five-year unified communications plan to install leading edge technology, including video conferencing, with a goal of reducing meeting travel. They have also switched to energy efficient lighting, computers, and data centre equipment.

The **Economical Insurance Group** upgraded their fleet in 2011 and saved 24,660 litres of gasoline (58 tonnes of GHG emissions). And **Farm Mutual Reinsurance Plan** (FMRP) is set to make the most of their RCI membership by hiring staff to set a GHG baseline and create a reduction action plan. FMRP is also implementing a program that allows employees to work from home and save travel emissions.



**Observing Organization**



**Bldg. Type:** Mix of Small and Large Offices

**Sustainability Focus Areas:**

- Equipment and procurement
- Business travel

**Observing Organization**



**Bldg. Type:** Large Office

**Green Team:** Yes

**Sustainability Focus Areas:**

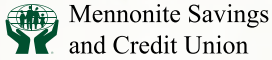
- Business travel
- Equipment and procurement





Solar panels at MSCU's Waterloo branch

**Observing Organization**



**Org. Type:** Financial/Banking

**Bldg. Type:** Mix Small and Large Offices

**Sustainability Focus Areas:**

- Building materials and design
- Waste
- Equipment and procurement

Energy audits are helpful in identifying energy saving opportunities. Martin Geleynse from **Northern Digital Incorporated** and Sarah Harwood from **Quarry Integrated Communications** discovered this first hand when they helped SWR propose and test an energy auditing tool. In the process, they found opportunities to save 14% and 18% in energy use in their buildings respectively. Reaching these savings had a payback period of less than one year.

*While energy has long been consumed without consideration of the environmental consequences, today RCI members are taking action through their commitment to energy efficiency and conservation.*

On a farm on the southern border of Waterloo Region, **Quiet Nature** has begun powering their house, office and shop with purchased renewable energy credits. As a landscaping firm, they have also launched a zero emission landscape maintenance division – with all work done either by hand or battery powered machines. At a sustainability peer-to-peer session, Tony Brijpaul from **Miovision** was inspired to conduct an internal lighting audit of his facility and found he was using more light than necessary. Miovision worked with their landlord (who already had roof-mounted solar panels on the building) and found that by removing some light bulbs and improving efficiency in others, energy consumption could be decreased at no cost to the organization.

# Energy and Conservation

*“Every action has an equal and opposite reaction”*

Newton’s third law of motion has been governing how we harness and use energy for centuries. In a modern context, it can easily be applied to current consumption habits. While energy has long been consumed without consideration of the environmental consequences, today RCI members are taking action through their commitment to energy efficiency and conservation.

A great example of taking action comes from Ben Janzen at the **Mennonite Savings and Credit Union (MSCU)**. In 2010, Ben encouraged members of the Mennonite community to look at solar generation as a faith-based response to energy issues. Government programs and MSCU’s ‘Creation Care Loans,’ for financing solar, geo-thermal heating/ cooling, and eco-energy home upgrades, made good investment sense. MSCU also wanted to ‘walk the talk’, so Ben was asked to manage a solar installation project. The 7kW rooftop system on MSCU’s Waterloo branch, completed in September 2011, is feeding energy into the grid and generating a nine-year payback. You can follow the panel output on the MSCU webpage. “We had to overcome some challenges” says Ben, “but we hope our members will be proud of this long-term commitment to cleaner energy!” The **House of Friendship** also installed solar panels in 2011 (See page 17 for a photo).

**Observing Organization**



**Org. Type:** Information/High Tech

**Bldg. Type:** Large Office

**Sustainability Focus Areas:**

- Waste
- Equipment and procurement

**Observing Organization**



**Org. Type:** Information/High Tech

**Bldg. Type:** Small Office

**Green Team:** Yes

**Sustainability Focus Areas:**

- Waste
- Equipment and procurement
- Commuting

**Observing Organization**



**Org. Type:** Design

**Bldg. Type:** Small Office

**Sustainability Focus Areas:**

- Equipment and procurement
- Business travel





Lobby at WalterFedy's LEED-designed building in Kitchener

# Low Impact Buildings

*Productivity is up, impacts are down, and community is IN!*

Propelled by industry advancements and driven by success, our members are building their organizations around sustainability and organizing sustainability efforts around their buildings. With a maturing industry including low impact building certifications (such as LEED and BOMBA BEST ), it is easier than ever for organizations to develop sustainable, more efficient, and healthier workspaces for their employees. Eight recent studies of people working in well-designed, energy-efficient buildings measured labour productivity gains of 6% to 16%. It's no wonder that almost 50% of RCI members have - or have intentions to build - a measurable action plan to reduce impacts in the area of building materials and design. And what's more, we're finding that low-impact buildings are creating spaces for sustainability-dialogue in our region.

Throughout the past year, RCI members have been using their green buildings to welcome the community and encourage critical discussion around the value and need for low impact work environments. **WalterFedy** has taken advantage of their new energy efficient LEED-designed building currently home to approximately 160 employees. While WalterFedy staff have been enjoying this space (which includes bike-friendly amenities), the firm has also opened their doors to community members to use the general purpose spaces for various events. When SWR requested

Observing Organization



Waterloo North Hydro Inc.

Org. Type: Energy Services

Bldg. Type: Large Building

Green Team: Yes

Sustainability Focus Areas:

- Waste
- Building materials and design
- Equipment and procurement

*The Waterloo North Hydro building is nearly 50% more efficient than standard similar sized buildings. Efficiency was accomplished through geothermal heating and cooling, motion sensors, energy efficient lighting, and daylight harvesting.*

to host an event at WalterFedy, we were thrilled by the support and enthusiasm we received from Darrin Snider, the Director of Business Development. Community building is an important element in WalterFedy's corporate culture, and sharing their sustainably-designed facility with the community is a natural way for the firm to share and build support.

Likewise, **Waterloo North Hydro** moved into their new LEED Silver operations centre in December 2011 with a strong community focus. Materials were reclaimed from buildings originally on the site and were reworked into beautiful wood accent features including department signage, ceiling paneling, and a board room table. Many of the rooms were named after communities in our region and their meeting space provides a beautiful panorama of the countryside. This new building is nearly 50% more efficient than standard, similar-sized buildings. Efficiency was accomplished through geothermal heating and cooling, motion sensors, energy efficient lighting, and daylight harvesting.

**Centre for International Governance Innovation** constructed a new campus that incorporates many characteristics that will help reduce GHG. Examples include multiple green roofs, 72 newly planted trees, and other landscape features designed to preserve the natural ecosystem. These initiatives have resulted in a 50% energy reduction beyond National Building Code requirements.

One of our newest members, **AET** – led by Larry and Scott Freiburger – wanted to reduce their GHG footprint by taking on an extensive remodeling project for their office space, as opposed to building new. Likewise, Graham Whiting from **Whiting Design** refurbished a beautiful old building in Uptown Waterloo with low-impact building best practices. These spaces really do open up discussion and action. For example, after Paul Rak from VeriForm took a tour of **Enermodal's A Grandeur View** facility he implemented many of their ideas in his buildings.

Observing Organization



Org. Type: Environment/Energy Services

Bldg. Type: Large Office

Sustainability Focus Areas:

- Waste
- Transportation
- Equipment and procurement
- Building materials and design

Observing Organization



Org. Type: Educational

Bldg. Type: Multiple Large Buildings

Sustainability Focus Areas:

- Building materials and design
- Equipment and procurement






Ernst and Young volunteers spell “EY LLP” after successfully cleaning up graffiti during the United Way Day of Caring

## Pledging Partners

Membership in the RCI is divided into two types: Observing Organizations and Pledging Partners. There are nine Pledging Partners reporting and working towards a 10-year GHG emissions reduction target. All targets include emissions from energy consumption in the buildings and air travel. Some members chose to include additional emissions sources. These nine Pledging Partners are leaders in their industry and the community who have taken steps forward and raised the bar for action. Their environmentally passionate staff are helping to build case studies and knowledge that will grow our sustainability community to new heights.

**Athena Software** has been growing quickly in the global market over the past couple of years. A by-product of this growth is that their air travel has increased as well. While this has been a boost for business, Diane Stanley-Horn, Director of Business Development (and the leader of their green team) wanted to make sure their GHG footprint was considered, too. A decision was made in 2011 to make fewer but longer trips that ultimately resulted in a 26% reduction in emissions per software license and a 5.5% reduction in absolute emissions compared to the previous year. Anticipating continued growth, they found a supporting partner overseas to help with operations and reduce air travel. Athena expects this partnership will facilitate a more sustainable growth and assist them in reaching their 20% GHG reduction commitment.

\*For comparison purposes, all GHG/employee and GHG/sq ft numbers are based on Scope 1, 2, and air travel emissions unless otherwise indicated.



**ERNST & YOUNG**  
Quality In Everything We Do


**Bronze Pledging Partner**

<b>Reduction Target:</b> 20% in 10 years
<b>Reductions to date:</b> 26.53 t. CO <sub>2</sub> e (13%)
<b>Absolute Emissions in 2011:</b> 182.88 t. CO <sub>2</sub> e <b>GHG/empl:</b> 0.69 t. CO <sub>2</sub> e <b>GHG/ft²:</b> 3.46 kg CO <sub>2</sub> e
<b>Base Year:</b> 2009 <b>Emissions in Base Year:</b> 209.41 t. CO <sub>2</sub> e
<b>Scope 3 Reporting:</b> <ul style="list-style-type: none"><li>• Business Travel</li><li>• Water</li></ul>
<b>Org. Type:</b> Professional Services
<b>Bldg. Type:</b> Large Office

**Green Team:** Yes

**Sustainability Focus Areas:**

- Commuting
- Equipment and procurement
- Waste



**athena software**  
Cloud Managed Software for Business Services

**Bronze Pledging Partner**

<b>Reduction Target:</b> 20% in 10 years (GHG/license*)
<b>Reductions to date (GHG/license):</b> 0.38 GHG/license t.CO <sub>2</sub> e
<b>Absolute Emissions in 2011:</b> 33.57 t. CO <sub>2</sub> e <b>GHG/license:</b> 20.59 t. CO <sub>2</sub> e <b>GHG/empl:</b> 2.45 t. CO <sub>2</sub> e <b>GHG/ft²:</b> 19.93 kg CO <sub>2</sub> e
<b>Base Year:</b> 2009 <b>Emissions in Base Year:</b> 20.97 t. CO <sub>2</sub> e <b>GHG/license:</b> 20.97 t.CO2e
<b>Scope 3 Reporting:</b> <ul style="list-style-type: none"><li>• Business travel</li><li>• Waste</li><li>• Water</li><li>• Commuting</li></ul>
<b>*NOTE:</b> GHG/license is calculated based on a relative increase since base year.

**Org. Type:** High Tech

**Bldg. Type:** Small Office

**Green Team:** Yes

**Sustainability Focus Areas:**

- Business travel
- Equipment and procurement
- Waste

*These nine Pledging Partners are leaders in their industry and the community who have taken steps forward and raised the bar for action. Their environmentally passionate staff are helping to build case studies and knowledge that will grow our sustainability community to new heights.*

**Deloitte & Touche** is in the middle of a five-year strategy to go almost paperless. Cloud printing and storing files electronical-ly are the two big drivers in the project. At the national level, GHG emissions from paper usage dropped from 1,000 tonnes in fiscal 2010 to 800 tonnes in fiscal 2011 while the local office has reduced electricity emissions by 60%.

In 2011, the Kitchener office of **Ernst & Young** embarked on a mission to reduce paper usage and turned their tax compliance system and their audit procedure entirely paperless. This is the next step in meeting their 20% GHG reduction commitment. Since 2009 they have already reduced their emissions by 13%.

When **Enermodal Engineering’s** green team got together last year they wanted to set up a project that would be fun but also reduce GHG emissions. Their LEED Platinum office in Kitchener was already one of the most efficient buildings on the conti-nent, so they needed to find another area to reduce their impact. They settled on the idea of the Commuter Olympics. This three-month company-wide challenge promoted the use of low-impact means to get to work either by carpooling, biking or using public transit.



**ENERMODAL ENGINEERING**  
A member of  MMM GROUP

**Gold Pledging Partner**

<b>Reduction Target:</b> 100% in 10 years (GHG/employees)
<b>Absolute Emissions in 2011:</b> 397.82 t. CO <sub>2</sub> e <b>GHG/empl:</b> 1.45 t. CO <sub>2</sub> e/ 3.68 t. CO <sub>2</sub> e (including all emissions) <b>GHG/ft²:</b> 4.47 kg CO <sub>2</sub> e
<b>Base Year:</b> 2008 <b>Emissions in Base Year:</b> 254.29 t. CO <sub>2</sub> e <b>GHG/empl:</b> 3.55 t. CO <sub>2</sub> e
<b>Scope 3 Reporting:</b> <ul style="list-style-type: none"><li>• Business travel</li><li>• Commuting</li></ul>
<b>Org. Type:</b> Environment/Energy Services
<b>Bldg. Type:</b> Mix of Small and Large Offices

**Green Team:** Yes

**Sustainability Focus Areas:**

- Waste
- Business travel
- Building materials and design



**Deloitte.**

**Bronze Pledging Partner**

<b>Reduction Target:</b> 20% in 10 years
<b>Reductions to date:</b> 76.24 t. CO <sub>2</sub> e (24%)*
<b>Absolute Emissions in 2011:</b> 244.07 t. CO <sub>2</sub> e* <b>GHG/empl:</b> 0.92 t. CO <sub>2</sub> e* <b>GHG/ft²:</b> 3.91 kg CO <sub>2</sub> e*
<b>Base Year:</b> 2010 <b>Emissions in Base Year:</b> 320.31 t. CO <sub>2</sub> e*
<b>Scope 3 Reporting:</b> <ul style="list-style-type: none"><li>• Waste</li><li>• Water</li></ul>
<b>Org. Type:</b> Professional Services
<b>Bldg. Type:</b> Large Office
<b>*NOTE:</b> Does not include air travel emissions

**Green Team:** Yes

**Sustainability Focus Areas:**

- Waste
- Equipment and procurement
- Business travel






XCG’s employees participating in “Pitch In Day 2011”.

**Mennonite Central Committee** is committed to incorporating sustainability into their day-to-day work. Efforts include conversations about the environment during board meetings and recognition of employees that go above and beyond. This year, their green team and other staff took a leadership role and suggested different projects to implement across their 13 facilities in North America. Some of the most successful projects were the commuter challenge, purchasing renewable energy credits in two of their facilities, and increasing their teleconferencing equipment.

*The use of telecommunications to reduce environmental impact was a very popular practice among our members this year.*

Year after year, Paul Rak continues to surprise himself with new ways to reduce **VeriForm Inc’s** GHG emissions and save money; 2011 was no exception. VeriForm invested just over \$100,000 in several significant projects such as replacing an old compressor, adding a new digitized bay door system, and adding a new heating system. Even while increasing sales volumes by 15% over this past year, these projects led to a 1.7 tonne reduction in GHG emissions in 2011. This brings VeriForm’s five-year reduction total to 61 %.

\*For comparison purposes, all GHG/employee and GHG/sq ft numbers are based on Scope 1, 2, and air travel emissions unless otherwise indicated.



**Mennonite  
Central  
Committee**

**Green Team:** Yes

**Sustainability Focus Areas:**

- Business travel
- Water
- Building materials and design

**Bronze Pledging Partner**

**Reduction Target:** 20% in 10 years  
**Reductions to date:** 1 t. CO<sub>2</sub>e

**Absolute Emissions in 2011:**  
1,645 t. CO<sub>2</sub>e\*  
**GHG/empl:** 3.27 t. CO<sub>2</sub>e  
**GHG/ft²:** 7.25 kg CO<sub>2</sub>e

**Base Year:** 2007  
**Emissions in Base Year:** 1,626 t. CO<sub>2</sub>e

**Scope 3 Reporting:**

- Business Travel

**Org. Type:** Social Services, Not-for-Profit

**Bldg. Type:** Mix of Small and Large Offices

**\*NOTE:** MCC's 2011 emissions include two additional facilities compared with 2007.



virtual causeway

**Sustaining Partner**

**Bldg. Type:** Small Office

**Sustainability Focus Areas:**

- Business travel
- Waste
- Equipment and procurement

**Reduction Target:** 20% in 10 years

**2011 Emissions unavailable**

**Base Year:** 2009  
**Emissions in Base Year:** 31.97 t. CO<sub>2</sub>e

**Org. Type:** Information/ High Tech

**Virtual Causeway** is the RCI’s first Sustaining Partner. In 2011, after 10 years in business, they relocated their office to a more environmentally efficient building that follows a *Forever Green* property management system. This means that they incorporate sustainable procurement practices, an indoor energy management system, recycling and reusing programs for waste, and use of low-impact products. While energy data was not available this year, they look forward to measuring this reduced impact in the future.

In 2011, **Whiting Design** relocated to a “new” office in a 120-year-old building. Graham Whiting designed the retrofit and remodeled the space as a sustainable design project and is expecting to see a 70% reduction in energy consumption. He was very conscious about materials being local and recycled or reused.

The use of telecommunications is always a popular practice to reduce commuting among RCI members. **XCG Consultants** implemented a system that uses a Virtual Private Network to allow employees to work off-site by providing a safe place to share documents. They also set up web conferencing facilities in every office. They saved 7% on their commuting emissions



whiting design  
sustainable space

**Gold Pledging Partner**

**Reduction Target:** 100% in 10 years  
**Reductions to date:** 1,02 t. CO<sub>2</sub>e (50%)

**Absolute Emissions in 2011:**  
1.03 t. CO<sub>2</sub>e  
**GHG/empl:** 0.32 t. CO<sub>2</sub>e  
**GHG/ft²:** 1.08 kg CO<sub>2</sub>e

**Base Year:** 2010  
**Emissions in Base Year:** 2.05 t. CO<sub>2</sub>e

**Scope 3 Reporting:**

- Business travel
- Employee commuting
- Waste

**Org. Type:** Design

**Bldg. Type:** Small Office

**Sustainability Focus Areas:**

- Building materials and design
- Equipment and procurement



VERIFORM  
Metal Fabricating Solutions  
• ISO 9001 Registered •

**Gold Pledging Partner**

**Reduction Target:** 100% in 10 years  
**Reductions to date:** 139.64 t. CO<sub>2</sub>e (61%)

**Absolute Emissions in 2011:**  
89.51 t. CO<sub>2</sub>e  
**GHG/empl:** 2.39 t. CO<sub>2</sub>e  
**GHG/ft²:** 1.48 kg CO<sub>2</sub>e

**Base Year:** 2006  
**Emissions in Base Year:** 229.15 t. CO<sub>2</sub>e

**Scope 3 Reporting:**

- Waste
- Equipment and procurement
- Building materials and design

**Org. Type:** Manufacturing

**Bldg. Type:** Light Manufacturing

**Green Team:** Yes

**Sustainability Focus Areas:**

- Waste
- Equipment and procurement
- Building materials and design

The observant reader may find slight differences in our Pledging Partners’ GHG emissions between our 2009, 2010, and 2011 year-end reports. This is a result of the evolution of 3 things: the RCI reporting framework, the carbon accounting tool, and the GHG accounting science and best-practices. The RCI Framework Advisory Committee (see page 35) oversees these changes and has been particularly active in 2011. Some changes this year include a new methodology for incorporating regularly changing emission factors (i.e. from Ontario’s electricity grid) and business-friendly ways to account for both renewable energy credits and the microFIT program into Pledging Partners’ GHG reduction commitments. For a complete overview of our reporting methodology please refer to our ‘Guide to the RCI’. Additionally, detailed and background information can be found on our website.





House of Friendship’s green team is pictured here on Sweater Day, where the team dressed warmly to reduce the office temperature by a few degrees.



United Way KW covered up for Sweater Day

# Culture – Green Teams

## The new culture of business

Employees are the lifeblood of any organization. The RCI members featured here have demonstrated continuous effort towards fostering a culture within their organization that promotes sustainability. Through this employee culture, these organizations have built the capacity for change and understand the importance of employee morale, inclusivity and feedback. Many have established these mechanisms in the form of committees, green teams, and day-to-day employee engagement activities.

A great example of building the capacity for change is what Colin MacIntosh and his team have done at **House of Friendship**. He says that they are “committed to creating healthy communities where people can belong and thrive. We see environmental sustainability as a key factor of this vision and welcome the opportunity to engage our staff in having a greater impact.” With strong support on the management level, Colin was able to bring together a passionate group of people from across many sites to lead the charge on implementing sustainable initiatives. By connecting sustainability to their larger goal of healthy lifestyles, they ignited a sustainability spark in an organization that has been around for 73 years. The green team is pictured here on Sweater Day where the team dressed warmly to reduce the office temperature by a few degrees.

**Observing Organization**

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**Org. Type:** Social Services

---

**Bldg. Type:** Mixed Building Types

---

**Green Team:** Yes

---

**Sustainability Focus Areas:**

- Equipment and procurement
- Building materials and design
- Waste
- Transportation

**Observing Organization**

---

**Org. Type:** Information/High Tech

---

**Bldg. Type:** Light Manufacturing

---

**Green Team:** Yes

---

**Sustainability Focus Areas:**

- Waste
- Equipment and procurement
- Building materials and design

*Through this employee culture, these organizations have built the capacity for change and understand the importance of employee morale, inclusivity and feedback.*

Cathy Snyder also lead a Sweater Day at **United Way KW**. Cathy has found that their small operational size means getting her colleagues involved is one of the most effective ways they can reduce their organization’s environmental impact. Cathy has shared with other small office green teams what the United Way is doing to keep engaged. She’s currently championing a recycling station and other Earth Day activities.

**Cober Evolving Solutions** has already changed their lighting and reduced chemicals associated with printing, but realize that engaging their employees will lead to further sustainability benefits. As Karen Smith and her green team work to embed sustainability even deeper within Cober’s policies, she’ll continue to develop a culture of sustainability. This is also the goal of **Grand River Personnel**. While Rachel Girvin has experimented with creating their own recycling bins, their green team realizes that fostering a sustainability culture will create the capacity to further their impact.

**Observing Organization**

---

**Org. Type:** Social Services, Not-for-Profit

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**Bldg. Type:** Small Office

---

**Green Team:** Yes

---

**Sustainability Focus Areas:**

- Waste
- Commuting
- Equipment and procurement

**Observing Organization**

---

**Org. Type:** Professional Services

---

**Bldg. Type:** Small Office

---

**Green Team:** Yes

---

**Sustainability Focus Areas:**

- Waste





## Consulting

### Paying it Forward

Consulting and Environmental Professional firms play a unique role within the RCI. Not only do they share the same objectives as other RCI members to reduce the environmental impact of their own operations, but they also have the expertise to help other organizations succeed in their reduction efforts. With goals that align to the RCI membership as a whole, they provide advice and support to others wishing to pursue a particular project or initiative. These firms enable other organizations to foster a culture of sustainability while helping boost the local green economy.

**Eco-Shift Power** focuses on educating their clients to select the most energy-efficient lighting sources for their buildings. They also fully participate in the fluorescent lamp recycling program called *Take Back the Light*, which ensures all materials are disposed of properly to avoid environmental contamination.

Similarly, **Energent** provides energy informatics solutions to help customers gain insight into their energy use. They are currently working with a local hospital and a national clothing retailer to find specific energy saving opportunities.



**Enviro-Stewards** began tracking emissions in 2008 and since then they have reduced their own direct GHG emissions by 15 tonnes (28%) by retrofitting lighting, reprogramming their thermostat, and insulating windows. Allowing for growth, they have reduced their GHG emissions by 72% per hour worked. They have also offset their remaining GHG emissions by constructing drinking water purification systems in South Sudan that avoid the deforestation necessary to boil water.

**Vigor Clean Tech** focuses on co-operatively developing and generating energy with creative, sustainable, clean energy solutions. They installed 1 MW of renewable energy systems in 2011. **Read Jones Christoffersen**, a Canadian engineering firm, recently opened a satellite office in Kitchener to assist local clients to repair building deficiencies as well as improve overall building performance. This office reduces the amount of business travel necessary for site visits.



# Regional Carbon Initiative Sustainability Awards

These awards are presented each year to Regional Carbon Initiative members who made significant achievements in the past year. The five winners are:



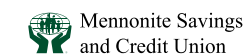
### GREATEST GHG REDUCTION:

This award recognizes the member of the RCI that has reduced the most GHG emissions in a one year period (based on percentage). Whiting Design reduced their emissions by 49.53% in 2011 (see page 23 for details).



### ROOKIE OF THE YEAR:

This award recognizes the most active and ambitious new member of the RCI in 2011. The criteria for the RCI Rookie of the Year includes progress in measuring and reducing GHG emissions, attending SWR events, and participating in MemberLink discussions.



### MOST ACTIVE MEMBER:

This award recognizes the most active member of the RCI in 2011. The criteria for the Most Active Member includes attending the most events in the 2011 event season, making efforts to reduce their commuting impact to the events, and participating in MemberLink discussions.



### MOST ACTIVE GREEN TEAM:

This award recognizes the member of the RCI with the most active and effective green team. The criteria for the Most Active Green Team includes successfully completing measurable sustainability projects, engaging their colleagues, and establishing support from their organization.



### HONOURABLE MENTION:

This award goes to the Ontario Government for their commitment to close all coal-fired power plants in Ontario by 2014. This phase-out, coupled with their pursuit of cleaner energy sources, has drastically reduced the emission factors associated with electricity generation from 180g CO<sub>2</sub>e in 2006 (when the first RCI members began tracking emissions) to an estimated 100g CO<sub>2</sub>e /kWh in 2009 (the most recent data available). This is the single largest GHG reduction initiative in Canada and we're fortunate that RCI members are able to benefit.



# 2011 in Review



## Events

At the close of 2010, our events team learned a valuable lesson about ambition – a lesson we continued to apply throughout 2011.

At that time, we struggled with the task of enticing a national sustainability leader to share their sustainability insights, successes and challenges with RCI members at a SWR event. Why? Being a relatively new not-for-profit, we assumed that established and inspiring leaders wouldn’t be interested in visiting Waterloo Region. But it was in one of these internal debates that our Executive Director, Mike Morrice, asked very matter-of-factly: “Why can’t we approach them?” Motivated by Mike’s bold question, we reminded ourselves that it was risk-taking that started this organization in 2008. Mike’s challenge to the team paid off: sustainability guru Nadine Gudz from Interface contributed her wisdom to our final Educational Forum of 2010.



“Why not?” became our mantra for the 2011 event year. Our first educational forum provided a climate change update and review of the science, policy, and business implications. This time we weren’t shy about connecting with key thought leaders, including Matt McCulloch from the Pembina Institute and Matthew Hoffman from the University of Toronto, both of whom agreed to participate. Momentum continued to build throughout 2011 as we secured high-profile speakers, simply by asking. Organizations like Corporate Knights, WWF, LoyaltyOne (represented by one of the only Chief Sustainability Officers in Ontario - Debbie Baxter) all made the trek to Waterloo Region, as did award-winning author Chris Turner.

Inspired by these national experts, we are also excited by the emerging local sustainability expertise here in Waterloo Region. Events that profiled stories from organizations like the Region of Waterloo, Mindscape Innovations, all three of our local electric utilities, and the University of Waterloo showcased the depth and breadth of local knowledge and capability. And, perhaps even more exciting, the cohesiveness of the sustainability community has grown exponentially as like-minded individuals continue to connect, share and inspire one another.

Community-building is central to our work at Sustainable Waterloo Region. Events in 2011 continued to provide a common point of connection and inspiration -- homegrown and beyond our borders -- vital to the growth and development of this emerging community of action.



## Event Sponsors

Presenting:



Supporting:



Contributing:







## The Climate Collaborative

In 2010, REEP Green Solution’s Mary Jane Patterson, Sustainable Waterloo Region’s Mike Morrice and The Region of Waterloo’s David Roewade were faced with a difficult decision: how to establish a community GHG emissions inventory and action plan for Waterloo Region without dedicated resources.

They all felt passionate about the project’s environmental and community benefit. So with their collective ideas and ambitions on the table, they found a way to leverage their strengths and started The Climate Collaborative - a partnership with a dedicated project coordinator.

In 2011, The Climate Collaborative received \$180,000 in initial funding from The Ontario Trillium Foundation and The Kitchener Waterloo Community Foundation, as well as valuable collaboration from area municipalities and local electric and natural gas utilities.

In 2012, the partnership will complete the community GHG emissions inventory that shows how local emissions are produced through energy use, transportation, waste, and agricultural activities. They will also collaborate with a range of stakeholders and the general public to set the direction and take action on an ambitious but achievable community GHG reduction commitment for our region.



## Community Partnerships

In October of last year, an organization in Brampton, Ontario contacted us about becoming a member of the Regional Carbon Initiative.

Even though they are located well outside Waterloo Region, this question didn’t entirely surprise us – over the past year, we’ve seen an upswing in interest in the RCI from communities across Canada. Community leaders, including Evan Di Valentino at the *Niagara Sustainability Initiative* and Sandi Stride at *Sustainable Hamilton*, sought support from Sustainable Waterloo Region as they started their own organizations based on community collaboration and measureable impact. The increasing need for support prompted questions: How can Sustainable Waterloo Region continue to help leaders like this in other communities? And, together, can we achieve more impactful change on a larger scale?

In a truly serendipitous way, the call from the organization in Brampton came just as we launched our Community Partnerships Research Project. This project is looking at ways to best support local environmental programs that help advance the sustainability of organizations. By collaborating with leaders across the country, we’re now launching a national organization focused on connecting and enabling community-driven and action-oriented approaches to the advancement of the environmental sustainability of organizations.

---

## Policy Engagement at Sustainable Waterloo Region

At a group breakfast in November 2010, we felt the growing need for Sustainable Waterloo Region to become more politically engaged.

Our staff, volunteers, RCI members, and the community at large were asking us what to do about the unexpected defeat of the Climate Change Accountability Act (Bill C-311) in the Senate. We had few answers and no outlet for our community’s frustration.

Sean Campbell, a long time volunteer, took action and began exploring how Sustainable Waterloo Region could engage in *environmental policies* affecting our community while continuing to meet the needs of RCI members. After developing a policy engagement framework, we issued a position statement supporting light-rail transit in Waterloo Region, a contentious local debate that began heating up in 2011. Our position statement (and many of the facts included in it) contributed to the dialogue and, on June 15, 2011, a rapid transit system was approved by Regional Council. In September 2011 we partnered with the David Suzuki Foundation to publish a report that informed the energy and climate debate surrounding the 2011 provincial election. The report was reviewed by an expert panel at our highest ever attended regular season event and helped shed light on some of the issues surrounding Ontario’s energy supply mix.

Sean is now developing “Policy Engagement 2.0” which will help to collaboratively improve the operating environment of organizations within Waterloo Region through the advancement of research-supported public policy.



# Sharing Our Lessons

At Sustainable Waterloo Region we take pride in our transparency, both internally and externally. Solutions to our biggest challenges are openly discussed at our weekly team meetings with a view towards collectively finding the best possible outcomes.

We’re also honest with one another: Given that, as individuals, we are all prone to making mistakes, then it should be no surprise that collectively at times we will do the same.

In our 2011 Report, we have decided to make our first effort of publicly sharing the mistakes we’ve made, lessons we’ve learned from them, and the changes we have implemented as a result.

It is our hope that the two lessons outlined here will be of as much value for others, as they have been for us.

## GHG Reporting

Last spring, we received a concerned call from Pledging Partner XCG Consultants, curious about their unusually large GHG reductions in our 2010 Report. When we investigated, we found that indeed the reports generated from the carbon accounting tool used by RCI members to track their emissions data had inaccurately captured commuting emissions for two organizations. The difference was 38% for XCG’s case and 3% for Athena Software.

In response, we quickly updated the electronic version of the 2010 Report with the proper data and notified all RCI members. We worked closely with our software provider to fix the reporting error and implemented software changes to ensure it won’t happen again.

Moving forward, SWR has assumed more ownership in the reporting process. We oversaw the development of several new quality assurance reports for the carbon accounting tool and have implemented a new in-depth review process of all RCI members’ GHG data. We also pushed back the launch date of this report to allow more time for review.

Above all, we learned to pay more attention to the accuracy of critical areas of our work instead of to timelines - for these items, the timeline must be pushed back to ensure the highest quality output.

## Non-Renewing RCI Members

While RCI membership continues to grow, five RCI members chose not to renew their membership in 2011. We had 100% of RCI members renew in 2010, and while we had braced for some attrition, this was more than we expected and was cause for self-reflection: Were we simply not the right fit? Was there a gap in our services? While it is true that the commitment-focused approach of the RCI is not the right fit for all organizations and we’ve updated our member screening process, it was in re-examining our approach to member engagement that we discovered an important lesson.

While we have always had many resources available to help quantify and reduce GHG emissions, many of our members were unable to use them effectively because of time constraints. Our response was to introduce *Member Support Coordinators*, people who are available to work one-on-one with members and help guide them through more detailed and personalized GHG action plans. This is a role that helps turn ideas to action and provide more ongoing accountability for their articulated sustainability goals.

The key learning here was how, even when we’re on an upward trajectory, we need to be on our toes, constantly challenging one another, actively listening to those we work with, constantly tinkering, and always innovating.

## Opportunities for Change

In both of these cases, we hope to have addressed the root problem, learned from the experience, and even applied this learning to other areas of the organization.

We know that only by embracing and sharing our lessons will we create an environment - at Sustainable Waterloo Region and beyond - that promotes a degree of risk-taking. We know risk taking is the key to create the profound change we envision.

# SWR’s 3<sup>rd</sup> Annual Photo Contest

Sustainable Waterloo Region’s Photo Contest not only allows us to showcase the local beauty and talent in our region, but it also reinforces our philosophy of collaboration and community building. Winning photographs (below) were determined from an online vote in three categories: Natural Environment, Sustainable Behavior, and Cultural Heritage. Special recognition was given to two youth photographers under the ages of 16 and 18.



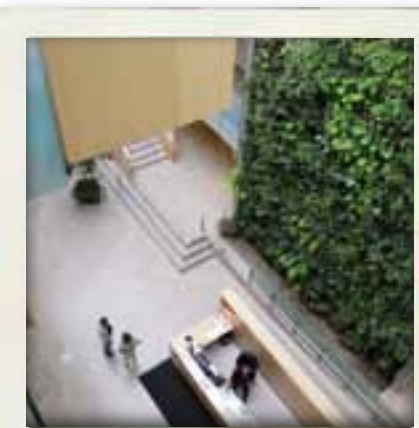
Cultural Heritage: “Ice Fishing at RIM Park” by George Wang, 259 votes



Natural Environment: “Robin” by Brad Hollebrandse, 415 votes



Sustainable Behaviour and Design: “Water Wheel and Red” by Brian Riddel, 88 votes.



Youth Under 16: “Cambridge City Hall” by Jonathan Collie



Youth Under 18: “Grand River Nature Study” by Isaac Fountain



# Key Contributors 2011

## Volunteers

Andrew Adams, *GHG Services Directory Coordinator*  
Victoria Alleyne, *Strategic Planning Lead*  
Deb Bald, *Communications Specialist*  
Suk Bedi, *Financial Oversight Lead*  
Amanda Bichel, *Administrative Coordinator*  
Lois Bowman, *Project Management Advisor*  
Paula Bryk, *Member Support Coordinator*  
Sean Campbell, *Policy Engagement Manager*  
Patrick Carr, *Ambassador Program Manager*  
Jenn Carreiro, *PR Manager, Community Relations, and Media Relations Lead*  
Lisa Chapman, *Member Support Manager (Renewal)*  
Janet Cheung, *Finance & Payroll Coordinator*  
Nicholas Cloet, *Living Documents Coordinator*  
Lindsay Coulter, *Marketing Resources Coordinator*  
Guillaume Couillard, *GHG Services Researcher*  
Eric Davis, *Legal Advisor*  
Troy Dettwiler, *A/V Event Support*  
Matt Dil, *Member Support Program Coordinator*  
Shona Forrest, *Business Support Manager*  
James Gaede, *Climate Collaborative Coordinator*  
Catharine Gerhard, *Business Development Manager*

Leanne Hagarty, *Content Reviewer*  
Pam Hartman, *HR Manager*  
Jennifer Henry, *General Volunteer*  
Dave Hillis, *Web & IT Manager*  
Lucy Ho, *Recruitment Coordinator*  
Katie Johnson, *Marketing Communications & Design Support*  
Peter Last, *Graphic Designer*  
Jackie Lauer, *HR Generalist*  
Julie Le Pham, *Graphic Designer*  
Ryan Magee, *Controller*  
Eric Mallia, *2010 Report Support*  
Gary Marsh, *Business Support Manager*  
Rod Martin, *Web Content Coordinator*  
Ashley McDonald, *Living Documents Coordinator*  
Kelly McMath, *PR Manager*  
Levi Oakey, *Internal Tools Coordinator*  
Tom Ostapchuk, *Research Coordinator (Community Partnerships)*  
Jen Owens, *GHG Services Researcher*  
Pauline Richards, *Administrative Coordinator*  
Jonathan Rivard, *Marketing Manager*  
Meaghan Robinson, *Marketing Resources Coordinator*  
Daniel Shaw, *Web and IT Manager*  
David Skinner, *Climate Collaborative Coordinator*

Sylvie Spraakman, *RCI Framework Lead*  
Brian St. Denis, *Photographer*  
Aaron Stauch, *Lead Graphic Designer*  
Chris Steingart, *Graphic Designer*  
Henry Sum, *Financial Operations Coordinator*  
Andrea Sweet, *Graphic Design Support*  
Mathew Thijssen, *HR Generalist*  
Amber Turvey, *PR Generalist*  
Isabel Urrutia, *Research Analyst*  
Jessie VanRoboys, *GHG Services Directory Coordinator*  
Rebecca Vollmer, *Finance Manager*  
Steve Wall, *Web Content Coordinator*  
Nic Wright, *Business Development Researcher*  
Kris Yungblut, *Budget Lead*



## RCI Framework Advisory Committee

Matto Mildener, *Yale University*  
Chris Renn, *Teledyne DALSA*  
David Roewade, *Region of Waterloo*  
Derek Satnik, *Mindscape Innovations*  
Steve Young, *University of Waterloo*

## Ambassadors

Sarah Colvin, *Cambridge and North Dumfries Hydro*  
Catharine Gerhard, *Canada’s Technology Triangle*  
Carol Stewart, *University of Waterloo Research + Technology Park*  
Jason Shim, *Mosaic Counselling and Family Services*  
Erin Young, *Downtown Kitchener BIA*

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Ontario Trillium Foundation  
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Service Canada- Career Focus

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Machteld Faas Xander

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Brian Douglas Photography  
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Seven Shores Urban Market & Café  
Virtual Causeway

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Verigreen

## 3rd Annual Photo Contest

Borealis Grille & Bar

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Alternatives Journal

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Claire Bennett, *WLU*  
Jeff Buchhaupt, *Gore Mutual*  
Antoni Paleshi, *Enermodal Engineering*  
Shane Paleshi, *Quarry Integrated Communications*  
Cathy Snyder, *United Way*

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## Staff

Sarah Brown, *Climate Collaborative*  
Jennifer Carreiro, *Communications Project Lead*  
Matthew Day, *RCI Program Manager*  
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Helena Kwiecinski, *Events Manager*  
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## A Carbon Diet

When we started thinking about how to close this year's report, we decided we wanted to do it with a story that illustrates the challenges we face due to climate change. We've embraced storytelling this year as a way to share our experiences and those of our members. In keeping with that, we wanted to find an analogy that would illustrate the journey we're on, the challenges we face, and the successes we've realized.

Our team sorted through stories about endangered species, polluting neighbours, and creation myths in hopes we would find one that resonated and illustrated our imperative, but none quite hit the mark. They pointed fingers, oversimplified our challenges, or were too negative. The stories usually implored us to take action, but failed to share what possible solutions were available. In short, they left us uninspired with no clear direction.

So, we decided to write our own conclusion. We were inspired by Helen Simpson's short story, *Ahead of the Pack* which uses weight loss as an analogy to tackling climate change. It helped us realize there are real parallels between the way we're treating the earth and the way we treat our bodies.

The western world has a well-documented obesity problem. Due to poor eating habits and inactivity, almost a quarter of Canadians are obese. We've made life so easy for ourselves that it's killing us. We're on a quest for convenience and comfort and paying for it with both our own health and the health of our environment. But while people are beginning to understand the risks of over eating to personal health, we are neglecting the fact that these same choices are also giving the earth respiratory diseases and a global fever. We're slow to make the connection between convenience and environmental impact.

It's easier for the average Canadian to monitor their food consumption than it is their energy consumption and environmental impact. Thanks to readily-available nutrition facts tables we can see how much energy, fat and vitamins are in our food but those labels don't include how much energy was required to process, package and ship that food item. Our fossil fuel consumption isn't posted on the sides of our cars. The clean air benefits available from trees and plants aren't readily accessible. Although our carbon impact is not nearly as visible as health and dietary



information, it is equally important. According to the Institute for European Environmental Policy, if we returned to our walking patterns of just 30 years ago, when car ownership was less common, we would avoid an average weight gain of almost three pounds each year, thus reducing our chances of becoming obese, and decrease passenger vehicle emissions by over 15%.

*We were inspired by Helen Simpson's 'Ahead of the Pack', which uses weight loss as an analogy to describe the need to reduce how much we consume. The story helped us realize there are real parallels between the way we're treating the earth and the way we treat our bodies.*

In *Ahead of the Pack*, Simpson used the weight loss analogy to propose a solution to global warming: *A global slimming club* she calls it. Sustainable Waterloo Region is, on a smaller scale, a community-focused global slimming club. RCI members are already on an energy diet. They're measuring baselines, setting targets, and developing and implementing action plans. They're cutting consumption, watching what they use, and moderating indulgences. Successes are building and they're proving to be contagious as RCI membership continues to grow.

If you're reading this report, there is a good chance you understand that we need to change the business-as-usual meal plan. You are part of the small groups of passionate people creating a healthier future. You are looking for ways to reduce your consumption. You are sharing ideas with others who are looking for the same solutions and you're inspiring action.

As politicians around the world waver over what course of action to take, the community in Waterloo Region remains committed and determined. We know what to do; we feel the "weight" of the choices we're making and the negative impact status quo will have to future generations – and we're taking the big steps necessary to get our planet back into shape.



# Photo Credits

Every photograph in this report was either submitted to Sustainable Waterloo Region by members of the Regional Carbon Initiative, volunteer photographers attending Sustainable Waterloo Region’s 2011 events or, most commonly, by contestants in the 3rd Annual Sustainable Waterloo Region Photo Contest. We would like to send out a big thank you to all of these photographers.

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## Environmental Impact Statement

### 500 Copies of this 2011 report were printed using:

- 68 Kg of 100% post-consumer paper
- Printed on Mohawk (uncoated)
- Digitally printed to reduce waste

Calculations to demonstrate the environmental benefits of using recycled fiber in lieu of virgin fiber are based primarily upon information publicly available at: [www.environmentaldefense.org](http://www.environmentaldefense.org)

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- 68 lbs solid waste not generated
- 133 lbs net greenhouse gases prevented
- 612 gal wastewater flow saved
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