





2013 REPORT

What's Inside...



Business Leadership



City Building



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Networks



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- Message from the Head Honchos
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- Growing Pains
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- Thank You & Photo Contest

Shift-ing the Norm [šɪftɪŋ ðə norm]

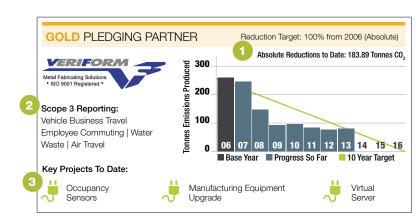
Verb and Noun

v. & n.

- 1. To influence a deviation from the standard pattern by transforming the nature and future course of behaviours, beliefs and characteristics of society from what they would be if left alone.
- 2. Certain expectations about behaviour which may be either formally or informally sanctioned
 - a. Institutions and people
 - b. Attitudes, values, beliefs, and behaviours of society
 - c. Societal behaviours of people to the environment

Regional Carbon Initiative (RCI) Member Reporting

Throughout the report, RCI Pledging Partners are recognized in information boxes. Below are the key terms you should know:



Reduction Types:

- Absolute total emissions
- Intensity based on a growth metric such as employees or
- Business as Usual (BAU) would-be emissions according to an organization's growth

2 Scope 3 Reporting:

Optional emission sources captured in GHG reduction target

3 Key Projects To Date:

Areas where members are finding GHG reductions

Our Impact: By The Numbers

81 volunteers in 2013



votes cast in favour of the Climate Action Plan last fall by local municipalities

reduced to date. The equivalent of



900,000

tonnes GHG reductions committed to being reduced

RCI members throughout Waterloo Region

of the region's workforce is employed by RCI and TravelWise members

TravelWise members

sustainable WATERLOO REGION

Our vision is for an environmentally and economically resilient community that prioritizes the well being of current and future generations.

Our mission is to foster collaborations that enable organizations to convert sustainability interest into action.

Connect With Us info@sustainablewr.ca | sustainablewr.ca | ₩ @sustainablewat

Mission

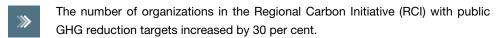


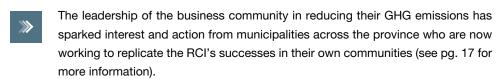
MESSAGE FROM THE HEAD HONCHOS

There's a change happening across Waterloo Region. People are making more sustainable choices, local governments have committed to greenhouse gas (GHG) reduction targets, and more organizations than ever are embedding sustainability into their operations. Our community is factoring environmental sustainability into the decisions being made at multiple levels and it's beginning to change the way we do business.

In 2013, Sustainable Waterloo Region (SWR) saw this shift reflected in the results reported back across the programs we lead. Once again, we were encouraged and inspired by the people and organizations we worked with throughout the community. Here's why:







Local organizations are showing demand for services that help employees walk, cycle, carpool, and take transit to work, clearly demonstrated by the fact that TravelWise filled its 20-member pilot project capacity in 2013 and is expanding in 2014.

"We're seeing signs that a sustainable society is the kind in which Waterloo **Region residents** want to live, work, and play."

This 2013 Report is dedicated to the people and organizations working to shift the norms of our society towards a more environmentally sustainable future - a shift that has started in part because of business leadership in the region (pg. 10 & 11), dedication to city building (pg. 12 & 13), emphasis on education (pg. 14 & 15), growing sustainability network (pg. 16-18), and organizational policies (pg. 19).

We're seeing sustainability continue to move beyond environmentalists, scientists, and even cost savings. We're seeing sustainability emerge as a value that flows through all corners of our community. While still in the beginning stages, we're seeing signs that a sustainable society is the kind in which Waterloo Region residents want to live, work, and play. This report is about the organizations that took action in 2013 to make this sustainable society a reality.

We applaud the efforts of all the organizations working towards sustainability here in Waterloo Region. We are proud to highlight just some of their activities and successes that are part of shifting the norm here and beyond our borders. Our thanks goes to them, to you and to all those who are part of this movement, working collaboratively to convert sustainability interest into action. It is because of you that we look to the future with excitement for what's to come.

Tova Davidson, **Executive Director** Sustainable Waterloo Region



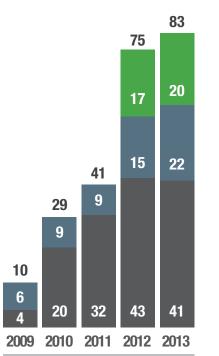
Mike Morrice, Founder, Sustainable Waterloo Region Executive Director, 2009-2013



Barry Colbert, **Board Chair** Sustainable Waterloo Region

Five Years of Success

SWR has been around for five years. As our community adopts sustainable behaviours, SWR's growth is beginning to really take off.



SWR Program Members ■ RCI Observing Organizations ■ RCI Pledging Partners

■ RCI Partner Committments ☐ ClimateActionWR Committment

1,243

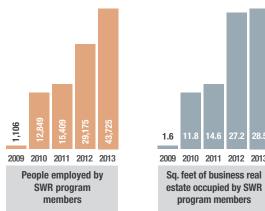
1,676

2009 2010 2011 2012 2013

GHG Tonnes Committed

Some More Key Metrics

■ TravelWise Members



2009 2010 2011 2012 2013 SWR staff &

Year By Year Highlights

2009

External working group develops RCI Framework



SWR Launches Regional Carbon Initiative

2010



First Evening of Recognition

SWR and REEP begin research on a region-wide GHG reduction target (later ClimateActionWR)

842,000

53,550



March 23rd 2010



SWR releases first policy document "Ontario's Energy Future: A Climate Change Perspective'

2012

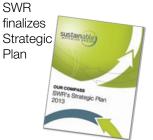


RCI becomes self-funding

SWR supports the launch of the Region of Waterloo's TravelWise pilot

Plan

TRAVELWise





unanimously endorse the Climate Action Plan







TravelWise pilot deemed successful, Region approves plans for program growth

2013 Report | **5** 4 | Sustainable Waterloo Region



PLEDGING PARTNERS

A Pledging Partner reports and works towards meeting a 10-year GHG reduction commitment. A Sustaining Partner is a Pledging Partner with a higher financial investment.



OBSERVING ORGANIZATIONS

An Observing Organization either uses alternative programs to track and report their GHG emissions (Milestone 4) or is working towards a future commitment (Milestones 1 to 3).



Sustaining Partner 20% reduction from 2009 (Absolute) - More info on pg. 15



Gold Pledging Partner 100% reduction from 2008 (Intensity) - More info on pg. 13



Silver Pledging Partner 40% reduction from 2011 (Intensity) - More info on pg. 18



Bronze Pledging Partner 20% reduction from 2011 (Absolute) - More info on pg. 10



Bronze Pledging Partner 20% reduction from 2013 (Absolute) - More info on pg. 14



Bronze Pledging Partner 25% reduction from 2012 (Absolute) - More info on pg. 19



Bronze Pledging Partner 20% reduction from 2010 (Absolute) - More info on pg. 11



60% reduction from 2009 (Intensity) - More info on pg. 10



Gold Pledging Partner 100% reduction from 2006 (Absolute) - More info on pg. 17



Silver Pledging Partner 40% reduction from 2010 (Intensity) - More info on pg. 14



Bronze Pledging Partner 20% reduction from 2010 (Absolute) - More info on pg. 18



Bronze Pledging Partner 20% reduction from 2009 (Absolute) - More info on pg. 11



Bronze Pledging Partner 25% reduction from 2009 (Intensity) - More info on pg. 15



Bronze Pledging Partner 25% reduction from 2011 (Absolute) - More info on pg. 19



Bronze Pledging Partner 20% reduction from 2010 (Intensity) - More info on pg. 16



Gold Pledging Partner 80% reduction from 2008 (Intensity) - More info on pg. 16



Gold Pledging Partner 100% reduction from 2009 (Absolute)



Silver Pledging Partner 40% reduction from 2010 (Absolute) - More info on pg. 13



Bronze Pledging Partner 22% reduction from 2011 (Intensity) - More info on pg. 12



20% reduction from 2009 (Absolute) - More info on pg. 17



Bronze Pledging Partner
20% reduction from 2007 (Absolute) - More info on pg. 15



Bronze Pledging Partner 24% reduction from 2009 (Intensity) - More info on pg. 12











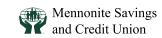




















































































These awards are presented each year to Regional Carbon Initiative members who made significant achievements in the past year.

Rookie of the Year

This award recognizes the most active and accomplished new member of the RCI in 2013. This year's award goes to MW Canada for their record breaking conversion to Pledging Partner (in just 35 days), participating in RCI programs, and implementing and measuring ambitious sustainability projects.



Most Active Green Team

This award recognizes the member of the RCI with the most active and effective green team in 2013. This year's award goes to Crawford & Company for their participation in RCI events and programs, the quality and measurements of their GHG reduction projects, and their conversion to Pledging Partner.



Greatest GHG Reduction

This award recognizes the member of the RCI that reduced the most GHG emissions in 2013 under regular operations. This year's award goes to MMM Group for reducing their corporate emissions by 4% and their building emissions by 24% through efforts including bringing their rooftop solar PV cells online and optimizing the use of space to increase per-occupant performance.





Crawford & Company employees participating in the annual Earth Day Clean-up.



Solar Panels on MMM Group's Kitchener Office.

TRAVELWISE











The Region of Waterloo launched TravelWise in January 2012 to work with up to 20 organizations interested in encouraging employees to make sustainable commuting choices. Sustainable Waterloo Region has offered program coordination services over the past two years, leveraging our experience working with RCI members. We helped

TravelWise organizations develop a commuting baseline, deliver information on commuting choices, and encourage participation.

Employees of TravelWise members (below) gain access to discounted transit passes, carpool matching software, and an emergency ride home program. As the program moves forward, members will continue to build strong corporate cultures and policies to support staff.









































TravelWise Awards

Leadership Award

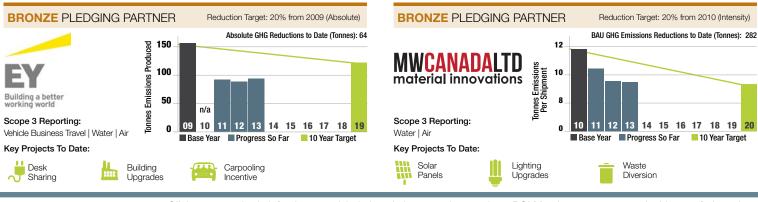
Awarded to an organization that has demonstrated a strong commitment to sustainable commuting among employees, and who has been a strong advocate, leading by example and sharing their experience with other members. This year's award goes to the City of Kitchener for its development of an internal carpooling program, continual engagement with employees, and active participation in the TravelWise Working Group.

Innovation Award



Awarded to an organization that has sought out and implemented creative solutions to encourage sustainable commuting for its employees. This year's award goes to BlackBerry, for the exciting approach of its Eco-Commute program that includes carpool matching software, an emergency ride home program, electric vehicle charging stations, and on-demand carsharing for staff.





completed

and set GHG

Click on a member's info above to visit their website or read more about RCI Members at www.sustainablewr.ca/rcimember.

sustainable **LEADERSHIP**

In Waterloo Region, more and more business leaders are getting serious about sustainability.

There are now 22 Pledging Partners in the RCI that have made public commitments to reduce their GHG emissions. Of this group, eight organizations, including WalterFedy, Eco-Shift Power, and the City of Waterloo set their first public GHG reduction target in 2013; one, the Region of Waterloo, increased their original target to qualify as a Bronze Pledging Partner; and another, Athena Software, increased its commitment level from Bronze to Gold. So. what's behind these recent commitments?

When considering the growing sustainability momentum in the region, the boost to their brand, the interest from their employees, and the overall cost savings, leaders are finding that making a public GHG reduction target is a good business decision. Beyond that, organizations have recognized how attainable their targets actually are. After a few years of planning and tracking their GHG reductions, they've realized that even greater reductions are within their reach.

Five of the new commitments were a result of an incentive from the Region of Waterloo's Community Environmental Fund (CEF) Take a look at the impact of this funding to the right. All of these members received a discounted energy audit after becoming a Pledging Partner. Their energy audits revealed two things SWR has always suspected: first, all organizations have room to improve their energy efficiency, and second, these opportunities are often hidden but once found make good business sense.

Many companies committing to reduce their GHG emissions are also moving to incorporate sustainability deeper into their operations and strategies. Toyota Boshoku Canada, for example, sets annual small energy reduction targets. Other companies, including TD Bank Group; Sun Life Financial; MMM Group; Mennonite Savings and Credit Union; EY and Manulife Financial, incorporate sustainability directly into their organization through job positions dedicated to improving their environmental impact. As companies embed sustainability in their core business practices, this leads to operational efficiencies and value-driven development that their staff can be proud of (see pg. 19). Even more, this shift in perspective is resulting in local businesses and community groups working together to push for sustainable infrastructure (see pg. 12).

Leaders are finding that

reduction target is a good

making a public GHG

business decision.



In 2013, the Regional Carbon Initiative worked with the Region of Waterloo's Community Environmental Fund to provide funding to five Observing Organizations to support setting a GHG reduction target. The chart below shows how the \$15,000 grant grew elevenfold.



MEMBERS Crawford **TONNES** C0, reductions just fix it. MWCANADALTD

so is connectivity.

\$160,000 total investment in the community

In year five, the Regional Carbon Initiative continues to

build momentum by every measure. Membership has

grown to 63 organizations, with 22 members committed

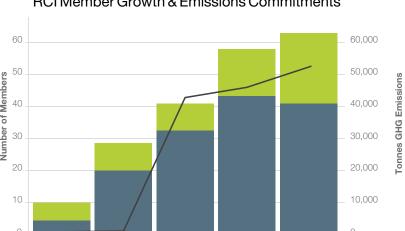
to collectively reduce GHG emissions by 53,550 tonnes.

While both membership and commitments are growing.









· · · 885 people attended RCI events in 2013 · · · Eight different green teams partnered to exchange

· · · Six members worked with students to reduce their environmental impact

The RCI has also re-launched MemberLink, an online members-only portal used to share resources and best practices. As the RCI continues to evolve, so do the commitments of its members. SWR is thrilled to support and cheer for these members who are helping to develop a more sustainable economy in our region!

Air Travel 2% ■

Electricity 27% ■

4%

Natural Gas 67% ■

Fleet

Where R. Come From Come From

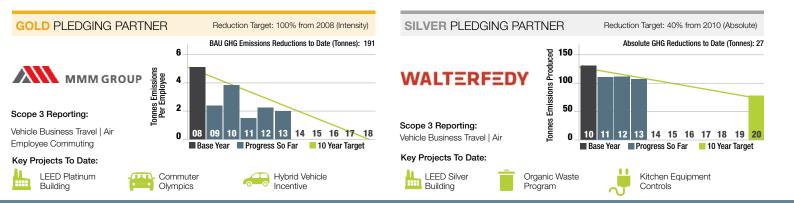
Water | Air

Video: Conestoga Mall

Operations Manager Craig Walsh talks sustainability projects at Conestoga Mall.

CRAIG WALSH Operations Manager, Conestoga Mall





Click on a member's info above to visit their website or read more about RCI Members at www.sustainablewr.ca/rcimember.

sustainable

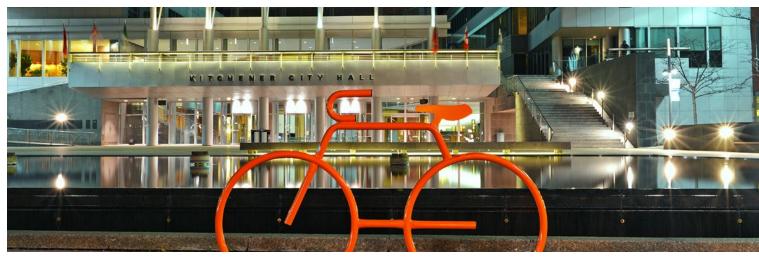


Video: City of Cambridge City of Cambridge Sustainability Planner Paul Willms talks about embedding sustainability

The spaces between our homes and workplaces have a profound ability to support or thwart our best sustainability intentions.

As discussed at our September technical workshop: Taking a Barn-Raising Approach to Low-Impact Buildings, the positive effects of a LEED building in the middle of the country will be offset by the extra vehicular traffic required to get there, infrastructure, and loss of energy-sharing opportunities. A sprawling city requires more roads, sewers, powerlines, and maintenance than a denser population and misses the benefits and resources of undeveloped green and agricultural lands such as local food resources and community-building parkland.

It has been estimated that for every dollar raised in real estate taxes, it costs about \$1.50 to service lowdensity residential development. Local governments are recognizing this and becoming proactive with their policies, budgets, and planning to encourage the evolving preference for sustainable solutions from businesses and residents in their jurisdictions.



Preferences for sustainable solutions in this area is illustrated by Waterloo Region's impressive tech sector, which advocates for livable, walkable, and connected cities with a dense core and convenient public transportation. Tech sector employers consider this a vital component of attracting top-level employees. The Region of Waterloo is supporting these preferences through urban densification which includes plans for a rapid transit system where 60 per cent of RCI members are within a 15 minute walk of the proposed system spanning Cambridge, Kitchener, and Waterloo. In addition to more livable cities, urban densification creates tangible economic benefits for the community through lower taxes and utility charges. As more start-up firms continue to locate in downtown cores where employees can get to work without a car, we're seeing a highly connected community emerge where efficient and sustainable growth are going hand-in-hand.

RAPID TRANSIT READY

Regional Carbon Initiative members are conviently located near stops on the future rapid transit system.





RCI members within 1 km of proposed LRT/iXpress network

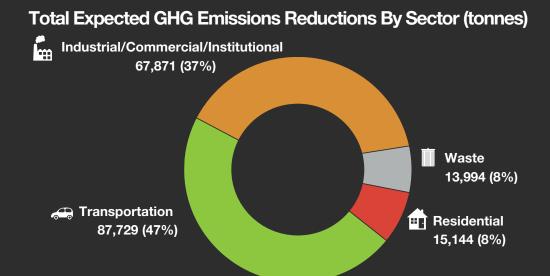
IACTION_{WR}



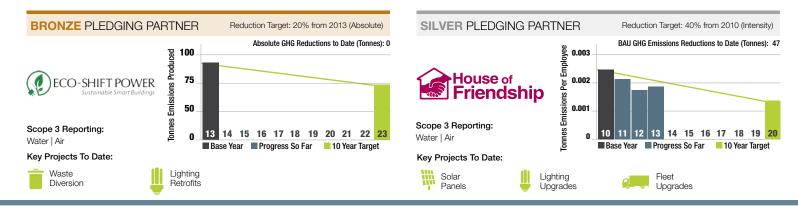
Sustainable Waterloo Region is proud to partner with REEP Green Solutions and the Region of Waterloo in the ClimateActionWR collaboration. A Climate Action Plan for Waterloo Region: Living Smarter in 2020 (the Climate Action Plan) was developed with input from across our community, providing a collective direction for Waterloo Region to take leadership on climate change. The plan includes a target to reduce community GHG emissions by six percent of 2010 levels by the year 2020, while at the same time improving the quality of life across the region.

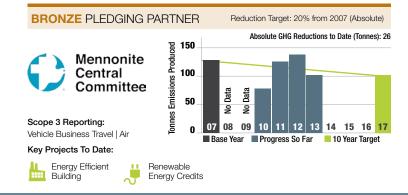
Infrastructure & Cities

Over the past few years, the local impact of global climate change has become increasingly clear, including a rise in infrastructure renewal costs. By leveraging community resources, the Climate Action Plan identifies smart solutions, like investing in low-carbon infrastructure and programs that result in the necessary GHG emissions reductions to mitigate further cost increases at a time when we have a \$265-million infrastructure deficit.



For more information about ClimateActionWR and the Climate Action Plan, please visit www.climateactionwr.ca







Click on a member's info above to visit their website or read more about RCI Members at www.sustainablewr.ca/rcimembers

sustainable **EDUCATION**

Leading organizations include environmental sustainability as part of their success metrics, making education and innovation in sustainable solutions integral to the success of their operations.

Responding to these trends, postsecondary institutions offer programs that benefit both business and the environment. Education, beyond academia, is also taking place across our community between generations, companies, and sectors and is creating momentum in Waterloo Region's emerging sustainable economy.

With two of Canada's top universities and a community college calling Waterloo Region home and offering programs where students research and develop innovative environmental solutions, our region is reaping the benefits. The University of Waterloo's Environment and Business students have worked with 10 per cent of RCI members in the last five years to help them find ways to integrate both sustainability and profitability. In 2013, senior-level students dedicated over 16,200 hours researching solutions for area organizations, including sustainable transportation solutions for House of Friendship; sustainability improvements in the construction industry with **MMM Group** through consultation with

and Business Program The University of Waterloo's School of Environment, Enterprise and Development (SEED) is home to the Environment and Business Program where senior students dedicated over 16,200 hours researching sustainability solutions in 2013.

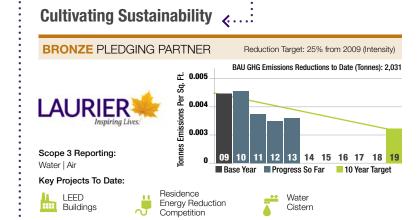
Home to the Environment



Sutherland-Schultz Ltd.; and environmentally sustainable options for restaurants like Borealis Grille & Bar. St Paul's University College supports sustainability-minded upper-year students through GreenHouse, an innovation community that promotes the pursuit of enterprising solutions to complex social and environmental problems. Wilfrid Laurier University stepped up their focus on sustainability after hiring a dedicated Sustainability Coordinator. Since then they have continued to embed sustainability into their operations, campus life, and course work. Students in Conestoga College's Green Management program focus on implementing sustainability into the bottom line and

worked with three RCI members in 2013 to boost their green teams and offer insights on developing effective sustainability plans. In addition, students used their talents to create valuable RCI resources, including our RCIdea book (formerly known as the Directory of Sustainable Initiatives), which details successful member projects to inform and inspire other local organizations undertaking new environmental initiatives. SWR and REEP Green Solutions also worked together with a student research group to assess the feasibility of developing a community GHG action plan and reduction target - which was used to kick-start ClimateActionWR.

Education is essential for sustainable solutions and behaviours to take hold. The sharing of knowledge between generations, companies, and sectors throughout Waterloo Region is working to ingrain environmental sustainability into the decision making process for local organizations, post-secondary institutions, students, and residents, as well as for our city and regional governments. As we continue to factor environmental sustainability into our decisions, we continue to grow the demand for sustainable solutions and are increasingly making these solutions the norm.



Wilfrid Laurier University's (WLU) Sustainability Council is made up of first year representatives from each residence. The Sustainability Council hosts various events during the year, the most prominent of which is the annual Residence Energy Reduction Competition. In a 2013 energy competition, students saved the university 14,626 kilowatt hours, 5,560 kilograms of CO₂ equivalents, and 1,476 dollars in seven days.

In September 2013, Laurier began offering a new sustainabilityfocused degree option.

In 2014, WLU will be launching its first undergraduate course on sustainability: UU101 Perspectives in Sustainability. The course will feature weekly guest lectures from both academic and industry professionals.

TRAVELWISE











TravelWise employee engagement facts:

6,000 survey responses





50 outreach events

more than **3,000**

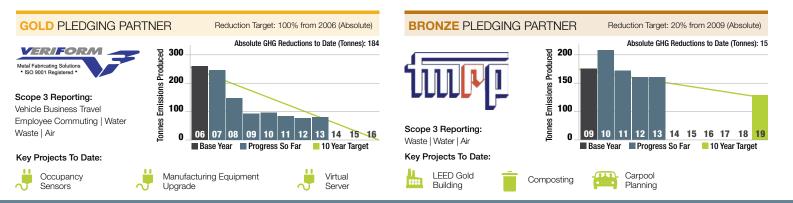


4,000 quarterly newsletter subscribers

TravelWise members educate their employees about commuting options to encourage more sustainable travel. Through outreach events, lunch-and-learns, and information kits, members help employees learn about walking, cycling, public transit, and carpooling opportunities. Public events like Carpool Week and Bike Month reinforce sustainable change in a fun and informative way.

Photo Credit | Bill Hamm 2013 Report | **15** 14 | Sustainable Waterloo Region





Click on a member's info above to visit their website or read more about RCI Members at www.sustainablewr.ca/rcimembers





More than a dozen communities across Ontario expressed interest in replicating the impact of the RCI. In response, SWR launched a new national non-profit called Sustainability CoLab. CoLab is creating a provincial network of communities each building their own local sustainability networks to support businesses in setting and achieving sustainability goals, with a particular focus on carbon. By collaborating, sharing best practices, and coordinating efforts, the CoLab Network seeks to shift how businesses operate to make sustainability the norm. Current CoLab members include Durham Sustain Ability (Durham Region), EnviroCentre (Ottawa), Niagara Sustainability Initiative (Niagara Region), Sustainable Kingston, and Sustainable Waterloo Region.





If a business working on its own can make strides towards sustainability, organizations working collaboratively can establish new business standards that change an entire community.

RCI members are coming together, they're sharing lessons and policies and shaping what sustainability looks like in Waterloo Region. Our community expertise and focus on environmental solutions are leap-frogging into a culture of sustainability that was unformed just five years ago. This report is full of examples ranging from policy development, knowledge sharing, to mentorship.

The RCl's 2013 events offered networking opportunities and saw 885 people attend where organizations shared successes and lessons learned. SWR also hosted two new events that marked a significant growth in networking among business leaders. At our 4th Annual Evening of Recognition we held a Sustainability Leader's Reception with key decision makers from across the region in attendance.

In December, we then hosted a roundtable where 13 influential business leaders came together to discuss their sustainability journey including:

- ••• progress they'd like to see in the next five
- · · · challenges they have encountered,
- · · · unique and exciting solutions, and
- · · · business value of sustainability

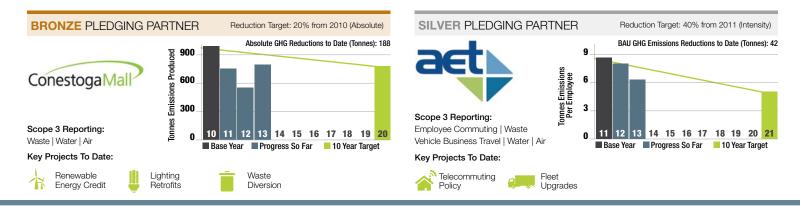
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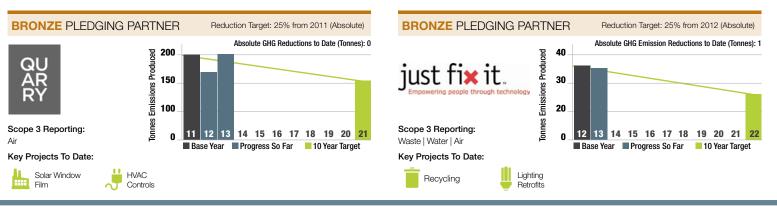
RCI Event Speakers

The RCI community is eager to share what they are learning about sustainability. In fact, in last year's event season, 23 out of 35 guest speakers were RCI members.



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Click on a member's info above to visit their website or read more about RCI Members at www.sustainablewr.ca/rcimembers

Video: House of Friendship

Colin MacIntosh talks about House of Friendship's RCI membership.



A Sustainable Supply Chain I

When the **Healing Path Centre for Natural Medicine** hired Whiting Design to redesign their office, they partnered with ProMark Window Film & Blinds to source solar blinds using ecofriendly material. They could have sourced the eco-friendly material from Cambridge-based **MW Canada** who manufactures fabrics according to the highest environmental standards. Here is just one possible example of the local environmental economy in action.

Eco-Fabrics Dyed



Material Ordered, Supplied, and Installed



Solar Blinds Recommended



networks cont from pg. 17... The RCI's Green Team Exchange program also launched in 2013, evolving from questions asked by Claire Bennett from WLU and Craig Walsh from Conestoga Mall. When we realized these two RCI members had the answers to each others' questions, we brought them together to share their insights. Eight organizations participated in the pilot of this project, which brought together two Green Teams to share experiences and best practices, and bring new ideas back to their own companies.

successes and lessons learned.

As organizations in our region's sustainability network change the way they do business, the effects can become Cambridge and North Dumfries Hydro Inc. are making conscious decisions about their purchases from suppliers, ensuring they are in line with their corporate values. Other RCI members are responding to their customers' requests

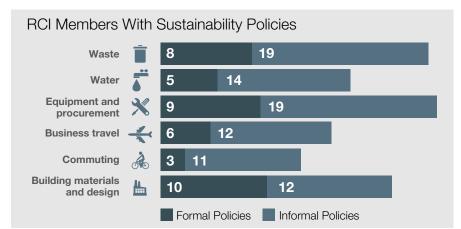
The RCI's 2013 events offered networking opportunities and saw 885 people attend our events where organizations shared

far-reaching. Some RCI members such as Crawford & Company, AET Group, Challenger Motor Freight, the United Way Kitchener Waterloo & Area, and for services and products that are sustainable in nature. It is this cyclical demand from both businesses and their customers that is raising the bar and sparking a shift in sustainability norms across our community.

A growing number of businesses are moving beyond a project-by-project approach to sustainability. Now these companies are embedding sustainability standards directly into their organizational policies.

sustainable

In fact, RCI members are becoming so active on this front that we're tracking these policies (see graph below) in a new appendix of our RCIdea Book. Not surprisingly, TravelWise and RCI members are sharing their strategies for developing successful policies with other organizations. Members are sitting on external working groups, participating in exchanges, and swapping ideas at SWR events so that other members can get a head start in developing their own policies. Now this is a network in action!



But why this shift? The potency of policies is in making sustainability transparent. When environmental measures are ingrained in an organization's policies, it instills accountability, structure, direction, and takes the guess work out of decisions. Sustainability then becomes a core tenet that:

- ... Guides managers in setting direction,
- ... Project managers can reference when planning, and
- ... Directs employees when implementing services.

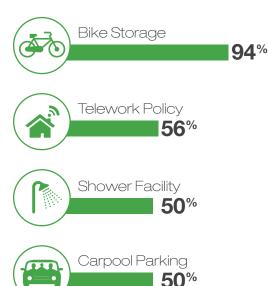
Policies put guideposts in place to ensure the longevity of environmental programs so their sustainability objectives are achieved. Now more than ever, local businesses and governments are integrating environmental considerations deep into their decision-making processes.

So what's the result? We're seeing the norms in our region beginning to shift. The environment is no longer the concern of a handful of individuals. Sustainability is being championed by our business leaders, residents, educational institutions, governments, and city builders. And as our community continues to push for greater sustainability, we begin to establish new norms both here and beyond our borders.



Member Commuting Policies

TravelWise members demonstrate the importance of institutional support in determining employee travel choices. Here's a snapshot of how members are incorporating sustainable commuting into daily operations.

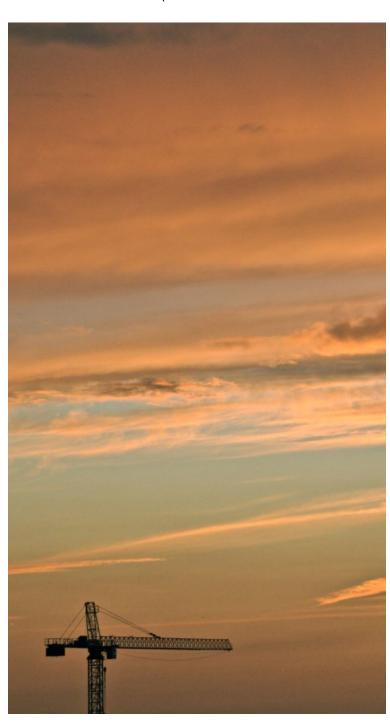


Demand for Sustainability-Focused Products

GROWING PAINS

While we are encouraged by the successes of the past year, at Sustainable Waterloo Region we believe it's essential to also discuss the growing pains we faced both as an organization and as a community.

For this emerging shift in sustainability norms to take hold, we need to engage in an earnest dialogue about our progress and highlight areas where we can continue to improve.





Even though we saw the Regional Carbon Initiative membership increase their overall GHG reduction commitments last year, for the first time the RCI lost two Pledging Partners. Membership growth far outweighed decline in 2013, however a total of eight RCI members did not renew their membership. To us, this means we still need to work on improving our service offering and finding better ways to engage members.



If we're going to achieve our vision for an environmentally and economically resilient community that prioritizes the well-being of current and future generations, SWR needs to broaden our focus beyond carbon issues. Organizations across the community are taking leadership roles to address waste, water, and procurement issues and currently SWR is not positioned to help convert this sustainability interest into action.



While we're seeing more organizations embed sustainability deeper into their operations, this shift needs to happen at a much faster rate. Companies can accelerate their efforts by quantifying the payback of their sustainability projects, communicating the value across all levels of their organization, and integrating sustainability into their business model, policies, and bottom line.

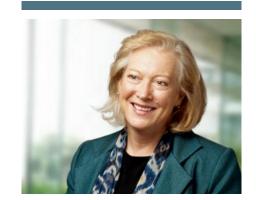


As a community, we need to understand that building momentum for sustainability is about balancing long-term goals with short-term gains. Shifting the norm will be achieved when we place equal emphasis on the opportunity presented by easy, immediate wins (i.e. swapping light bulbs), the large scale visible projects (i.e. moving into low-energy buildings) and the opportunities coming from grind of daily operations (i.e. installing variable frequency drives).

This year's report is about the growing culture that is increasingly embracing the unknown in sustainability. Predictably, when members take action, they reduce the risk for those that follow. This is leadership is a key benefit of our network. This is the definition of normative shifts – building an upward spiral. This is also our goal in identifying failures – that each lesson is a stepping stone onwards and upwards.



Guest Article



Karen Clarke-Whistler, Chief Environment Officer TD Bank Financial Group

"More and more, organizations are making environmental sustainability a key factor in how they operate their business."

REIMAGINING THE BUSINESS-SUSTAINABILITY RELATIONSHIP

When I first met with Sustainable Waterloo Region, two things immediately caught my attention: their goal to turn people's interest in sustainability into tangible action, and the "just do it" attitude of its energetic founders. These social entrepreneurs had a fundamental expectation that the norms guiding the business-sustainability relationship could be reimagined. I was impressed by SWR's collaborative model, which empowered organizations and leaders to take actions themselves rather than relying on government to institute change. But would it work?

There are very real signs that a cultural shift is well underway. You can see it in the results outlined in this report, in the fact that Sustainability CoLab is sharing SWR's unique approach of supporting businesses to reduce their carbon impact with communities across Ontario. And in the fact that, more and more, organizations are making environmental sustainability a key factor in how they operate their business.

This is something we do at TD. We have very deliberately fostered a culture of environmental sustainability and have worked to formally embed an environmental perspective across the bank. The benefits are tremendous – not only do we improve our environmental footprint, but this triggers opportunities to reduce costs, develop new revenue streams, and engage our employees and communities. It's a triple bottom line win!

Take our facilities, for example. When we design them we ask ourselves what we can do to reduce carbon emissions. That's led us to open two retail branches that are designed to be net zero energy and a new sustainable energy efficient design standard. We have also installed solar capacity at 94 North American sites, constructed a living roof on our flagship branch downtown Toronto; and, since 2008, increased the energy efficiency of our building portfolio by 15 per cent. We've also introduced employee green teams and an interactive website where employees can pledge acts of green and see the impact they're having on carbon emissions individually and collectively. These initiatives aren't simply benefiting the environment; they're improving the experience of our customers and employees. Such benefits are at the heart of making environmental actions sustainable.

A key lesson we've learned – one that I think is echoed by Sustainable Waterloo Region and throughout this report – is that we, as business and community leaders, are well-placed to take the lead on climate change. Cities are the major source of greenhouse gas emissions in North America and reductions will come through incremental actions. By being members of the Regional Carbon Initiative and working together through organizations like Sustainability CoLab, we can help lead the shift towards a lower carbon economy. But there's much more to be done. The reality is we do not need legislation to trigger action and government cannot do everything. The time is now and we have the means to build the environmentally sustainable future we need and want.

Karen Clarke-Whistler is a member of Sustainability CoLab's Board of Directors, and was a guest speaker at the 2013 educational forum 'Organizations Striving for Environmental Leadership'.

20 | Sustainable Waterloo Region Photo Credit | Steve Krysak

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PHUIU CONTEST WINNERS

For the fifth year in a row, all photos in this report are taken in the region by local photographers. The photo contest reinforces our philosophy of collaboration and community-building.

Winning photographs were determined using an online vote in 3 categories.



Sustainable Lifestyle

"Cistern/Rain Garden Workshop" by Alan Coughlin



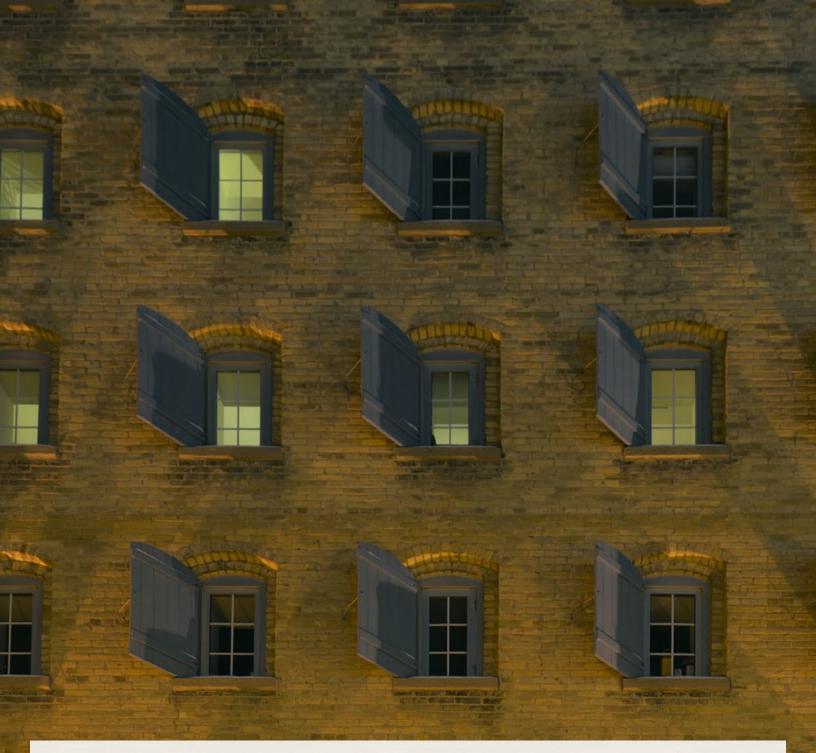
Eco-Design

"Urban Bike Rack" by Matthew Wartman



Cultural Heritage

"Replica of Abraham Erb's Grist Mill" by Brodie Vissers



Environmental Impact Statement

821 copies of the 2013 Report were printed using 68 kg of 100% post-consumer paper. It was also distributed digitally to reduce printed copies.

By using 100% post-consumer paper we saved:

- 108 kg of GHG emissions
- 1,003 litres of water
- 44kg of solid waste
- 586 kilowatt hours

Environmental impact estimates were made using the Environmental Paper Network Paper Calculator Version 3.2. For more information visit www.papercalculator.org.



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