

sustainable

WATERLOO REGION

2015 REPORT



A Sustainable Vision

Sketching the Future, Achieving the Reality

What is the sustainability future we imagine? What do we need to do to see that vision successfully unfold? What motivates us to push forward continuously? In 2015, we explored these fundamental questions and this vision. We asked our stakeholders what they thought, and we illustrated our aspirations for the Region. This report is our way of sharing that with you.

We believe that deep down, everyone knows they must do the right thing for our environment, for current and future generations. At Sustainable Waterloo Region (SWR), we work to turn that belief into action. Many people now consider climate change to be the single greatest challenge that our generation faces. This understanding now permeates all sectors in our society, all levels of government, and all members of our corporate community. Facing this challenge, and creating real change to save our planet and protect people worldwide, will require exceptional resources, disruptive innovations and the willingness to change our ways now and in the future. Fortunately, these changes can be drivers of a more sustainable economy, a better quality of life and a leadership position for Waterloo Region, Ontario, and Canada.

Every set of circumstances is different, with a unique set of variables to control and influence, equating to a distinct set of ideas and options for environmental improvement and innovation. At SWR, we ask our peers and stakeholders to see their own version of a sustainable future and support their work to achieve it as a course of day-to-day business. Our success is their success and we are proud of the efforts they make, and the results they have accomplished.

2015 was a busy and successful year, with great progress made across all of SWR's programs. This report honours these efforts, celebrates these achievements, and looks to inspire Waterloo Region's on-going pursuit of our collective vision for that sustainable community.

Tova Davidson
Executive Director,
Sustainable Waterloo Region



We asked our stakeholders why they are passionate about sustainability.



“ Our employees, especially the newer and younger employees, are interested and engaged in sustainability. ”

Rene W. Gatien
Waterloo North Hydro



“ I want to save the planet; I want to have a positive impact on my corner of the world. ”

Janet MacLeod
Community CarShare



“ Creating a sustainable future requires innovation, a key element of our vision and mission. ”

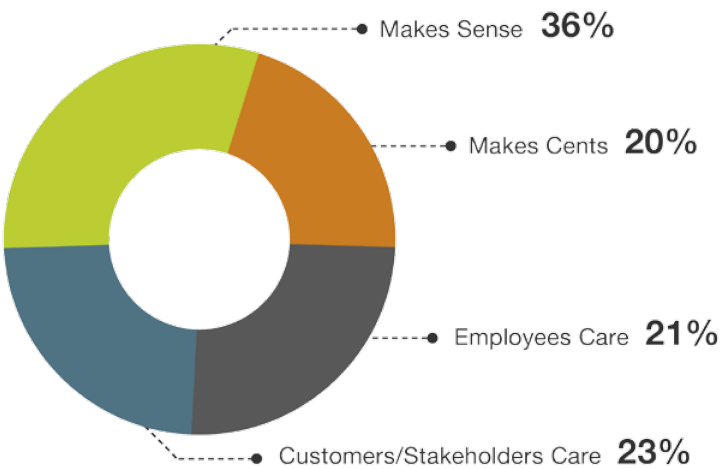
Gary Pooley
Accelerator Centre



“ We represent the business community and want to lead by example. ”

Samantha Tremmel
Greater KW Chamber of Commerce

Stakeholders are passionate about sustainability because.....



Our Impact: by the Numbers

REDUCED EMISSIONS

900,000

tonnes of GHG emissions committed in all SWR programs



47,182

tonnes of GHG emissions committed by RCI members

18,721

tonnes of GHGs reduced to date

...equivalent to

4,202

cars off the road



REGION'S WORKFORCE

45,391

total number of people employed by SWR program participants

9 out of the **top 10**

employers in the region are members of Regional Carbon Initiative

PROGRAM MEMBERSHIP



67

RCI members



27

TravelWise members

ELECTRIC VEHICLES (EVs)

33

EV charging stations,

3x

more than in 2013

181

EVs in the Region



EVENTS

14

SWR events held in 2015, with over

800

attendees



SWR SOCIAL MEDIA

143,800

social media impressions

5,407

Twitter followers

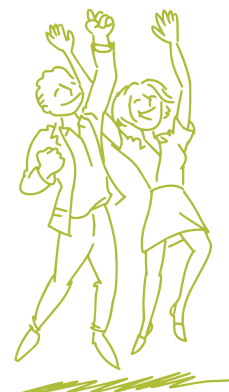


Report Theme: Sketches of the Future...



What is your vision for a sustainable future? On the cover, a child looks over the David Johnston Research + Technology Park in Waterloo and imagines the possibilities. Throughout the report we have added sketches to photos of our region to help us imagine the future.

Thanks to Robert King for the photo that allowed us to dream of our sustainable future.



83

SWR Volunteers in 2015



Fostering collaboration that enables organizations to convert their sustainability interest into action.



The Regional Carbon Initiative (RCI) empowers member organizations to set greenhouse gas (GHG) emission reduction targets. To build the sustainability capacity in an organization, the RCI offers tools to track and report on GHGs, develop policies, engage employees, learn from experts and their peers on newest sustainability trends, and much more.



TravelWise offers member organizations tools and services to help employees find innovative and sustainable transportation options that reduce the number of single-occupancy vehicles traveling on our roads. It is a public-private partnership between the Region of Waterloo and Sustainable Waterloo Region.



ClimateActionWR is a collaboration between local organizations and community members focused on climate change mitigation. Led by REEP Green Solutions and Sustainable Waterloo Region, this program coordinates the activities of the Climate Action Plan. It establishes cross-sector dialogue, facilitates collaborative opportunities, and monitors and measures progress toward the achievement of our community's greenhouse gas (GHG) emission reduction target of 6% below 2010 levels by 2020.



ChargeWR collaborates with organizations in Waterloo Region to plan and implement activities that increase the number of electric vehicles (EVs) and charging stations in the Region. Working with partners, the goal is to reach 1,000 EVs by 2020.



Developing the largest net positive, multi-tenant commercial building in Canada. A unique collaboration between the project leader (Sustainable Waterloo Region), the developer (The Cora Group), the landowner (David Johnston Research + Technology Park) and anchor tenant (EY Canada) has formed to deliver this project by 2018.

At any time, approximately 70 unpaid volunteers offer their talents to SWR for 5 to 10 hours per week, gaining work experience across all functional areas, from Coordinator to Manager level.

SWR employs a total of 9 staff, consisting of the Executive Director, Program Managers, and Coordinators.

Overseeing SWR as a whole, from a governance and strategy perspective.

Passionate supporters of SWR; building relationships and helping explore opportunities for the community to connect with SWR by way of members, volunteers, events, sponsorships and more.

Organizations that are united in the mission of a particular program, working alongside SWR's team to achieve the goals.

Guiding SWR in specific areas: Advisory Board, ClimateActionWR Administrative Committee, ClimateActionWR Leadership Committee, Policy Advisory Committee.

Supporting events, showcasing their brand alliance with SWR.

Volunteers

Staff

Board

Ambassadors

Collaborators

Committees

Sponsors

CHANGE AGENTS

PROGRAMS



The Regional Carbon Initiative (RCI) empowers member organizations to set greenhouse gas (GHG) emission reduction targets. To build the sustainability capacity in an organization, the RCI offers tools to track and report on GHGs, develop policies, engage employees, learn from experts and their peers on newest sustainability trends, and much more.

Imagine the Region...

green roofs

solar panels

light rail transit

“Cut your emissions and see huge improvements in both culture and profits in your business”

Paul Rak, VeriForm

hitting the TARGET

RCI members are learning that in many cases reaching their GHG reduction target is easier than they thought. Furthermore, as these members meet their targets, they tend to see how they are able to exceed that target, establishing a greater carbon reduction goal. To date, there have been three



members who meet and subsequently increased their targets, and for the first time, a member has gone carbon neutral!

In 2015, after four years as a RCI member, **Crawford & Company Canada** met its Bronze 20% reduction target and re-set a Silver level pledge. **Conestoga Mall** has also upped its target from 20 to 40%. **Athena Software** made similar progress. While its team grew by 46%, they upped their target to 60% by restructuring their international partnerships. Athena Software is now a Gold Pledging Partner.

VeriForm was among the first organizations to join the RCI when it launched in 2009. VeriForm entered the program with an ambitious 100% target over its 2006 baseline. Now,



seven years after this first-of-its-kind target in the Region, VeriForm custom metal fabricator from Cambridge is leading once again. VeriForm has become the first RCI member to reach carbon neutrality and become the first RCI alumnus. And what an alumnus! Implementing dozens of projects, it reduced their energy demands by 70%, and have purchased high quality Canadian carbon offsets to neutralize the rest of their emissions. It is about to become Canada's 4th company to achieve certification for the energy management system, ISO 50001. But VeriForm is not resting on this success. Its greatest motivator is social responsibility and inspiring change on a personal, employee, customer, and industry level.



GUEST WRITER

Pushing the Edge with the RCI

In 2009, when we joined RCI as the first industrial member, we committed to the insane goal of 100 per cent carbon reduction by 2016. Amazingly, we actually cut our emissions by 70% by 2015 without resorting to any purchased offsets, all while growing our business by more than 145%. In 2016, we have purchased carbon offsets for the remaining 30% of our commitment but the cost is practically zero compared to the nearly \$200,000 savings we receive from our energy initiatives every year.

The only thought we have now is to encourage other businesses to do the same; cut your emissions and see huge improvements in both culture and profits in your business. And join the RCI, as they keep pushing the envelope when it comes to innovation and training for their members. We owe a huge thank you to the RCI for challenging us in the first place to make the 100% reduction commitment. I know that without that commitment we would not have hit our 100% target!




Paul Rak
President, VeriForm


Pledging Partners (as of December 31, 2015)

Pledging Members have set GHG reduction targets and report annually on their achievements in sustainability (to see targets, go to page 16)


GOLD PLEDGING PARTNERS




60% reduction from 2009 (intensity)




80% reduction from 2008 (intensity)



100% reduction from 2008 (intensity)




100% reduction from 2006 (absolute)




100% reduction from 2009 (absolute)


SILVER PLEDGING PARTNERS




40% reduction from 2011 (intensity)




40% reduction from 2010 (absolute)



40% reduction from 2010 (intensity)




40% reduction from 2010 (intensity)




40% reduction from 2010 (absolute)


BRONZE PLEDGING PARTNERS




22% reduction from 2011 (intensity)




20% reduction from 2008/2009 (absolute)




20% reduction from 2008/2009 (absolute)




25% reduction from 2012 (absolute)




20% reduction from 2007 (absolute)




25% reduction from 2011 (absolute)




24% reduction from 2009 (intensity)



20% reduction from 2009 (absolute)



20% reduction from 2010 (intensity)



25% reduction from 2009 (intensity)

Observing Organizations (as of December 31, 2015)

Observing Organizations graduate through a set of four milestones, eventually reaching milestone 4 where they track and report on GHG emissions, in order to be able to set a GHG reduction target.

MILESTONE 4



MILESTONE 3



Obsessively Local



ENERGY+ INC.











DIGITAL PRINTING



















a vollmer company





MILESTONE 2







The Church of St. John the Evangelist







CENTRE FOR NATURAL MEDICINE













Window Film & Blinds Inc.



sustainable landscapes beautiful spaces.









Robot Disassembly & Recycling









Integrated Energy Solutions



Kitchener Waterloo & Area





MILESTONE 1



water • warmth • well-being



A Better Place For You™
Julia White & Associates Inc.



RCI Awards

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 2015. The R+T Park developed a complex GHG Inventory and created a detailed GHG Reduction Action Plan. To do this, the R+T Park had to pull multiple organizations, buildings, and tenants together to form a green team. It is an active committee with many sub-committees. No small feat for such a complex organization!

Most Active Member

This award recognizes the most active and involved member in the RCI in 2015. For the second year in a row, this award goes to AET for its enthusiastic participation in programs, attendance at events, and sharing of best practices.

Greatest GHG Reduction

This award recognizes the member of the RCI that has reduced the most emissions in 2015 relative to their size. This year’s award goes to MMM Group for reducing their GHG emissions by 24.4%. Reductions can be attributed to its LEED Platinum certified office building.



Awards Beyond RCI

RCI members are not just leaders in our community, they are representing Waterloo Region on a larger scale. Members are showing that our community is a hotbed in the sustainability field as we strive to live and work in a sustainable Waterloo Region.

- » **Regional Municipality of Waterloo** won the Federation of Canadian Municipalities ‘Sustainable Communities Award’ for the Community Climate Action: Living Smarter by 2020
- » **Enviro-Stewards** was recognized as ‘Best for the World Overall Honorees’ and earned an overall score in the top 10% of all Certified B Corporations on the B Impact Assessment
- » **Sun Life Financial Inc.** has been named in the ‘Global 100 Most Sustainable Corporations in the World’ by Corporate Knights for the seventh consecutive year
- » **Conestoga Mall** received two awards from the Recycling Council of Ontario: ‘Platinum for Communications’ and ‘Gold for Waste Diversion’
- » **Stantec** rated as one of ‘Canada’s Greenest Employers’ for the fifth year in a row



Taking the 30-Day Challenge

Reducing carbon is what the Regional Carbon Initiative is all about. But we know that effective change requires both awareness of and enthusiasm for the possibilities. That is why 12 RCI member organizations participated in the inaugural Carbon Cleanse in 2015, a friendly challenge designed to engage employees with activities based on four weekly themes: heating, electricity, waste, and commuting. The results were impressive, with four organizations maxing out their score, tied for first place and having to share the coveted Carbon Cleanse trophy! **AET, Mennonite Economic Development Agency, United Way Kitchener Waterloo & Area, and Crawford & Company** were the winners as they blogged about the weekly challenges, turned down their heat and donned a sweater, enjoyed litter-less lunches, and celebrated alternative ways to commute to work.

2015’s enthusiastic Carbon Cleanse participants included: **AET Consulting, Athena Software, Crawford & Company, CF Fairview Mall, Greater Kitchener Waterloo Chamber of Commerce, Mennonite Economic Development Associates, MMM Group, Read Jones Christoffersen, TheMuseum, Township of Wilmot, United Way Kitchener Waterloo & Area, and University of Waterloo.**



MMM Group



THEMUSEUM



Crawford & Company



United Way Kitchener Waterloo & Area



Township Of Wilmot



Athena Software



Mennonite Economic Development Associates

Formalizing Green Team Policies

There is strong correlation between member organizations that have green teams and those that have achieved sustainability success. Green teams form the foundation of organizational environmental improvements, leading efforts and strengthening engagement that support key goals and outcomes.

- » **David Johnston Research + Technology Park** already has the second largest green roof in Canada and, with its diverse stakeholders, has the largest green team in the RCI. It is made up of tenants, landlords, a university, and multiple large businesses. The green team has successfully installed bioswales in the parking lot, and retrofitted the parking lot with LED lighting, and prepared a business case for GHG reductions.
- » **Township of Wilmot** established a cross-functional sustainability committee in 2015 with the mission to move existing sustainability initiatives forward. One of its projects includes the corporate ‘Procurement By-Law’ which considers the environmental impact of purchasing decisions.



Waste

Diverting and managing waste is an impactful way to embed sustainability deeply into an organizational culture. RCI members have minimized their waste through employee engagement projects, education campaigns, inventive packaging and consolidated waste receptacles. The **Region of Waterloo** is using waste management activities at their landfills and in the community to reduce GHG emissions. Diverting organic waste away from landfills helps to create a reusable soil resource, reduce landfill odours and greenhouse gas emissions (GHGs) as well as prolong the capacity of the landfill. The organic waste diversion programs along with portable flaring of residual methane at our local landfill have reduced an average of over 6,000 tonnes of GHG emissions per year since 2010.

Organizations with Green teams are:

62% more likely to get external sustainability awards

66% more likely to have formal sustainability policies.

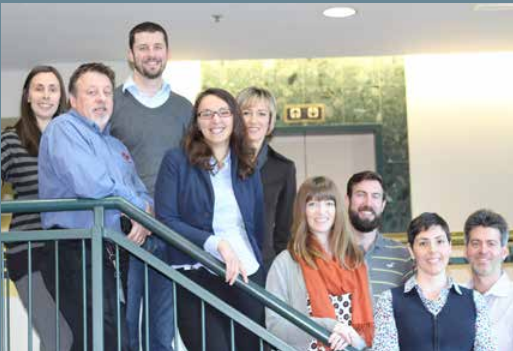
A Focused Position

Professional sustainability sustains sustainable operations. Tongue twister? Sure, but it is a welcome trend found across Waterloo Region. More and more organizations are investing in the deep value of sustainability by hiring full-time sustainability focused positions. They know that sustainability is more than capturing low-hanging fruit, it is a state-of-mind that has meaningful payback beyond utility savings. That is why a growing number of organizations are hiring sustainability professionals. These are the new coordinators in town in 2015:

- Anna Marie Cipriani, Sustainability Coordinator, **City of Waterloo**
- Tyler Plante, Coordinator: Outreach + Programs, Sustainability Office, **Wilfrid Laurier University**
- Mat Thijssen, Sustainability Coordinator, **University of Waterloo**

Meanwhile, many larger RCI members have had these roles in place for a number of years and are expanding the department, either in scope or size:

- Helmi Ansari, Chief Sustainability & Innovation Officer, **Grosche International Inc.**
- Claire Bennett, Manager Sustainability Office, **Wilfred Laurier University**
- Susan Jantzi, Director, Corporate Affairs & Sustainability, **Sun Life Financial**
- David Roewade, Sustainability Planner, **Region of Waterloo**



Planting a Garden

Showing AET’s staff’s commitment to sustainability

“It goes without saying, AET has a very competitive spirit! Maintaining a top rank in the RCI Leaderboard is a direct result of the sustainable commitments, culture and passion of our company. We continuously engage with our staff, challenging them to be innovative, including hosting our own Sustainability Challenge. As an environmental consulting firm, we ‘walk-the-talk’, knowing first hand what it takes to be sustainable in our day-to-day operations and activities. In addition, we have a clear sustainability vision, a Sustainability Team that has put our vision into action, and we are resilient when it comes to finding solutions to be more sustainable.”

Scott Freiburger, Managing Director and CEO, AET

Friendly Competition: the Leaderboard Launched

Saying RCI members are competitive is an understatement! The RCI Leaderboard, launched in 2015, is a great way for members to stay updated on their progress, see what other members are up to and show some competitive spirit. Points and badges are earned by participating in RCI activities, and are on display on the RCI webportal, MemberLink.

Part of a Network

Through our partnership with Sustainability CoLab, the model of the RCI has been shared with communities across Ontario, and is now one of seven social enterprises across Ontario convening networks of businesses setting sustainability targets. Together, we’re demonstrating that a more sustainable economy is possible.



RCI Members in Action

RCI Members are a dynamic, vibrant group and are always looking for new sustainability actions and projects. Here are a few inspiring projects completed in 2015:



Enviro-Stewards

HVAC Upgrade and Living Wall: A retrofit of its 2,500 ft² office space in the 100 year old Roxton Furniture factory building was completed in 2015. A high efficiency air handling unit now routes air through a living wall to reduce air heating and cooling requirements. The wall runs on rainwater harvested from the roof, so no additional water is needed, and used a saveONenergy incentive of \$1,320.

St Paul's University College

Boiler Upgrade: The installation of two new high efficiency boilers led to a 17% reduction in natural gas usage and St. Paul's kept the existing boiler in place for backup purposes. Way to reuse!

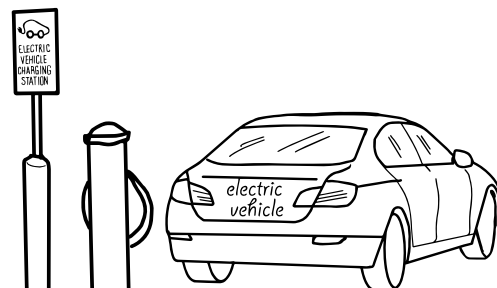


Region of Waterloo

HVAC Upgrades: Variable frequency drives were installed on the HVAC supply fan (15HP), HVAC return fan (5HP) and the boiler pump (2HP). These measures are expected to save 55,000 kilowatt hours per year (about \$8,250 per year). The project cost \$21,000 and received \$1,175 of incentives from saveONenergy. The expected payback for the project is 2.5 years.

Pump and Motor Upgrades: Improved the efficiency of pumps and motors at eight different groundwater wells resulting in electrical savings of 500,000 kilowatt hours per year and a 3.5 year payback.

These energy upgrades help contribute to the Region's GHG reduction target which is 25% intensity based or 10% absolute.



Grosche

HVAC Upgrade: An air exchange system was designed and installed between the warehouse and office to reduce air cooling loads in summer and heating in winter. This system has reduced cooling and heating needs by about 20% and has a one year return on investment.

Economical Insurance

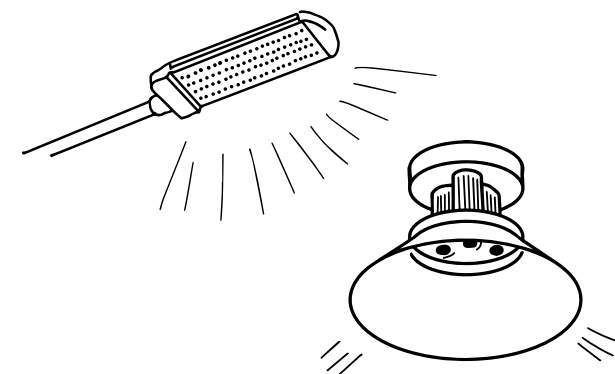
Energy Audit: Tapping into the RCI network, Economical Insurance had an energy audit of its building completed by WalterFedy. As a result, saving an estimated 369 tonnes CO₂ per year, an air handling schedule process is being implemented. Following the implementation, Economical Insurance will investigate the demand control ventilation, and optimization of the kitchen makeup air unit. Thanks to the saveONenergy incentive program, these projects are estimated to have less than a six month pay back.



Township of Wilmot

Pump Controller Installation: To reduce electricity costs and with a one year return on investment, a pool pump controller at the Wilmot Recreation Complex was replaced with a new controller. The heat load on the pump has decreased greatly, improving the life expectancy of the pump.

Upgrading Machinery: At the Wilmot Recreation Complex, the ice resurfer's power unit was upgraded from propane to electric. The upgrade saved \$4,500 in fuel costs, and with zero emissions in the rink, the need for power venting was eliminated.



City of Waterloo

Renewable Energy: Solar and wind powered light at a fuel pump vehicle service centre was installed and generated 165 kilowatt hours while offsetting 86 pounds of carbon this year.

saveONenergy

The saveONenergy Retrofit Program incented a number of members to update their lighting in 2015. Eight members (David Johnston R&T Park, Grosche, Home Hardware, Region of Waterloo, St. Paul's University College, Toyota Boshoku, University of Waterloo, and Waterloo Catholic District School Board) installed LED or high efficiency lighting and saw electricity savings ranging from 10,000 to 401,000 kilowatt hours per year.



Waterloo North Hydro

Fleet: Waterloo North Hydro has a lot of vehicles, so when an outage occurs, they are quick to respond. During 2015, fleet combustion was reduced by 45 tonnes by incorporating dual fuel systems in their passenger vans and pickup trucks: gas to start, and propane to run. For new heavy vehicles, auxiliary power units are being installed to generate the power being used by linemen when the vehicle is stationary, (lights, lifting the bucket, etc): this system effectively eliminates the need for idling. These new heavy vehicles are also getting additional, secondary catalytic converters that further reduce the CO₂ exhaust.

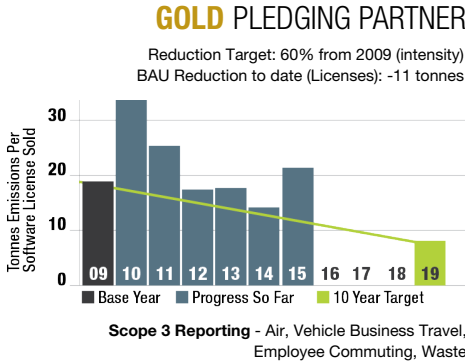
RCI Member Progress

This page shows the progress of the RCI’s 19 Pledging Partners. Key terms to know are:

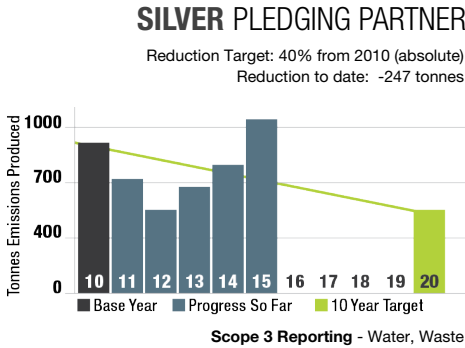
- Absolute Emissions** total GHG emissions produced by the organization
- Intensity Emissions** GHG emissions divided by a particular growth indicator
- BAU** would-be emissions according to a growth indicator
- Scope 3 Reporting Options** sources of GHG emissions captured in their target
- Key Projects** areas where members have reduced GHG emissions



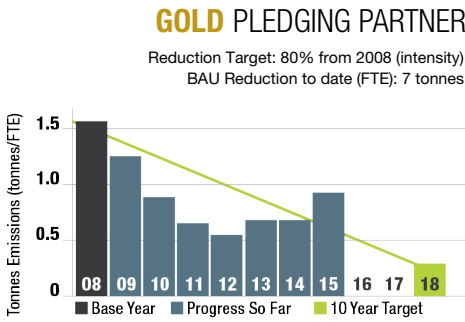
- Key Projects:
- Strategic Client Partnerships
 - Carpooling Incentives
 - Internal Sustainability Challenge



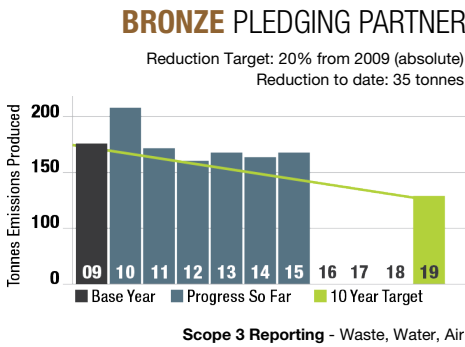
- Key Projects:
- Waste Diversion
 - Lighting Retrofits
 - Renewable Energy Credits



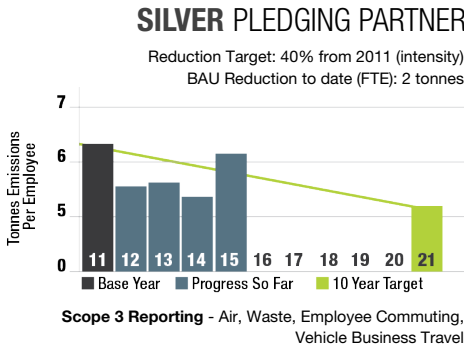
- Key Projects:
- Living Wall Installation
 - HVAC Unit Upgrade
 - Car Share



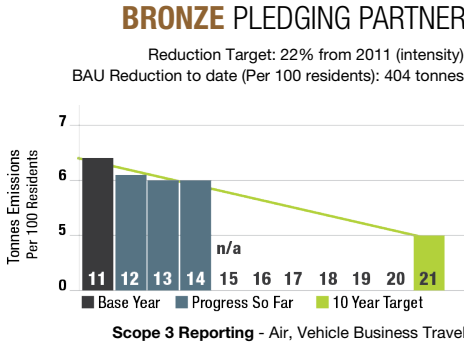
- Key Projects:
- LEED Gold Building
 - Onsite Garden and Composting
 - Carpool Planning



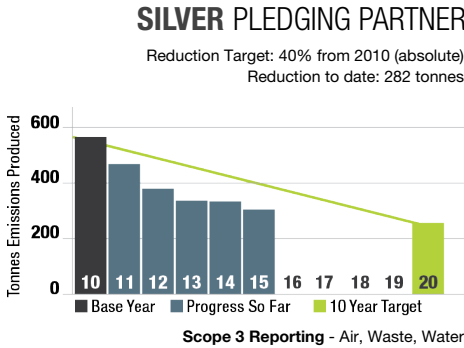
- Key Projects:
- Internal Sustainability Challenge
 - Sustainable Transportation Incentives
 - Fleet Upgrades



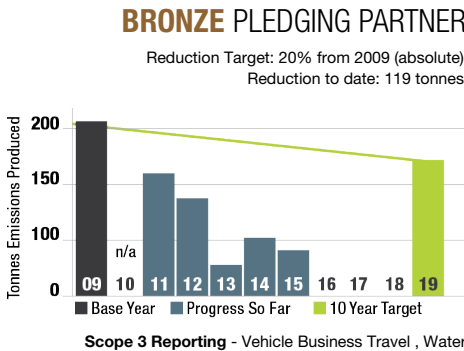
- Key Projects:
- Solar Panels
 - Refrigeration Controls
 - New Dehumidification System



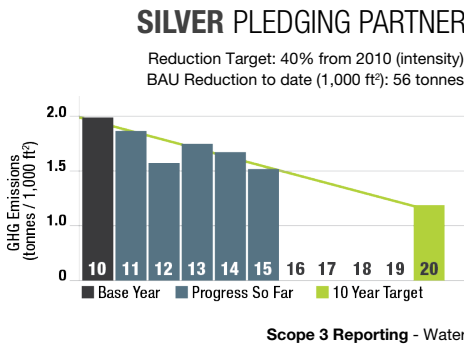
- Key Projects:
- Paperless Office
 - Data Centre Cooling Upgrades
 - Daylighting



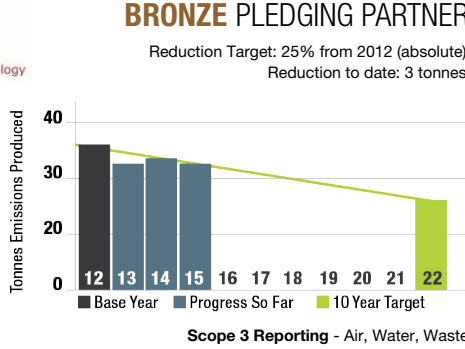
- Key Projects:
- Paperless Office
 - Desk Sharing
 - Equipment Upgrades



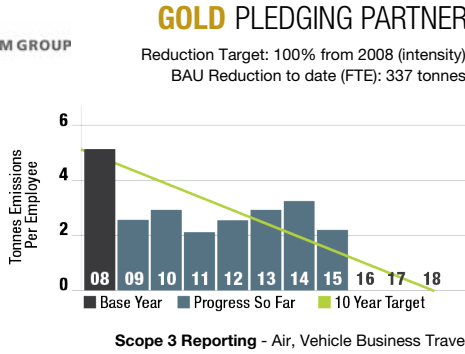
- Key Projects:
- Fleet Upgrades
 - Solar Panels
 - Domestic Hot Water Generation



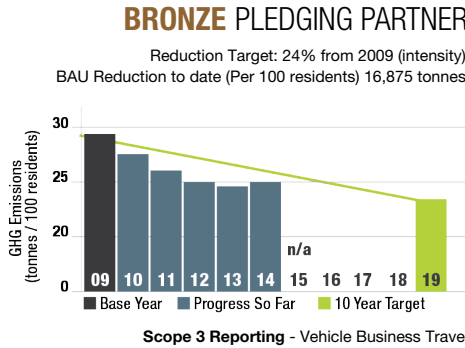
- Key Projects:
- Recycling
 - Lighting Retrofits



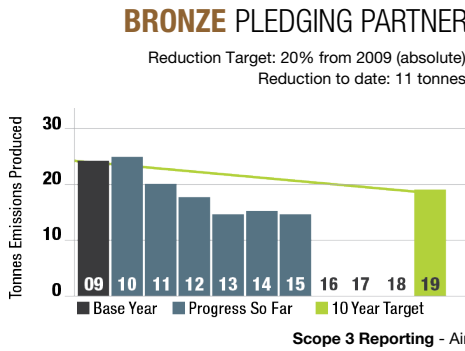
- Key Projects:
- Commuter Tracking Software
 - LEED Platinum Building
 - Hybrid Vehicle Incentive



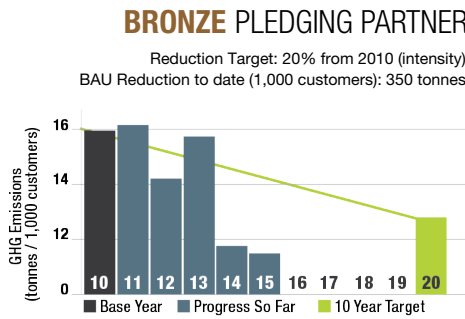
- Key Projects:
- HVAC Upgrades
 - Lighting Retrofit
 - Pump and Motor Upgrades



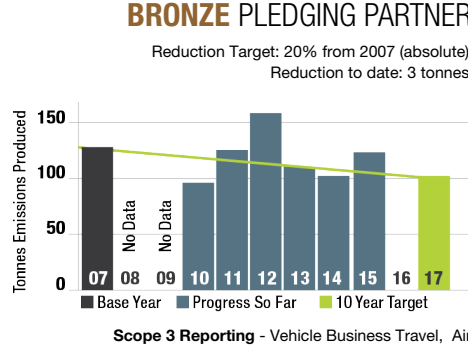
- Key Projects:
- Waste Reduction
 - Commuter Challenge



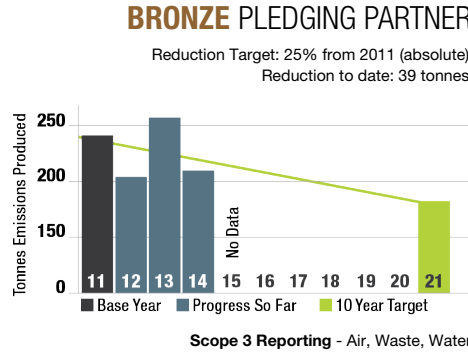
- Key Projects:
- Solar Panels
 - LEED Buildings
 - Remote Terminal Units



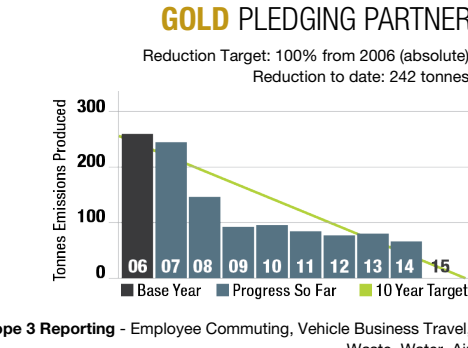
- Key Projects:
- Solar Panels
 - Renewable Energy Credits and Offsets



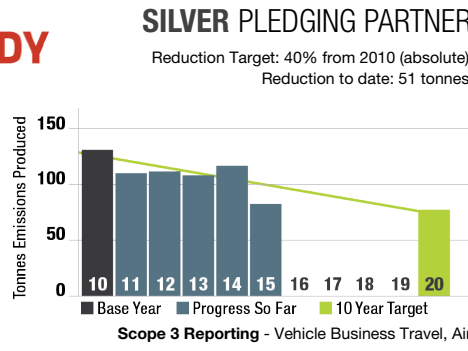
- Key Projects:
- Solar Window Film
 - HVAC Controls
 - Energy Audit



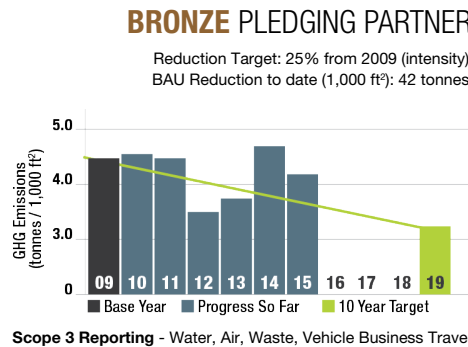
- Key Projects:
- Occupancy Sensors
 - Equipment Upgrades
 - Server Replacement



- Key Projects:
- LEED Silver Building
 - Gas and Water Sub-metering
 - Energy Audit



- Key Projects:
- Solar Panels
 - Community Access Bikeshare Station
 - Energy Retrofits



Visioning A Sustainable Waterloo Region in 2025



GUEST WRITER

Encouraging the Conversation

Talking about sustainability always involves looking to the future, and considering the relationship between our current world and all of our possible future worlds. Where are we now? Are we happy with that, or can we do better? What will that better future look like, and what can we do to bring it into being? Where will we be in ten years time?

When we started Sustainable Waterloo Region in 2009, with one program focusing on carbon reduction, we knew we wanted the organization to be two things: 1) an enabler of real, measurable action; and 2) an invitation to a regional conversation about what kind of world we want to build. Those original two things will still hold, but the actions we take and measure will evolve, and the conversation will grow

and shift.

In 2025, we will be working out of a Centre for Sustainability Excellence, a leading edge green building that will be the sustainability hub in the region, now in development. We will be supporting Waterloo Region's Climate Action Plan with SWR's current suite of programs like the Regional Carbon Initiative, TravelWise, and ClimateActionWR, and supporting sustainability efforts broadly with new programs like the Regional Sustainability Initiative coming this fall. And we will be continuing to lead and encourage the sustainability conversation in the Region and across Ontario, provoking dialogue about our world as it is and as it might be: for the future.



Dr. Barry Colbert

Chair, SWR Board of Directors,
P&G Centre for Business & Sustainability,
Wilfrid Laurier University



GUEST WRITER

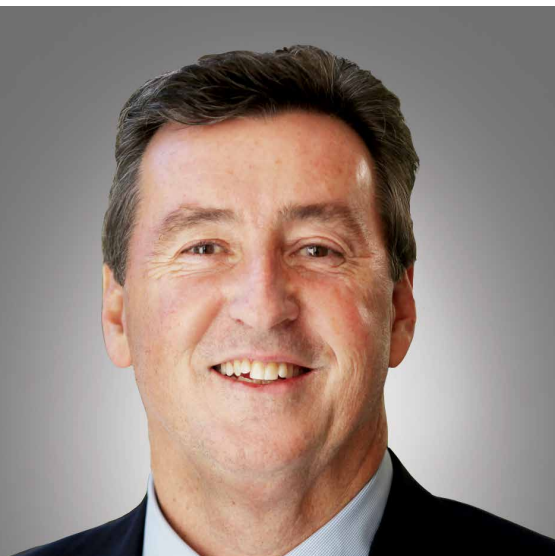
A Leading Sustainable Community

As President of Sun Life Financial Canada, I'm proud to call Waterloo Region home to our Canadian Headquarters. Our rich history in this community stretches back more than 100 years. Coupled with that history is an excitement for this vibrant region's future. Looking ahead to Waterloo's environmental sustainability in 2025, we see a community that is a recognized and respected leader.

Recognized for its high concentration of exemplary projects, its position as a hub for sustainability professionals, its ability to advance

sustainability at the community level. Respected for its collaborative spirit, for its disciplined focus on advancing environmental sustainability across sectors, and for its interest in helping other communities find their path towards a more sustainable future.

With its strong leadership in environmental sustainability, in 2025, Waterloo Region will offer a healthy, inclusive, and thriving community for all. Our vision for Waterloo's environmental sustainability is one that further strengthens what already makes Sun Life proud to shine in this community.



Kevin Dougherty

President,
Sun Life Financial Canada



GUEST WRITER

Transportation Possibilities

Multimodal Transportation: We believe the auto industry will change more in the next five years than it has in the past 50. This future will be integrated, multi-modal, electric and shared. Imagine the possibilities: using your smartphone, you order an autonomous, electric vehicle to take you to the train station where your reserved e-bike is waiting for the final ride to your office. Once there, you fold up that bike and put it next to your desk, ready for the ride home.

Electric Vehicles: We are committed to leadership in electric vehicles (EV's). Currently, we offer the Chevrolet Spark EV and Chevrolet Volt. Later this year, the Chevrolet Bolt will join the lineup delivering more than 320 kilometres of range. Adoption of EV's is on the rise but consumers still have concerns including battery range, recharging times and the availability of charging stations. GM is continuing to invest in battery research to improve battery life, range and affordability.

GM is bringing many of these ideas to fruition - Learn more: gminnovates.ca.



David Paterson

VP, Corporate and Environmental
Affairs, General Motors Canada



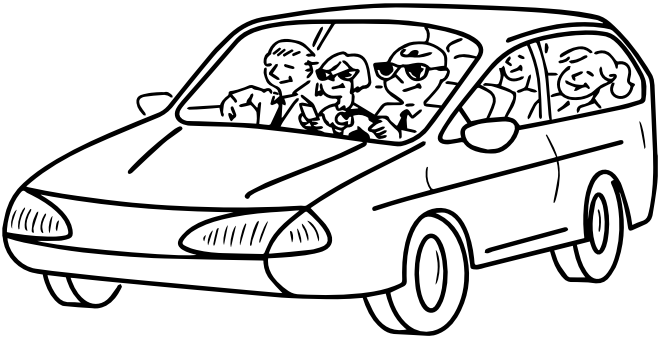
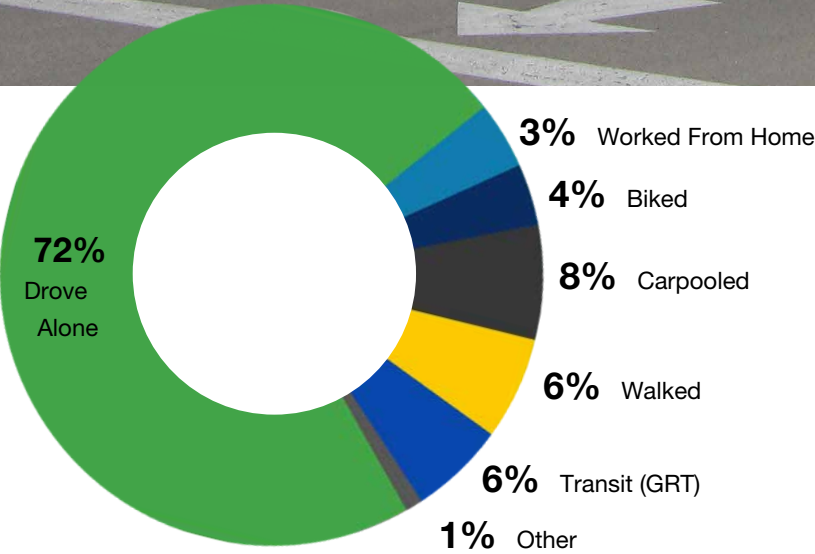


TravelWise offers member organizations tools and services to help employees find innovative and sustainable transportation options that reduce the number of single-occupancy vehicles traveling on our roads. It is a public-private partnership between the Region of Waterloo and Sustainable Waterloo Region.



TravelWise Mode Split Average

This graph shows the average 2015 mode split results for employees served by TravelWise. Over ¼ of trips made by employees use sustainable transportation such as walking and carpooling.



shifting BEHAVIOUR

Three out of four drivers served by TravelWise say that they would be interested in trying something different if better infrastructure, financial incentives, or supportive programming was provided. This is where the TravelWise program and participating members can make a difference! It is not surprising, however, that shifting behaviour toward alternative modes of transportation is a slower process, given that driving is so deeply embedded in our culture. In many cases, driving appears necessary to fulfill work responsibilities and a growing standard of personal expectations.

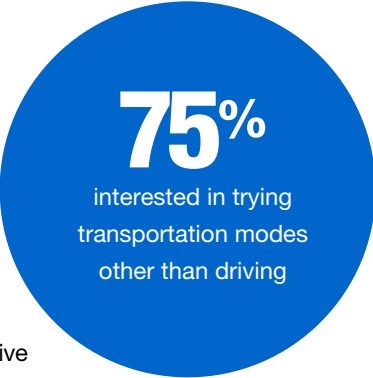
In Waterloo Region, 40% of greenhouse gas emissions are attributed to transportation, a tremendous contributor to our climate impact that needs to be addressed.

If offering incentives is not enough to motivate a shift in commuters' behaviours, then it is essential for decision makers to take bold and innovative steps to prompt sustainable transportation mode choices. For example, providing pricing mechanisms that make alternative modes of transportation more affordable and attractive than driving sets a strong precedent; developing policies that make it not only possible, but preferable, for employees to work from home also significantly challenges the existing commuter profile.

In 2015, we asked 4,000 drivers from TravelWise member organizations: "If you currently drive as your primary mode of commute, what would encourage you to try something different?" The top motivator was better transit routes and schedules, with 31% of employees suggesting that this would help them make a switch.

As well, commuter behaviour data from 2015 suggests that over 1,000 employees served by TravelWise use transit. It is anticipated that the revamped transit system coming in 2017 will help commuters shift their behaviours away from driving alone.

By leading by example and adapting to employees' needs, employers can create change. What's in it for them? Reduced pressure to meet parking requirements, more satisfied employees, and a strong reputation as leaders in sustainability and corporate responsibility.



TravelWise Members (as of December 31, 2015)



TravelWise Awards

Leadership & Innovation



This award recognizes an organization that has demonstrated a strong commitment, and creative solutions, to encourage alternative transportation for employees. This year’s award goes to Wilfrid Laurier University for providing a bike loan program on campus, and for launching new events and programs to encourage cycling during summer months. Laurier also improved campus infrastructure to make cycling and walking safer and more accessible.

Greatest Increase in Sustainable Commuting



This award recognizes an organization whose employees have made the greatest strides in using alternative transportation to commute to work. In 2015, employees at Crawford & Company decreased their number of driving trips more than any other organization. They accomplished this primarily by using more transit and by taking advantage of Crawford’s telework and flex time policies.

Most Active Member



This award recognizes the most active and engaged member in TravelWise in 2015. This year’s award goes to the City of Cambridge for their enthusiastic involvement in campaigns such as Carpool Week and Bike Month, participation and attendance at TravelWise quarterly meetings, and willingness to share best practices with other members.



Campaigns and Events

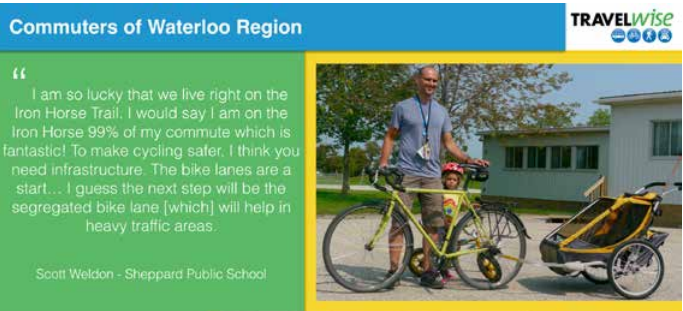
Carpool Week

This week in February proved that carpooling can be both convenient and fun! The campaign also showcased gotravelwise.ca, where carpool matches are made in the region and the surrounding area. A “Team Travel Award” helped members promote Carpool Week to their employees, getting them to post their carpool rides on gotravelwise.ca and tweeting carpool selfies. 12 TravelWise members actively participated in the challenge, though ultimately, **BlackBerry** came out on top with 71 total engagement points.



Bike Month

Throughout the month of June TravelWise hosted 13 bike-to-work breakfasts and educational events to celebrating commuters. This campaign, which included an online contest, reached an estimated 4,000 people, and provided a great opportunity to tell commuters about cycling resources in Waterloo Region. Participants also had a chance to practice loading their bicycle onto a Grand River Transit bike rack. Overall, 4,128 bike trips were logged on gotravelwise.ca, totalling a distance over 21,000 km and representing 4.5 tonnes of CO₂ saved.



Commuters of Waterloo Region

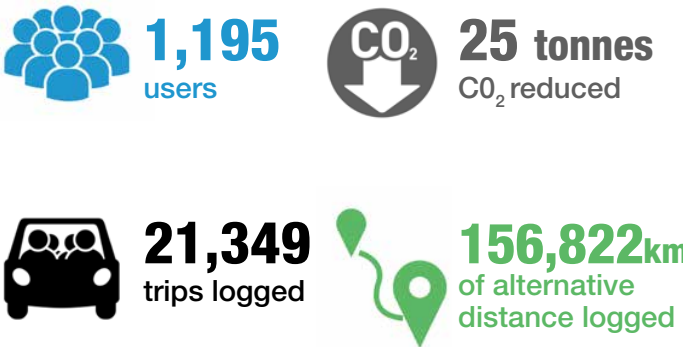
This twitter campaign, which showcases sustainable transportation as the norm, launched in November 2015. It features commuters who travel to work using sustainable options such as biking, walking, transit, and carpooling. On average, more than 2,000 people viewed the #CommutersWR feature each week, and since launch, more than 25,000 people saw the feature.

Gotravelwise.ca

This online tool is used to find carpool matches and track alternative trips. The tool also calculates users’ impact of using sustainable transportation. To date, approximately 25 tonnes of CO₂ and \$30,000 have been saved by those who have logged their trips on gotravelwise.ca. Since the tool launched in July 2014, it has gained more than 1,000 users and more than 20,000 trip logs.



gotravelwise.ca by the numbers since July 2014



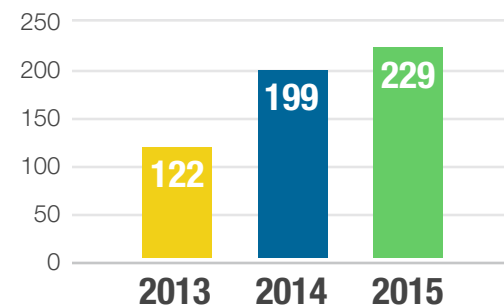


Transit Overview

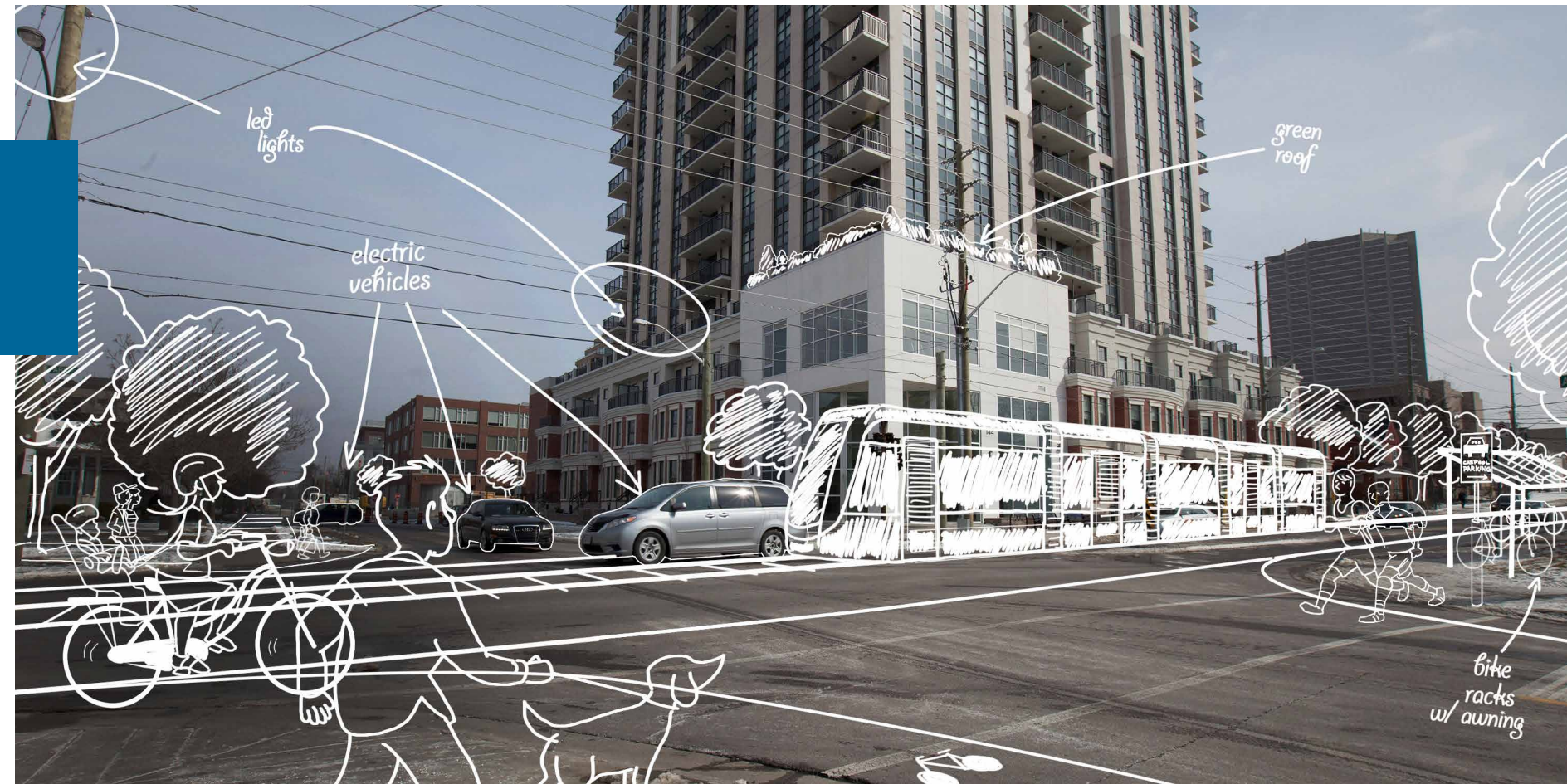
Grand River Transit (GRT) is the cornerstone of multi-modal sustainable transportation in Waterloo Region. This comprehensive transportation network connects much of the region with 59 regular routes serviced by more than 250 buses.

CORPORATE BUS PASS SALES

The number of discounted GRT Corporate Bus Passes purchased by TravelWise members has steadily increased over the years. At the end of 2015, 229 Corporate Bus Passes were purchased, representing an 87% increase since 2013.



Imagine the transportation options...



GUEST WRITER

Building Our Sustainable Community with Transit



Kevan Marshall

Principal Planner,
Transportation Demand Management
Region of Waterloo

The Region of Waterloo established Grand River Transit (GRT) in 2000 recognizing that an effective public transit system would enhance the liveability and vitality of the region. Ridership growth has more than doubled from 9.4 million in 1999 to over 20 million in 2015, demonstrating that GRT provides a convenient and affordable transportation option for residents. Our employees are working together with ION Rapid Transit staff to maintain dependable service during construction and ensure ION's seamless integration into our transit network when the trains start to roll.

By offering discounted monthly transit passes to employees of TravelWise members, GRT has helped reimagine transit as a champion of

sustainable commuting. Our Bus 'n' Bike program has also ensured that every GRT bus has a bike rack. When the weather is poor, GRT is a safe and convenient alternative for active commuters (and their bikes)!

GRT recognizes transit's important role in developing a strong sustainable transportation network. We are continuously working towards a more efficient, well-connected, and accessible transit network that can foster sustainable development, encourage compact urban form, and help improve quality-of-life. For these reasons, GRT is striving to improve transit services and customer satisfaction not only to build ridership, but also to help build our community.

THE NEXT GENERATION OF TRANSIT

Set to begin service in 2017, ION is a visionary plan that will shape the community for the future by bringing Light Rail Transit (LRT) to Waterloo Region in two stages.

Stage 1 is a 36 km corridor that includes 19 km of LRT and 19 stops from the Conestoga Mall transit terminal in Waterloo to the Fairview Park Mall transit terminal in Kitchener. It also features 17 km of Bus Rapid Transit (BRT) from the Ainslie Street transit terminal in Cambridge to the Fairview Park Mall transit terminal. Stage 2 will see BRT converted to LRT, creating a seamless LRT route across the three urban centres.

As a first step of bringing the ION Rapid Transit to Cambridge, the ION Bus Rapid Transit service was launched in September 2015. It connects Ainslie Street transit terminal in Cambridge with Fairview Park Mall transit terminal in Kitchener.

ION is part of a region-wide transit system that will connect rapid transit with a network of Grand River Transit (GRT) iXpress and local bus routes. ION and GRT will operate with one fare for all services and free transfers between both systems. ION will link to GO Transit, VIA Rail services as well as walking and cycling trails to help provide sustainable transportation choices.



Bus Rapid Transit (BRT)

BRT is a bus-based mass transit system that has right of way to avoid traffic congestion. BRT systems also have station platforms level with the bus floor to reduce boarding and delays.



Light Rail Transit (LRT)

LRT is made up of multiple units to form a train and will operate separately from traffic, making it a more efficient, reliable, comfortable, convenient, and effective way to travel.



ClimateActionWR is a collaboration between local organizations and community members focused on climate change mitigation. Led by REEP Green Solutions and Sustainable Waterloo Region, this program coordinates the activities of the Climate Action Plan. It establishes cross-sector dialogue, facilitates collaborative opportunities, and monitors and measures progress toward the achievement of our community's greenhouse gas (GHG) emission reduction target of 6% below 2010 levels by 2020.

furthering the Climate Action Plan TOGETHER IN 2015

ClimateActionWR Stakeholders

Action Owners, Committee Members, Program Funders



Action Owners, Committee Members

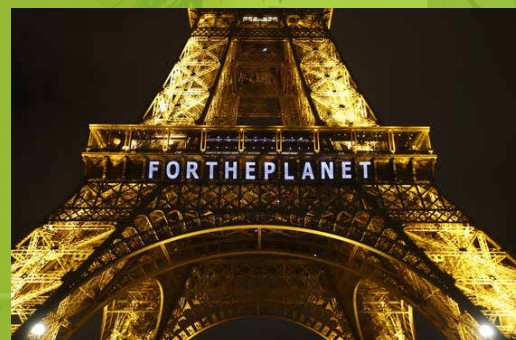


Action Owners



Noteworthy in 2015

Local actions are often fuelled by the views of our world leaders. Climate change made positive headlines in 2015, with these monumental decisions that will filter through to Waterloo Region for years to come.



An Ambitious, Historic Paris Agreement

At the UN Conference of the Parties (COP 21), 195 nations came to a binding, universal agreement to curb emissions in order to keep temperature rise below 2°C.



The Catholic Climate Covenant

Pope Francis's ground breaking encyclical on ecology says that climate change is a real and immense challenge; it implores immediate action and positions this as a moral and religious issue.



Environment and Climate Change Canada

The phrase *Climate Change* is added to the name and mandate of the Federal Ministry of Environment, marking a shift towards climate change action at the national level.

Cap and Trade Coming to Ontario

The Government of Ontario released a plan to reduce GHG emissions by 80% below 1990 levels by 2050, introducing a cap-and-trade system and promoting the use of cleaner energy sources.



Climate Action Plan – Actions, Initiatives, Committees

ClimateActionWR focuses on the three sectors of greatest greenhouse gas (GHG) impact in our community. The actions put forward and supported by ClimateActionWR are divided into these sectors, with sector-specific committees comprised of subject matter experts and community members. Each committee is tasked with identifying climate change mitigation initiatives in its sector, and accelerating uptake and progress of these initiatives towards achieving Waterloo Region’s community GHG reduction target.

TRANSPORTATION

Transportation is the single greatest contributor to our GHG footprint in Waterloo Region. ClimateActionWR supports many actions that help increase the uptake and ease of using alternative transportation modes.

Initiatives:

Anti-Idling Campaign, Community Access BikeShare, Community CarShare, ChargeWR, Regional Transportation Master Plan, TravelWise

One Highlighted Action:

Community CarShare provides access to 60+ vehicles on a self-serve, pay-per-use basis to its more than 1,900 members across Southern Ontario. Currently, it is working to expand the CarShare Anywhere program, which allows organizations to offer a CarShare vehicle on-site. Through strong neighbourhood use of its vehicle, YWCA Kitchener-Waterloo has been able to reduce its cost of offering this service to their employees by 85% in just one year.

WORKPLACE

Successful energy management projects can be duplicated and expanded upon elsewhere. ClimateActionWR promotes increased understanding of the benefits and challenges of implementing GHG reducing practices in the workplace.

Initiatives:

A centre for sustainability excellence (the building that gives back), City of Cambridge Corporate Reduction Initiatives, City of Kitchener Corporate Reduction Initiatives, City of Waterloo Corporate Reduction Initiatives, Regional Carbon Initiative, Regional Community Energy Investment Strategy, Region of Waterloo Corporate Reduction Initiatives, Water Efficiency Target

One Highlighted Action:

The City of Waterloo upgraded the dehumidification system and refrigeration controls at RIM Park in early 2015. The project resulted in \$105,000 in energy cost savings, and a reduction of over 600,000 kilowatt hours, equivalent to the annual electricity consumption of 55 homes.

RESIDENTIAL

To reduce average energy use in households while maintaining or increasing home comfort, ClimateActionWR is working to help promote understanding and access to local energy-efficiency resources and upgrades.

Initiatives:

Energuide Home Evaluations, Home Assistance Program, Home Energy Coach, Kitchener Utilities and Union Gas Conservation Demand Management Initiatives, saveONenergy

One Highlighted Action:

In the fall of 2015, Waterloo North Hydro ran a paperless billing marketing campaign “Simplify your life. Go Paperless”, which resulted in an increase of paperless billing subscribers of 686%. Paperless billing not only reduces the amount of paper, but it also provides customers with a convenient way to receive, pay and manage their bills as well as view and manage their energy usage.



GUEST WRITER

A Sustainable Region in 2025



Berry Vrbanovic
Mayor, City of Kitchener
Executive Member,
United Cities and Local Government

Waterloo Region has a tremendous reputation for innovation. In fact, it is this innovative spirit that led to the launch of Sustainable Waterloo Region in 2008. In seven short years, SWR has had tremendous impact locally, while also scaling up to replicate its impact in more than a dozen communities across Ontario.

Over the next decade, this region has a distinct opportunity to leverage its unique culture of innovation even more significantly in areas such as climate change, climate mitigation and sustainability. The partnerships and open collaboration between our

academic institutions, the private sector and not-for-profits in our region is unlike any other in the country. By continuing to advance these partnerships, Waterloo Region can become an even bigger environmental leader, making Canada, and ultimately our planet, more sustainable. Together, we will find solutions to improve citizens’ quality of life and the environment, while also contributing to a thriving economy. The opportunities in areas like clean technology are limitless; they will undoubtedly drive new businesses and new industries we have yet to imagine. Now is our time to lead.





charging ahead INTO THE FUTURE

During the past three years, the number of charging stations and electric vehicles more than doubled in the Region of Waterloo. Based on provincial support in the form of available funding and rebates, it is anticipated that this growth will surge in 2016 and 2017.

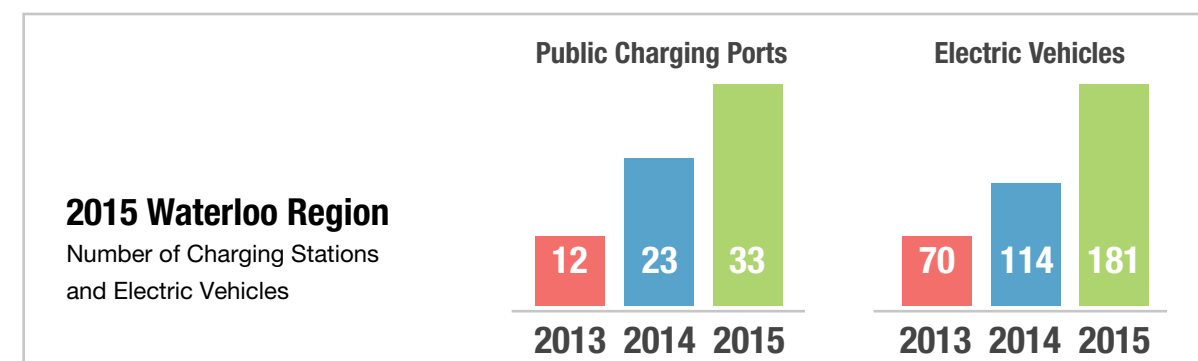
At the end of 2015, the Waterloo Region was home to 181 electric vehicles, with a positive impact of:

FUEL SAVINGS

Annual savings of more than \$1.2 million in fuel costs*

LOWERED EMISSIONS

Annual equivalent of 534 tonnes CO₂ not emitted*



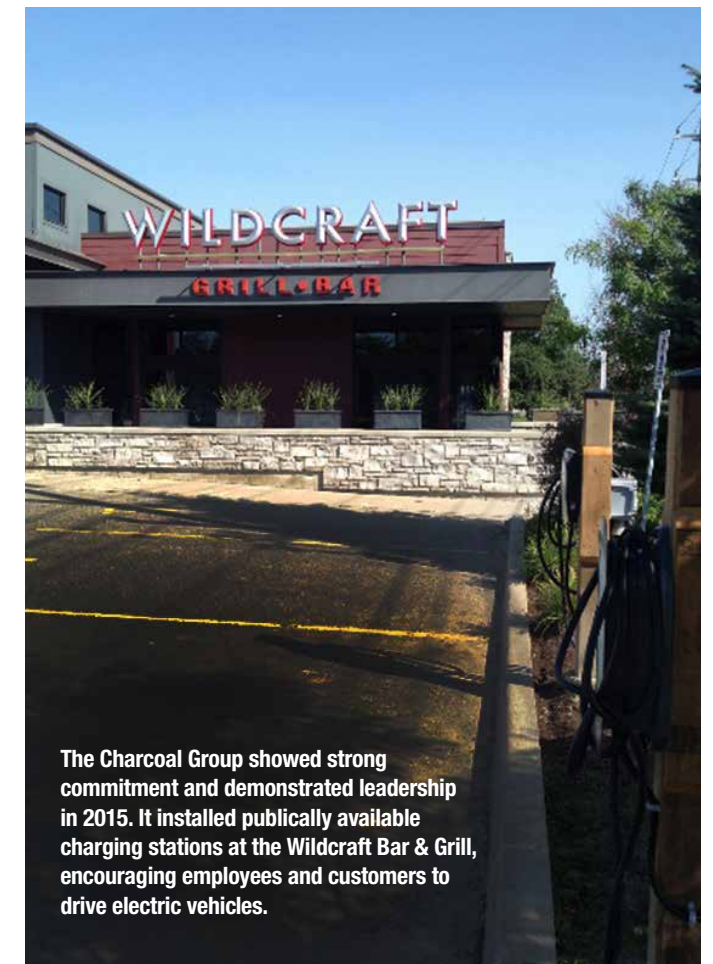
* Fuel consumption calculations based on Typical Light Vehicle Consumption outlined in the Ministry of Natural Resources Canadian Vehicle Survey 2009 Summary Report. Fuel cost calculations based on the average Ontario unleaded fuel cost in 2013 of 127.1 cents/L provided from the Ministry of Environment Fuel Price Data * Emissions factor of 8.92 x 10⁻³ metric tons CO₂/gallon of gasoline, value referenced from the US Environmental Protection Agency.

Events in 2015

In **June**, over 100 people attended an event hosted by ChargeWR and the **David Johnston Research +Technology Park** team. Autochargers.ca demonstrated the use of EV charging stations and more than 50 EV test drives were conducted with Tesla Canada (Model S), Greg Vann Nissan (Leaf), K-W Mitsubishi (i-MiEV) and PFAFF Porsche (Panamera E-Hybrid and Cayenne E-Hybrid).

In **September**, in cooperation with the Waterloo Region Volt Owners Group (WRVoltec), EVs were demonstrated during the National Drive Electric Week at the Conestoga Mall. Just about every type of EV available in Canada participated, (Chevy Volt, Nissan Leaf, Smart Fortwo electric drive, BMWi3, Tesla Model S) with approximately 20 EV owners arriving to share their experience in driving an electric vehicle.

In **October**, EVs and charging stations were presented and test drives were offered to officials from the **City of Waterloo**. Subsequently, in December 2015, the **Region of Waterloo** approved the installation of a charging station in the City Hall parking lot.



The Charcoal Group showed strong commitment and demonstrated leadership in 2015. It installed publicly available charging stations at the Wildcraft Bar & Grill, encouraging employees and customers to drive electric vehicles.

the building that GIVES BACK

“We believe the building will become a leading edge show-piece regionally, and nationally. The vision embodies all three of EY’s global values, supporting education, entrepreneurship and the environment.”

Greg McCauley & Violet DaSilva
EY Canada

BUILDING A VISION

Imagine a world where buildings generate more energy than they use; becoming in effect, power plants. Imagine a world where buildings harvest rainwater, purify the air, grow food and create zero net waste. This is the frontier for environmentally net positive architecture.

Sustainable Waterloo Region is leading a collaboration that seeks to bring this vision to life, building the largest net-positive, multi-tenant commercial building in Canada. To deliver on this project by 2018, a unique team has formed between the project leader (Sustainable Waterloo Region), the developer (The Cora Group), the landowner (David Johnston Research + Technology Park) and anchor tenant (EY Canada).

This project is well positioned for public-private partnerships and governments, foundations, companies and individual donors have been invited to help make it a reality. These organizations have seized this exciting opportunity to get in on the ground floor; they are recognized as early enablers.

Leadership Team



Enabling Supporters



GUEST WRITER

My Vision for a Sustainable Waterloo Region in 2025

I am excited to be part of the team that is bringing Canada’s first multi-tenant, net positive building to reality. Together with the David Johnston Research + Technology Park, EY Canada and SWR, we are pushing the limits of sustainability in real estate development.

It is my vision, that by 2025 we will have completed a highly sustainable demonstration building occupied by companies that are environmentally

sustainable, full of people that are happier, and contributing to a healthier community.

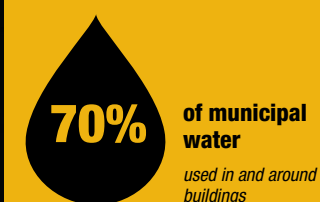
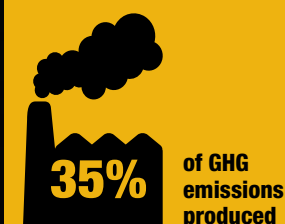
The success of this project rests not only on constructing a building, but also on engaging with those who work in it every day to help them behave in a sustainable way, allowing the physical structure to be a truly high-performance building. Real success is being able to show the rest of the industry that sustainable development is not only possible, but also financially lucrative.



Adrian Conrad
Chief Operating Officer,
Cora Group Inc.

Sustainability Design Principles

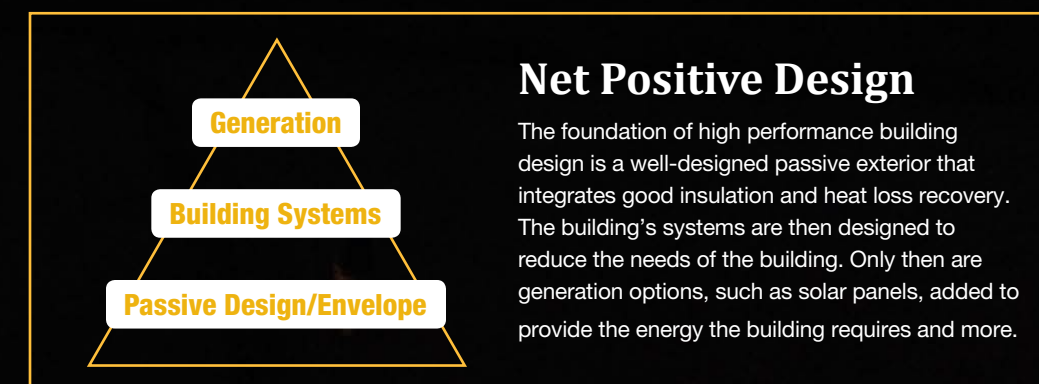
According to the Canada Green Building Council, buildings account for:



Rethinking how buildings are constructed is an important priority. Guiding every step of this project, including design, development and the ongoing operation and occupancy, the building will embody the following principles:

- » **Net Positive:** energy generator, creating more energy than the building needs to operate
- » **Scalable:** financially viable, inspiring other net positive buildings
- » **Showcase:** serve as a testing site for new and emerging technologies, sharing experiences widely through business and academic channels
- » **Incubator:** a collaboration space, advancing sustainable solutions and deepening Waterloo Region’s role as a sustainability leader provincially and nationally
- » **People:** culture and behaviour tactics, all stakeholders (property manager, tenants, employees, guests, surrounding area, etc.) actively engaged in achieving performance targets

It will be key to consider all forms of energy, water, waste and air quality, implementing passive, active, and regenerative solutions.



EVENTS

Events are foundational to Sustainable Waterloo Region (SWR). In January 2009, SWR's first ever event brought together 200 individuals from across Waterloo Region's business community to envision a sustainable future. This was the catalyst of our future direction and support for the corporate community.

Come 2015, events continued to be a core part of SWR, driving our sustainability community. Increasingly, we see event speakers as not just inspiring us and sharing knowledge, but kicking off discussions and partnerships.

2015 saw a schedule of 14 events serving members and partners across all SWR programs, and ranging from SWR Signature Events, to Workshops, and Peer-to-Peer Learning Sessions. We were constantly thrilled to welcome both familiar and new faces to the audience, totalling over 800 attendees throughout the year.

800+ attendees came to
14 events in 2015



Unilever's Sustainable Living Plan

The SWR community learned from John Coyne, VP Legal & External Affairs and General Counsel, Unilever Canada Inc., the strategies that big businesses take to bolster sustainability.

▼ Building on Innovation

John Straube of RDH Building Science, Phil James from Credit Valley Conservation Authority, Colin Umbach, from WalterFedy and Alex Chapman from the City of Guelph shared solutions which, if put into action, can create a positive shift in the way buildings are built and used.

▼ Peer Learning Sessions

Peer Learning Sessions are small topic specific discussions where RCI member organizations share their experiences on sustainability. 2015's sessions identified non-utility sustainability metrics and saving options associated with multi-tenant buildings, employee engagement and commuting.



SWR Awards

These awards are given to those who have gone above and beyond in 2015 in their efforts to support a more sustainable community. The recipients have provided outstanding support to Sustainable Waterloo Region, our programs, projects, and people.

SWR Partner of the Year

An organization that has gone above and beyond in their support and participation with SWR in that year.



The Cora Group Inc.
DEVELOPERS & MANAGERS OF COMMERCIAL REAL ESTATE

Environmental Awareness

An organization that promotes awareness of sustainability and action in the community.



Champion of the Year

A single person who has been highly inspiring, involved and supportive of sustainability with SWR and in their organization.



This year's champion:
Anna Marie Cipriani, City of Waterloo



Dreaming Big

We asked our stakeholders to dream and tell us what they want to see in Waterloo Region in 2025 from a sustainability perspective. Their predicted new headlines:



“ **Self-sustaining residential communities (off grid, no land fill)** ”

Pete Lewis
Tech Wreckers



“ **Transportation emissions 60% less than 2015 levels due to widespread electric vehicle adoption** ”

Ian Miles
Energy+



“ **Waterloo Region has net zero energy consumption, and has restored water balance** ”

Mary Jane Patterson
REEP Green Solutions



“ **Canada reaches its carbon targets. Sustainability practices are embedded as core competencies and metrics in every start-up, small and medium enterprises etc.** ”

Sheldon Pereira
Wilfrid Laurier University



“ **Early indicators are that global warming is slowing and environmental health is improving** ”

Rosemary Smith
The Kitchener and Waterloo Community Foundation



“ **Demand for oil continues to plummet. Markets untouched given oil's limited importance** ”

Matt Stevens
FleetCarma

Where We Are Headed

We live in a fascinating time of transformation, seeing disruptive innovation across all sectors of society. Through it all, Sustainable Waterloo Region (SWR) continues to push its programs and the community to realize our mission, a future that advances the environmental sustainability of organizations across the Region.

Here is what we are up to in 2016:

Redefining the Metrics

In 2016, the Regional Carbon Initiative is transitioning to the Regional Sustainability Initiative. Recognizing that one-size does not fit all situations, this new program assesses how rooted sustainability is throughout an entire organization, looking at policies, processes and operations. It also takes the target setting model further, allowing members to set targets on the environmental issues that are material to their organization. They will be able to choose from three objectives: waste diversion, water consumption, and of course carbon/GHG's.



Engaging the Region

In 2016, TravelWise is expanding its campaigns; Car Pool Week has become a month-long initiative, and a new engagement program that boosts uptake of transit and walking will be held in the fall. Members will see additional workshops to support their programs, amended milestones and a revised commuting scorecard.



Taking a Measure

ClimateActionWR will be assisting the Region of Waterloo with the GHG re-inventory process, communicating the results, reporting to Council and community stakeholders. This re-inventory process will commence later this year and be reported to the community in the spring of 2017.



The Building that Gives Back

Tenants are scheduled to move into this iconic building in 2018. To achieve this, 2016 will see the team move concepts to finalized plans; drawings will be complete, tenants will be settled, and construction will begin.



Charging Ahead

Waterloo Region's electric vehicle (EV) landscape will see a tremendous shift, through potential support from the EV Chargers Ontario program and increased subsidies for the purchase of EVs from the Ministry of Transportation. Together, these will increase the charging network and make it easier for residents to buy EVs. ChargeWR will support EV growth by working with the community to increase the impact of these incentive programs and by facilitating access to EVs across the region.



WE COULD NOT HAVE DONE IT WITHOUT YOU!

Volunteers

Business Development

Courtney Butler, Business Development Generalist

Taginder Clair, Business Development Generalist

Cheryl de la Cruz, Business Development Generalist

Mariah Smith, Business Development Generalist

Elizabeth Wong, Business Development Manager

ClimateActionWR

David Alton, ClimateActionWR Community Relations Lead

Nina Blagojevic, ClimateActionWR Communications Lead

Brittany Friesman, ClimateActionWR Web & Social Media Coordinator

Binesh Lodhi, ClimateActionWR Committee Coordinator

Nila Maran, Online Content Coordinator

Cailin Munroe, ClimateActionWR Committee Coordinator

Dan Shaver, ClimateActionWR Partner Support Coordinator

Amber Turvey, ClimateActionWR Events Coordinator

Events

Megan Backos, Peer Learning Session Coordinator

Manpreet Dhaliwal, Events Logistics Coordinator

Alvin Fan, Events Marketing Coordinator

Tarana Persaud, Events Research Coordinator

Steve Yessie, Events Content Coordinator

Finance

Katherine Albrecht, Financial Operations Lead

Andreina Calderon, Finance Coordinator

Archis Deshpande, Cash Flow Lead

John Paul Nyereka, Finance Manager

Rebecca Vollmer, Finance Manager

Julie Vuong, Finance Coordinator

Fund Development

Danielle Avila, Organizational Support Manager

Lily Lanczi, Fundraising Coordinator

Eunice Lao, Business Development Specialist

Cindy Luu, Business Development Specialist

Human Resources

Naudia Banton, Human Resources Manager

Samantha Clement, Team Social Coordinator

Alison Forler, Recruitment Coordinator

Crystal Lammens, Human Resources Assistant

Negar Nikaein, Human Resources Assistant

Nadine Shantz, Human Resources Assistant

Yvonne Stoll, Human Resources Specialist

Marketing

Christine Bui, Graphic Designer

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Valerie Chong, Social Media Coordinator

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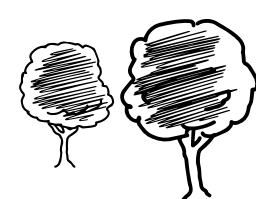
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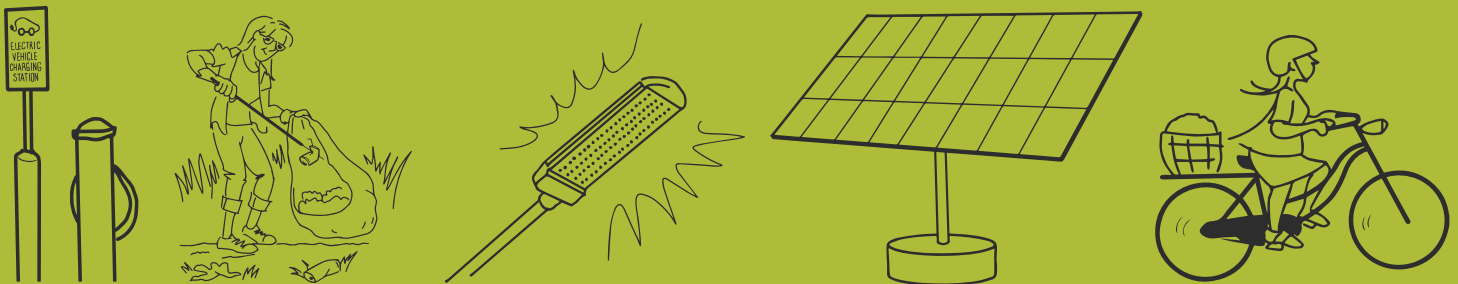
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...what's your sustainable vision?



We would love to hear from you!



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650 copies of the 2015 Report were printed using 147 kg of 100% post-consumer paper. It was also distributed digitally to reduce printed copies.

By using sustainable paper we saved:

- 151 kg of GHG emissions
- 54 kg of solid waste
- 6,878 litres of water
- 293 kilowatt hours

Environmental impact estimates were made using the Environmental Paper Network Paper Calculator Version 3.2.1

