Present were: Chair J. Wideman, L. Armstrong, J. Brewer, T. Cowan, D. Craig, R. Deutschmann, T. Galloway, J. Haalboom, R. Kelterborn, G. Lorentz, J. Mitchell, K. Seiling, S. Strickland, C. Zehr

Members absent: B. Halloran, C. Millar

**MOTION TO GO INTO CLOSED SESSION**

MOVED by G. Lorentz
SECONDED by L. Armstrong

THAT a closed meeting of the Planning and Works Committee be held on Tuesday, May 8, 2012 at 8:45 a.m. in the Waterloo County Room, in accordance with Section 239 of the *Municipal Act*, 2001, for the purposes of considering the following subject matters:

a) proposed or pending acquisition of land in the City of Kitchener
b) proposed or pending disposition of land in the City of Cambridge
c) receiving of advice subject to solicitor-client privilege related to a legal agreement
d) personal matters about identifiable individuals – committee appointments
e) receiving of advice subject to solicitor-client privilege related to a legal matter

CARRIED

**MOTION TO RECONVENE IN OPEN SESSION**

MOVED by T. Cowan
SECONDED by J. Brewer

THAT the meeting reconvene into Open Session.

CARRIED

**DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**

K. Seiling declared a pecuniary interest with respect to report E-12-057, Municipal Utility Relocation – Cost Sharing for Rapid Transit, due to two of his adult children who own residential properties within the proposed corridor.

D. Craig declared a pecuniary interest with respect to report E-12-057, Municipal Utility Relocation – Cost Sharing for Rapid Transit, due to his son owning property within the area of a proposed station on the rapid transit system.
R. Deutschmann declared an indirect interest with respect to report E-12-057, Municipal Utility Relocation – Cost Sharing for Rapid Transit, due to a pecuniary interest since he and his spouse are shareholders of corporations that have an interest in a property at 10 Duke Street West, Kitchener.

DELEGATIONS

a) Michael Druker addressed committee on behalf of Tri-Cities Transport Action Group regarding their paper titled “New Cycling Infrastructure Increases Cycling Rates – A Case Study in Guelph”; a copy of this case study is appended to the original Agenda.

M. Druker explained the data collected in the City of Guelph where they have installed new cycling infrastructure and have noticed an increase in cycling overall. He spoke about the benefits for cyclists and the community and suggested that the Region initiate implementation of cycling infrastructure on its roadways.

This information was received and referred to the Active Transportation Master Plan working group for review.

In response to a member’s inquiry, M. Druker explained the general design of protected cycling corridors.

b) Mike Morrice, Executive Director, addressed committee to highlight the 2011 Annual Report on Sustainable Waterloo Region. A copy of the report was distributed and is appended to the original minutes.

M. Morrice also provided a presentation to the Committee; a copy is appended to the original minutes, to explain the progress of the program over the last year. He noted that the program and our community are being recognized as leaders provincially and nationally as our country moves toward a low carbon economy. He highlighted examples of Regional Carbon Initiatives and reviewed future initiatives. M. Morrice advised that they are working toward creating a national charity that would share the program of Sustainable Waterloo Region around the world. He reviewed the community partners in the program which include Green House Gas Commitment - Regional Carbon Initiative Climate Collaborative, TravelWise, Community Environmental Fund, and Light Rail Transit.

c) Pierre Chauvin, MHBC Planning, appeared on behalf of Activa Holdings, regarding Report E-12-045, Recommended Intersection Improvements at Ottawa Street and Trussler Road, Kitchener.

P. Chauvin advised that his client owns land at the north east corner of the intersection and advised that there was a subdivision application and ongoing Ontario Municipal Board matter for that site. P. Chauvin expressed concern about the 2020-2025 timeframe for the roundabout construction. He requested more time to explore the potential impacts from the upgrades underway on Highway 7/8 at this time, before the Region considers delaying the roundabout construction timeline.
f) E-12-045, Recommended Intersection Improvements at Ottawa Street and Trussler Road, City of Kitchener

Staff advised that the deferral of the construction of the Roundabout was not being considered at this meeting, rather it would be brought forward in the 2013 Budget process as part of the 10 Year Capital program.

A concern was raised regarding the use of an Injury Crash Cost ratio for traffic signal versus roundabout at this intersection and questioned its relevance. As a result, Chair Wideman requested staff to prepare a report for Committee detailing the rational for the Injury Crash Cost calculation in this regard.

MOVED by C. Zehr
SECONDED by T. Galloway

THAT the Regional Municipality of Waterloo approve the ultimate implementation of a two-lane roundabout on Ottawa Street at Trussler Road, in the City of Kitchener, all as presented in Report E-12-045 dated May 8, 2012.

CARRIED

DELEGATIONS - Continued

d) David Martin addressed committee regarding report E-12-053, Reserved Cycling Lanes, Bridge Street (Regional Road 52) from Northfield Drive (Regional Road 22) to Lexington Road, City of Waterloo.

D. Martin explained his experiences cycling in the area and indicated that he was concerned for cycling safety on Bridge Street when there are parked vehicles on the road and therefore expressed support for the recommendation.

Chair Wideman advised that the City of Waterloo staff support the continuous cycling lane and removal of the southbound right turn lane.

REPORT

k) E-12-053, Reserved Cycling Lanes, Bridge Street (Regional Road 52) from Northfield Drive (Regional Road 22) to Lexington Road, City of Waterloo

MOVED by S. Strickland
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo amend Traffic and Parking By-law 06-072, as amended, to:

a) Add to Schedule 1, No Parking Anytime on both sides of Bridge Street (Regional Road 52) from Northfield Drive (Regional Road 22) to Lexington Road; and
b) Add to Schedule 24, Reserved Bicycle Lanes Anytime on both sides of Bridge Street (Regional Road 52) between Northfield Drive (Regional Road 22) and Lexington Road in the City of Waterloo, as outlined in Report E-12-053 dated May 8, 2012.

CARRIED

REPORTS – PLANNING, HOUSING AND COMMUNITY SERVICES

COMMUNITY PLANNING

a) P-12-036, Proposed Reurbanization Community Advisory Panel and Ongoing Public Consultation Opportunities

Rob Horne, Commissioner of Planning, Housing and Community Services, advised that the list of core representative organizations was not exclusive or exhaustive and explained that the group would coordinate with Rapid Transit without duplication. He also noted that this Panel would not undertake development review.

It was confirmed that representatives for the panel would be invited by staff to participate. A member suggested that the education sector should be expanded to include organizations outside of continuing education. It was noted that the Ontario Federation of Agriculture should be changed to the Waterloo Agriculture group.

MOVED by C. Zehr
SECONDED by R. Kelterborn

THAT the Regional Municipality of Waterloo establish a Reurbanization Community Advisory Panel, as described in Report No. P-12-036, dated May 8, 2012, and more specifically:

a) Approve the attached Terms of Reference for the Reurbanization Community Advisory Panel; and

b) Direct staff to invite participants to the Reurbanization Community Advisory Panel.

CARRIED

COMMUNITY SERVICES

b) P-12-054, Year End 2011 Population and Household Estimates for the Region of Waterloo

Staff explained the collection of the data and the makeup of the population estimates contained in the report and advised that the Region is ahead of the Places to Grow Act growth targets.
MOVED by J. Brewer
SECONDED by T. Cowan

CARRIED

TRANSPORTATION PLANNING

c) P-12-055, Recommended Grand River Transit 2012 Fare Structure

R. Horne provided introductory comments on the report and memorandum regarding the U-Pass program update.

Staff and the schools were recognized for their work on the U-Pass Program. Staff confirmed the rate increase to each section of the Fare Structure.

Chair Wideman advised that Mary Ann Wasilka would appear as a delegation at the next Community Services Committee meeting with regard to this report. He suggested that any changes to the recommendation could be brought forward at the next Council meeting.

MOVED by S. Strickland
SECONDED by G. Lorentz

THAT the Regional Municipality of Waterloo approve the following regarding implementation of the 2012 Grand River Transit (GRT) fare structure as described in Report No. P-12-055, dated May 8, 2012:

a) Implement the GRT fare structure as detailed in Table 1 on July 1, 2012;

b) Coordinate MobilityPLUS fares with conventional transit fares by providing discounted tickets and monthly passes to provide fare parity, as required by the Accessibility for Ontarians with Disabilities Act (AODA) and;

c) Amend the Region’s Fees and Charges By-law No. 12-001 with respect to the approved 2012 GRT fares.

CARRIED
INTER-DEPARTMENTAL REPORT

d) E-12-047/P-12-043, 2012 Water And Wastewater Monitoring Report

MOVED by T. Galloway
SECONDED by J. Brewer

THAT the Regional Municipality of Waterloo accept the 2012 Water and Wastewater Monitoring Report summarized in Report E-12-047/P-12-043, dated May 8, 2012, as the account of water supply and wastewater treatment capacity as of December 31, 2011.

CARRIED

REPORTS – TRANSPORTATION AND ENVIRONMENTAL SERVICES

DESIGN AND CONSTRUCTION

e) E-12-027, Franklin Boulevard Improvements, Pinebush Road to Myers Road, City of Cambridge – Construction Phasing

William Gilbert, Senior Project Manager, delivered a power point presentation on the matter. A copy of the presentation is appended to the original minutes. He explained the review that staff undertook in regard to concerns raised by the City of Cambridge surrounding the construction timeline, public review period, and Roundabout awareness for Cambridge residents. W. Gilbert advised that staff continue to work with Grand River Accessibility Advisory Committee, Canadian National Institute for the Blind, and the Waterloo Catholic District School Board in relation to St. Benedict Catholic Secondary School, due to its proximity to the proposed roundabout at the intersection of Franklin Boulevard and Saginaw Parkway.

W. Gilbert explained the reasons for staff’s recommendation of making no change to the construction timeline, including: minimizing construction delays; the significant impacts from prolonged construction would have on the community, traffic and the cost of construction; delaying safety improvements at existing problem intersections; for pedestrian safety during a delayed construction period; and the critical construction path for the expropriation process.

Staff responded to questions from members relating to traffic detours on arterial roads, lane reductions on Franklin Boulevard during the construction period, pedestrian rights at Roundabouts, safety measures for the proposed Roundabout at St. Benedict School, details about the Homer Watson and Block Line Roundabout counter-measures, Ontario legislation regarding pedestrian signage, and details about the Roundabout education and awareness program.

Members expressed their support or their concerns about the construction phasing and Cambridge’s request. Some of the concerns were for traffic flow due to a reduction to one lane during construction; taking more time to explore and review the counter-measures at Homer Watson and Block Line Roundabout; and exploring whether the Roundabout located near St. Benedict School should include vehicle signals.

Through Committee discussion it became apparent that there was an inconsistent understanding of what decision was made on the project in 2010 by this Committee. Specifically about how many Roundabouts would be installed before the public consultation
period and review and report back to Committee to consider moving forward with the remainder
of the project. Some members recalled that the first Phase was to include three Roundabouts
at the north and three near the center of the project area, while others understood that only the
three at the north would be constructed before the public consultation period.

Chair Wideman directed the Clerk’s Office to collect and distribute the Minutes relevant to the
previous decision.

There was a suggestion that the matter be deferred to the next Council meeting to allow time to
review the previous decision on the matter and the following motion was moved in that regard.

MOVED by D. Craig
SECONDED by R. Deutschmann

THAT report E-12-027 dated May 8, 2012 titled Franklin Boulevard Improvements, Pinebush
Road to Myers Road, City of Cambridge – Construction Phasing, be deferred to the next
meeting of Council to allow time to review the previous decision on the matter.

LOST

Committee moved on to other items on the Agenda and returned to this item later in the meeting
when the Minutes were available.

g) Belmont Avenue Raw Watermain, Gage Avenue to Glasgow Street, City of Kitchener,
Pre-construction Information Package – Public Information Centre

A replacement map was circulated at the meeting.

Received for information.

RAPID TRANSIT

h) E-12-057, Municipal Utility Relocation – Cost Sharing for Rapid Transit

Details of the cost sharing between the municipalities were requested and staff advised that
they will be in a position to provide those details in the report planned for this fall.

Received for information.

TRANSIT

i) E-12-043, GRT Customer Issue Report

It was noted that the report would be posted on the GRT website for the public’s information.
Members recognized the low number of complaints and noted that 70,000 new hours of transit
service were added during that time which had potential to increase complaints, but they
actually stayed consistent per ridership capita. Staff was thanked for their efforts and for
implementing ridership feedback through social media.

Received for information.
TRANSPORTATION

j) CR-RS-12-026/E-12-056, Southern Ontario Locomotive Restoration Society – Extension of Agreements for Operation of Tourist Train

MOVED by T. Galloway
SECONDED by J. Mitchell

THAT the Regional Municipality of Waterloo extend, for an additional one year term, the existing agreements to permit the Southern Ontario Locomotive Restoration Society to operate a tourist train and locomotive restoration operation on the Waterloo Spur Railway owned by the Regional Municipality of Waterloo as described in Report CR-RS-12-026/E-12-056 dated May 8, 2012 with such agreements to be to the satisfaction of the Regional Solicitor.

CARRIED

WATER

l) E-12-044, Standard of Care – Safe Drinking Water Act

Nancy Kodousek, Director, Water Services, provided a brief overview of the report and the new Standard of Care legislation that will come into force by the Ministry of Environment on January 1, 2013. She explained that the Region of Waterloo has an oversight responsibility in this provision which requires staying informed of the Region’s water system and being diligent and prudent in its oversight. N. Kodousek spoke about the various annual reports that the Water Services division completes for Committee to keep them informed. In summary, she advised that the Ministry provided a Guidance Manual last year and there will be training by the Ministry which Regional staff will coordinate for members of Council to attend in the fall of 2012.

Staff clarified that the Region will be responsible for the water supply that it provides for the local municipality distribution systems and in the Townships of North Dumfries and Wellesley for the distribution of water to the homes.

Received for information.

m) E-12-046, 2011 Management Review for Quality Management System - Water Services

N. Kodousek explained that in 2007 the Province established a Drinking Water Quality Management System, which has a “plan, do, check, improve” framework. She explained the key principles of the review conducted by Regional staff, which found that there were no outstanding or unresolved issues.

Received for information.
n) E-12-052, Strange Street Water Supply System Class Environmental Assessment Update: Notice of Completion

MOVED by G. Lorentz
SECONDED by T. Galloway

THAT the Regional Municipality of Waterloo Receive the report entitled “Strange Street Water Supply System Class Environmental Assessment Update” prepared by Stantec, dated March 2012, according to Report E-12-052 dated May 8, 2012;

AND THAT Transportation and Environmental Services staff issue the Notice of Completion of Environmental Study Report, and file the Environmental Study Report for public review in accordance with Municipal Class Environmental Assessment requirements.

CARRIED

INFORMATION/CORRESPONDENCE

a) Memo Re: Universal Transit Pass (U-Pass) Program Update

Received for information.

Committee returned to discussing the following report.

REPORTS – Continued

e) E-12-027, Franklin Boulevard Improvements, Pinebush Road to Myers Road, City of Cambridge – Construction Phasing

Chair Wideman advised that the Minutes of the Planning and Works Committee provide that the public consultation centre would take place after the first Phase of construction.

Committee debated the matter further and asked further questions of clarification to staff.

Staff confirmed that the details of the Roundabout designs would be considered later and changes could be made through the detailed design process. As mentioned earlier, staff continue to work with Grand River Accessibility Advisory Committee, Canadian National Institute for the Blind, and the Waterloo Catholic District School Board in relation to St. Benedict Catholic Secondary School, due to its proximity to the proposed roundabout at the intersection of Franklin Boulevard and Saginaw Parkway.

Staff confirmed the next steps as follows:

- Move forward with detailed design process with a report back to Committee is anticipated by the end of 2012
- Construction of Phase 1 is anticipated to take place 2013-2014
- A Public Consultation Centre (PCC) on the function of Phase 1 works is anticipated to take place in the winter of 2014-2015.
- Staff to report back to Committee on the results of the PCC.
In response to the significant amount of questions and comments from members surrounding the detailed design of Roundabouts, staff offered to arrange a workshop on Roundabouts for Committee members.

A request was made for staff to review options for signalized vehicle lights and signalized pedestrian crosswalks in Roundabouts in the detailed design report later this year.

A recorded vote was requested on the motion.

MOVED by G. Lorentz
SECONDED by K. Seiling

THAT the Regional Municipality of Waterloo, in order to minimize delays in construction and the impacts on the community, traffic and the cost of construction, take no action with respect to the City of Cambridge’s request to alter the construction phasing as originally planned per Report E-11-047 and as presented to Regional Planning and Works Committee on May 3, 2011 for the Franklin Boulevard Improvements from Pinebush Road to Myers Road.

CARRIED
Nays: J. Brewer, T. Cowan, D. Craig, R. Deutschmann

OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List

G. Lorentz inquired in light of the construction project taking place on Courtland Avenue now, whether there was any planning for upgrading servicing to the Schneider’s site. C. Zehr advised that there was a City of Kitchener task force created which will be looking at that in the future and indicated that it is premature at this time. The operation will not be finished until 2014.

Received for information.

NEXT MEETING – May 29, 2012

ADJOURN

MOVED by J. Haalboom
SECONDED by L. Armstrong

THAT the meeting adjourn at 11:23 a.m.

CARRIED

COMMITTEE CHAIR, J. Wideman

COMMITTEE CLERK, J. Reid
SUSTAINABLE WATERLOO REGION'S 2011 REPORT

Celebrating People of Action
**AET** saved 1,100 litres of fuel and 2.5 tonnes of CO₂ emissions in 2011 by adding fuel efficient vehicles to their fleet.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Whiting Design** pays special attention to finding materials that are local, reused and recycled.
Vision
For a thriving Waterloo Region with a healthy environment and a vibrant economy.

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

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7 Message from the Executive Director
8 Members and Key Commitments
10 Members Planning for Action

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33 SWR’s 3rd Annual Photo Contest
34 Key Contributors 2011
36 A Carbon Diet
38 Photo Credits
The idea at the core of Sustainable Waterloo Region (SWR) is collaboration: collective learning and action across sector boundaries, with a common purpose of advancing environmental sustainability in Waterloo Region. Collaboration is what happens when we work with one another to create a greater impact together than we could alone. Collaboration is how humans get things done. Throughout history, it is how we have built our homes, our communities, our schools, our countries and cultures. It is how we have constructed the complex systems that feed, water, heat and clothe us, and have allowed us to pursue lives of meaning and purpose. Indeed, collaboration can be both the means and the end of our actions: We need to work together to accomplish complex change, but what becomes most meaningful about this change is that we did it together.

Collaboration brings ideas to life because, at its root, it is about finding and achieving a collective vision. It is a process of human engagement and, as a process, it is dependent on the actions of a group of individuals to propel it forward. Change happens when people engage with the forces in their world and generate ideas for alternative futures through conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversations with others. People are unique in the way they recognize patterns, identify problems, motivate and influence others to become engaged, and drive progressive conversations with others.

In this 2011 Report, we hope to communicate the stories of people of action who have been born from the work of one – one idea, one conversation, yet they depend on the work of many who are committed to action and achievement, and who recognize opportunities for change and engage others to get it done.

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Dr. Barry Colbert
Board Chair, Sustainable Waterloo Region
Director, CMA Centre for Business & Sustainability, Wilfrid Laurier University
Members and Key Commitments
REGIONAL CARBON INITIATIVE MEMBERS AS OF DECEMBER 31, 2011

### Pledging Partners

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

### Observing Organizations

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

### SUSTAINING PARTNER:

Minimum 20% GHG Reduction Commitment and a higher financial investment

### GOLD PLEDGING PARTNERS:

Minimum 60% GHG Reduction Commitment

### BRONZE PLEDGING PARTNERS:

Minimum 20% GHG Reduction Commitment
57% of RCI members with green teams have a measurable action plan to reduce GHG emissions, compared to only 36% of members without a green team. They understand the organizational needs, are able to get capital buy-in from upper management, and are capable of engaging their colleagues to ensure implementation is successful and communication is effective. In 2010, 35% of all sustainability projects were conducted by a green team. In 2011, that number jumped to 75%.

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

57% of RCI members with green teams have a measurable action plan to reduce GHG emissions, compared to only 36% of members without a green team. They understand the organizational needs, are able to get capital buy-in from upper management, and are capable of engaging their colleagues to ensure implementation is successful and communication is effective. In 2010, 35% of all sustainability projects were conducted by a green team. In 2011, that number jumped to 75%.

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

Creating environmental legacies

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

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

Brighton Yards Housing Co-op’s residential green team developed several future-focused sustainability measures in 2011. Their Green Committee monitors and meets regularly to evaluate program effectiveness and seek new, innovative ideas for change. One policy that has been implemented is their organic waste pick-up program. With a two-year payback period, the members will be diverting 38 cubic yards of organic waste from the landfill and saving money doing it.

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

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

Local Governments

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

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

The Region of Waterloo’s thoroughly researched Greenhouse Gas (GHG) Emissions Inventory and Action Plan has really started to show results. Led by a team including their Sustainability Office, in 2011 the Region completed eight significant projects that reduced their corporate GHG emissions by 7,752 t CO₂. Specifically, they have five new solar PV systems, which reduces 27t by producing 225,000 kWh of renewable energy per year. Their organic waste collection program saved over 3,400t of GHG from escaping from our landfills, and the purchase of another six hybrid diesel transit buses for Grand River Transit are saving 74 t annually. As their operations serve the community as a whole, their commitment is to reduce corporate GHG emissions by 14% per resident. Stay tuned as the Region’s Sustainability Office continues to work towards their target.

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

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

“Insuring” a sustainable future

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

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

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

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

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

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

The Economical Insurance Group upgraded their fleet in 2011 and saved 24,660 litres of gasoline (58 tonnes of GHG emissions). And Farm Mutual Reinsurance Plan (FMRP) is set to make the most of their RCI membership by hiring staff to set a GHG baseline and create a reduction action plan. FMRP is also implementing a program that allows employees to work from home and save travel emissions.
Energy audits are helpful in identifying energy saving opportunities. Martin Geleynse from Northern Digital Incorporated and Sarah Hanwood from Quarry Integrated Communications discovered this first hand when they helped SWR propose and test an energy auditing tool. In the process, they found opportunities to save 14% and 18% in energy use in their buildings respectively. Reaching these savings had a payback period of less than one year.

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

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

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

Energy and Conservation

“Every action has an equal and opposite reaction”

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

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Low Impact Buildings

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

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

Throughout the past year, RCI members have been using their green buildings to welcome the community and encourage critical discussion around the value and need for low impact work environments. WalterFedy has taken advantage of their new energy efficient LEED-designed building currently home to approximately 160 employees. While WalterFedy staff have been enjoying this space (which includes bike-friendly amenities), the firm has also opened their doors to community members to use the general purpose spaces for various events. When SWR requested to host an event at WalterFedy, we were thrilled by the support and enthusiasm we received from Darrin Snider, the Director of Business Development. Community building is an important element in WalterFedy’s corporate culture, and sharing their sustainably-designed facility with the community is a natural way for the firm to share and build support.

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

Centre for International Governance Innovation constructed a new campus that incorporates many characteristics that will help reduce GHG. Examples include multiple green roofs, 72 newly planted trees, and other landscape features designed to preserve the natural ecosystem. These initiatives have resulted in a 50% energy reduction beyond National Building Code requirements. One of our newest members, AET – led by Larry and Scott Freiburger – wanted to reduce their GHG footprint by taking on an extensive remodeling project for their office space, as opposed to building new. Likewise, Graham Whiting from Prinewater Design refurbished a beautiful old building in Uptown Waterloo with low-impact building best practices. These spaces really do open up discussion and action. For example, after Paul Rak from VeriForm took a tour of Enermodals A Grander View facility he implemented many of their ideas in his buildings.

The Waterloo North Hydro building is nearly 50% more efficient than standard similar sized buildings. Efficiency was accomplished through geothermal heating and cooling, motion sensors, energy efficient lighting, and daylight harvesting.
Membership in the RCI is divided into two types: Observing Organizations and Pledging Partners. There are nine Pledging Partners reporting and working towards a 10-year GHG emissions reduction target. All targets include emissions from energy consumption in the buildings and air travel. Some members chose to include additional emissions sources. These nine Pledging Partners are leaders in their industry and the community who have taken steps forward and raised the bar for action. Their environmentally passionate staff are helping to build case studies and knowledge that will grow our sustainability community to new heights.

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

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

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

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

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

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

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

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

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

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

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

Virtual Causeway was the first Sustaining Partner to report their energy and emissions data. Their team was very conscious of materials being local and recycled or reused. Their efforts produced a 70% reduction in energy consumption and a 70% reduction in commuting emissions.

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

The new culture of business

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

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

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

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

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

**Paying it Forward**

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

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

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

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

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

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**Regional Carbon Initiative Sustainability Awards**

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

### GREATEST GHG REDUCTION:

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

### ROOKIE OF THE YEAR:

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

### MOST ACTIVE MEMBER:

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

### MOST ACTIVE GREEN TEAM:

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

### HONOURABLE MENTION:

This award goes to the Ontario Government for their commitment to close all coal-fired power plants in Ontario by 2014. This phase-out, coupled with their pursuit of cleaner energy sources, has drastically reduced the emission factors associated with electricity generation from 180g CO₂e in 2006 (when the first RCI members began tracking emissions) to an estimated 100g CO₂e/kWh in 2009 (the most recent data available). This is the single largest GHG reduction initiative in Canada and we’re fortunate that RCI members are able to benefit.
At the close of 2010, our events team learned a valuable lesson about ambition – a lesson we continued to apply throughout 2011.

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

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

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

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

Events

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In 2010, REEP Green Solution’s Mary Jane Patterson, Sustainable Waterloo Region’s Mike Morrice and The Region of Waterloo’s David Roewade were faced with a difficult decision: how to establish a community GHG emissions inventory and action plan for Waterloo Region without dedicated resources. They all felt passionate about the project’s environmental and community benefit. So with their collective ideas and ambitions on the table, they found a way to leverage their strengths and started The Climate Collaborative - a partnership with a dedicated project coordinator.

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

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

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Policy Engagement at Sustainable Waterloo Region

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

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

Sean Campbell, a long time volunteer, took action and began exploring how Sustainable Waterloo Region could engage in environmental policies affecting our community while continuing to meet the needs of RCI members. After developing a policy engagement framework, we issued a position statement supporting light-rail transit in Waterloo Region, a contentious local debate that began heating up in 2011. Our position statement (and many of the facts included in it) contributed to the dialogue and, on June 15, 2011, a rapid transit system was approved by Regional Council. In September 2011 we partnered with the David Suzuki Foundation to publish a report that informed the energy and climate debate surrounding the 2011 provincial election. The report was reviewed by an expert panel at our highest ever attended regular season event and helped shed light on some of the issues surrounding Ontario’s energy supply mix. Sean is now developing “Policy Engagement 2.0” which will help to collaboratively improve the operating environment of organizations within Waterloo Region through the advancement of research-supported public policy.
Non-Renewing RCI Members
While RCI membership continues to grow, five RCI members chose not to renew their membership in 2011. We had 100% of RCI members renew in 2010, and while we had braced for some attrition, this was more than we expected and was cause for self-reflection: Were we simply not the right fit? Was there a gap in our services? While it is true that the commitment-focused approach of the RCI is not the right fit for all organizations and we’ve updated our member screening process, it was in re-examining our approach to member engagement that we discovered an important lesson.

While we have always had many resources available to help quantify and reduce GHG emissions, many of our members were unable to use them effectively because of time constraints.

Our response was to introduce Member Support Coordinators, people who are available to work one-on-one with members and help guide them through more detailed and personalized GHG action plans. This is a role that helps turn ideas to action and provide more ongoing accountability for their articulated sustainability goals.

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

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

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

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

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

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

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

Sustainable Waterloo Region’s 3rd Annual Photo Contest not only allows us to showcase the local beauty and talent in our region, but it also reinforces our philosophy of collaboration and community building. Winning photographs (below) were determined from an online vote in three categories: Natural Environment, Sustainable Behavior, and Cultural Heritage. Special recognition was given to two youth photographers under the ages of 16 and 18.
Key Contributors 2011

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

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

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

RCI Framework Advisory Committee
Mattia Mildenburger, Yale University
Chris Renn, Toledynz DALS
David Roewade, Region of Waterloo
Derek Satnik, Mindscape Innovations
Steve Young, University of Waterloo

Ambassadors
Sarah Cohen, Cambridge and North Dumfries Hydro
Catharine Gerhard, Canada's Technology Triangle
Carol Stewart, University of Waterloo Research + Technology Park
Jason Shim, Mosaic Counselling and Family Services
Eryn Young, Downtown Kitchener BIA

Grants
Environment Canada- EcoAction
Kitchener and Waterloo Community Foundation
NRC Industrial Research Assistance Program
Ontario Trillium Foundation
Post-Secondary Youth ECO Internship Program
Service Canada- Canada Summer Jobs
Service Canada- Career Focus

Internship Sponsors
Wilfrid Laurier University’s CMA Centre for Business & Sustainability
Waterloo Institute for Sustainable Energy

Meeting Space Provider
MacNair Fans Xander

In-kind Support
Angie Media
Brian Dougas Photography
Corporate Knights
Dropbox
Ed Simon Corporation
Quarry Integrated Communications
Quiet Nature
Seven Shores Urban Market & Café
Virtual Causeway

Growing Roots Benefactors
Verigreen

3rd Annual Photo Contest
Borealis Grill & Bar

Media Partners
570 News
96.7 CHYM FM
Exchange Magazine
Industry Media
KIX 106.7
Rogers TV
Waterloo Region Record

Media Supporter
Alternatives Journal

Events
Member Event Advisory Committee
Claire Bennett, WLU
Jeff Buchhau, Gere Mutual
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Jennifer Carreiro, Communications Project Lead
Matthew Day, RCI Program Manager
Miles DePaul, Community Partnerships Manager
Helena Rewicinski, Events Manager
Mike Morrice, Executive Director
Cameron Scott, Business Development

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Megan Aneich, Winter 2011
Danielle Avila, Fall 2011
Cinzia Sinnathurai, Winter 2011
David Valade, Fall 2011
Rebecca Vollmer, Spring 2011
Alex Watkins, Fall 2011

Interns
Wajeel Alvi, Web Programming Coordinator
Tavis Bragg, Communication and Design Project Lead Intern
Sherman Kwong, Web & IT Project Lead

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Service Canada- Career Focus

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

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

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

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

It’s easier for the average Canadian to monitor their food consumption than it is their energy consumption and environmental impact. Thanks to readily-available nutrition facts tables we can see how much energy, fat and vitamins are in our food but these labels don’t include how much energy was required to process, package and ship that food item. Our fossil fuel consumption isn’t posted on the sides of our cars. The clean air benefits available from trees and plants aren’t readily accessible. Although our carbon impact is not nearly as visible as health and dietary information, it is equally important. According to the Institute for European Environmental Policy, if we returned to our walking patterns of just 30 years ago, when car ownership was less common, we would avoid an average weight gain of almost three pounds each year, thus reducing our chances of becoming obese, and decrease passenger vehicle emissions by over 15%.

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

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

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

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

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

Cover, Matt Dil, Photo
Greenhouse, Ganesh Nambiar, Page 4-5
Off in the Distance, Brian Douglas, Page 8-9
Technical Workshop Feb 14-29, Brian St. Denis, Page 11
Seagram’s Distillery/Lofts, Aaron Stauch, Page 13
Waterloo Central Railway, Brain Riddell, Page 14
The Hamburg Boot Co., Tenille Banguore, Page 15
Rooftop Solar, Celin Macintosh, Page 17
Old and New, Elise Barber, Page 19
Crane on Erb, Steve Krysak, Page 21
Enlightening Waterloo, Kevonn Morgan, Page 23
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Gaukel St, Matthew Wortman, Page 30
Train Tracks, Steve Krysak, Page 31
Panel, Brian St. Denis, Page 35
Local Food, Jennifer van Overbeeke, Page 36
Stop to Smell the Daisies, Amy Vandenberg, Page 37
Strawberry Picking, Amy Vandenberg, Page 38
St Jacobs Trail Bench, Brian Douglas, Page 39

Environmental Impact Statement

500 Copies of this 2011 report were printed using:
• 68 Kg of 100% post-consumer paper
• Printed on Mohawk (uncoated)
• Digitally printed to reduce waste

Savings derived from use of paper manufactured from recycled tree fiber in lieu of virgin tree fiber.
• 1 tree preserved for the future
• 4 lbs water-borne waste not created
• 68 lbs solid waste not generated
• 133 lbs net greenhouse gases prevented
• 612 gal wastewater flow saved
• 1,020,000 BTUs energy not consumed

Calculations to demonstrate the environmental benefits of using recycled fiber in lieu of virgin fiber are based primarily upon information publicly available at: www.environmentaldefense.org
Sustainable Waterloo Region’s 2011 Report
Celebrating People of Action
May 8th, 2012

Mike Morrice, Executive Director
Regional Carbon Initiative
2011 Report
  Highlights and Findings
  Member Profiles
Looking Ahead
  Growing the RCI
  New Programs
Working Together
**Mission**: To advance the environmental sustainability of organizations across Waterloo Region through collaboration.
Facilitates voluntary target-setting and reductions of carbon emissions in organizations across Waterloo Region.
Evening of Recognition
3rd Annual: April 12th, 2012
Report Highlights and Findings

• Increased RCI membership from 29 to 41
• GHG reduction commitments grew to 42,550 tonnes
Current RCI Membership
Sustaining Partner

SUSTAINING PARTNER

Minimum 20% GHG Reduction Commitment and a higher financial investment
Current RCI Membership
Pledging Partners

Regional Carbon Initiative
Gold Pledging Partner
Minimum 60% GHG Reduction Commitment

Enermodal Engineering
Creating energy and resource efficient buildings

Veriform
Metal Fabricating Solutions
* ISO 9001 Registered *

Whiting Design
Sustainable space

XCG
Environmental Engineers & Scientists

Regional Carbon Initiative
Bronze Pledging Partner
Minimum 20% GHG Reduction Commitment

Deloitte
Quality In Everything We Do

Ernst & Young

Mennonite Central Committee
Current RCI Membership
Observing Organizations
Current RCI Membership
Observing Organizations

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Region of Waterloo

Sun Life Financial

The Economical
Insurance Group®

THEMUSEUM

United Way
Serving Kitchener-Waterloo
And the Townships of Waterloo, Wilmot and Woolwich

VIGOR
CLEANTECH

Generating Clean Energy for Future Generations

WALTERFEDY

Waterloo North Hydro Inc.

WATERLOO REGION
RECORD

Wilfrid Laurier
University
75% of all RCI member projects were done with a green team (up 35% from 2010)

30% of RCI members have a measurable action plan in place to reduce GHG emissions
Regional Carbon Initiative Member Profiles

Observing Organization

Wilfrid Laurier University

Org. Type: Educational
Bldg. Type: Mixed Building
Green Team: Yes, Sustainable Campuses Committee
Sustainability Focus Areas:
- Building materials and design
- Transportation
- Equipment and procurement

WALTERFEDY

Org. Type: Design
Bldg. Type: Large Office
Green Team: Yes
Sustainability Focus Areas:
- Transportation
- Waste
- Building materials and design
- Water
- Equipment and procurement
Looking Ahead

RCI Growth

Climate Collaborative

Other Initiatives
Looking Ahead

Policy Engagement

Sustainability CoLab

Ontario’s Energy Future: A Climate Change Perspective

NIAGARA SUSTAINABILITY INITIATIVE

sustainable HAMILTON
Working Together

GHG Commitment – Regional Carbon Initiative

Climate Collaborative

TravelWise Coordination

Community Environmental Fund

Light Rail Transit
Stay Connected

www.sustainablewaterlooregion.ca

Mike.Morrice@sustainablewr.ca

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(519) 603-2223

- Sign up for our Community Update
- Attend upcoming events
- Connect with us on social media

@SustainableWat
Franklin Boulevard Improvements
Myers Road to Pinebush Road
City of Cambridge

Construction Phasing

Presentation to Planning and Works Committee
May 8, 2012

REGION OF WATERLOO
TRANSPORTATION AND ENVIRONMENTAL SERVICES
Design and Construction
Project Overview

- Region Council approval of Class EA (March 2010)
- Identified Improvements:
  - Approx. 8.0 km along Franklin Blvd
  - 11 Modern Roundabouts
- Detailed Design initiated in late 2010
- Construction Phasing
Franklin Boulevard Improvements
Myers Road to Pinebush Road
City of Cambridge

Construction Phasing Plan

2 Years of Construction

Year 1 Construction:
• Pinebush Road to north of Can-Amera Parkway
• North of Clyde Road to south of Main Street

Year 2 Construction:
• North of Can-Amera Parkway to north of Clyde Road
• South of Main Street to south of Champlain Boulevard
Initially Build 3 Roundabouts in the First Phase and Conduct Public Feedback Review Before Proceeding with Remaining Roundabouts

- Schedule Consequences:
  - Would result in 1 additional year of construction
  - Waiting 1 year to conduct a public feedback review adds one more year to construction completion
  - Total estimated delay = 2 years minimum
Initially Build 3 Roundabouts in the First Phase and Conduct Public Feedback Review Before Proceeding with Remaining Roundabouts

• Other Consequences:

  • Delays badly needed improvements that will reduce injury collisions and congestion
  • Increases construction costs due to inflation (up to 10%) + throwaway costs
  • Delayed Franklin project may delay other nearby City and Region transportation projects
Roundabouts are the Best Solution for This Project

Installing traffic signals rather than the approved roundabouts after the first 3 roundabouts would result in:

• 6 lanes from Bishop St. to Avenue Rd. (similar to Hespeler Rd.)
• Greater number and severity of motorist & pedestrian collisions
• Increased travel times for commuters
• Increased delay for pedestrian crossings
• Inability to include multi-use trails
• Reduced landscaping opportunities
• Restricted ability for access/egress management
Other Consequences of Installing Traffic Signals Rather Than the Approved Roundabouts:

- Need to amend the approved Class EA Study
- Additional public consultation and study costs
- Much of the property already purchased would no longer be required
- Approvals and Property Delay (Total estimated delay = 3 years minimum)
- Up to an estimated 25% increase in construction costs due to inflation

Staff Recommendation
- Maintain current Construction Phasing Plan
Communication Strategy on the Use of Roundabouts

• Continue annual public education campaigns

• Explore additional measures to improve roundabout public awareness and education

• Work with St. Benedict's High School to address student crossing concerns
Roundabout Refinements from the Homer Watson Boulevard/Block Line Road Roundabout

- Explore ways with GRAAC and CNIB to better accommodate visually impaired pedestrian crossing challenges
- Confirm ultimate need and timing for 3-lane entries
- Implement design improvements and applicable collision reduction countermeasures from Homer Watson/Block Line Roundabout Review
- Explore alternative construction methods to condition drivers for yielding at the roundabout
- Better direct motorists' attention to roundabout education and awareness
- Adjust public education initiatives for unfamiliar drivers
- Education and awareness campaign before, during and after construction of the roundabouts
Next Steps

- Continue meeting with GRAAC and CNIB
- Work with Catholic School Board and St. Benedict's staff
- Continue detailed design and property acquisition
- Construction Schedule
  - Year 1 Construction 2014
  - Year 2 Construction 2015