

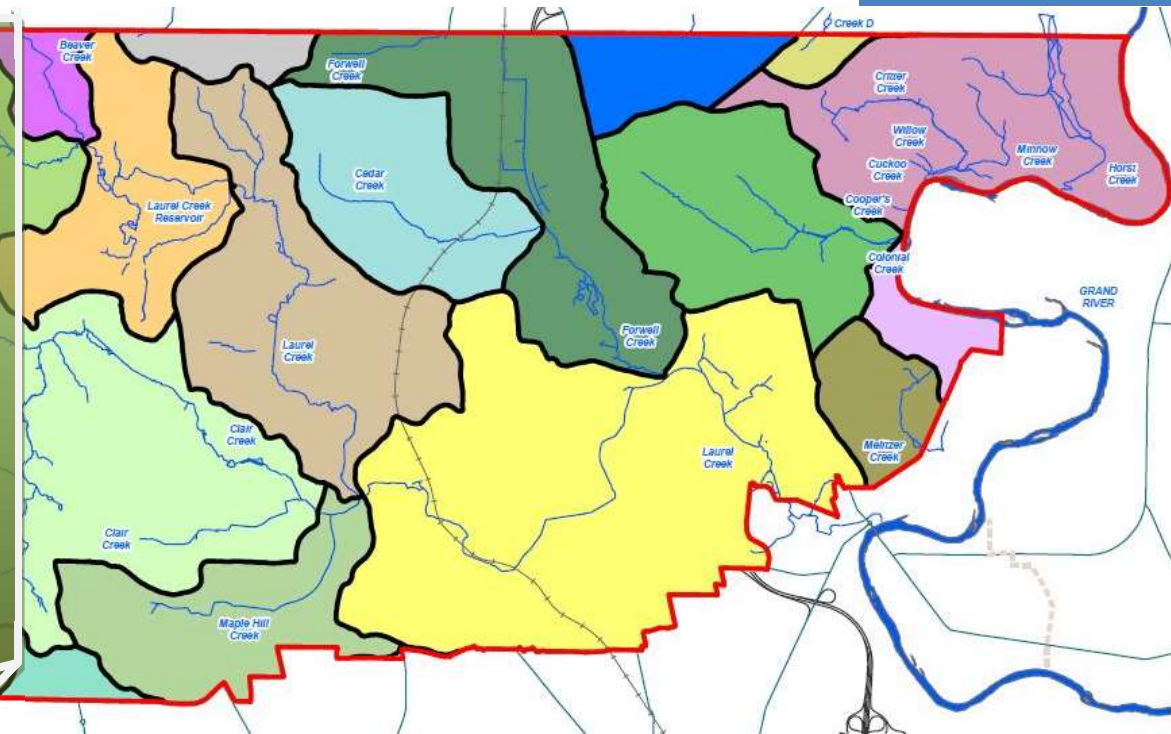
# STORMWATER MANAGEMENT MASTER PLAN: MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT

## Market Research - Interview Summary: Industrial, Commercial and Builder/Developer Key Informants

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# City of Waterloo SWM-MP – Market Research

## Interview Summary: Industrial, Commercial and Builder/Developer Key Informants

### Sample Description and Ratings

Twenty-one in-depth phone interviews were conducted with large institutional, commercial and industrial property owners and managers in the City of Waterloo during. The individuals interviewed were all senior managers, including CEOs, Presidents, Founders, CFOs, Vice Presidents, Facility and Sustainability Managers. The response rate was high with 70 percent, with 21 out of 30, of those contacted completing an interview.

Figure 1 below shows the primary motivators (mean average/mean ratings) or significant considerations behind decisions pertaining to environmental (SWM, energy, etc.) investments by respondents in their businesses. Operational expenses, liabilities, environmental performance and flooding damage, in that order, are the primary drivers for such investments.

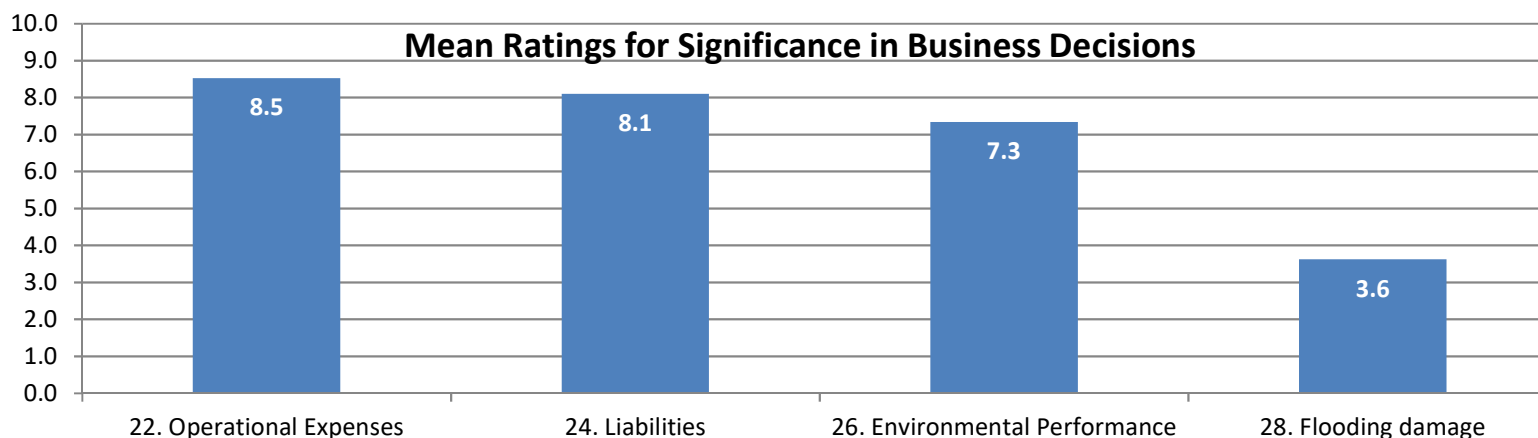


Figure 1: Primary reasons for business investment in the operations side of their business

Operational expenses are the major concern for most of the organizations, including medium and large businesses and public and not-for-profit organizations. Businesses are looking at their bottom line, and they need to keep costs down to also remain competitive. Public and not-for-profit organizations often operate on fixed budgets and do not have the extra resources necessary to invest in stormwater management.

Liabilities are also a major concern. Risk management with regards to product and service risks, employee health and safety, and facilities operation are the main areas considered. Increasing insurance costs are also part of the issue.

Environmental performance and “doing the right thing” are strong motivations for these respondents, and many have written policies and most try to integrate environmental considerations into their operations. Some of the respondents are leading organizations in sustainability.

The majority of the respondents have not experienced a flood due to stormwater, and they do not expect to in the future. Some respondents have had a flood and they are more concerned, including having a higher awareness of the impact of climate change in creating more extreme weather.

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## Questions and Responses

Table 1 below provides a summary of the responses from the interviews with commercial, industrial and institutional property owners and managers and are grouped by theme. All of the answers were provided by the participants in their own words.

Table 1: Thematic summary of verbatim responses from interviews with key informants in the business sector

1. What are the most pressing issues facing your industry/sector/organization?	
<b>Theme 1: Financial Costs</b>	<ul style="list-style-type: none"> <li>• Financial – lack of funding (Ontario government is sole funder) – by far the biggest issue (for years)</li> <li>• Material costs for manufacturing components; rising costs of materials, transportation, energy (5 to 10% over 2 years)</li> <li>• Controlling costs (operating and maintenance)</li> <li>• Competition and maintain competitiveness – “Have to keep our operating costs low to remain competitive.”</li> <li>• Cost of land (shortage of land in K-W) and development fees, want to maximize ROI; capital costs for facilities and infrastructure</li> <li>• Shortage of capital for new buildings and repairing infrastructure; Building assets are deteriorating</li> <li>• Want to show developers can get high returns with an average investment and build sustainably (without government money).</li> </ul>
<b>Theme 2: Economy</b>	<ul style="list-style-type: none"> <li>• Need a stronger economy; tariffs with the USA and China</li> <li>• Changing demographics of consumers and the shift in products they are demanding</li> <li>• Enrolment rates are increasing and our revenues are decreasing</li> <li>• In transition to a more tech-based company, it’s a challenge</li> <li>• Technological changes to self-driving cars and sharing vehicles, and a decreasing gross margin; Green technology &amp; GHGs</li> </ul>
<b>Theme 3: Government</b>	<ul style="list-style-type: none"> <li>• Shortage of parking, and disruption from lightspeed rail and our own building construction; Transportation and logistics, LRT has affected us</li> <li>• Want to redevelop land, but City won’t allow rezoning to residential</li> <li>• Government regulations</li> </ul>
<b>Theme 4: Human Resources</b>	<ul style="list-style-type: none"> <li>• HR recruiting challenges, it’s hard to get good workers; trades people; Getting harder to attract people</li> <li>• Minimum wage has impacted all HR costs</li> <li>• Hard to attract world class researchers</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Amount of winter salt in ponds and impact on plants</li> <li>• Graduation rates and improving student achievement</li> </ul>

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2. What, if anything, have you done to reduce your operational expenses?	
<b>Theme 1: Energy Savings</b>	<ul style="list-style-type: none"> <li>• LED lighting to reduce electricity, motion sensors, upgraded hot water tanks, automated lights and boiler at night</li> <li>• Building upgrades for energy conservation; fine line between keeping costs lower for tenant attraction and investing in LT measures</li> <li>• Attained LEED silver for building addition (VRF HVAC), reduced carbon footprint 40% – do the right things and get the best LT ROI.</li> <li>• Implemented energy savings at a data centre by installing innovative technology, saved 30% with a one-year return</li> <li>• HVAC, water treatment (in floor heating), electricity, security</li> <li>• Energy conservation, design facilities for life cycle costing (capital and operating costs – which are larger than capital)</li> <li>• Tweaking the amount of fresh air brought into the building and require less conditioning and therefore less energy</li> <li>• Annual water and energy reduction targets</li> <li>• Reducing heating and electricity</li> <li>• Triple net leases, so tenants pay everything and are motivated to know the costs</li> <li>• New buildings are ½ to 2/3 energy consumption of old buildings</li> <li>• Solar panels through Microfit; 500 kW solar PV field; thermal storage in bay, GHG reductions</li> <li>• Temperature control at night to save energy</li> </ul>
<b>Theme 2: Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• “Always looking for efficiencies and cost reductions.” “Everything I possibly can, it’s an ongoing effort.” Continuous Improvement. “Run lean in general.”</li> <li>• Review maintenance contracts regularly.</li> <li>• Landlords usually look for a two-year return</li> <li>• Reducing carrying costs</li> <li>• Timing of purchasing to take advantage of lower cost of supply</li> <li>• Advertising is mostly social media now, and is cheaper</li> </ul>
<b>Theme 3: Human Resources</b>	<ul style="list-style-type: none"> <li>• Profit sharing to increase productivity; restructuring manpower, continuing education, new hires</li> <li>• Managing HR</li> <li>• We use volunteers to do maintenance and programming</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Annual water and energy reduction targets; ULF toilets</li> <li>• Landscaping, snow removal</li> <li>• Decreased food waste 50% throughout the value chain; want the planet to be here for our children’s’ children</li> <li>• Not really; need to focus more on cutting costs and monitor more closely</li> </ul>

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3. What are your top three (3) priorities for reducing operational expenses?	
<b>Themes</b>	<ul style="list-style-type: none"> <li>• Electricity - 14</li> <li>• Natural gas/propane - 10</li> <li>• Building and property maintenance - 5</li> <li>• HR training and temporary workers, Profit sharing to increase productivity, Volunteers for maintenance and repairs - 4</li> <li>• Water &amp; sewage &amp; SW fee – 4</li> <li>• Contractor costs – 2</li> <li>• Snow removal and salt – 2</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Security</li> <li>• Reducing carrying costs</li> <li>• Advertising</li> <li>• Food waste</li> <li>• Computer systems and data</li> <li>• Regulations</li> </ul>
4. & 5. Environmental or sustainability policies or initiatives in place? If “yes”, what is it/are they?	
<b>Yes: 16 No: 4</b>	
<b>Theme 1: Organization-wide</b>	<ul style="list-style-type: none"> <li>• Sustainability committee with representation from across organization with 2 goals: 1) decrease GHG emissions (20% reduction from 2014 to 2024, 12% so far), and 2) Energy conservation; Green team</li> <li>• Partnering with Sustainable Waterloo Region</li> <li>• Draft sustainability plan being approved by the board of directors</li> <li>• Sustainability Matters, Manulife website has the policy; e-mailed policy (Wilfred Laurier U)</li> <li>• CSR in corporate employee handbook; Integrated into all business practices; Continuous improvement</li> <li>• Lots of them, depending on the assets and clients’ priorities</li> <li>• ISO 14001</li> <li>• Working on it since 2012, monitoring and correction for environmental mitigation of building and land</li> <li>• Internal care policy is part of organizational culture</li> <li>• Tendering requires sustainability measures</li> </ul>
<b>Theme 2: Waste Management</b>	<ul style="list-style-type: none"> <li>• Recycling to decrease landfill waste; powdered coat paint recollection; waste management</li> <li>• Ceramic plates and cups, metal utensils</li> <li>• Source separation of garbage</li> <li>• Paper/cardboard savings</li> <li>• Cleaning products</li> <li>• WHMIS – Hazardous Waste</li> </ul>

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<b>Other</b>	<ul style="list-style-type: none"> <li>• Ground water contamination, soil management plan, EA 1 &amp; 2</li> <li>• Smart About Salt</li> <li>• Animal welfare</li> <li>• EV charging stations</li> </ul>
<b>6. Primary reason(s) for these policies/initiatives</b>	
<b>Theme 1: CSR</b>	<ul style="list-style-type: none"> <li>• <b>CSR</b>; we want to be responsible and do our part to protect the environment; global responsibility</li> <li>• the right thing to do; social and spiritual reasons; push the boundaries; environmental motivation; take sustainability seriously</li> <li>• Founder and family are motivated for LT sustainability, and it has to make sense (add value)</li> <li>• Member of Sustainable Waterloo Region, inspirational partner for our last building: 1<sup>st</sup> with green roof, LEED Gold, SWM</li> <li>• We are all responsible to leave the earth better than we found it; reduce your carbon footprint &amp; don't over-produce</li> </ul>
<b>Theme 2: Good Business</b>	<ul style="list-style-type: none"> <li>• Good business, cost reduction</li> <li>• Protect the best interests of the assets and the clients</li> <li>• Protect the value of the land and the need for redevelopment</li> <li>• Having an across the board policy leads to savings overall</li> <li>• It's the way things are going in the market and we can save costs</li> </ul>
<b>Theme 3: Government</b>	<ul style="list-style-type: none"> <li>• Started with previous Ontario government (GHG reductions: 6% of 2014, 15% by 2020); GRIP program (federal government)</li> <li>• Regulatory (Ontario government)</li> </ul>
<b>7. If no, why not? (Environmental or sustainability policies or initiatives in place?)</b>	
<b>Themes</b>	<ul style="list-style-type: none"> <li>• We don't have specific guidelines or policies, it's built into what we are doing; part of carbon initiative; don't market to tenants</li> <li>• It's a directive from upper management to reduce carbon footprint and LEED is a good example</li> <li>• Most of the buildings are new, and some of that is built in</li> <li>• Not yet, but Presidential Committee has been working for a year on a net zero carbon facilities strategy by 2050</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Removed outdoor lighting and irrigation system</li> <li>• Spend time on waste management to reduce landfill</li> <li>• Risk management about snow removal, Smart About Salt training</li> </ul>
<b>8. Would you consider your industry to be an "energy intensive" industry?</b>	
<b>Yes: 11 No: 9</b>	
<b>Comments</b>	<ul style="list-style-type: none"> <li>• Not as high as manufacturing, but it is a concern for us; energy plays a big part in operational costs; electricity; data centre cooling; when it was manufacturing energy cost was \$4 million/year; not like John Deere manufacturing</li> <li>• Change over from gas to hybrid and EV cars is major</li> <li>• Yes, for natural gas heating in old buildings</li> </ul>

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<b>9. Would you consider your industry to be a “water intensive” industry?</b>	
<b>Yes: 4 No: 15</b>	
<b>Comments</b>	<ul style="list-style-type: none"> <li>• Higher than it should be because of old buildings and water conservation measures are expensive</li> <li>• Not like production or processing</li> <li>• Changed to ULF toilets and looking at waterless urinals; Won a City of Waterloo water efficiency award (2017)</li> <li>• Less so than energy; not so much; not anymore</li> <li>• Would be great to use greywater</li> </ul>
<b>10. &amp; 11. Energy savings/conservation a consideration for your company? If “yes”, why?</b>	
<b>Yes: 20 No: 0</b>	
<b>Theme 1: Cost Reduction</b>	<ul style="list-style-type: none"> <li>• Cost reduction; keep our costs down; heating</li> <li>• Puts us (leading edge technology) on an even plain with newer buildings, helps keep operating costs lower</li> <li>• Bottom line; Triple bottom line; it’s a trade-off between costs and environment (green roofs, solar panels)</li> </ul>
<b>Theme 2: CSR</b>	<ul style="list-style-type: none"> <li>• Good stewards; sustainability goals; GHG reductions; climate change is the biggest issue of our time</li> <li>• Do the right thing, LT perspective and LT ROI</li> <li>• The owner is an environmental guy, President provides leadership</li> </ul>
<b>12. If “no” to energy conservation a consideration, why not?</b>	
	<ul style="list-style-type: none"> <li>• Not applicable, all respondents are concerned about energy conservation</li> </ul>
<b>13. &amp; 14. Water saving/conservation a consideration? If “yes”, why?</b>	
<b>Yes: 16 No: 5</b>	
<b>Theme 1: Cost Reduction</b>	<ul style="list-style-type: none"> <li>• Cost reduction; water is cheap compared to natural gas and electricity, so not as high a priority</li> <li>• Have reduced water in manufacturing process (plastics department) and receive a rebate (water use and sewer)</li> </ul>
<b>Theme 2: CSR</b>	<ul style="list-style-type: none"> <li>• Good stewards; part of sustainability goals; want to conserve water</li> <li>• Triple bottom line</li> <li>• New waste water treatment facility</li> <li>• Use grey water in washrooms (received incentive from City of Waterloo)</li> <li>• Do a water audit (a million square feet at 6 facilities)</li> </ul>
<b>Theme 3: Measures</b>	<ul style="list-style-type: none"> <li>• All faucets are electric; ULF toilets and faucet aerators, auto flush valves</li> <li>• Closed loop system; monitored irrigation system; cistern for SW on roofs use for irrigation</li> <li>• Green roof (on both buildings)</li> </ul>
<b>15. If “no”, to water saving/conservation a consideration, why not?</b>	
<b>Comments</b>	<ul style="list-style-type: none"> <li>• Water is only used in washrooms, not in manufacturing our electrical components</li> <li>• Clients don’t harvest SW (landscape company)</li> <li>• Just common area storm drains</li> <li>• Just a few bathrooms now, previously won a City of Waterloo water saving award (2012) for closed loop system</li> </ul>

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16. & 17. Stormwater management a consideration? If “yes” why?	
Yes: 14 No: 6	
<b>Theme 1: Managing SW</b>	<ul style="list-style-type: none"> <li>• We have large sites and have to manage SW. We have had flooding at some locations, some more severe than others</li> <li>• We manage two SW ponds on 34 acres of land and clean the silt every 5 years.</li> <li>• It’s not top of mind, day to day, and we would like grey water, other building uses rain water to flush toilets.</li> <li>• More concern in operations and ground maintenance, grey water and LEED gold building</li> </ul>
<b>Theme 2: CSR</b>	<ul style="list-style-type: none"> <li>• No flooding, CSR is the motivation</li> <li>• Part of our LEED design for the addition. We don’t have a lot of flooding issues, we’re beside Silver Lake. Parking lot has no pooling (asphalt), have berms and elevation around the building.</li> <li>• Individual site-by-site basis within overarching company sustainability policy.</li> <li>• Tenant driven to some extent by environmental concerns. We want to do the right thing.</li> </ul>
<b>Theme 3: Cost Concerns</b>	<ul style="list-style-type: none"> <li>• It’s very much driven by cost. Some owners are more open to it than others.</li> <li>• Lowering costs, our tenants do better and we build our reputation.</li> <li>• Costs are so high, SW utility fee</li> <li>• “I am completely against the SWM fees, it’s a rain tax, a tax grab.” Brad Marsland, President, Marsland Centre Ltd.</li> </ul>
<b>Theme 4: Regulations</b>	<ul style="list-style-type: none"> <li>• It’s mandated for new buildings (restrictors on roof drains, parking lot SW pond - wouldn’t do that again, would use receptors); All done to protect the SW capacity of the city systems.</li> <li>• City requires porous pavement for building permit.</li> <li>• Buildings are along the Grand River Conservation Authority and we meet the minimum requirements of the GRCA code.</li> </ul>
18. If “no” to stormwater being a consideration, why not?	
<b>Theme: No flooding expected</b>	<ul style="list-style-type: none"> <li>• We’ve never had a flood (55 years), and we don’t want to be flooded</li> <li>• Not sure how it would relate to our operations, no SW flooding; sewer backed up once because of mechanical issue</li> <li>• Had issues with SW in the past (1999 or 2000), our boiler room flooded with SW. City improved the SW drainage and we raised entry level to boiler room by 1 foot, now flood free for 20 years.</li> <li>• We would like lower SW rates, as we only have rain water running off the roof, no parking or landscaping</li> <li>• Our SW runs off the building (1992) into the SW pond and we’ve never had a flood.</li> <li>• There is no threat of flooding and we don’t have a basement. We have cisterns throughout our parking lots and we clean them.</li> </ul>



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19. If “yes” to question 16, what has been undertaken for SWM?	
<b>Theme 1: Roofs</b>	<ul style="list-style-type: none"> <li>• Proper run-off from roofs, eliminated downspouts, slow release valves off the roof</li> <li>• Roof drain restrictors</li> <li>• Both buildings have a green roof (1<sup>st</sup> one was 14 years ago and 2<sup>nd</sup> was 2011), green roof</li> <li>• Increased water retention on the roof</li> </ul>
<b>Theme 2: Parking Lots</b>	<ul style="list-style-type: none"> <li>• Stormceptors on parking lots and flow is restricted and controlled before entering City sewer system.</li> <li>• Snow piles removed, catch basin for SW and snow run-off.</li> <li>• Parking lot is not paved, so absorbs SW (site engineer did the calculations)</li> <li>• Could do more for parking lots. Parking (new building lots meet bylaws)</li> </ul>
<b>Theme 3: Holding Tanks</b>	<ul style="list-style-type: none"> <li>• Maintenance on each catch basin, large playing fields</li> <li>• Holding tanks</li> <li>• Holding tanks, so no flash flooding on the street</li> <li>• Underground cisterns (installed after flooding)</li> <li>• Huge cistern to collect rainwater and filter and use for toilets.</li> </ul>
<b>Theme 4: Landscape</b>	<ul style="list-style-type: none"> <li>• Low impact landscape (no irrigation)</li> <li>• Bioswales are great and landscape fed by parking lot run-off. SW ponds.</li> <li>• Drought resistant plants, rain water sensors, less irrigation</li> <li>• Vegetation and water capture in rain gardens and swails</li> <li>• 3 retention ponds</li> </ul>
<b>Theme 5: Costs</b>	<ul style="list-style-type: none"> <li>• Some measures are cost prohibitive and not possible because of building age</li> <li>• Rainwater harvesting is a hard sell because of cost and low payback.</li> <li>• Obtain credits from City of Waterloo for new construction and run-off</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Cooling tower for waste water</li> </ul>
<b>Landscaper</b>	<ul style="list-style-type: none"> <li>• We have worked on 100 SW mitigation projects in the last three years. Receptors, filter fabric, street sweepers, cleaned out 5 or 6 holding ponds. We work under the engineering firms (for developers) and do everything beyond the sewer: plants, hydro feed, dewater, shock the fish, clean them out and any contaminated soil is shipped to Sarnia.</li> </ul>

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20. What, if any, future plans do you have for implementing SWM on property?	
<b>Theme 1: No Plans</b>	<ul style="list-style-type: none"> <li>• <b>No plans</b>, “not even on our radar”, we are open to it, risk management; not that I know of</li> </ul>
<b>Theme 2: Landscape</b>	<ul style="list-style-type: none"> <li>• There is a swail with 2 catch basins</li> <li>• Improve the current ponds</li> <li>• Need a holding pond if over 100,000 sq. ft. building.</li> <li>• Rainwater harvesting</li> <li>• Grey water system</li> <li>• and landscaping</li> </ul>
<b>Theme 3: Parking Lots</b>	<ul style="list-style-type: none"> <li>• As we redo parking lots, more ceptors, 25% credits for SWM is worth pursuing</li> <li>• Expand asphalt coverage for snow storage</li> <li>• Someone has to pay for permeable or porous pavement, its cost prohibitive, and we can’t justify tearing up perfectly good asphalt just to do something “green”.</li> <li>• Explore ground parking vs. parking garage (more likely)</li> </ul>
<b>Theme 3: Roof</b>	<ul style="list-style-type: none"> <li>• Green roof; Roof replacements; big roofs</li> </ul>
<b>Theme 4: Regulations</b>	<ul style="list-style-type: none"> <li>• Will need to meet SWM regulations</li> <li>• City mandates SW pond</li> <li>• Need to meet regulations when renovate and pave over green space</li> </ul>
<b>Theme 5: Cost/Rebate</b>	<ul style="list-style-type: none"> <li>• Reduce SWM fees?</li> <li>• would like a rebate</li> </ul>

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21. To what degree, if any, did the City of Waterloo’s stormwater utility fee/rebate influence the decision (or future plant) to implement SWM on-site?	
<p><b>Theme 1: No Influence</b></p>	<ul style="list-style-type: none"> <li>• <b>No influence.</b> It’s not a big factor. Haven’t thought about it before.</li> <li>• Building is 80% of property, very little landscape, not interested in green roof, everything is bottom line</li> <li>• It’s on our radar, but not used to inform our decision-making process re. SWM.</li> </ul>
<p><b>Theme 2: Discount</b></p>	<ul style="list-style-type: none"> <li>• We get a discount because we manage our own ponds</li> <li>• Yes, if we can reduce the fee, we will.</li> <li>• Not sure amount we pay. 40% reduction on SWM fee because implemented SWM ponds, collect roof rainwater, sweep parking lot 2x per year and take to landfill, educate people why</li> <li>• Negotiated our discount and fees, \$400 per 2 months ballpark SW utility fee, and \$150 discount because of education and SWM</li> <li>• None of our SW goes into City drains, it’s the whole watershed. SWM fee is usually on the bill, but we don’t have that.</li> <li>• Former Minister of Education wrote to the mayors and asked that school boards not pay the fee, under the Education Act.</li> <li>• There are a few pushing to apply for SW credits, and a link to our sustainability policy</li> </ul>
<p><b>Theme 3: Costly</b></p>	<ul style="list-style-type: none"> <li>• We have no choice but to pay the fee, costs of SWM are prohibitive compared to the fees and payback</li> <li>• \$2,000 per month</li> <li>• Yes, well aware and they charge significantly</li> <li>• Part of the problem is SWM fees don’t look at permeability, they’ve created a monster to administer, and it’s easier for them to say they don’t look at permeability.</li> <li>• We have an unfair tax for this utility fee.</li> </ul>
<p><b>Theme 4: A Consideration</b></p>	<ul style="list-style-type: none"> <li>• It is a consideration, and depends on the client and what they are willing to do and pay for (e.g. holding tanks, roof SW release valves)</li> <li>• Yes, but not sure about amount we pay.</li> <li>• Will have a moderate influence on our decisions</li> <li>• Have seen it on our bills and it will be a consideration as we get into deeper discussions with the City.</li> </ul>

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22. to 29. (inclusive) Summary of Ratings and Reasons for Ratings Given (Rate importance on a scale of 1 to 10)	
<p><b>Operational expenses</b> Mean 8.5, Mode 8, Range: 5 to 10</p>	<ul style="list-style-type: none"> <li>• “Goes right to the bottom line, it’s why we’re in business”; Keeping costs down, controlled profitability</li> <li>• Staying competitive; value for money; customer retention</li> <li>• Need to meet fixed budget targets; limited funding in a tight budget</li> <li>• Efficiency – maximizing efficiency of operations; looking at better ways to do things</li> <li>• Look more at initial capital costs; investment to keep operating costs lower; lifecycle costs</li> <li>• We focus on people and relationships, costs are less important than businesses</li> <li>• Money is one thing and other things also important: social conscience, reputation, CSR</li> </ul>
<p><b>Liabilities</b> Mean 8.1, Mode 10, Range: 4 to 10</p>	<p><u>Service/Product Risk:</u></p> <ul style="list-style-type: none"> <li>• Manage risk; Canadians are becoming more litigious; no one wants to be sued; It’s about the same (not like USA)</li> <li>• Some products are more risky and “we are well insured”</li> <li>• Protected legally and lots of insurance; make sure owner’s property is protected</li> <li>• Can’t afford the insurance, too much liability exposure</li> </ul> <p><u>Health and Safety:</u></p> <ul style="list-style-type: none"> <li>• Very high rating, and everything is safe here</li> <li>• WSB</li> <li>• Food safety</li> </ul> <p><u>Operations/Facility:</u></p> <ul style="list-style-type: none"> <li>• Manage/mitigate our liability/risk – large properties with public access; risk analysis department to mitigate; security</li> <li>• People are very mindful about liability, optics/media relations matter</li> <li>• Always a strong consideration, try to make good decisions for operation, environment and community; insurance</li> <li>• If we listened to the lawyers and insurance company, we would close the doors</li> <li>• Human rights issues (e.g. harassment)</li> </ul>
<p><b>Environmental Performance</b> Mean 7.3, Mode 8, Range: 4 to 10</p>	<ul style="list-style-type: none"> <li>• Important, and often comes down to money; the core priority is staying within budget; cost/benefit; fiscal sense</li> <li>• Working on a written policy and rating will be higher; higher than 5 years ago; becoming more important</li> <li>• Always a consideration and take pride in it, we aren’t revenue/profit driven; operating budget has gone down</li> <li>• Very important. Do the right thing, think of next generations. “We care about what we build, do it right.” In the public eye, trying to recycle everything and charge for waste disposal. “I want my grandkids to also have a nice place to live.”</li> <li>• Need to consider environment more in day-to-day decisions; integrated in our business management; CSR; Continuous Improvement has three foci: 1) Health and Safety, 2 Cost reduction, 3) environment; Property is our major asset</li> <li>• Is a factor, but not major; secondary to people</li> </ul>
<p><b>Landscaper</b></p>	<ul style="list-style-type: none"> <li>• More clients are showing interest in climate change, sustainable landscapes and stormwater management. Why? Because it’s a government requirement and City of Waterloo and Kitchener, Smart About Salt, and 10% SW credits</li> </ul>

## City of Waterloo SWM-MP – Market Research

### Interview Summary: Industrial, Commercial and Builder/Developer Key Informants


<p><b>Flooding</b>  <b>Mean 3.6, Mode 1, 2</b>                  Range: 1 to 9</p>	<ul style="list-style-type: none"> <li>• Have not experienced flooding and don't expect to; "knock on wood"; don't think about it; not an issue, far enough away from Grand River and Silver Creek; main facilities are quite high</li> <li>• If it did flood, it would mean the closure of the area; it would be catastrophic; more aware of it with climate change; not prone to flooding, it would take a 100-year storm; makes you nervous if catastrophic rainfall</li> <li>• Some flooding experiences, but not a major cost</li> <li>• We had a SW flood from a drain plugged in a swail; we had to dig it out, financially could have been even worse</li> </ul>
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30. What does your company pay for your stormwater utility fee?	
<b>Theme 1: Don't know</b>	<ul style="list-style-type: none"> <li>• Don't know (10); not sure off the top of my head</li> </ul>
<b>Theme 2: Fee Amount</b>	<ul style="list-style-type: none"> <li>• Depends on the client and assets we manage, the fees vary</li> <li>• Looked up bill, \$54,834/year (billed \$9,139 for Aug and Sep) for water and sewer charges, not sure about SW</li> <li>• \$5,268 per annum (large parking lot), \$420 for treated water, and \$564 for sewer</li> <li>• \$3,692/annum</li> <li>• \$24,000/year</li> <li>• \$13,140/year for SW; \$56,682 for water, sewer and SW</li> <li>• Water, sewage and SW = \$10,800/year (before expansion)</li> <li>• \$1,608/ year for SW</li> <li>• \$400/month, with \$150 discount for SW ponds = \$3,000/year</li> <li>• \$432/month, less \$195 refund = \$2,844</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• No expectation of paying it (Ministry of Education)</li> </ul>
31. What would encourage undertaking (additional) SWM measures?	
<b>Theme 1: Lower Fees</b>	<ul style="list-style-type: none"> <li>• "SWM fee are way too high." Permeability is not taken into account. We are getting nicked and dined across the board.</li> <li>• City forces us to pay a lot for a SWM permit for a new build. "It feels like a tax." Another city gave us a choice of meeting SWM requirements or paying a large sum of money for a large property – this was too much.</li> <li>• I wish the cities were more understanding of businesses, be more of a partner. In the Region of Waterloo, the City of Waterloo is the best to deal with, more understanding.</li> <li>• "Municipalities can't treat the NFP sector (like schools) as a developer. We can't offset this cost." Adrian Frigula, WCDSB</li> </ul>
<b>Theme 2: Education</b>	<ul style="list-style-type: none"> <li>• Porous pavement (didn't know it existed) and green roof (the Y on Berringer has one) are ideas that could win favour.</li> <li>• Make people aware of the risks for not taking action, people don't think of flooding</li> <li>• Awareness is one thing, but need to communicate to people about how it impacts their bottom line.</li> <li>• New build will require meeting lots of regulations.</li> <li>• There have to be adjustments for the environment and building owners have to get with the times.</li> <li>• Risk management and landscaping</li> <li>• 100-year storms are more frequent, need to design capacity to reduce demand on SWM system</li> </ul>

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<b>Theme 3: Incentives</b>	<ul style="list-style-type: none"><li>• Financial incentives or rebates, guarantee it would drop my rates; keep it simple (grants and loans are too complicated)</li><li>• Payback has to be reasonable (20 years maximum); 20% is expected in industry (5 years), make a business case for it</li><li>• Grey water system to decrease what we pay for treated water. Could do more water reclamation.</li></ul>
<b>Theme 4: Not a Concern</b>	<ul style="list-style-type: none"><li>• I don't think so, unless a neighbour did something that impacted us (flooding). Not a major concern. Nothing else we could do.</li></ul>
<b>Other</b>	<ul style="list-style-type: none"><li>• Don't interrupt my business or close the roads</li><li>• We maintain ceptors, but older buildings have no land for installation.</li></ul>

Financial 

Environmental 

Stormwater 