



CANNONDESIGN

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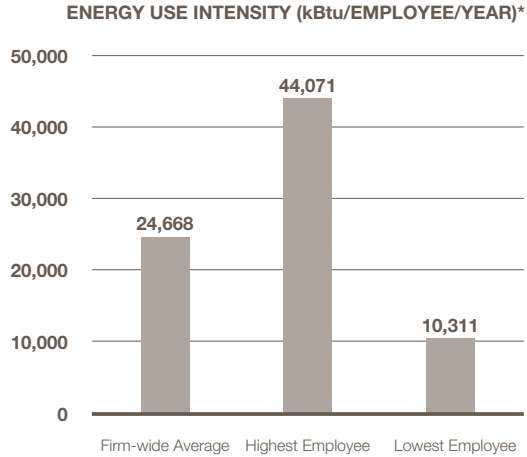
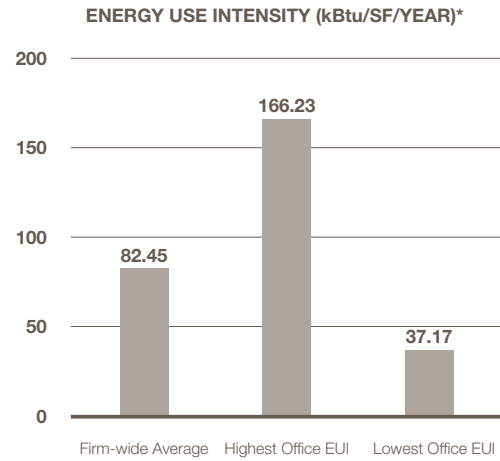
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OFFICE LIFE

AIA 2030 COMMITMENT
OPERATIONS REPORTING – 2011

KEY METRICS



* based on 13 offices

ENERGY CONSERVATION

An indicator used in understanding building performance, energy usage also reflects space use and occupancy habits of the building users. For the purposes of evaluating energy use, each office was asked to collect and report energy usage associated with plug-loading and appliances, as well as building systems (lighting and HVAC) serving the owned and/or leased space. Strategies relative to decreasing usage, increasing efficiency, and adjusting to operations policy were identified in addition to those suggested by the AIA, as part of a comprehensive consideration of energy use reduction.

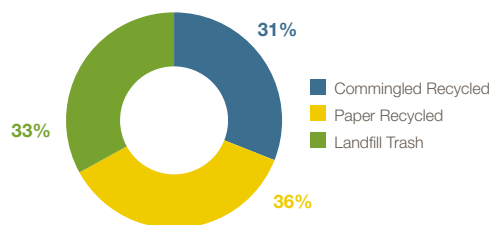
	Did Not Respond	Not Implemented	Partially Implemented	Fully Implemented
Track and report energy use by collecting modeled or metered energy use data for all office locations	6%	0%	0%	94%
Perform lighting and HVAC systems audits in all office locations.	6%	76%	0%	17%
Purchase Energy Star qualified equipment and appliances for in-office use.	6%	0%	27%	67%
Ensure that all vending machines on-site (owned or contracted) meet Energy Star criteria.	6%	2%	20%	72%
Notify janitorial service(s) that minimizing energy use is a priority to the firm, and ask that lights in unoccupied areas of the office be powered off when they leave.	6%	8%	14%	72%
Communicate energy conservation policies to all employees, and explore means to ensure that overhead and task lights are turned off at the end of the day via policy, technology, or both.	6%	33%	45%	16%
Set all desktop and laptop computers to enter standby or sleep mode if unused for 20 minutes; Copiers/printers set to 1 hour.	6%	21%	24%	49%
Eliminate the use of personal appliances at workstations, such as mini-refrigerators and space heaters.	6%	8%	50%	36%
Replace any existing CRT monitors with LCD monitors.	6%	0%	0%	94%
Explore on-site renewable energy systems, and implement where possible.	6%	85%	4%	5%
Explore availability of "green energy" for purchase in all office locations.	6%	39%	55%	0%

indicates Core AIA 2030 Strategy

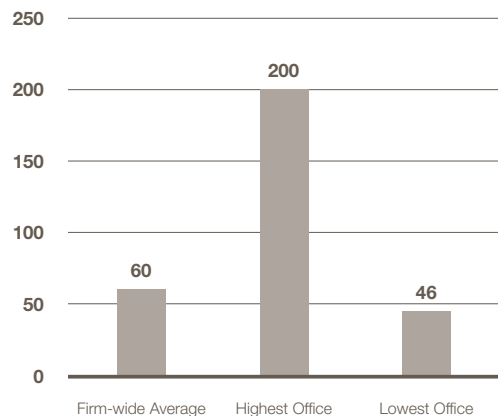
Numbers indicate percentage of Cannon Design employees that have implemented strategies ▲

KEY METRICS

WASTE STREAM DISTRIBUTION



LANDFILL TRASH PER EMPLOYEE (CUBIC FEET/YEAR)*



* based on 8 offices

MATERIALS & RESOURCES

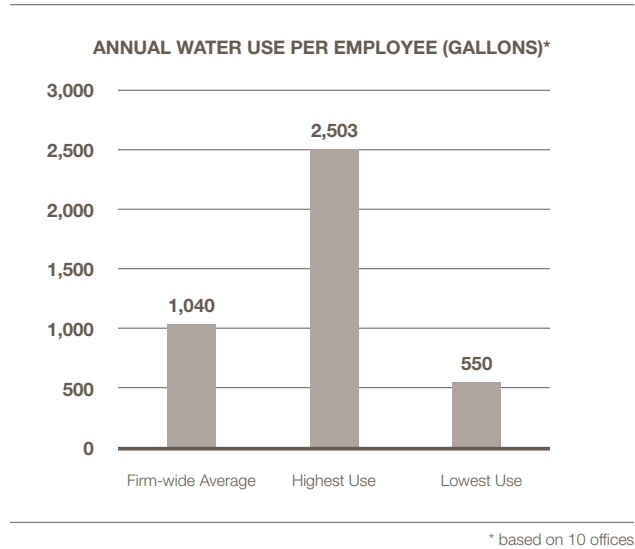
Contentious use and conservation of office materials impacts multiple aspects of our business operations. From paper and office supplies, to kitchen and cleaning supplies, professional products reference materials, and even electronics and office equipment; the embodied energy and resources bound in these materials through creation, use, and disposal represents a potentially significant impact on the environment. A range of policies and procedures addressing both consumption and waste stream management target the reduction of the overall impact of our office operations relative to materials and resources.

	Did Not Respond	Not Implemented	Partially Implemented	Fully Implemented
Track and report waste production by collecting modeled or measured data for all office locations.	31%	2%	0%	67%
Set all production devices to copy and print two-sided as default.	6%	2%	0%	92%
Limit number of convenience printers in the office.	6%	0%	21%	73%
Communicate waste reduction and recycling program and goals to all office staff.	6%	9%	56%	29%
Work with office supply vendor(s) to negotiate preferred pricing for sustainable alternatives, and distribute preferred product list to all offices.	6%	0%	94%	0%
Purchase only rechargeable batteries.	6%	51%	33%	10%
Make washable and reusable dishware available to all employees, and phase out the purchase of kitchen supplies such as plates, cups, cutlery and serving ware.	6%	36%	20%	38%
Create a list of preferred vendors based on sustainable criteria including; reduced packaging, local sourcing, and desirable proximity. Use only preferred vendors for catered events.	6%	0%	57%	37%
Eliminate use bottled water in office vending machines, meetings and lunch events.	6%	19%	0%	75%
Eliminate the purchase of Styrofoam and non-recyclable plastic food service products.	6%	0%	29%	65%
Establish a "green" cleaning policy including use of "green" cleaning products complying with Green Seal Standard GS-37 products for all cleaning supplies.	6%	12%	14%	68%
Save shipping materials from deliveries received and re-use to package outgoing items.	6%	9%	66%	19%
Establish a drop-off location in each office where office supplies can be re-used.	6%	9%	36%	49%
Discuss waste hauling procedures with building management to evaluate diversion opportunities.	6%	21%	9%	64%
Place recycling bins in convenient locations, in common areas, and at workstations.	6%	7%	8%	79%
Provide clear, concise and office-specific recycling guidelines at each shared bin location.	6%	16%	18%	60%
Develop and implement a policy of minimum sustainability standards for all vendors requesting to give in-office presentations and/or be cataloged in Cannon Design product libraries.	6%	64%	28%	2%
Alert employees to ongoing discontinued sample availability for personal use.	6%	28%	33%	33%
Establish periodic purge days for the library and encourage employees to take home un-returnable samples.	6%	8%	37%	49%
All carpet samples are returned to vendors	6%	0%	70%	24%

indicates Core AIA 2030 Strategy

Numbers indicate percentage of Cannon Design employees that have implemented strategies ▲

KEY METRICS



AIR & WATER

Air and water quality, and water conservation, are important aspects of the built environment that we study relative to our professional practice. Because of our understanding of the systems, design approaches, and operational measures that impact these elements in the built environment, we have a greater ability to identify and enact improvements relative air and water. As part of a comprehensive self-assessment of our owned and/or leased office space, we felt it was critical to address our operations relative to these precious resources as well.

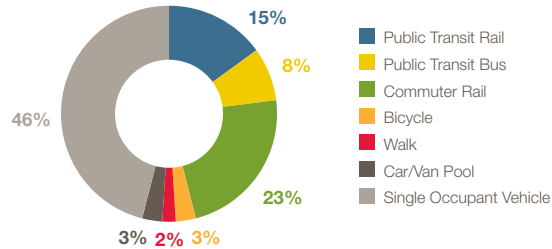
	Did Not Respond	Not Implemented	Partially Implemented	Fully Implemented
Track and report water use by collecting modeled or metered water use data for all office locations.	13%	0%	0%	87%
Promote awareness of water usage within individual offices to encourage reduced water consumption/waste.	6%	39%	15%	40%
Post a phone number in bathrooms and kitchens to promote employees to report leaks or water waste.	6%	58%	5%	31%
Contact the water utility and have a water audit done for the office.	6%	85%	9%	0%
Install water saving aerators at all appropriate sinks.	6%	22%	22%	50%
Verify all offices are compliant with ASHRAE 62.1-2007.	6%	8%	7%	79%
Assure that no smoking is allowed within 25' of building entrances, outdoor air intakes or operable windows.	6%	33%	0%	61%
Verify all offices HVAC system meet the requirements of ASHRAE 55-2004.	6%	0%	21%	73%

 indicates Core AIA 2030 Strategy

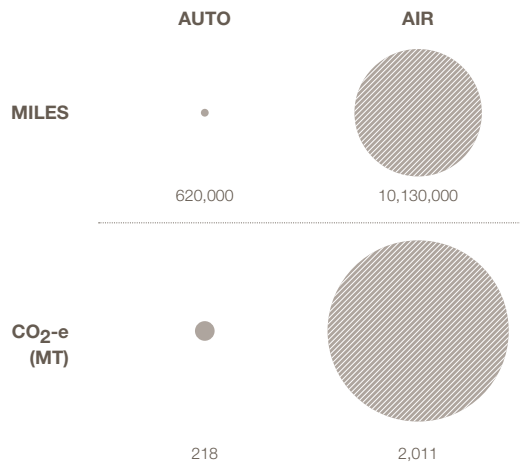
Numbers indicate percentage of Cannon Design employees that have implemented strategies ▲

KEY METRICS

WORKPLACE COMMUTING BY MODE (TRIPS)



CORPORATE MILES TRAVELED/CO₂-e EMISSIONS



TRANSPORTATION & MEETINGS

Moving beyond the immediate office(s), a tremendous amount of environmental impact reduction can be made through modification of procedures and policies associated with transportation and meetings. The ability to quantify and influence these impacts required a broad examination of both documented company policy and common practice in the many and varied locals in which our company operates. In addition to the measures suggested by the AIA, our examination considered both how we enact our business and how we can influence the behaviors of our employees, colleagues, and clients to effect positive change with respect to decreasing the environment impact of our travel and conference.

	Did Not Respond	Not Implemented	Partially Implemented	Fully Implemented
Track and report environmental impact of travel and transportation by collecting commuting and business travel reporting data for all office locations.	8%	0%	0%	92%
Establish a program for all employees to allow for purchase of public transit tickets/passes with pre-tax wages.	6%	0%	0%	94%
Establish corporate account for vehicle-sharing program (ZipCar or other) in all office locations where vehicle-sharing vendors operate.	6%	0%	0%	94%
Implement a comprehensive approach to work flow and production utilizing cloud computing and virtual connectivity that facilitates telecommuting.	6%	0%	0%	94%
Provided all employees with a pdf editing software such as Bluebeam or Adobe Acrobat.	6%	0%	20%	74%
Improve utilization of electronic meeting capabilities (WebEx, GoTo, Join.me, Skype, video and/or teleconferencing).	6%	0%	28%	66%
Communicate existing conservation-focused travel policies to all employees.	6%	19%	59%	16%

Indicates Core AIA 2030 Strategy

Numbers indicate percentage of Cannon Design employees that have implemented strategies ▲

OFFICE LIFE

SUSTAINABLE OPERATIONS ACTION PLAN

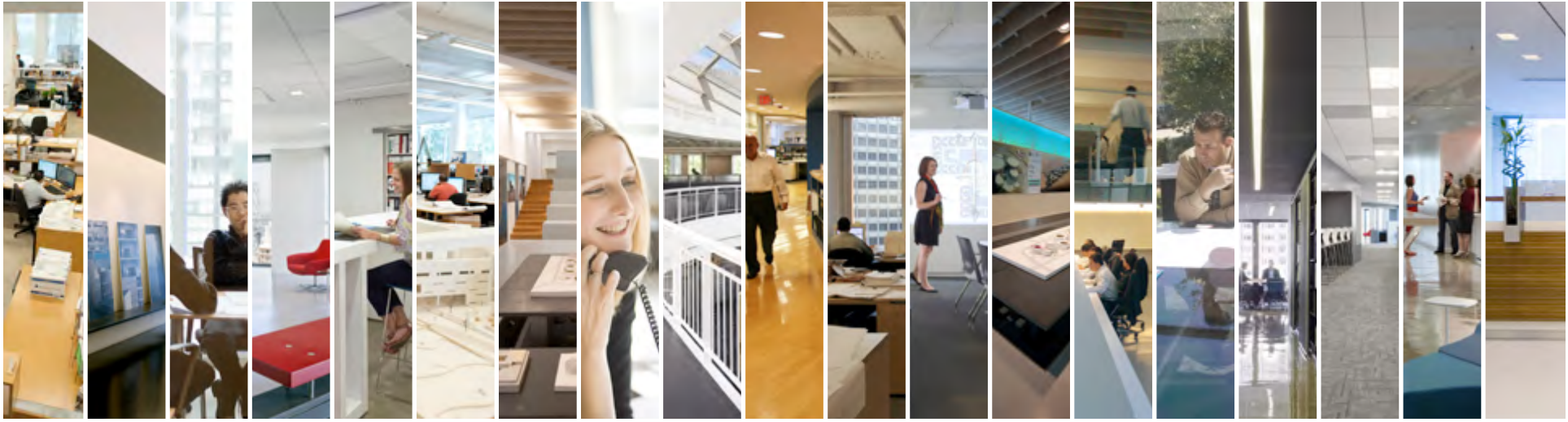
STATEMENT OF INTENT

Cannon Design is committed to environmental leadership in our project work and our business practices. As architects, engineers, designers and builders we are responsible for the built environment. This responsibility extends to both sides of our threshold – to our clients and to ourselves.

The Cannon Design Sustainable Operations Action Plan is a compilation of best-of-class policies and business practices composed from a wide variety of sources; the Natural Resources Defense Council (NRDC), Global Stewards, the U. S. Environmental Protection Agency (EPA), the United States Green Building Council (USGBC) and policies already in place within Cannon Design offices. These practices address key environmental issues like energy consumption, carbon impacts, resource conservation, indoor environmental quality, and water use. They extend from our practices to our vendors and suppliers.

Through the implementation of this Sustainable Operations Action Plan, Cannon Design will reaffirm and strengthen its commitment to a culture of sustainability, leading the industry by example and helping to create a cleaner, safer environment in which to live and work.

The following individuals are acknowledged as being instrumental in the conceptualization, development and implementation of this document and in furthering the sustainable goals of Cannon Design in the way we work every day. Thank you.



SUSTAINABLE OPERATIONS LEADERSHIP

- Rand Ekman**
Chicago
- John Syvertsen**
Chicago
- Jennine Talbot**
Boston
Energy Topic Leader, Transportation Topic Leader

SUSTAINABLE OPERATIONS SUPPORT FORUM

- | | | |
|---|--|--|
| James Balzli
Los Angeles | Mark Herman
San Francisco | John Lucht
San Francisco |
| Stephen Brown
St. Louis | Punit Jain
St. Louis | Jeff Nudi
Phoenix |
| Maurya Cohan
Chicago
Vendor Information Topic Leader | Kevin Hinchey
Toronto | Joe O'Neil
Los Angeles |
| Lynn DiCarlo
Buffalo | Troy Hoggard
Chicago | Jack Poulin
Los Angeles |
| Jason Franken
Chicago | Paul Hunter
Vancouver
Indoor Air Quality Topic Leader | Kathleen Rieger
Buffalo |
| DiAnne George
Buffalo | Robert Kaczorowski
Buffalo | Katie Rietz
St. Louis
Water Use Topic Leader |
| Marya Graff
Chicago | Carl Karlen
St. Louis | Gabrielle Rossit
Toronto
Catering, Vending and Food
Service Topic Leader |
| Craig Hamilton
Los Angeles | Eric Lindstrom
Buffalo | Joe Sawicki
Los Angeles |
| Andreas Hausler
New York City | Sarah Lombard
Toronto | |

- Sara Shonour**
Boston
- Kevin Spady**
Los Angeles
- Rita Spring**
Los Angeles
- Matthew Thacker**
Washington DC
- Tyler Ullrich**
Chicago
- Ashley Zettler**
Phoenix

CORPORATE INITIATIVES AND GUIDELINES FOR IMPLEMENTATION



CORPORATE INITIATIVES

This action plan contains a series of topics to be addressed by each regional office. These nine topics were originally identified in the Cannon Design Corporate Sustainability Guidelines published in 2009. In addition to these categories, Cannon Design also established the following corporate directives:

- All new office construction and/or renovation will be LEED certified LEED-ID+C or LEED-BD+C. Platinum certification level will be sought.
- Cannon Design lease locations will work with respective landlords to encourage ownership of the building to receive:
 - LEED-EB Operations & Maintenance certification.
 - An Energy Star Label

GUIDELINES FOR IMPLEMENTATION

This is a living document; Sustainability is a process of continuous improvement and as practices are implemented, new goals will be established and new opportunities will be revealed. This Action Plan will be updated every 2 years. Measurement and use data will be collected and reported annually at the end of the first quarter and submitted to the AIA. This data will also be used to drive continuous improvement across Cannon Design and within our regional offices.

Each section herein contains four parts: Purpose, Goals, Strategies and Measurements to specifically address the topic put forth. The Strategies are further divided into three categories that will guide the pace of implementation:

- Strategies to be implemented immediately
- Strategies to be implemented by end-of-year 2012
- Strategies encouraged whenever possible

Progress toward meeting the goals and implementing the strategies will be gathered using a separate data gathering tool that will facilitate analysis and reporting. Data collection has been separated into data that will be gathered at the corporate level for the whole of Cannon Design and data that will be gathered at the Regional office level by individuals at each location (see Appendix).

PAPER



PURPOSE

Improve Cannon Design's environmental footprint and reduce paper purchasing expense through reduced paper consumption.

GOALS

- Reduce paper consumption (in lbs.) by a minimum of 10% from previous year baseline.
- Purchase increasing amounts of paper with recycled content, processed chlorine free and Forest Stewardship Council (FSC) certification.

CONSUMPTION STRATEGIES

Strategies to be implemented immediately:

- Communicate reduction program and goals to all office staff.
- Copiers and printers will be set to copy and print automatically two sided.
- Use electronic signature of time sheets and expense reports as well as scanned receipts for expense reports and electronic distribution of pay stubs.
- For internal communication use e-mail, Knowledge Network and Design Blog.
- Promote electronic mark-ups and give all employees' access to Blue Beam or Adobe Acrobat.
- Limit the number of "convenience printers" in the office.

Strategies to be implemented by end-of-year 2012

- Evaluate graphic communications format of printed material with a mind for paper reduction.
- Develop a shared periodical library and unsubscribe to junk mail and redundant magazines.
- Recommend that project teams print only one master set of phase documents that the team can share. Print only the portion of half-size drawing sets or specifications that are pertinent to the individual.
- Increase electronic filing and document storage eliminating hardcopy printing and storage.
- Encourage digital communication and utilize digital templates for all communication that requires letterhead.

Strategies encouraged whenever possible

- All large documents such as specifications and proposals to utilize double sided printing.
- Send a monthly report to Project Managers to promote awareness of printing volume.
- Recycle plotted drawings into notepads.

CONTENT STRATEGIES

Strategies to be implemented immediately

- Recycled content for paper should strive to meet the following percentages.

PAPER TYPE	PERCENT RECYCLED CONTENT
Standard copy paper	100% Post Consumer
Color copy paper	100% Post Consumer
Colored paper	100% Post Consumer
Plotter paper	30% Post Consumer
Letterhead stationary	30% Post Consumer
Ruled notepads	100% Recycled / 50% Post Consumer
Gridded notepads	100% Recycled / 50% Post Consumer
Other notepads	100% Recycled / 50% Post Consumer
File folders	100% Recycled / 40% Post Consumer
Post-its	30% Recycled / 30% Post Consumer
Dividers	30% Recycled / 30% Post Consumer
Index Cards	100% Recycled / 50% Post Consumer

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Reporting will include the following and collected annually.

Track and audit actual consumption, and report results. Reporting information will be provided by Cannon Design corporate. Office specific reports will be developed and provided to individual offices by Cannon Design corporate.

PAPER TYPE	AMOUNT PURCHASED	UNIT	PERCENT RECYCLED CONTENT
Standard copy paper			
Color copy paper			
Colored paper			
Plotter paper			
Letterhead stationary			
Ruled notepads			
Gridded notepads			
Other notepads			
File folders			
Post-its			
Dividers			
Index Cards			

Regional Office

Evaluate corporate report and assess purchasing practices with attention to stated goals.

ENERGY



PURPOSE

To consume less energy per square foot annually as a corporation than we did in the prior year, by establishing awareness of energy use practices, and implementing corporate policies, procedures and efficiency upgrades.

GOALS

- Confirm universal compliance for all Cannon Design offices with ASHRAE 90.1 2004, and ASHRAE 90.1 2007 for all company owned properties by Q2, 2011
- Reduce office energy use company-wide by a minimum of 5% from the from 2010 baseline measurement by 2012.
- Achieve requirements for LEED 2009 Silver certification (CI, EB, or NC as applicable) for energy use for all office locations by 2013.

STRATEGIES

Strategies to be implemented immediately:

- Establish a precise (i.e. reproducible methodology) energy use baseline measurement for 2010
 - Where possible use existing electrical and/or fuel metering
 - Create/utilize a standardized Cannon Design office energy use calculator where metering is not available
- Perform a lighting audit in all office locations to identify improvements to energy efficiency. Example improvements:
 - Calculate Lighting Power Density (LPD) and establish reduction goal.
 - Identify office areas where daylight sensors, occupancy sensors, de-lamping, and timers can be implemented to decrease electrical load duration and/or intensity.
 - Fine tune general lighting control schedules (hours of operation, sensitivity of motion sensors, minimum lighting level requirements, etc)
 - Install occupancy sensors in all private offices and conference rooms (sensors set to “auto-off, manual-on”)
 - Identify opportunities to test, and/or implement day-light harvesting technologies. Work with vendors and/or local suppliers to trial day-light harvesting technologies in offices where opportunities have been identified
 - Implement identified improvements at all company-owned properties, and work with landlords in rental locations to implement similar measures
- Set all desktop and laptop computers to enter standby or sleep mode if unused for 20 minutes; Copiers/printers set to 1 hour
- Ensure that overhead and task lights are turned off after the last employee leaves.

GOALS (CONTINUED)

- Offset 100% of the firm's electrical energy use by 2015 through the production of on-site renewable energy, the purchase of "green" power from local energy providers, or purchase of renewable energy certificates.

- Identify appropriate means to share energy conservation policies with all employees (via email, in new employee materials, posted signage, etc) including company expectations regarding powering off workstations, overhead and task lighting, and office equipment at the end of the day
- Eliminate the use of personal appliances at individual workstations such as mini-refrigerators and space heaters.
- Notify janitorial service(s) that minimizing energy use is a priority to the firm, and ask that lights in unoccupied areas of the office be powered off when they leave.

Strategies to be implemented by end-of-year 2012

- Put in place measures to improve accuracy of energy use baseline measurement for successive annual measurements where possible
 - Acquire required equipment to implement a program of sub-metering and/or data logging to improve the accuracy of the energy use measurement in offices where the energy use calculator is initially used.
 - Work with landlords in office locations where independent metering is not available to install data loggers and /or sub-metering to measure/document energy use
- Explore availability and cost implications of "green" energy purchase
- Provide smart power strips for all individual workstations to turn workstation equipment off at the power strip when leaving for the day.
- Prioritize phase out of inefficient and/or ineffective equipment. As older technology is replaced, prioritize energy efficiency as primary criteria for selection of new equipment. Examples:
 - Eliminate use of CRT monitors and replace them with LCD monitors
 - Laptop workstations will be preferred, and all new computer workstations (laptops and towers) will be Energy Star certified
 - All kitchen and/or bathroom appliances purchased will be Energy Star certified
 - Phase out incandescent lamps. All new lamp purchases will be all energy-efficient, low-mercury
- Audit HVAC systems to identify improvements to energy efficiency. Examples:
 - Adjust hours of operation to standard "business hours"
 - Install/utilize programmable thermostats
 - Adapt set-points for energy efficiency based on system performance.
 - Identify areas where non-invasive interventions can be made in the short-term to improve system performance (e.g. establishing regular filter maintenance schedule, establishing regular boiler/furnace maintenance schedule, remove temporary obstructions from air returns and distributors, radiators, and other system fixtures, etc)
 - Identify potential long-term renovation concepts that can be incorporated in forthcoming maintenance or office refurbishment projects to improve system efficiency and/or performance.

- Implement identified improvements at all company-owned properties, and work with landlords in rental locations to implement similar measures
- Work with local IT leadership to explore measures where possible to power down extraneous network computing equipment after hours, and investigate viability of implementing a network-directed night-time workstation shut-down policy
 - Develop a policy to minimize energy waste associated with dishwashers (where applicable). Examples:
 - Develop/implement a policy to only run dishwashers when full, use air dry and/or the low-heat dry cycle, etc.
 - Identify appropriate means to share guidelines with all employees (via email, in new employee materials, posted signage, etc)
- Confirm universal compliance for all Cannon Design offices with ASHRAE 90.1 2004, and ASHRAE 90.1 2007 for all company owned properties.

Strategies encouraged whenever possible

- Target LEED Gold (CI, or NC as applicable) standards for energy use, for all office renovations
- Target LEED-EB Gold standards for energy use at all company-owned properties, and work with landlords leased locations to do the same
- Assess and certify company-owned properties through the EPA Energy Star program.
- Explore viability of on-site renewable energy production at properties

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Survey all office locations annually to document and monitor progress toward goals, and update/establish new goals for the subsequent year

Regional Office

Measure energy use to establish annual energy measurement. Use accompanying:

Cannon Design Energy Calculator Tool

OFFICE LOCATION	2010 ENERGY USE (KWH)	2012 ENERGY USE (KBTU)
Regional Office		

Audit Lighting Systems

OFFICE LOCATION	AREA OF THE OFFICE (SF) VIABLE FOR DAYLIGHT HARVESTING	AREA OF THE OFFICE (SF) VIABLE FOR OCCUPANCY SENSORS	AREA OF THE OFFICE (SF) VIABLE FOR TIMERS	AREA OF THE OFFICE (SF) VIABLE FOR DE-LAMPING, OR OTHER LOAD REDUCTIONS
Regional Office				

Audit HVAC Systems

OFFICE LOCATION	NOTE IDENTIFIED LONG AND SHORT-TERM IMPROVEMENTS
Regional Office	

TRANSPORTATION AND TRAVEL



PURPOSE

Reduce carbon-footprint associated with project and marketing-related travel on an office-by-office basis, and minimize carbon-footprint associated with SFMO travel company-wide.

GOALS

- Accurately account for air travel for projects, marketing, and SFMO coordination by the end of 2012
- Reduce SFMO air travel carbon-footprint by 40% by the end of Q2, 2012
- Accurately account for ground travel for projects, marketing, and SFMO coordination by 2012
- Reduce project ground travel carbon-footprint by 5% by 2013
- Reduce commuting carbon-footprint by 10% by 2013

STRATEGIES

Strategies to be implemented immediately:

- Improve utilization of electronic meeting capabilities (WebEx, GoTo meeting, Skype, video and/or teleconferencing)
 - Notify clients and consultants that minimizing carbon footprint associated with travel is a priority to the firm, and suggest opportunities for utilizing video and/or teleconferencing capabilities in work planning and scoping discussions with clients and consultants
 - Preference video and/or teleconferencing for regularly scheduled project coordination meetings
 - Implement a policy that assumes video and/or tele-conferencing for all SFMO coordination meetings unless explicitly required to address a critical project need as identified in the workplan, specifically requested by the client, or required collaboration period (time spent in another office and/or on-site) is expected to last more than a week.
- Prioritize availability and proximity to public transportation as a primary criteria for selection of new office locations in the future
- Develop/implement an annual commuter survey in all office locations
 - Include differentiation of seasonal changes in modality
- Identify appropriate means to share travel policies with all employees (via email, in new employee materials, posted signage, etc.) including ride share/carpool programs, preferred parking for low-emitting/fuel-efficient vehicles, public transit incentives, and availability of resources to facilitate biking to work.

Strategies to be implemented by end-of-year 2012

- Invest in video conferencing capabilities in all office locations
 - Complete standardization of available high-definition video conferencing in all office locations

GOALS (CONTINUED)

- Identify at least three specific travel policies/measures in each region in keeping with larger corporate carbon footprint reduction goals
- Investigate potential addition of enhanced telepresence capabilities
- Establish ride share/ car pool programs in all office locations; coordinate through human resources personnel and/or office manager on-site
- Improve accounting of ground mileage associated with taxi/livery use
 - Adjust Deltek expense reporting to note “estimated miles” associated with taxi/livery expenses
- Improve accounting of ground mileage associated with rental car use
 - Adjust Deltek expense reporting to note “estimated miles” associated with rental car expenses
 - Work with car rental vendors to obtain annual reporting (incl. project/marketing designation – i.e. reference number)
- Complete cost benefits analysis to identify conditions when hybrid cars should be preferred to other car-classes. Notify contracted car rental vendors of company policy.
- Incentivize use of public/shared transportation in all office locations
 - Investigate potential to subsidize public transit passes for regular transit commuters (70% of commuting days) in all urbanized office locations
 - Investigate potential to subsidize maintenance costs for those who regularly carpool (70% of commuting days) in all non-urbanized office locations
- If mileage cannot be readily pulled from Deltek expense reporting, work with existing local transportation vendors to obtain annual mileage reporting (incl. project/marketing designation). Examples of local vendors:
 - Harbor Air (float plane service) in Victoria and Vancouver B.C. offices
 - City Cab (taxi/livery service) in Boston
- Investigate availability of local car-share programs (including participation in existing Cannon Design Zipcar membership where available)
 - Complete cost benefit analysis in each office to identify conditions when local car-share service should be preferred to personal auto use (e.g. In Chicago rentals <4 hr. favors use of local Zipcars)
 - Work with local car share providers in company-owned locations to investigate providing parking locations, in exchange for discounted rates
- Incentivize non-motorized commuting
 - Implement monthly walk/ride/paddle commuting days with complimentary continental breakfast for those who participate (order only enough for those who confirm attendance)
 - Investigate collaboration with local municipal law enforcement/public safety or local bike advocacy organization to provide in-house bike safety presentation
 - Investigate collaboration with local bike shop(s) to provide in-house bike maintenance and/or bike safety presentation

- Take part in local outside sponsored events which promote bike commuting (e/g/ MassBike Commuter challenge in the Boston office, Annual Bike to Work Day in San Francisco, etc)

Strategies encouraged whenever possible

- Incentivize more sustainable commuting practices through pursuing targets established by LEED NC Sustainable Sites credits 4.2 – 4.4 in all office locations
 - Provide secure bicycle racks and/or storage within 200 yards of an office entrance for 5% or more of employees
 - Provide shower and changing facilities in the building, or within 200 yards of a an office entrance, for 0.5% employees
 - Provide preferred parking or providing for a discounted parking rate for low-emitting and fuel-efficient vehicles equal to 5% of total vehicle parking capacity dedicated to the office
 - Provide preferred parking or providing for a discounted parking rate for carpools equal to 5% of total vehicle parking capacity dedicated to the office
 - Implement identified improvements at all company-owned properties, and work with landlords in rental locations to implement similar measures
- Develop/implement a telecommuting policy in all offices
 - Provide appropriate telecommuting capacity for all employees (with >1yr. employment) who express an interest in telecommuting 1 or more days a week, including: availability of loaner laptops, loaner mobile broadband Internet modems (aircards/ USB internet cards), etc
 - Require that each project manager/ project team identify 1 day per project phase or 5 days per project, for all projects more than 3 months in expected duration, as “telecommuting days”
- Decrease carbon-footprint impact of local transportation vendors/contracts
 - Investigate potential to specify hybrid only service with existing local taxi/livery service provider, and/or availability of hybrid-only local taxi/livery service provider
 - Investigate availability of rickshaw/pedi-cab service provider for seasonally viable taxi/livery service contract
 - In office locations where bicycle messenger services are available, identify a minimum distance required to engage motorize parcel transport
 - Investigate the availability of local transportation providers which have a policy and/ or plan for implementing sustainable practices in their business
- Investigate local discounts and benefits available from local, provincial, state, regional or municipal transportation systems
- Develop/implement a program to provide transit passes to local project teams to incentivize use of public transportation to attend meeting and visit the site, in office locations where public transportation is available.

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Travel team to obtain reporting on air travel and car rental (miles)

OFFICE LOCATION	2010 AIR MILES TRAVELED	2010 RENTAL CAR MILES TRAVELED
Cannon Corporate		

Measure taxi, limousine, livery car miles through Deltek expense reporting

OFFICE LOCATION	2010 LIVERY CAR, TAXI, LIMOUSINE MILES TRAVELED
Cannon Corporate	

Regional Office

Survey and track commuting habits for all Cannon Design employees

OFFICE LOCATION	COMMUTING METHOD	# OF EMPLOYEES	AVERAGE COMMUTE DISTANCE	ANNUAL MILES TRAVELED
Regional Office				
	Public transit rail			
	Public transit bus			
	Commuter rail			
	Car/van pool			
	Bicycle			
	Walk			
	Single occupant vehicle			

EQUIPMENT AND OFFICE SUPPLIES



PURPOSE

To employ sustainable purchasing practices with the purpose of reducing consumption, reducing expenses, and thoughtfully selecting products with minimal environmental impact.

GOALS

- Reduce products consumption (by cost.) by 10% from previous year baseline.
- Develop a corporate standard for purchasing equipment and office products and a phase-out plan for all non-compliant products.
- Purchase ENERGY STAR compliant, efficient office equipment and appliances

CONSUMPTION STRATEGIES

Strategies to be implemented immediately:

- Communicate reduction program and goals to all office staff.
- Phase out the purchasing of kitchen supplies such as plates, cups, cutlery and serving ware. Instead provide reusable items for employees to wash and re-use.
- Eliminate bottled water in the office. Provide filtered water in pantries and supply pitchers of water for meetings or Lunch & Learns Supply employees with reusable stainless steel water bottles
- Establish a drop-off location in each office where supplies can be re-used (i.e. binders, file folders, etc.)
- Purchase only rechargeable batteries
- To evaluate a product or service in terms of environmental impact visit the following website: <http://www.buyingbetter.org/index.gsp>

Strategies to be implemented by end-of-year 2012

- Save shipping materials from deliveries received and re-use to package outgoing items

Strategies encouraged whenever possible

- Require suppliers to minimize use of packaging materials; require them to offer re-useable and recyclable materials

CONTENT STRATEGIES

Strategies to be implemented immediately

- Purchase Energy Star qualified equipment and appliances for in-office use
- Sustainable properties for office supplies and equipment should strive to meet the following criteria:

SUPPLIES/ EQUIPMENT TYPE	SUSTAINABLE CRITERIA
Binders	48% Post Consumer Recycled Content
Hanging folders	30% Post Consumer Recycled Content
Pens	80% Total Recycled Content/Refillable
Pencils	100% Recycled Content/60% Post Consumer
Highlighters	AP certified non-toxic
Dry erase markers	AP certified non-toxic
Permanent markers	AP certified non-toxic
Staples	
Toner cartridges	Re-manufactured
Hand soap	Green Seal certified
Dish soap	Green Seal certified
Paper towels	100% Recycled Content/40% Post Consumer
Trash bags	Compostable
Scissors	70% Recycled Content/30% Post Consumer
Computers	Energy Star Compliant
Laptops	Energy Star Compliant
Monitors	Energy Star Compliant
Printers	Energy Star Compliant
Copiers	Energy Star Compliant
Appliances	Energy Star Compliant

Strategies to be implemented by end-of-year 2012

- Establish a sustainable corporate standard for the purchasing of corporate gifts and promotional material. This will ensure that our sustainable philosophy will not be overlooked when we distribute a product with our name on it.

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

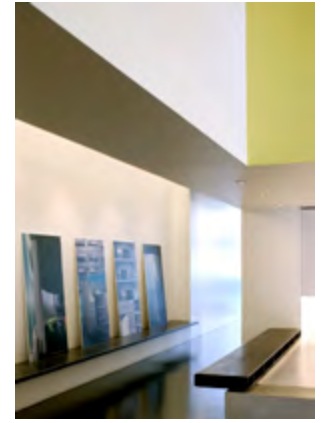
Conduct annual sustainability survey providing the following information to both corporate and regional office leadership.

PRODUCT TYPE	ENERGY STAR?
Computers	
Laptops	
Monitors	
Printers	
Copiers	
Appliances	

Regional Office

Evaluate corporate report and assess purchasing practices with attention to stated goals.

RECYCLING



PURPOSE

As a company, we will strive to produce less non-recycled waste each year than the year prior.

GOALS

- Recycle paper, cardboard, glass, metal, plastics, and electronics.
- Each office will perform a waste audit to verify a total post-consumer waste production reduction (by volume) by 2.5% from previous year baseline.
- Divert a minimum* of 50% post-consumer waste collected from landfill, yearly.

RECYCLING STRATEGIES

Strategies to be implemented immediately:

- Discuss waste hauling procedures with building management to evaluate diversion opportunities.
- Place recycling bins in convenient locations. Appropriate locations include: at each workstation, near kitchen/vending areas, in receiving/mail/shipping areas, in materials library and near printers/copier/fax locations. Recycling guidelines will be clearly posted at each bin location.
- When implementing or adjusting recycling programs, provide clear, concise and office-specific recycling guidelines at each shared bin location. Install a shortcut to these guidelines on each employee desktop for easy reference.
- Avoid throwing away compact fluorescent lamps, as they contain mercury. Collect them in each office and dispose of properly.
- Maximize your existing recycling program through office education efforts to encourage employees to recycle whenever possible.

Strategies to be implemented by end-of-year 2012

- Recycle shredded confidential documents.
- Use local resources and drop-off locations for difficult-to-recycle items.
- Electronic waste should be donated, recycled or disposed of properly.

Strategies encouraged whenever possible

- Work with a vendor to collect and re-purpose materials for office use (i.e. Contract with 2020 Recycling to collect discarded bond drawing sets and re-manufacture them into notepads for the Chicago office)

CONSUMPTION STRATEGIES

Strategies to be implemented immediately

- Engage your office to coordinate with other categories of waste reduction (e.g. Paper) in the Cannon Design Sustainable Operation Guidelines, and strategize how on-site post-consumer waste production can be minimized.

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Survey all office locations annually to document and monitor progress toward goals, and update/establish new goals for the subsequent year.

Regional Office

Waste audits will be conducted annually

Waste Audit

Date(s) of waste audit:

OFFICE	LANDFILL WASTE (VOLUME)	PAPER RECYCLING (VOLUME)	COMMINGLED RECYCLING (VOLUME)	OTHER – OPTIONAL; TBD BY OFFICE (E.G. COMPOST)
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Audit Totals:				

WATER USE



PURPOSE

To reduce the depletion of the fresh water supply by reducing potable water consumption.

GOALS

- Reduce water consumption by 10% from the previous year baseline (per LEED WE Prerequisite 1: Water Use Reduction).
- Establish corporate baseline standards for new flush & flow fixtures installed in offices

STRATEGIES

Strategies to be implemented immediately:

- Promote awareness of water usage within individual offices to encourage reduced water consumption/waste.
- Post a phone number in bathrooms and kitchens to promote employees to report leaks or water waste to facility managers or maintenance personnel.
- Install water saving aerators at all appropriate sinks.
- Contact the water utility and have a water audit done for the office

Strategies to be implemented by end-of-year 2012

- Landscape with native plantings or plants that require minimal watering.

Strategies encouraged whenever possible

- Upgrade all fixtures (sinks, toilets, urinals, drinking fountains) to low-flow fixtures.
- Meet with the water utility company and/or building management to establish a plan for installing sub-metering to more effectively track the water usage.
- Develop a budget to give all employees access to water dispensers or hydration stations to prevent wasted water while waiting for the tap water to be cold or warm depending on the desire.
- Implement a policy requiring the maintenance staff to use water saving practices.
- Replace existing or install a new water efficient dishwasher in all kitchens. Develop a schedule to run the dishwasher at the end of the day or when it is full and have the cleaning staff unload the dishwashers at the end of each day

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Survey all office locations annually to document and monitor progress toward goals, and update/establish new goals for the subsequent year

Regional Office

Measure water use to establish annual water measurement. To measure the water usage of the office, use the LEED-CI v2009 WE Prerequisite 1: Water Use Reduction template calculation if the office doesn't receive an actual water usage bill from the utility company or is not sub-metered.

OFFICE LOCATION	2010 WATER USE (GALLONS)
Regional Office	

CATERING, VENDING AND FOOD SERVICE



PURPOSE

Consider the full environmental impact of our catering choices. Make every effort to reduce excess waste arising from food packaging and support regional vendors' utilizing sustainable initiatives.

GOALS

- Purchase all internal catered products from preferred vendors.
- All events sponsored by outside entities to provide catering from preferred vendors.
- Fully employ sustainable vending and food serviced practices by 2012.

STRATEGIES

Strategies to be implemented immediately (catering internal events):

- Develop a list of preferred catering vendors (minimum 3 in each office) that meet the minimum requirements outlined in the corporate strategies by 2011.
 - Catering vendor has a policy and/or plan for implementing sustainable practices in their business
 - Catering vendor is located within 15 miles of the office
 - Catering vendor offers menu options that support local/regional communities and suppliers
 - Catering vendor is willing to respect Cannon Design's policy regarding discourage the use of disposable serving consumables (plates/bowls, cups, utensils, etc)
 - Catering vendor is willing to respect Cannon Design's policy regarding limiting packaging
- Reduce food waste at catered events in all offices.
 - Order only enough food for event attendees.
 - Require attendee confirmation for all catered meetings.
 - Leftovers will be distributed to staff, donated to charitable organizations, or composted, rather than thrown out.
- Provide appropriately labeled recycling containers for all catered events.

Strategies to be implemented by end-of-year 2012 (catering internal events)

- Research and develop an expanded list of preferred catering vendors that meet additional set of criteria (beyond the minimum qualifications) specific to each region. Potential expanded criteria/considerations include:

- Does the catering vendor offer an option to pick-up reusable dishes?
- What mode of transportation is commonly used by the catering vendor?
- Does the catering vendor preference the use of organic, locally grown, or produced products?
- Are there menu options that support the local and regional communities and suppliers?
- Does the catering vendor offer a “100 mile meal plan” option?
- Reduce packaging waste associated with catered events in all offices.
 - Purchased soda, juice, and other beverages will be provided in large containers rather than single-use cans or bottles for large gatherings.
 - Eliminate/limit purchase of individually packaged meals, reduce packaging associated with catering deliveries, and/or eliminate use of non- biodegradable, compostable and/or recyclable packaging materials.

Strategies to be implemented immediately (external vendor events e.g. Lunch & Learns):

- Inform product representatives and education providers who present “Lunch & Learn” or other catered programs in our offices that sustainability is a priority to our corporation.
 - Develop a corporate statement of commitment to sustainability and expectations with regard to sponsored catered events, provide this statement to prospective catered event sponsors
 - Provide educational presenters with our list of preferred catering vendors and request that vendors from this list are utilized

Strategies to be implemented immediately (food service & vending):

- Establish a timeline for the phase out the purchase of bottled water in all offices.
 - Each office will provide a source of filtered water for use by clients, employees, guests.
 - Re-usable pitchers will be provided for use in meetings and other in-office events.
- Eliminate the purchase of non-recyclable plastic and Styrofoam products for food service in all offices.
 - If disposable tableware is used for catered event, items (cups, plates, and utensils) should be biodegradable, compostable and/or recyclable.
 - Provide reusable dishes, silverware, glassware and/or mugs for use in meetings in all offices.
 - Where possible, each office will provide reusable dishes, silverware, glassware and/or mugs for employee use.

Strategies to be implemented by end-of-year 2012

- Work with locally contracted vendor(s) to reduce environmental impact of vending services on-site, possible strategies include:
 - Replace existing machine(s) with energy efficient vending machine(s).
 - Preference eco-friendly products in vending choices (organic, locally grown or produced, featuring reduced, recyclable and/or bio-degradable packaging, etc.)

- Eliminate vending machines on-site
- Work with locally contracted vendor(s) to reduce environmental impact of office coffee/tea service, possible strategies include:
 - Purchase exclusively fair-trade, sustainably produced consumables (coffee, tea, sugar, cocoa, etc).
 - Audit product choices to preference items which feature reduced, recyclable, and/or biodegradable packaging
 - Replace existing machine(s) with energy efficient coffee machine(s).
- Phase out use of food-service peripherals (plates/bowls, cups, utensils, napkins, etc) which are not eco-friendly (i.e. non-reusable, non-recyclable, non-compostable, and/or non-biodegradable) by 2012

Strategies encouraged whenever possible

- Identify programs/initiatives by outside sponsors to take part in locally (potentially corporately), to increase awareness regarding environmental impacts associated with food service and operations. For example:
 - David Suzuki Foundation
 - Local First Chicago
 - Roots of Change (LA)

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Survey all office locations annually to document and monitor progress toward goals, and update/establish new goals for the subsequent year

Regional Office

Reporting will include the following and collected annually.

CATERED EVENT DATE	VENDOR USED	PREFERRED VENDOR YES/NO	INDIVIDUAL PACKAGING YES/NO

INDOOR ENVIRONMENTAL QUALITY



PURPOSE

To improve indoor environmental quality (IEQ) levels in our daily work environment thereby reducing the potential for adverse health effects and improving productivity.

GOALS

- To provide an increased level of indoor air quality to our daily work environment, contributing to the productivity, comfort and well-being of our staff and visitors. This will be achieved by ensuring compliance, within all of Cannon Design's corporate offices, with the minimum IEQ Prerequisites for LEED CI (Commercial Interiors) including:
 - Modify or maintain existing building outside-air ventilation distribution system to supply at least the outdoor air ventilation rate required by ASHRAE standard 62.1-2007

STRATEGIES

Strategies to be implemented immediately:

- Liaison with current facility Landlords or Property Managers to discuss this document and opportunities for success.
- All office renovations and repairs will comply with the maximum VOC (volatile organic compounds) criteria set forth by LEED for adhesives, sealants, paints, coatings, composite woods and agrifiber products
- All new carpet systems will meet the requirements of the Carpet and Rug Institute Green Label Plus program
- All new hard surface flooring must be certified as compliant with the FloorScore standard
- All systems furniture and seating purchased will be Greenguard certified or equivalent
- Cannon Academy, or similar, corporate roll-out presentation on the implementation of this strategy will be scheduled

Strategies to be implemented by end-of-year 2012

- Establish a "green" cleaning policy including use of "green" cleaning products complying with Green Seal Standard GS-37 products for all cleaning supplies
- Limit use of aerosols and other airborne products to designated areas with appropriate ventilation levels and/or vacuum chambers (model shop). Identify appropriate means to share policy with all employees (via email, in new employee materials, posted signage, etc)
- Install walk-off mats at least 10' long at all exterior building entrances. Establish a protocol for mats to be cleaned weekly.

Strategies encouraged whenever possible

- Outreach program into the local corporate community to educate other building users, landlords and property managers.

GOALS (CONTINUED)

- Locate tenant spaces in a building that prohibits smoking by all occupants and users within 25' of all entrances outdoor air intakes and operable windows
- Design HVAC systems to meet the requirements of ASHRAE 55-2004, Thermal Comfort Conditions for Human Occupancy.
- Establish Green Cleaning practices.
- Establish sustainable renovation and repair practices.

- Put systems in place to monitor outdoor air delivery and monitor indoor air quality through the use of CO2 detectors in densely occupied spaces
- When current/ established tenancy agreements make it prohibitively to ensure compliance with minimum goals, then Cannon Design's corporate offices can 'barter' or 'offset' strategies across their offices.
- Increase amount of plant material in the office (desk-plants, indoor landscaping, atrium/lobby plantings, etc)
- Design of all new or renovated office facilities should maximize daylight and views for all employees

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Survey all office locations annually to document and monitor progress toward goals, and update/establish new goals for the subsequent year

Regional Office

Evaluate IAQ strategies implemented and assess opportunities for improvement annually.

VENDOR INFORMATION AND SAMPLE MATERIALS



PURPOSE

To reduce the environmental impact and waste associated with vendor information and samples through a responsible supply-chain engagement

GOALS

- Recycle all carpet samples.
- Reduce, reuse and recycle all samples where possible
- Develop vendor relationships and offer learning opportunities to promote sustainable products and systems.
- Develop a preferred vendor relationship with those manufacturers that employ meaningfully sustainable supply-chain life cycle assessment
- Develop a plan to eliminate toxic or hazardous materials from our libraries.
- Reduce the carbon footprint of building materials in compliance with the 2030 Challenge for Products.

STRATEGIES

Strategies to be implemented immediately:

- Implement a protocol to return all carpet samples to vendors.
- Reduce sample requests – do initial sample review with electronic or paper images (use catalogs, websites, etc.) To narrow down selections before ordering physical samples
- Favor manufacturers and reps who will take back samples (in person or return mail)
- Alert employees to ongoing discontinued sample availability for personal use
- Establish periodic purge days for the library and encourage employees to take home un-returnable samples (glass, stone, tile, etc.)

Strategies to be implemented by end-of-year 2012

- Donate discontinued samples and materials to design schools or craft organizations (daycare, retirement facility, scout troop, church, etc.)
- Collect and share internal feedback on performance characteristics of sustainable products and technologies
- Minimize use of PVC content wherever possible
- Maurya Cohan, Cannon Design Resource Librarian, will visit every office to review each library and help establish clear and consistent organization
- Ask all vendors to sign an agreement containing minimum sustainability guidelines before their information is added to the library and before any presentations are approved.
- Assign space and create an organizational center to collect samples that will be returned to manufacturer, or donated at a later date

MEASUREMENT

Input all corporate and regional office data into appropriate data collection file within the first quarter of the year.

Corporate

Survey all office locations annually to document and monitor progress toward goals, and update/establish new goals for the subsequent year. Develop a plan to eliminate toxic or hazardous materials from our libraries.

Regional Office

Evaluate strategies implemented and assess opportunities for improvement annually.