

UWinnipeg Sustainability Strategy

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THE UNIVERSITY OF
WINNIPEG

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List of Abbreviations

AVP – Associate Vice President

CO2e - Carbon Dioxide Equivalent

CSC - Campus Sustainability Council

CSO - Campus Sustainability Office

EcoPIA - Ecological People in Action

FY - Fiscal Year (April 1 - March 31)

GESA - Geography & Environmental Studies Students' Association

GHG - greenhouse gas

IAP - Initial Action Plan

ISO - International Standards Organization

LEED - Leadership in Energy & Environmental Design

MMSM - Multi Materials Stewardship Manitoba

RCFE - Richardson College for the Environment

ROI - Return on Investment

STARS - Sustainability Tracking, Assessment, & Rating System

TOR - Terms of Reference

UWCRC - University of Winnipeg Community Renewal Corporation

UWSA - University of Winnipeg Students' Association

VP Finance & Admin - Vice President Finance & Administration

VP HR, Audit & Sustainability - Vice President Human Resources, Audit & Sustainability

Executive Summary

Context, Structure, Implementation Plan, Monitoring & Evaluation

The University of Winnipeg has been formally engaged in a sustainability process since 2005, when President and Vice-Chancellor Lloyd Axworthy established a Campus Sustainability Task Force and committed UWinnipeg to achieving greenhouse gas reduction targets that correspond to the Kyoto protocol's (6% below 1990 levels by 2012).

Much has been accomplished over the past six years, both in terms of sustainability governance and concrete sustainability achievements. There is, however, more that can and will need to be done to achieve campus sustainability targets. This plan, developed by the Campus Sustainability Office in consultation with members of the University and broader community over the course of a year, is intended as a roadmap for the next phase of UWinnipeg's evolving sustainability mission. It has been reviewed and approved by the University's Board of Regents.

The plan benefits from senior level commitment to sustainability at UWinnipeg. It builds on achievements such as the imminent installation of a hybrid heating system, the completion of a comprehensive facilities audit, the construction of a bike lab in partnership with the University of Winnipeg Students' Association, the commencement of a washroom retrofit project, the establishment of a pre- and post-consumer composting program, the banning of the sale of bottled water on campus, and the launching of Diversity Foods – a social enterprise offering more sustainable food services for the University and community.

It draws on UWinnipeg's successes in mitigating the impacts of campus expansion. All new buildings on campus are built to at least LEED Silver standard and prioritize maximum energy efficiency. This institutional experience with greener building and campus development planning has set an important foundation. This foundation positions UWinnipeg to establish even stronger linkages between campus development planning, budgeting processes, and campus sustainability planning in order to ensure that the social benefit and public good offered by campus expansion are carried out in a manner that reflects an understanding and respect for the carrying capacity of the planet.

The core content of this plan consists of updated decision-making criteria in the form of vision, mission, and value statements; ten goals with associated targets and action plans; and new Target Committees. Composed of individuals with operational responsibility over given areas of campus sustainability, these committees will coordinate the execution of Initial Action Plans (IAPs). These IAPs include activities from five action themes (technology, design, behaviour, measurement & reporting, curricular, co-curricular & research) to ensure that targets are achieved through the complementary and mutually reinforcing interaction of a variety of activities and initiatives. Provisions for measurement and evaluation are either already established or will be developed as part of this plan. The core components of this plan are summarized below.

Decision-Making Criteria

Vision

The University of Winnipeg fulfils its commitment to deliver excellent and accessible post-secondary education in a manner that fosters and embodies the principles and practices necessary to support healthy, equitable and ecologically sustainable human communities and natural environments.

Mission

The mission of the Campus Sustainability Office is to (1) provide leadership, coordination, support, and data tracking assistance to operational departments as they implement the University's Sustainability Policy and associated Administrative Policies; (2) to facilitate linkages between sustainability-related learning, research, and operations and; (3) to support academic dialogue and participation within the campus community to ensure that all benefit from the pedagogical and research value of our physical campus.

Values

Inclusion: Sustainability planning, operations, and initiatives will emphasize broad multi-stakeholder engagement and will seek to generate action items from those most affected by them.

Synthesis: As much as practicable, operational sustainability and the academic study of sustainability will be in dialogue and will be mutually supportive to create a climate of creativity, inquiry, research, and collaboration.

Integration: Sustainability planning, operations, and initiatives will be integrated into the overall planning, operations, and initiatives of University activities.

Simplicity: Sustainability initiatives and activities will seek to support campus community members in doing things *differently* rather than doing *more* and will seek to make more sustainable choices and actions practical and simple.

Fiscal Responsibility: Sustainability initiatives and activities will be financially responsible and contribute to the long-term financial health of the University.

Academic Better Practice: Sustainability initiatives and activities will be responsive to scholarly work related to sustainability from the sciences, arts, and humanities.

Transparency: Consistent with the requirements for ISO 14000 standards for Environmental Management, The University of Winnipeg will be transparent in its sustainability planning, processes, and reporting.

Goals & Targets

#	Goal	Current Target	Sustainability Policy Target
1	Reduce total GHG emissions (1990 baseline).	6% reduction by 2012 10% reduction by 2016	Net 0
2	Reduce intensity of campus energy consumption (2009 baseline).	18% reduction by 2016	Continuously reduce overall demand
3	Reduce water consumption	IAP Implemented by 2014	Continuously reduce overall demand
4	Divert solid, hazardous, and electronic waste.	65% diversion rate by 2015	100%
5	Reduce solid, hazardous, and electronic waste.	IAP Implemented by 2014	Zero net waste
6	University strives for better practices in sustainable procurement.	IAP Implemented by 2014	Achieve goals set in Green Procurement Policy
7	University strives for better practices in sustainable transportation.	IAP Implemented by 2014	Achieve goals set in Sustainable Transportation Policy
8	University provides tools and resources for improving the sustainability performance of administrative systems throughout campus.	IAP Implemented by 2013	NA
9	Active culture of sustainability teaching, learning, and research.	IAP Implemented by 2013	NA
10	Sustainability planning and governance reflect better practices in campus sustainability and is integrated into University planning and governance processes.	IAP Implemented by 2014	Achieve goals set in Sustainability Policy

Messages

Message from the President



It is well known that climate change is one of the most pressing issues of our time. As state leaders negotiate global solutions, it remains up to local institutions to lead the charge in the reduction of greenhouse gas emissions and to develop the necessary leadership in the quest for sustainability.

The active promotion of human rights, social justice, and environmental responsibility at The University of Winnipeg is a necessary step if we are to prepare our future leaders for the world they are inheriting. We understand this to be our responsibility, because we benefit from having the knowledge and capacity, right here on campus, to act as innovators in this endeavour.

Our ultimate goal at The University of Winnipeg is to create a truly sustainable campus, by which I mean a campus that acts upon its local and global responsibilities to protect and enhance the health and well being of humans and ecosystems, while actively engaging the University community. This goal is the foundation upon which we operate, the way we educate, the way we conduct research, and the way we serve and interact with local and global communities.

From the outset we set some very ambitious targets. As we continue to work towards achieving them, we remain committed to seeking out innovative ways in which our campus development efforts can contribute to an overall decrease in our resource use. Some of our greatest achievements have been made this year, with the opening of our Richardson College for the Environment and Science Complex, only the most recent of our new buildings to be built to LEED certification standards. We have also celebrated the recent opening of the student-initiated UWSA Bike Lab which will help turn The University of Winnipeg into a hub for active transportation.

The Campus Sustainability Council and Working Groups, under the leadership of the Campus Sustainability Office have all made - and continue to make - important contributions to campus sustainability. In this, the outcome of our first strategic review since 2005, The University of Winnipeg is committed to continuing to work on its successes and to strive for leadership in campus sustainability. I am pleased to present to you our latest Sustainability Strategic Plan.

Sincerely,

A handwritten signature in black ink that reads "Lloyd Axworthy". The signature is written in a cursive, slightly stylized font.

Dr. Lloyd Axworthy
President and Vice- Chancellor

Message from the Vice-President Human Resources, Audit & Sustainability



The University of Winnipeg and our Senior Management team remain committed to taking definitive and sustainable actions towards ensuring that the University becomes and remains a sustainability leader in post-secondary education in our country.

In order to accomplish this vision, as set by the President and the Board of Regents, we have built a strong foundation over the past five years, working our way towards our goal of achieving Kyoto compliance by 2012. This is evidenced through the achievements that have been made over the past several years on a variety of fronts, including University operations, transportation, and waste reduction. As a result of the efforts of a multitude of individuals, and through the leadership provided by the Campus Sustainability Office (CSO), we are now poised to implement a number of key initiatives, outlined through the strategic planning process that will enable our Kyoto goal to be achieved.

That is not to say that there are no challenges left to overcome – there certainly are. While the University continues to provide increasing access, and enhances programs and services that continue to attract a growing number of students, pressures have grown on our existing infrastructure and resources. We have, by necessity, grown to accommodate the increasing expectations and requirements of our students and community – growth that has included ensuring that recent additions are built to LEED standards. The new Sustainability Strategic Plan, as laid out in the pages that follow presents both a challenge and an exciting opportunity for our campus. It recognizes that we are changing and growing to meet Manitoba’s needs, but also calls on us all to take the steps necessary to ensure that those changes come through a strong sustainability lens. It is our goal to be a leader in campus sustainability in Manitoba, Canada and yes, the world.

It is a privilege to serve as the administrative leader on our campus for sustainability, and to work with all our staff and faculty dedicated to achieving our ambitious sustainability initiatives. I want to thank all of those who have been involved in our Sustainability efforts over the past five years, members of our Sustainability Council and its working groups, our past and current Manager of our CSO and staff. I want to particularly recognize Alana Lajoie-O’Malley, who led this important initiative, as well as thank those who took part in enabling us to develop this new plan through participation in surveys, town halls and focus groups. I look forward to working with all of you as we move forward with our latest Sustainability Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Laurel Repski'.

Laurel Repski
Vice-President, Human Resources, Audit & Sustainability

Message from the Manager, Campus Sustainability Office



In the lead-up to the upcoming Rio+20 conference, the UN reports that “despite [...] progress on sustainable development, negative trends continue to prevail. Economic growth since the Rio Summit has been fed by unprecedented resource and material consumption and related environmental impacts.”¹ The lesson is clear. All institutions, whether public or private, local, or global, must redouble efforts to reorient values, decision-making processes, economic tools and approaches to finance & management. We must grow the movement working to do what scientists tell us is necessary and what current technology has demonstrated is possible. We must strive for quality of life, equity and justice in a manner that reduces, rather than increases, our consumption of natural resources.

As an institution of teaching, learning, and research, UWinnipeg recognizes its responsibility to not only be a part of this movement, but a leader in it. Five years into the implementation of our Sustainability Policy, this document builds on our successes to set the foundation for the next phase of our sustainability leadership. Our strategy outlines specific goals and targets, provides Initial Action Plans aimed at realizing these targets, and distributes accountability and responsibilities to individuals throughout the University. It is meant to support a process of further integrating sustainability into UWinnipeg’s institutional culture. It is a roadmap for a process of change, and it is my hope that it provides us with the structure we need to move through this change smoothly.

Sustainability experts often comment that the key barriers to achieving sustainability goals are not economic or technological. Instead, they are policy and governance challenges that point to the core competencies required for the transition to a sustainable future: imagination, perseverance, and commitment. Through my role in developing this plan, I have come to see that at The University of Winnipeg we are imaginative, we are committed, and we are persistent. I am incredibly thankful to all those who brought these qualities to this planning process by participating in our town halls, focus groups, surveys, Campus Sustainability Council, and target-setting meetings. As we continue to direct these qualities to achieving our sustainability goals, it is my hope that we will all find tremendous opportunity for leadership, innovation, and collaborative action not only within our institution but with partners in Winnipeg, Manitoba, Canada, and the world. Now more than ever, we must be a global community collaborating for our future together.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Alana Lajoie-O'Malley'.

Alana Lajoie-O'Malley
Manager, Campus Sustainability Office

¹ *Sustainable Development: From Brundtland to Rio+20: Background paper prepared for consideration by the High Level Panel on Global Sustainability*, Published by the United Nations, September, 2010, p. 15.

Introduction

Background/Context

The University of Winnipeg has been formally engaged in a sustainability process since 2005, when President and Vice-Chancellor Lloyd Axworthy established a Campus Sustainability Task Force and committed UWinnipeg to achieve greenhouse gas reduction targets that correspond to the Kyoto protocol's (6% below 1990 levels by 2012).

Over the past six years the original Task Force developed into a permanent multi-stakeholder Campus Sustainability Council; the Board of Regents passed UWinnipeg's Sustainability Policy; 8 administrative policies were written to address various environmental aspects of campus sustainability; measurement indicators and procedures were developed to monitor and track progress on the goals set down in the policies; and sustainability progress reports have been published annually.

These sustainability governance achievements have been met with ongoing efforts and progress in sustainability performance (discussed below). More recently, President Axworthy signed the *University and Colleges Presidents' Climate Change Statement of Action for Canada* and the Campus Sustainability Office came under new management as its first Director retired from the position.

These recent developments, alongside the fact that UWinnipeg's initial Kyoto target deadline of 2012 is quickly approaching, mean that the time is ripe to take stock of the last six years of campus sustainability work and to set the direction for the next phase of UWinnipeg's initiative.

Purpose

This Strategic Plan is intended as a roadmap for the next phase of UWinnipeg's evolving sustainability mission. It has been developed to provide focus and motivation within the University by setting achievable signposts on the way to the ambitious goals set in our Sustainability Policy. It provides the University with:

- An updated vision & mission statement for campus sustainability;
- An updated organizational structure for campus sustainability governance and action;
- Broad 'marching orders' approved by UWinnipeg's Board of Regents in the form of concrete targets, initial action plans, assigned responsibilities, and timelines.

Process

This strategic planning process was launched in October 2010, and was developed through three phases. The first phase (October-December 2010) was an environmental scan that served to establish an understanding of the internal and external policy priorities, funding opportunities, and emerging issues that may impact UWinnipeg's sustainability planning and performance. The internal scan consisted of 2 meetings between the Campus Sustainability Council and senior University administrators and students. The external scan was conducted by the Manager of the

CSO via one-on-one telephone and in-person meetings with various individuals from government, non-profits, and local community groups. Results were compiled by the Manager of the CSO and are on file in the Office.

The second phase of the process (January-March 2011) consisted of a campus-wide consultation process involving a town hall, an online survey, focus group meetings, and further awareness building during the Grass Routes Sustainability Festival. Consultation results are available on the CSO website and are on file in the Office.

The results of these two phases of the process were used to generate a SWOT (strengths, weaknesses, opportunities, threats) analysis of the University's sustainability efforts, along with draft values, vision, mission, and governance structure. These drafts were tabled with the Campus Sustainability Council, and further refined through the spring of 2011.

The third phase of the process consisted of meetings between the CSO Manager, the VP HR, Audit & Sustainability, and individuals with operational control over the various aspects of the University's sustainability performance. Through these meetings, specific targets and initial action plans were developed. The results of these meetings are contained in this document.

Current Situation

UWinnipeg Profile

The University of Winnipeg, located in the heart of Canada, is a compact, diverse, multicultural academic community committed to access and excellence. The University of Winnipeg is a provincially and privately funded post-secondary institution with undergraduate and select graduate programs, as well as Collegiate and Continuing Education divisions.

Over the 2011/2012 academic year, UWinnipeg is undergoing a University and community consultation exercise to review and update our strategic plan. The goal is to provide focus to our initiatives, highlight innovation, identify needed resources, and define our measures of success. This process will draw on the existing strategic priorities of UWinnipeg, and will reference the work done during the 2008-2009 Academic Renewal.

UWinnipeg's 2004-2010 Strategic Plan set in motion an ambitious campus development plan. Over the past five years, four new buildings have been built, enrolment has increased steadily and total campus area has increased by nearly 25%. Over the same period, the University has increased its commitment to community and adult learning while also establishing several new graduate programs. UWinnipeg is growing and diversifying physically and in its academic offerings.

Strengths, Challenges & Opportunities

An integral element of all strategic planning processes is the need to identify those things that we are doing well and those things that we need to address in order to achieve our vision and mission. This has been accomplished through the participation and valued input of key stakeholders on campus, as well as through research conducted by the Campus Sustainability Office. This strategic plan has been developed to build off of our current strengths, to identify and address current challenges to our ability to achieve our strategic goals, and to take advantage of potential opportunities relative to UWinnipeg's sustainability performance. A high level summary is provided below to provide context for the plan and its initiatives.

Strengths

Sustainability is one of the key measures of the success of UWinnipeg, and one of six presidential outcomes. This illustrates senior level commitment to sustainability and concern about seeing progress made on it. This senior level commitment to sustainability is foundational to the development and success of this plan.

UWinnipeg's Sustainability Policy, alongside its eight strong aspect-specific policies and measurement indicators, has facilitated a number of concrete sustainability achievements over the past five years. These include the imminent installation of a hybrid heating system that could reduce GHG emissions in core campus buildings by as much as 1000 T CO₂e per year (just under 25% of 2009 emissions); the completion of a comprehensive facilities audit which provides a blueprint for significant campus energy and greenhouse gas reduction activities; the construction of a bike lab in partnership with the University of Winnipeg Students' Association; the commencement of a washroom retrofit project that promises to save the University upwards of one million imperial gallons of water per year ; the establishment of a pre- and post-consumer composting program on campus; expanded recycling programs in campus buildings; the banning of the sale of bottled water on campus; and the launching of Diversity Foods – a social enterprise offering more sustainable food services for the University and community.

UWinnipeg can also boast considerable achievements in mitigating the impacts of campus expansion. All new buildings on campus are built to at least LEED Silver standard and prioritize maximum energy efficiency. This commitment to greener building practices has led to the construction of one of North America's most energy efficient laboratory buildings - the Richardson College for the Environment & Science Complex.

The University's sustainability policies and indicators were developed to reflect better practice found in current scholarship on sustainability management and sustainable development. This emphasis on drawing on academic better practice is a value that we will seek to continue to adhere to through the next phase of our sustainability efforts.

UWinnipeg's capacity for measurement and monitoring energy performance in particular provides the necessary prerequisite for the energy and GHG targets contained in this document. A recently completed facilities audit provides excellent empirical basis for making cost-effective changes to facilities that will further advance environmental sustainability. Existing work done by the CSO to compile performance data on a number of sustainability indicators provides further empirical data for decision-making. In spring 2011, a Controls Technician joined the

University's Physical Plant. This new position significantly increases the University's capacity to develop, undertake, and monitor energy efficiency initiatives. The audit, existing data, and work undertaken by our Controls Technician form the foundation of the energy and GHG action plans contained in this document.

The success of Diversity Foods, especially pertinent to illustrating a synergy among social, economic and environmental sustainability solutions, offers a useful model for potential future endeavours. This model informs elements of the procurement initial action plan contained in this document.

Finally, UWinnipeg has strong research and academic offerings relative to sustainability. The University currently offers both a BA and a BSc in Environmental Studies, as well as degrees in Geography, Urban & Inner-City Studies, and International Development, which involve significant sustainability-related material. In 2010, the Faculty of Education launched its Post-Baccalaureate program in Education for Sustainability. The new Master's in Development Practice also promises significant sustainability-related content. Individual courses with sustainability content can be found throughout University departments, from Classics to Politics to Chemistry. Several UWinnipeg faculty members also offer hands-on learning and research experiences related to sustainability through practicums, field work, and other similar opportunities. These facts provide a strong foundation for increased attention to tracking and encouraging sustainability content in UWinnipeg's academic life, as is present in this plan. They also offer entry points for greater integration between sustainability learning and sustainability in operations at UWinnipeg, as reflected in our updated mission statement.

Challenges & Opportunities

In its background paper to Rio+20, the UN describes a 20-year struggle to integrate sustainability governance and planning into existing frameworks for social and economic development. The document concludes that despite 20 years of progress on sustainability governance nationally and internationally, "[d]eep structural changes are needed in the ways that societies manage their economic, social and environmental affairs; and hard choices are needed to move from talk to action."² The document outlines the particular challenge and necessity of integrating environmental and economic development priorities by establishing "government (and corporate) fiscal, tax, budget, trade, energy, agriculture and other policies"³ as the key levers for addressing the roots of current environmental sustainability challenges.

To date, this integration has not been achieved globally or nationally, nor does the considerable progress made in this respect at UWinnipeg represent a completed process. The University's Sustainability Policy, monitoring and reporting framework, and concrete achievements demonstrate significant progress in the integration of sustainability into the overall operation and governance of the institution.

²*Sustainable Development: From Brundtland to Rio+20: Background paper prepared for consideration by the High Level Panel on Global Sustainability*, Published by the United Nations, September, 2010 [http://www.un.org/wcm/webdav/site/climatechange/shared/gsp/docs/GSP1-6_Background%20on%20Sustainable%20Devt.pdf](http://www.un.org/wcm/webdav/site/climatechange/shared/gsp/docs/GSP1-6_Background%20on%20Sustainable%20Dev.pdf) p. 6

³ *Ibid*, p.13

As is the case in governments, public institutions and corporations globally, UWinnipeg will benefit from continued progress in integrating overall campus development, operations and governance planning with campus sustainability planning.

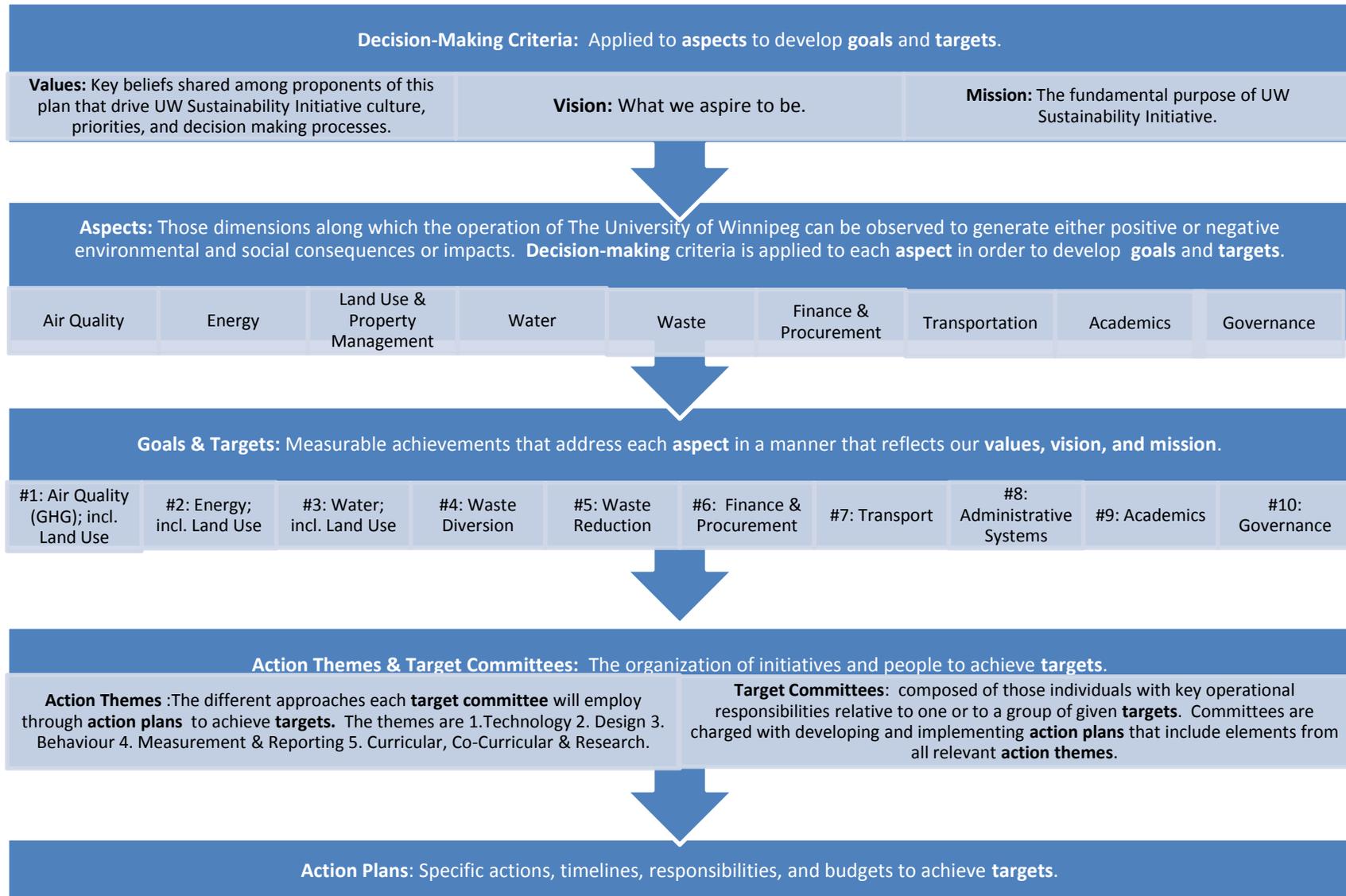
The impacts of this continued integration will be noted most strongly with respect to the growth in physical scale of University facilities and related growth in campus population. UWinnipeg's growing campus is contributing to the densification and revitalization of our downtown – key elements of intelligent urban design for sustainable cities. Alongside these and other benefits, to date this growth has also represented a net increase in the University's ecological footprint. The University can proudly say that green building principles sit at the heart of its campus development plan. Our campus now boasts four buildings built to LEED standards. While substituting natural gas (which accounts for approximately 80% of the University's greenhouse gas emissions) with renewable heating sources continues to prove economically challenging, our commitment to greener building principles serves to significantly mitigate the impacts of demand for natural gas and other natural resources.

The key challenge and opportunity for leadership ahead is to work with public and private partners in maintaining the University's notable commitment to sustainable building practices for new development while at the same time attending to the sustainability performance of our current building stock. In many respects, innovative building retrofits represent the future of truly progressive greener building. UWinnipeg is poised to lead the way here, pushing the boundaries of what can be achieved through ongoing commitment to marked improvements in the efficiency of existing buildings in Manitoba. Success in achieving the University's sustainability targets will undoubtedly draw on UWinnipeg's significant achievements in developing greener new buildings, just as it will require the same commitment and valued partnerships that made these achievements possible. Striving for the further mitigation and reduction of the University's energy consumption impacts and associated GHG emissions from existing campus buildings therefore sits at the core of this plan.

In turning our attention to campus retrofits, while maintaining and strengthening our commitment to greener building principles for new development, we will continue to be able to say that UWinnipeg is on the road to achieving the social and economic benefits of development in a manner that works to decrease, rather than increase, total net resources use.

Strategic Direction

The elements of this plan will be coordinated by the Manager of the Campus Sustainability Office, who reports directly to the VP Human Resources, Audit & Sustainability. The plan has been reviewed and approved by UWinnipeg’s Board of Regents and is organized as follows:



Decision-Making Criteria

Vision

The University of Winnipeg fulfils its commitment to deliver excellent and accessible post-secondary education in a manner that fosters and embodies the principles and practices necessary to support healthy, equitable and ecologically sustainable human communities and natural environments.

Mission

The mission of the Campus Sustainability Office is to (1) provide leadership, coordination, support, and data tracking assistance to operational departments as they implement the University's Sustainability Policy and associated Administrative Policies; (2) to facilitate linkages between sustainability-related learning, research, and operations and; (3) to support academic dialogue and participation within the campus community to ensure that all benefit from the pedagogical and research value of our physical campus.

Values

Inclusion: Sustainability planning, operations, and initiatives will emphasize broad multi-stakeholder engagement and will seek to generate action items from those most affected by them.

Synthesis: As much as practicable, operational sustainability and the academic study of sustainability will be in dialogue and will be mutually supportive to create a climate of creativity, inquiry, research, and collaboration.

Integration: Sustainability planning, operations, and initiatives will be integrated into the overall planning, operations, and initiatives of University activities.

Simplicity: Sustainability initiatives and activities will seek to support campus community members in doing things *differently* rather than doing *more* and will seek to make more sustainable choices and actions practical and simple.

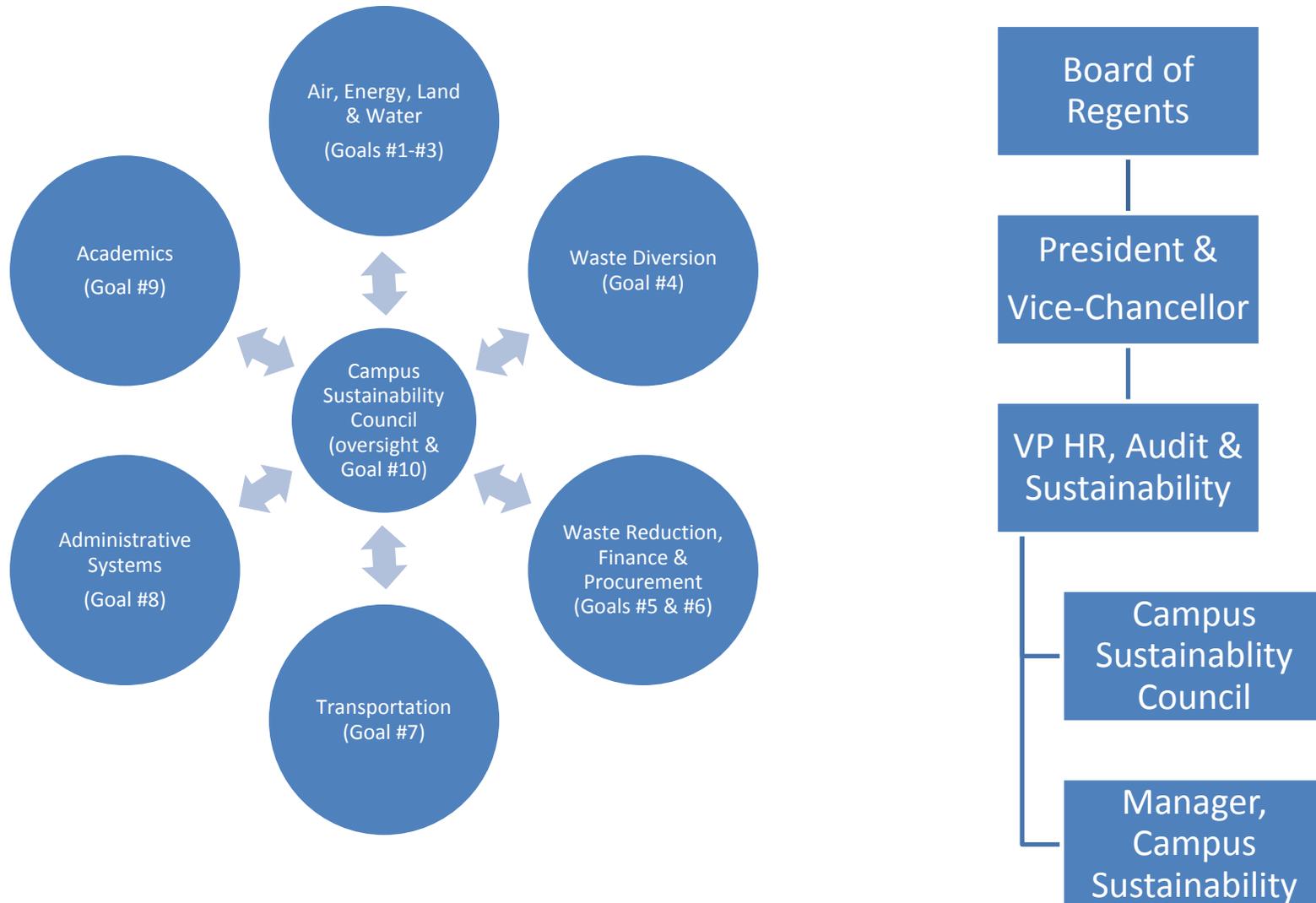
Fiscal Responsibility: Sustainability initiatives and activities will be financially responsible and contribute to the long-term financial health of the University.

Academic Better Practice: Sustainability initiatives and activities will be responsive to scholarly work related to sustainability from the sciences, arts, and humanities.

Transparency: Consistent with the requirements for ISO 14000 standards for Environmental Management, The University of Winnipeg will be transparent in its sustainability planning, processes, and reporting.

Goals, Targets, Reporting Structure & Target Committees

The targets below were developed collaboratively with members of Target Committees. These committees include those individuals with operational control over each target area and the ability to ensure that action plans for targets are included into the overall operation of the University. Targets and initial action plans (IAPs) represent the best fit between better practice and scholarly insight into ideal targets on one hand, and what is realistic and achievable given fiscal and other constraints on the other. Target Committee structure, reporting structure, and targets are represented in the charts below. Terms of Reference and Composition are included in *Appendix A* of this document.



#	Goal	Current Target	Sustainability Policy Target
1	Reduce total GHG emissions (1990 baseline).	6% reduction by 2012 10% reduction by 2016	Net 0
2	Reduce intensity of campus energy consumption (2009 baseline).	18% reduction by 2016	Continuously reduce overall demand
3	Reduce water consumption	IAP Implemented by 2014	Continuously reduce overall demand
4	Divert solid, hazardous, and electronic waste.	65% diversion rate by 2015	100%
5	Reduce solid, hazardous, and electronic waste.	IAP Implemented by 2014	Zero net waste
6	University strives for better practices in sustainable procurement.	IAP Implemented by 2014	Achieve goals set in Green Procurement Policy
7	University strives for better practices in sustainable transportation.	IAP Implemented by 2014	Achieve goals set in Sustainable Transportation Policy
8	University provides tools and resources for improving the sustainability performance of administrative systems throughout campus.	IAP Implemented by 2013	NA
9	Active culture of sustainability teaching, learning, and research.	IAP Implemented by 2013	NA
10	Sustainability planning and governance reflect better practices in campus sustainability and is integrated into University planning and governance processes.	IAP Implemented by 2014	Achieve goals set in Sustainability Policy

Action Themes & Initial Action Plans (IAPs)

The following initial action plans consist of specific actions or initiatives that will serve progress in meeting targets. These plans were developed with the individuals listed in the 'Responsibility' columns in order to ensure that they are achievable within the framework of their other priorities. In addition to the role played by the individuals listed in the 'Responsibility' columns, each Target Committee will play a coordinating role in ensuring that actions are carried out.

These initial plans represent only first steps towards target achievement and will require further action planning as progress is made. The University also acknowledges that these plans may require modification as other opportunities, risks, and challenges emerge.

These actions plans employ activities that cut across five action themes:⁴

1. **Technology:** Building systems (heating, cooling, plumbing), product upgrades, equipment, IT infrastructure etc....
2. **Design:** New building design and planning, renovation design.
3. **Behaviour:** Social marketing campaigns, workshops, trainings, sustainable lifestyle incentives etc...
4. **Measurement, Reporting & Governance:** Policy, strategic planning, indicator development, reporting practices, consultations etc...
5. **Curricular, Co-Curricular, and Research:** Incentives, supports, and programs to connect campus sustainability performance with the academic mission of the University.

Goal #1: Air (GHG); #2: Energy; #3: Water (Air, Energy, Land & Water Target Committee)

Target: Reduce GHG emissions to 6% below 1990 levels by 2012 and to 10% below 1990 levels by 2016.			
Target: Reduce energy intensity of operations by 18% relative to 2009 baseline by 2016.			
Target: Reduce water consumption.			
Action	Timeline	Budget	Responsibility
Control, ventilation, and heating system changes to existing buildings (1200 T CO ₂ e) completed.	Phase I 2011/2012 Phase II by FY2015	\$2.5 M 7-9 year ROI	VP, Finance & Administration; Director, Physical Plant; Controls Technician, Physical Plant
Develop & implement UWinnipeg-specific 'Green Building Standards' to apply to all new building projects.	FY2011/2012	Within existing budgets	Director, Community Renewal Corporation; Manager, Campus Sustainability Office
Ensure that all new building acquisitions undergo an evaluation of their impact on the energy and GHG profile of campus.	Immediately/Ongoing	Part of capital development budgets	Director, Community Renewal Corporation
Utility data for owned and leased space is collected	FY2011	Within existing	Chief Engineer, Physical Plant;

⁴Action Themes informed by those developed in the *Dalhousie University Sustainability Plan*

http://www.dal.ca/content/dam/dalhousie/pdf/sustainability/Dalhousie_University_Sustainability_Plan_June_2010%20%28389%20KB%29.pdf

directly from utility providers.		budgets	Manager, CSO
Water consumption tracking challenges addressed.	FY2011	Within existing budgets	Chief Engineer, Physical Plant; Manager, CSO
Washroom retrofit project complete.	FY2012	Within existing budgets	VP, Finance & Administration; Director, Physical Plant
Green Office Certification program includes criteria for water, energy & GHG reduction.	See Goal #8	See Goal #8	Manager, CSO

Goal #4: Waste Diversion (Waste Diversion Target Committee)

Target: Achieve 65% waste diversion by 2016.			
Action	Timeline	Budget	Responsibility
Improved waste, recycling, and composting volume tracking system in place.	FY2012	TBD	Manager, CSO; Director, Physical Plant
Compost collection sites in all food service areas and main thoroughfares.	FY2012	TBD	Manager, CSO; Director, Physical Plant
Office-sized compost bins in place in department offices.	FY2013 – 40% FY2014 – 60%	TBD	Manager, CSO; Director, Physical Plant
Recycling bins in all classrooms, hallways, and offices throughout campus.	FY2011	External funding	Manager, CSO; Director, Physical Plant
Zero stand-alone garbage bins on UW campus.	FY2011	External funding	Manager, CSO; Director, Physical Plant
Establish UW as community battery recycling drop off location.	FY2011	Within Existing Budgets	Manager, CSO
Establish UW as community E-Waste drop off location.	FY2012	Within Existing Budgets	Manager, CSO
Green Office Certification program includes criteria for composting, recycling, e-waste, and battery waste.	See Goal #8	See Goal #8	Manager, CSO
Student peer-to-peer waste stream education programming in place.	See Goal #9	See Goal #9	Manager, CSO

Goal #5: Waste Reduction; Target #6 Procurement (Waste Reduction, Finance & Procurement Target Committee)

Target: Reduce solid, hazardous, and electronic waste.			
Target: University strives for better practices in sustainable procurement.			
Action	Timeline	Budget	Responsibility
Investigate options for Mass/Volume/Composition based procurement tracking system.	Summer 2012 – hire summer student to develop basic tracking tool.	\$7000 (Purchasing Department summer student)	AVP Finance & Comptroller; Manger, CSO

	Fall 2012 – assess feasibility of implementing basic tracking tool. 2012-2016 – refine tool as required.	Tool implementation within existing budgets. Tool refinement cost TBD	
Ensure CSO participation in selection and implementation of new financial/resource management system.	FY2014	TBD	AVP Finance & Comptroller; Manager, CSO
Revised administrative policies relative to procurement reflect better practices in sustainable procurement practices.	FY2012	Within existing budgets	AVP Finance & Comptroller; Purchasing Agents; Manager, CSO
Incorporate ‘disposal’ clause into RFP’s for purchases as appropriate.	FY2013	Within existing budgets	UW Purchasing Agents
Investigate opportunities to replicate Diversity Foods model for other areas of campus operations.	FY2011/2012	Within existing budgets	Manager, CSO
Green Office Certification program includes criteria for waste reduction.	See Goal #8	See Goal #8	Manager, CSO
Student peer-to-peer waste reduction education programming in place.	See Goal #9	See Goal #9	Manager, CSO
University computer purchases EPEAT Gold Certified.	FY2012 – 60% FY2014 – 75% FY2015 – 90%	Within existing budgets	AVP Finance & Comptroller; Purchasing Agents
Increase post-consumer content of all paper products purchased on campus (pending quality testing, increase to: 50% post consumer content for office paper and letter head; 100% recycled content for business cards).	FY2012	TBD	AVP Finance & Comptroller; Purchasing Agents; Coordinator, Printing & Parking
Negotiate product discounts for greener office supplies in office supply contract.	FY2013	Within existing budgets	AVP Finance & Comptroller; Purchasing Agents
Maintain commitment to purchase 100% EcoLogo certified cleaning products.	Ongoing	Within existing budgets	Director, Physical Plant
Develop a vendor code of conduct outlining UW expectations for environmental and social responsibility.	FY2012	Within existing budgets	AVP Finance & Comptroller; Manager, CSO; Purchasing Agents

Goal #7: Transportation (Transportation Target Committee)

Target: University strives for better practices in sustainable transportation.			
Action	Timeline	Budget	Responsibility
Sustainable commuting criteria included in Green Office certification program.	September 2012	See Goal #8	Manager, CSO
UW established as car co-op site.	FY2012/2013	Within existing budgets	Manager, CSO
Adequate bicycle parking in place in all UW buildings.	Ongoing	Within existing budgets	Manager, CSO
Ongoing UWSA Bike Lab programming in place.	Ongoing	UWSA budgets	UWSA Outreach & Special Projects Coordinator
Tracking system in place for GHG impacts from commuting to and from campus.	FY2012	TBD	Manager, CSO
UPass and EcoPass transit options revisited as opportunities arise.	As possible	TBD	Manager, CSO
Green commuting criteria incorporated into Green Office System.	See Goal #8	Within existing budgets	Manager, CSO

Goal #8: Administrative Systems (Administrative Systems Target Committee)

Target: University provides tools and resources for greening University administrative systems.			
Action	Timeline	Budget	Responsibility
Green Office Certification in Place.	September 2012 - implemented FY2014 – revised system to respond to roll out of needs assessment	\$10,000 for program development; Ongoing costs TBD, sources of funds will include work study program	Manager, CSO
Needs assessment of administrative systems tools for greening processes complete.	FY2012 – needs assessment FY2013 – action plan roll out	TBD	Manager, CSO
Sustainability related professional development needs are identified and an action plan is rolled out.	FY2012 – needs assessment FY2013 – action plan roll out	TBD	Manager, CSO

Goal #9: Academics (Academics Target Committee)

Target: Active culture of sustainability teaching, learning, research, and work.			
Action	Timeline	Budget	Responsibility
Student peer-to-peer co-curricular education programming in place.	FY2014	\$10,000 for development; Ongoing costs TBD	Manager, CSO
Establish means of tracking STARS academic indicators.	FY2011/2012	Within existing budgets	Manager, CSO
Provide opportunities for students to engage in campus-based sustainability learning through the CSO.	Ongoing	Within existing budgets	Manager, CSO

Goal #10: Sustainability Governance (Campus Sustainability Council)

Target: Sustainability Planning and Governance reflects better practices in Campus Sustainability and is integrated into University Planning and Governance procedures and processes.			
Action	Timeline	Budget	Responsibility
Deliver a written submission to The University of Winnipeg Strategic Review consultation process.	By January 13, 2012	Within existing budgets	Campus Sustainability Council; Manager, CSO
Register UWinnipeg to report GHG emissions through The Climate Registry.	FY2011	Within existing budgets	Campus Sustainability Council; Manager, CSO
In compliance with College & University Presidents' Statement on Climate Change Action, publish UWinnipeg Climate Action Plan.	April 2012	Within existing budgets	Campus Sustainability Council; Manager, CSO
Review sustainability performance indicators for data collection feasibility, clarity, concision, and STARS compatibility.	FY2014	Within existing budgets	Campus Sustainability Council; Manager, CSO
Review sustainability policies for greater integration into other campus policies, completion, clarity, and concision.	FY2014	Within existing budgets	Campus Sustainability Council; Manager, CSO
Become participating member of STARS (Sustainability Tracking Assessment & Rating System).	FY2012 – register FY 2013 – first report FY 2015 – second report	Within existing budgets	Campus Sustainability Council; Manager, CSO

Monitoring & Evaluation

Since 2006, UWinnipeg has reported annually on its sustainability performance. This annual sustainability progress report will now document progress relative to the targets and actions plans contained in this document, while also reporting on the University's internally developed indicators.

Existing indicators provide the basis upon which the GHG and energy targets included here can be monitored and evaluated. The University's current indicators for waste, procurement, and transportation continue to represent challenges for data collection and will require more considerable measurement methodology review, as reflected in the action plans developed for these areas.

UWinnipeg currently does not have a set of indicators with which to measure the culture of sustainability in teaching, learning, research, and work. The implementation of measurement indicators for this area of campus sustainability is reflected in its action plan.

The University's participation in STARS will benefit from an overall review of measurement and evaluation processes. This plan has been developed to be sensitive to this requirement and positions UWinnipeg to maintain progress relative to the goals set down in its sustainability policies while it works to improve its measurement and evaluation processes.

Conclusion

Strategic plans are living documents that must be flexible to unexpected opportunities and circumstances. This plan is intended to provide a framework for sustainability action at UWinnipeg that is responsive to the priorities identified through consultation and to the current organizational and external environment.

The University recognizes that this plan does not address every aspect of campus sustainability, but that it does provide a rich set of initial action plans that will advance its sustainability agenda in the years ahead. UWinnipeg remains committed to continually improving its sustainability performance. While maintaining its capacity to respond to new sustainability opportunities, challenges, and risks, the University will work to meet or exceed the goals and targets set in this plan.

Appendix A: Campus Sustainability Council & Working Group Composition & Terms of Reference

CAMPUS SUSTAINABILITY COUNCIL
<p>COMPOSITION</p> <p>Chair: Manager, CSO</p> <p>Members:</p> <p>Student representatives appointed by their respective organizations according to procedures decided by the organizations themselves, for terms of one year, or until such organizations should cease to exist:</p> <ul style="list-style-type: none">• Vice President Internal, UWSA• Environmental Ethics Director, UWSA• 1 GESA representative (Geography and Environmental Studies Students Association) appointed according to procedures decided by the organization• 1 EcoPIA representative (Ecological People in Action) appointed according to procedures decided by the organization• 1 Bike Lab representation appointed according to procedures decided by the organization• Other students as necessary to fulfil TORs <p>Faculty representatives appointed by the VP, Human Resources, Audit & Sustainability, (or his/her designate), in collaboration with the Deans of Academic Departments, and comprised of individuals with interest, commitment and expertise appropriate to the purpose of the CSC. Appointments will be for one year terms and can be renewed by mutual agreement.</p> <ul style="list-style-type: none">• Up to 6 Faculty representatives <p>Administration and support staff representatives named by the VP, Human Resources, Audit & Sustainability, (or his/her designate) in any number and selected from positions with substantial responsibility for the implementation of sustainability initiatives at the University. Administrative and support staff representatives shall include at least one member from each working group, or a delegated staff member capable of reporting on the efforts of each Target Committee.</p>
<p>MEETING FREQUENCY</p> <p>Meet <i>at least</i> 4 times per year (September, December, February, April)</p>

TERMS OF REFERENCE

- Provide broad oversight and coordination of UW Sustainability strategic plan as a means of making progress towards goals set down in the University's Sustainability Policy.
- Assist in coordinating & advising on governance and planning issues related to campus sustainability, including policy reviews, strategic planning, climate action planning, benchmarking, consultation, and research activities.
- Provide a forum for coordination across Target Committees.
- CSC members collaborate and consult with their respective departments and/or constituencies as appropriate to further the targets set in UW Sustainability's strategic plan.

AIR, ENERGY, LAND & WATER TARGET COMMITTEE

COMPOSITION

Chair: Manager, CSO

Members: VP, Finance & Admin; VP, HR, Audit & Sust.; Chief Operations Officer; Director, UWCRC; other members as necessary to fulfill TORs.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to facilities operations, maintenance, and development as a means of meeting goals set down in the University's sustainability policies.
- Ensure that sustainability targets are integrated into broader planning and decision making related to facilities operations, maintenance, and development.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to facilities operations, maintenance, and development.

WASTE DIVERSION TARGET COMMITTEE
<p>COMPOSITION</p> <p>Chair: Manager, CSO</p> <p>Members: Materials Conservation Coordinator, CSO; Director, Physical Plant; University Safety Officer, other members as necessary to fulfill TORs.</p>
<p>MEETING FREQUENCY</p> <p>At least once per academic term</p>
<p>TERMS OF REFERENCE</p> <ul style="list-style-type: none"> - Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to diverting municipal solid waste as a means of meeting goals set down in the University’s sustainability policies. - Ensure that sustainability targets are integrated into broader planning and decision making related to waste stream management. - Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to waste stream management.

WASTE REDUCTION, FINANCE & PROCUREMENT TARGET COMMITTEE
<p>COMPOSITION</p> <p>Chair: Manager, CSO</p> <p>Members: AVP Finance & Comptroller; Purchasing Agents; other members as necessary to fulfill TORs.</p>
<p>MEETING FREQUENCY</p> <p>At least once per academic term</p>
<p>TERMS OF REFERENCE</p> <ul style="list-style-type: none"> - Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to waste reduction, finance

& procurement as a means of meeting goals set down in the University’s sustainability policies.

- Ensure that sustainability targets are integrated into broader planning and decision making related to finance & procurement.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to finance & procurement.

TRANSPORTATION TARGET COMMITTEE

COMPOSITION

Chair: Manager, CSO

Members: TBA – as required based on current activities.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to transportation as a means of meeting goals set down in the University’s sustainability policies.
- Ensure that sustainability targets are integrated into broader planning and decision making related to transportation.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to transportation.

ADMINISTRATIVE SYSTEMS TARGET COMMITTEE

COMPOSITION

Chair: Manager, CSO

Members: Composed of staff from a reasonable distribution of academic and non-academic departments throughout University; other members as necessary to fulfill TORs.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Inform the selection and achievement of sustainability targets set in UW Sustainability strategic plan related to greening administrative systems (waste, energy use, printing, and other impacts particular to particular offices).
- Serve as a consulting body in the development of office-system related initiatives and tools such as a green office certification system.

ACADEMIC TARGET COMMITTEE**COMPOSITION**

Chair: Manager, CSO

Members: VP Academic; VP HR, Audit & Sustainability; VP Research & International; Principal RCFE; other members as necessary to fulfill TORs.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to teaching, learning & research.
- Ensure that sustainability targets are integrated into broader planning and decision making related to teaching, learning & research.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to campus development.

