UWinnipeg Sustainability Performance Report

April 1 2013 – March 31 2014
(FY2013)

THE UNIVERSITY OF WINNIPEG

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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

1.0 Executive Summary

1.1 Performance

Throughout FY2013, the action plans established by the Campus Sustainability Council provided the roadmap for activities related to campus sustainability at UWinnipeg. Details on the status of each action can be found in Appendix A, while the performance metrics in Figure 1 and those provided in more detail in relevant report sections speak to the results achieved through the University's efforts. Appendix B provides the action plans in place for FY2014. Key successes, key challenges, and FY2014 priorities are highlighted below the Performance Summary graph.

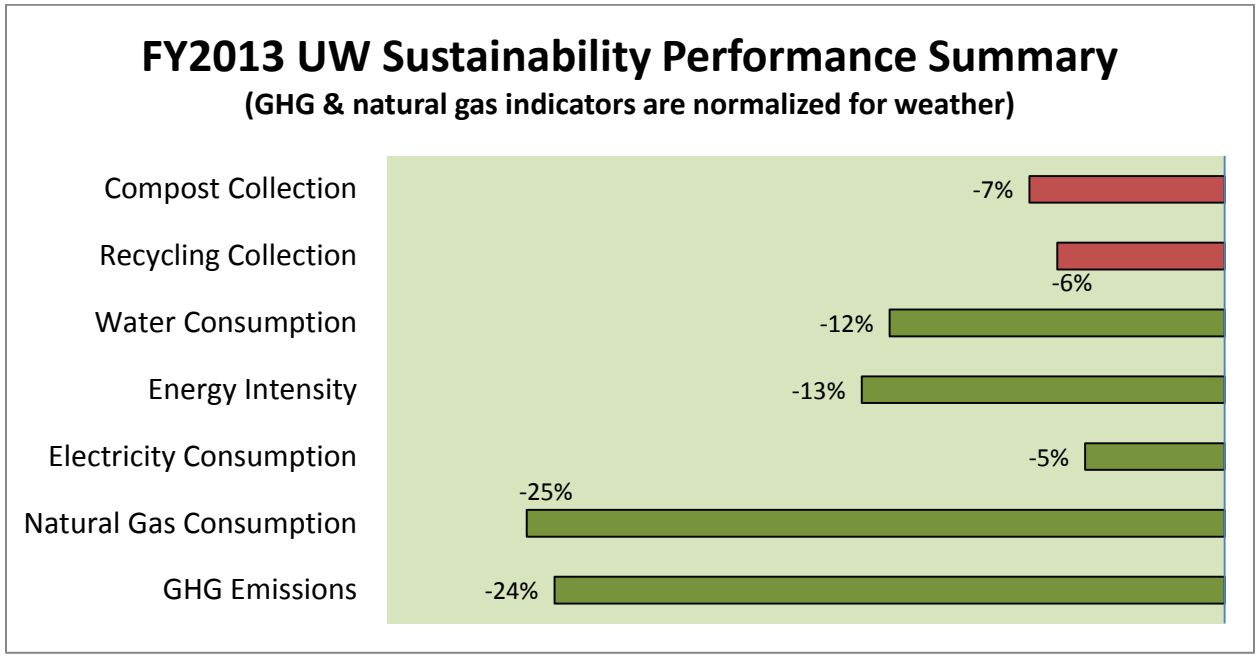

Figure 1 Sustainability Performance Summary for The University of Winnipeg from April 1st, 2013 – March 31st, 2014 showing percent change over FY2013 for compost collection, recycling collection, water consumption, energy intensity, electricity consumption, natural gas consumption and greenhouse gas (GHG) emissions. GHG emissions and natural gas consumption are normalized for weather.

1.2 Key Successes

GHG Emission Reductions: In FY2013, UWinnipeg was able to celebrate significant emission reductions at an event held on June 2nd, 2014. This event allowed the University to emphasize the participation and involvement of the broader community in supporting the achievement of our emission reduction targets. Since major energy retrofit work began in 2009, emissions have gone down 40%. This represents a 25% reduction in emissions since 1990 and a 24% reduction in emissions over last year. These deep reductions will help to ensure that the University meets its commitment to reduce emissions 10% below 1990 levels by the end of 2016 despite the addition of both the United Health & RecPlex (FY2014) and a new mixed housing complex (FY2015). The University remains committed to achieving absolute emission reductions.

Sustainability as a Core Competency: Sustainability has been included as a core competency in the leadership competency framework that is being rolled out by Human Resources over FY2014. This effort promises to play a very significant role in more fully distributing knowledge of, and responsibility for, sustainability throughout the University.

New Cleaning Services Contract: In FY2013, UWinnipeg established a new cleaning contract that includes several elements that will support ongoing greener cleaning practices on campus. These include the standard servicing of all 3 streams of waste throughout campus, the continuation of Eco-Logo certified cleaning and janitorial products, and quarterly reporting on the quantities and types of cleaning products being used.

Integration of Capital & Sustainability Planning: Good progress was made this year in better integrating capital planning and sustainability planning. An amendment to the Capital Projects and Renovations Policy was reviewed by both the Finance Committee and the Governance Committee of the Board of Regents, and will be presented to the Board in the fall. In addition to this, a report on the emission impacts of ongoing construction and renovation projects will now be included in the bi-annual Capital Projects Updates to the Board.

Waste Diversion Infrastructure: A pilot project was undertaken in partnership with the Canadian Beverage Container Recycling Association (CBCRA) to test different bin designs for main campus areas. A small number of new bins were deployed in September 2013 and audited in October 2013. Results were very positive – capture rates for both bin styles tested approached 90%. Funding secured from the Winnipeg Foundation and the Provincial Waste Reduction and Pollution Prevention Fund along with a partnership between the University and the Canadian Beverage container Recycling Association have enabled UWinnipeg to apply the results of this pilot to a major investment in bin infrastructure on the University campus. Funds are in place to replace all main-area bins in the majority of main buildings on campus.

Multiple Awards & Recognitions: The University achieved Climate Registered Status through The Climate Registry for publicly reporting and verifying its greenhouse gas emissions. It was also awarded a Manitoba Excellence in Sustainability Development award for its successes to date in reducing greenhouse gas emissions, and the 2014 Supply Chain Management Association Sustainability Award in the Public Sector / Not-For-Profit Category.

Completion of Sustainability-related Curriculum Inventory: Under the guidance of the Academic Working Group on Sustainability, the Campus Sustainability Office completed the University's first inventory of courses that are either sustainability-focused or sustainability-related. The results will be included in the University's submission to the Sustainability Tracking, Assessment, and Rating System (STARS). In FY2014, the Academic Working Group on Sustainability will re-convene to determine future steps related to sustainability in the curriculum.

UPass: In February 2014, after nearly two years of student advocacy, Winnipeg City Council voted in favour to subsidize a UPass for students, with the goal of having a UPass in place by 2016. Students at The University of Winnipeg and University of Manitoba must now complete a second referendum on the issue to ensure a mandate for the UPass at a cost to students that is higher than was initially proposed at a referendum in 2012.

1.3 Key Challenges

Waste Diversion: Waste diversion rates were significantly lower than 'traditional' rates for a second time this year. As was the case last year, a combination of poor bin infrastructure, poor signage, gaps in training for cleaning staff, and the potential of systematic over-reporting of recycling rates in previous years have colluded to create this situation. Waste diversion was identified as a key challenge last year, and significant progress was made in FY2013 to address both infrastructure-related and cleaning process-related. It is hoped that significant improvements in waste diversion will be achieved in FY2014 as initiatives that were slowly set in motion in FY2013 are fully rolled out this year.

Resource Constraints: Working to advance sustainability in all areas of the University in a resource-constrained environment continues to be a challenge. The ongoing commitment of individuals throughout the University alongside smart sustainability management and governance act to maximize results within these constraints.

Outreach & Education: Effective outreach requires 'feet on the ground', and establishing sustainable and effective approaches to strong student-led and staff-led peer education remains a challenge within existing resources. Significant progress was made with respect to staff outreach with the launch of the Green Office Program through the CSO, while a growing partnership with Student Services and a small budget for student waste-diversion educators promise to begin to address this challenge for students in FY2014.

Purchasing: Understanding what we intend to measure with respect to sustainable procurement continues to be a challenge. Some efforts will be undertaken this year to clarify if and how some recognized best practices related to measurement can be most feasibly integrated into UWinnipeg purchasing practices. Further efforts related to measurement of sustainable purchasing performance will be considered as progress is made in replacing the University's existing financial management software.

1.4 FY2014 Priorities

GHG/Energy-use reduction: Because the University's consumption of utilities continues to be one of the areas of environmental impact over which it has the most control, energy and greenhouse gas emission management will continue to be a priority in FY2014. Initiatives this year include further energy efficiency measure in existing buildings, ongoing commitments to green building practices for new construction, further research into opportunities for adopting energy sources other than natural gas and electricity for heating, and ongoing work to monitor and report to the Board of Regents on the energy/GHG impacts of capital projects.

Transportation: Transportation is taking up a larger and larger portion of provincial greenhouse gas emissions. To date, UWinnipeg has not pursued a focused transportation demand reduction strategy; however, with Physical Plant's effective leadership on reducing building-related impacts, the Campus Sustainability Office can begin to work much more actively on transportation-related issues. The first step this year will be to establish a baseline of student, faculty, and staff commuting habits. The CSO can then work with the Campus Sustainability Council and key stakeholders to develop a transportation demand management plan.

Waste Diversion: UWinnipeg has struggled with waste diversion over the past two years. Significant work has been underway to address critical bin and sign deficiencies, and we can look forward to the full rollout of a major bin replacement project. The CSO will also be dedicating some funds to hiring students to provide more 'on the ground' waste diversion education over the year.

Policy Review: The Board Campus Sustainability Policy, along with its associated Administrative policies, were adopted in 2006. This year, they will be reviewed for the first time. This is an opportunity to further integrate sustainability governance and management into the University and to apply lessons learned since the policies were first written.

STARS Submission: UWinnipeg has been slowly preparing to complete a STARS submission since the *UWinnipeg Sustainability Strategy.* This year, the submission will be completed and filed. Initial meetings with stakeholders have already taken place.

2.0 Introduction

2.1 Reporting Period and Scope

This report applies to FY2013 – April 1st, 2013 - March 31st, 2014 and where possible applies to the full scope of the University of Winnipeg's Sustainability Management System. This includes:

1. All physical facilities and buildings owned and managed by The University of Winnipeg, including all future acquisitions of real properties which come to be owned and managed by The University.

2. All physical facilities and buildings, or spaces within facilities or buildings, leased or rented by The University of Winnipeg, and over which The University can reasonably influence the sustainability performance of the facility.

3. All routine activities, programs and operations of The University of Winnipeg, whether on or off campus, and including staff, faculty and student travel, both directly on behalf of the University in conducting its operations and programs, or commuting of staff, faculty and students to and from their places of residence for purposes of work, teaching, research, study, recreation or any other University activity.

4. All activities, programs or special events which may from time to time be hosted by The University of Winnipeg, or for which the University may provide physical facilities, active partnerships, or other support when such programs or events are offered by institutions, groups, corporations or organizations that are not formally recognized as part of the University community.

5. All "arms-length" agencies, corporations, institutes, research centres or other entities, to which University policies may generally apply.

2.2 Sustainability Governance & Strategic Plan

Implementation of the University of Winnipeg's Sustainability Policy, along with its eight accompanying administrative policies, is coordinated through the Campus Sustainability Office, with the support of the Campus Sustainability Council and its various committees. With the assistance of the Director of the Campus Sustainability Office, the VP HR, Audit & Sustainability champions sustainability-related issues at the University's senior level.

In January 2012, The University's Board of Regents adopted the *UWinnipeg Sustainability Strategy.* This document, aimed at advancing progress on the implementation of the University's Sustainability Policy and 8 related administrative policies, provides a roadmap for sustainability-related action and initiatives throughout the University. Performance relative to each target area forms the main substance of this report.

2.3 Annual Demographic, Weather, and Space Variations

The number of people on campus, annual variations in weather, and changes in the campus footprint all have an impact on the University's sustainability performance. More people, cold winters, hot summers, and a larger footprint will all increase resource demand, while fewer people, warmer winters, cooler summers, and reductions in the University's footprint would have the opposite effect.

2.3.1 UWinnipeg Occupied Space

The University of Winnipeg's annual sustainability report reflects data on buildings that the University owns and/or that the University exercises some degree of control over utility consumption. With the exception of electricity consumption at 520 Portage Avenue, this report does not include data on leased space, as the University does not have any operational control over it and does not have access to utility consumption data. The table below summarizes campus area over the past several years.

Table 1 Space inventory at University of Winnipeg from 1990 – 2013 including buildings/housing leased and owned (m^2).

Year	Buildings Leased	Buildings Owned	Housing Owned	Housing Leased	Total Area Occupied	Total Owned Space	Total Leased Space
1990	NA	87,644	0	0	87,644	87,644	NA
2005	5,221	95,648	1,774	3,538	106,182	97,422	8,759
2006	5,909	95,648	1,774	3,538	106,869	97,422	9,447
2007	6,752	95,648	1,960	3,538	107,899	97,608	10,291
2008	7,580	95,379	2,146	3,538	108,643	97,524	11,119
2009	6,564	94,795	8,798	3,538	113,695	103,593	10,102
2010	4,927	98,887	8,481	3,538	115,834	107,368	8,466
2011	7,271	112,759	8,295	3,538	131,863	121,054	10,810
2012	7,409	110,515	8,413	3,538	129,876	118,929	10,948
2013	7,409	110,515	8,413	3,538	129,876	118,929	10,948

As shown in Table 1, UWinnipeg owned and leased the same amount of space in FY2013 as FY2012. In FY2012, MacNamara Hall, the Young building, and two small garages were demolished to make way for the new United RecPlex, one Student Housing house was sold, and leased space at 520 Portage was vacated.

2.3.2 Campus Population & Operational Changes

The number of people on campus decreased slightly over FY2013, however, not enough to cause any major changes to sustainability impacts.

Table 2 Student and staff population of University of Winnipeg from FY2010 – FY2013. The student population is measured in full course equivalents (FCE), and the staff measured in full time equivalents (FTE).

Fiscal Year	FCE #	Staff #
FY2010	33,920	724
FY2011	34,980	756
FY2012	33,690	824
FY2013	32,398	810

2.3.3 FY 2012 Weather

The period between April 1 2013 and March 31 2014 was exceptionally cold. Cold weather increases natural gas consumption in the winter.

April 2013 was about 6°C below normal (spring weather arrived quite late) and May was near normal. The mean temperature in the summer months of June thru August was also near normal, June and August were slightly warmer than normal, and July was cooler. The fall (Sep-Nov) of 2013 was slightly colder than normal; September was about 2°C warmer than normal, and October and November were about 1°C and 2°C colder than normal, respectively. The first significant snowfall arrived in mid-November and cold weather arrived in earnest in late November.

The mean temperature for the winter (Dec-Feb) of 2013-14 was 5.8°C below the 1981-2010 normal; it was the coldest winter in 35 years, the 3rd coldest in over a century, and the 4th coldest in the entire 1872-2014 period for which we have weather data for the city. In short, it was an extremely cold winter. March 2014 was also very cold—about 7°C below normal—making the four months of December thru March the coldest in 115 years (coldest since 1898-99). This means that natural gas for heating was being used significantly more than it would be in a more normal winter.

Spring 2013 was slightly wetter than normal, and the summer was about 20 percent wetter than normal. The fall was very dry, with only about half the normal precipitation. The winter of 2013-14 produced about 50 percent more snow than normal, and the snow did not disappear until mid-April. March and April were drier than normal.[1]

[1]Dr. Danny Blair (UWinnipeg Associate Dean of Science & Climatologist); Rob's Blog at http://robsobsblog.blogspot.ca/; Winnipeg Weather blog at http://jjwinnipegweather.blogspot.ca/; Environment Canada at http://climate.weather.gc.ca/

3.0 Performance

Each aspect of sustainability performance over FY 2013 was guided by the Action Plans that were developed by the Campus Sustainability Council at the beginning of the fiscal year. A report on the status of each action plan is included in Appendix A. The Campus Sustainability Council has also developed action plans for FY2014. They are included in Appendix B.

3.1 Air, Energy & Water

Greenhouse Gas Emissions & Energy Consumption

The University of Winnipeg currently reports Scope 1 and Scope 2 greenhouse gas emissions. These include emissions from electricity and natural gas, as well as fuel used in fleet vehicles and fugitive emissions from refrigerants. Not included in this inventory are Scope 3 emissions such as business travel, waste, commuting, and paper purchases. These Scope 3 emissions may be included in a new baseline in 2016. Emissions from natural gas used for heating make up the bulk of UWinnipeg's Scope 1 & 2 emissions. As such, emission reduction efforts to date have emphasized reducing that amount of natural gas consumed on campus.

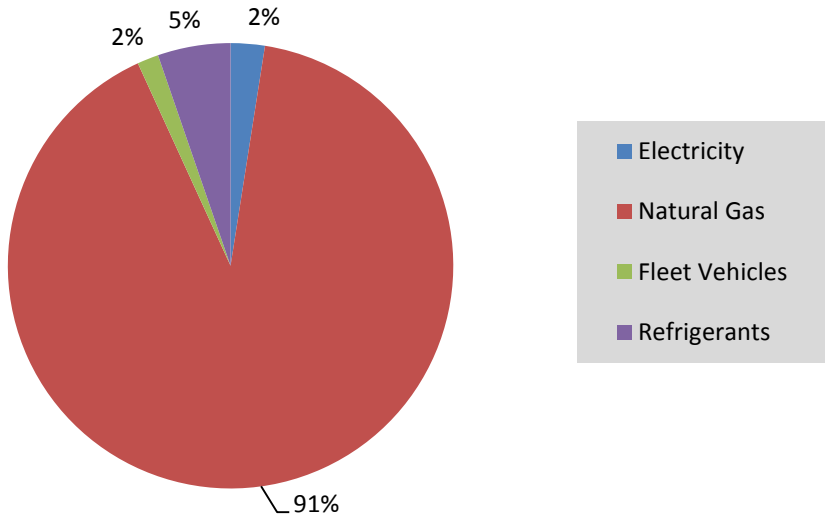

Figure 2 Breakdown of greenhouse gas emissions (% TCO_2e) from UWinnipeg in FY2013 by source, including electricity, natural gas, fleet vehicles, and refrigerants.

Significant emission reductions were achieved in FY2014. Since major energy retrofit work began in 2009, emissions have gone down 40%. This represents a 25% reduction in emissions since 1990 and a 24% reduction in emissions over last year. Key initiatives that have led to this result include a series of building controls retrofits, a major ventilation retrofit (ongoing), a series of boiler replacements for buildings that are not connected to the University's main heating system, and the installation of a hybrid heating system that uses lower-emitting electricity for heating at off-peak times. Further energy retrofit work is planned for FY2014. As retrofit work progresses, the University can anticipate ongoing cost savings, improved building occupant comfort, and further emission reductions in existing buildings.

Climate Registered™

The first phase of the energy retrofit process was supported in part by a grant from the Manitoba Climate Investment Program, as was The University of Winnipeg's registration with the Climate Registry. UWinnipeg achieved Climate Registered™ status by measuring its carbon footprint according to The Climate Registry's best-in-class program, having it third party verified, and reporting the data on the registry's website. This builds on the effort that began in 2006 when UWinnipeg started reporting greenhouse gas emissions publicly through its annual Sustainability Performance Reports.

The University's deep reductions over the past four years will help to ensure that the University meets its commitment to reduce emissions 10% below 1990 levels by the end of 2016 despite the addition of both the United Health & RecPlex (FY2014) and a new mixed housing complex (FY2015). The University remains committed to achieving absolute emission reductions. This means that UWinnipeg works to ensure that emissions from every new building built are offset by achieving further reductions in our existing building stock.

An action plan for emission-related activities for FY2014 is found in Appendix B of this report. Looking beyond this year, the University will continue to identify opportunities to achieve emission reductions as part of any planned capital projects and will continue to work to optimize building performance to minimize emissions. UWinnipeg is also working to develop the ability to monitor and report Scope 3 emissions, and as this capacity develops, the University will be in a position to begin to address emission reductions in these areas as well.

Table 3 Greenhouse gas emissions in tonnes of carbon dioxide equivalents (TCO_2e) from FY1990 to FY2013 for UWinnipeg. Real annual emissions and weather adjusted amounts are shown.

Greenhouse Gas Emissions (TCO_2e)	1990	2006	2007	2008	2009	2010	2011	2012	2013
Real Annual Emissions	3,130	3,718	3,591	3,688	3,701	3,551	3107	3,130	2,682
Weather Adjusted Annual Emissions	3,130	NA	3512	3,573	3,881	3,625	3664	3,070	2,330

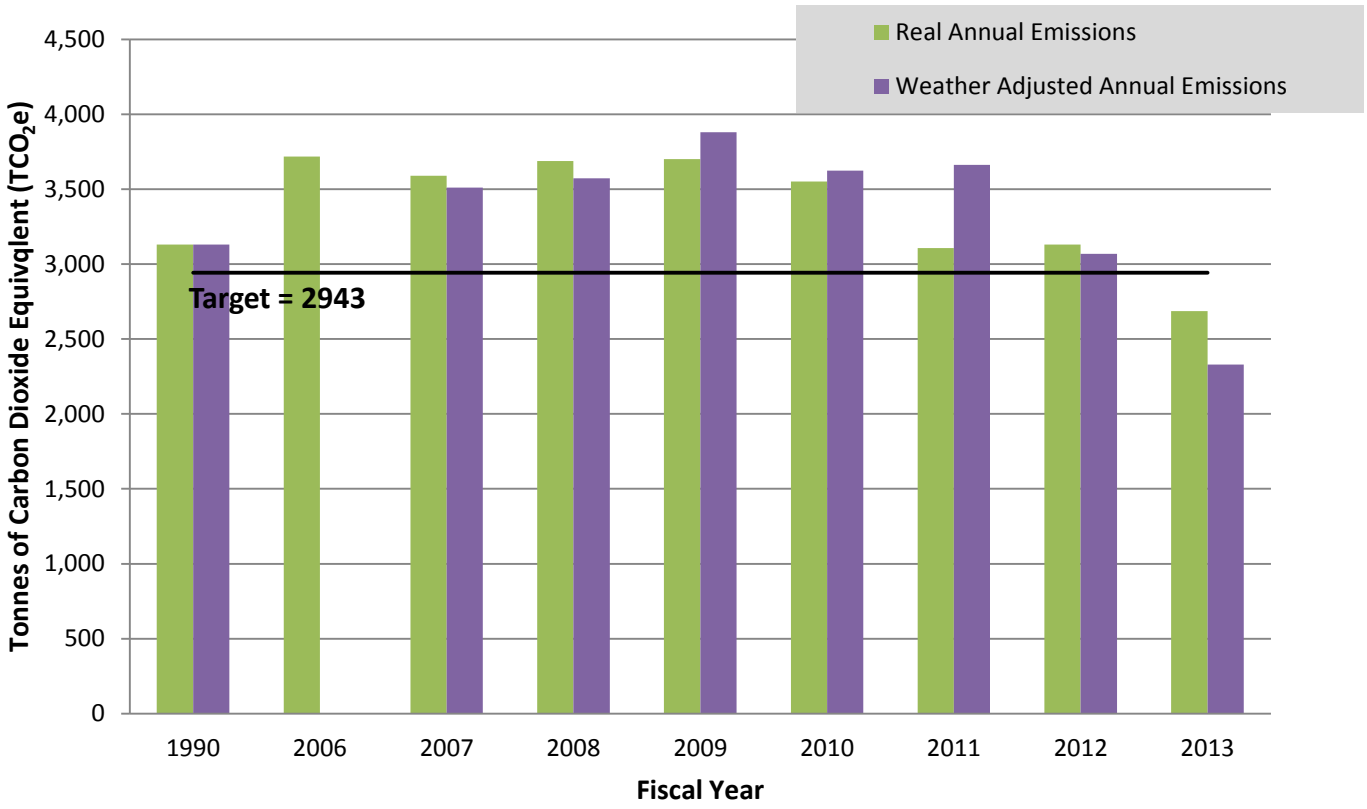

Figure 3 Greenhouse gas emissions at UWinnipeg in tonnes of carbon dioxide equivalents (TCO_2e) from FY1990 to FY2013, and target emissions quantity (2,943 TCO_2e). Real annual emissions and weather adjusted annual emissions are shown.

Energy intensity of campus operations (Table 5, Figure 3) has been reduced by approximately 13% since 2009. This represents good progress towards the University's 2016 target of achieving an 18% reduction in energy intensity by 2016. Further reductions are projected as work progresses on a ventilation retrofit and a number of other energy efficiency measures.

This progress in energy intensity of operations is the result of efforts to improve the efficiency of heating, controls, and lighting systems. Weather adjusted natural gas consumption has decreased 42% since FY2009 and 25% since last year (Table 6, Figure 4). Part of this decrease is the result of the University's hybrid heating system, which switches energy use from natural gas to electricity at off-peak times.

University electricity consumption increased significantly between 2009 and 2011 through the combined impact of the hybrid heating system and the opening of the Richardson College for the Environment & Science Complex and the Buhler Centre (Table 7, Figure 5). While retrofit measures to date have emphasised improving the efficiency of natural gas systems, electricity consumption is now on its way back down as our retrofit process shifts its attention to projects that will have a greater impact on electricity consumption. Electricity consumption is expected to continue to go down as the impacts of the ventilation retrofit are registered in utility records and as a series of other efficiency measures are undertaken over FY2014.

Since major energy retrofit work began in 2009, greenhouse gas emissions have gone down 40%. These deep reductions will help to ensure that the University meets its commitment to reduce emissions 10% below 1990 levels by the end of 2016 despite the addition of both the United Health & RecPlex (FY2014) and a new mixed housing complex (FY2015). The University remains committed to achieving absolute emission reductions.

Table 4 Energy consumption breakdown for UWinnipeg from FY2006 to FY2013 including stationary fuel, vehicle fuel, natural gas (weather adjusted) and hydro (kWh or kWh equivalent). The intensity (kWh /m^2) is also reported.

Type (kWh)	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Stationary Fuel	0	0	58,320	1,625	1,625	1,625	1,625	1,625
Vehicle Fuel	41,563	27,047	75,015	76,159	89,891	64,784	145,868	151,020
Natural Gas (weather adjusted)	19,102,349	17,692,420	18,212,494	20,412,307	19,245,773	19,337,721	15,900,858	11,772,471
Hydro	14,347,029	14,118,810	12,501,378	14,702,975	16,864,380	22,284,140	24,287,065	23,037,343
Intensity (kWh/m^2)	344	326	316	340	337	344	339	294

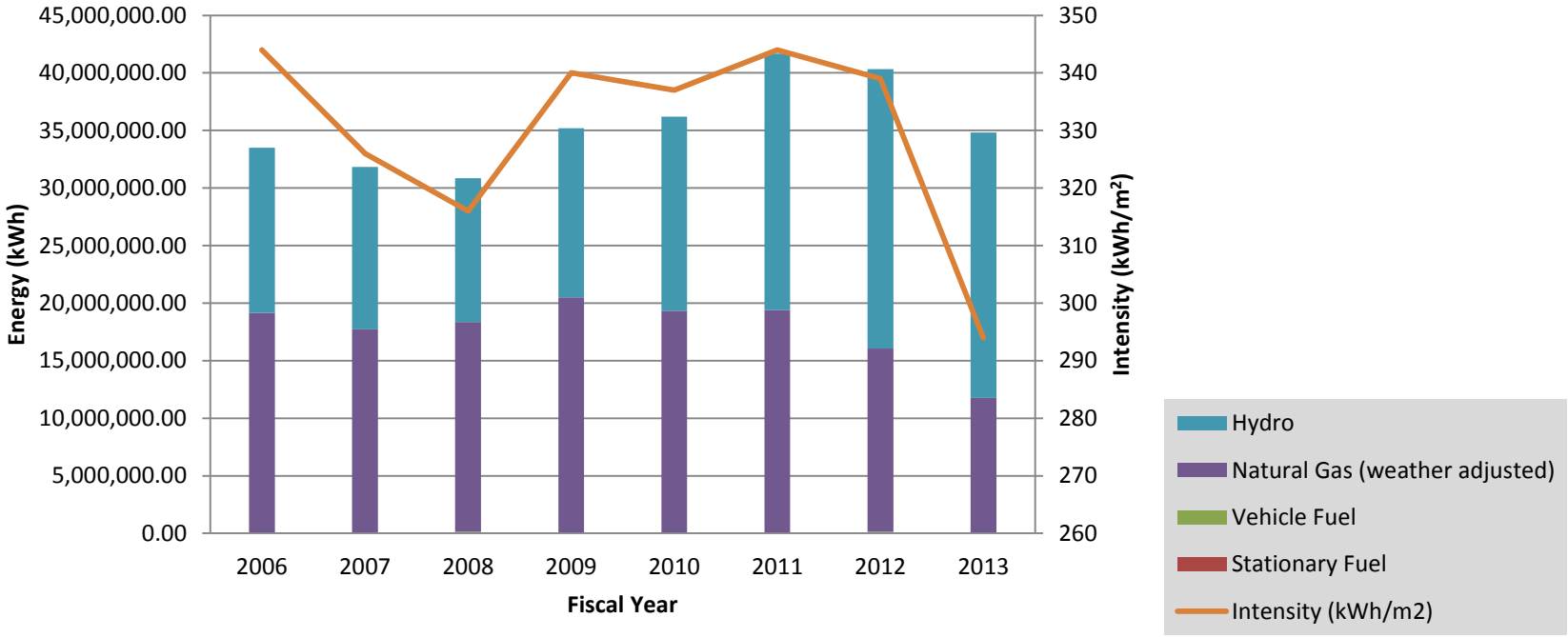

Figure 3 Energy consumption breakdown for UWinnipeg from FY2006 to FY2013 including stationary fuel, vehicle fuel, natural gas (weather adjusted) and hydro (kWh). The intensity (kWh /m^2) is also reported.

Table 5 Natural gas consumption for UWinnipeg from FY1990 to FY2013 including real annual consumption and weather adjusted consumption (m^3). The intensity (m^3/m^2) is also reported.

Natural Gas Consumption (m^3)	**1990**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**
Actual Natural Gas	1,415,408	1,710,947	1,688,739	1,830,931	1,779,367	1,551,615	1,534,067	1,299,843
Weather Adjusted Natural Gas	1,415,408	1,671,730	1,720,871	1,928,728	1,818,504	1,845,921	1,502,488	1,112,363
Intensity (m^3/m^2)								
Actual Intensity	16.15	18.65	18.17	18.1	17.08	12.82	12.90	10.93
Weather Adjusted Intensity	16.15	17.13	17.65	18.62	16.94	15.25	12.63	9.35

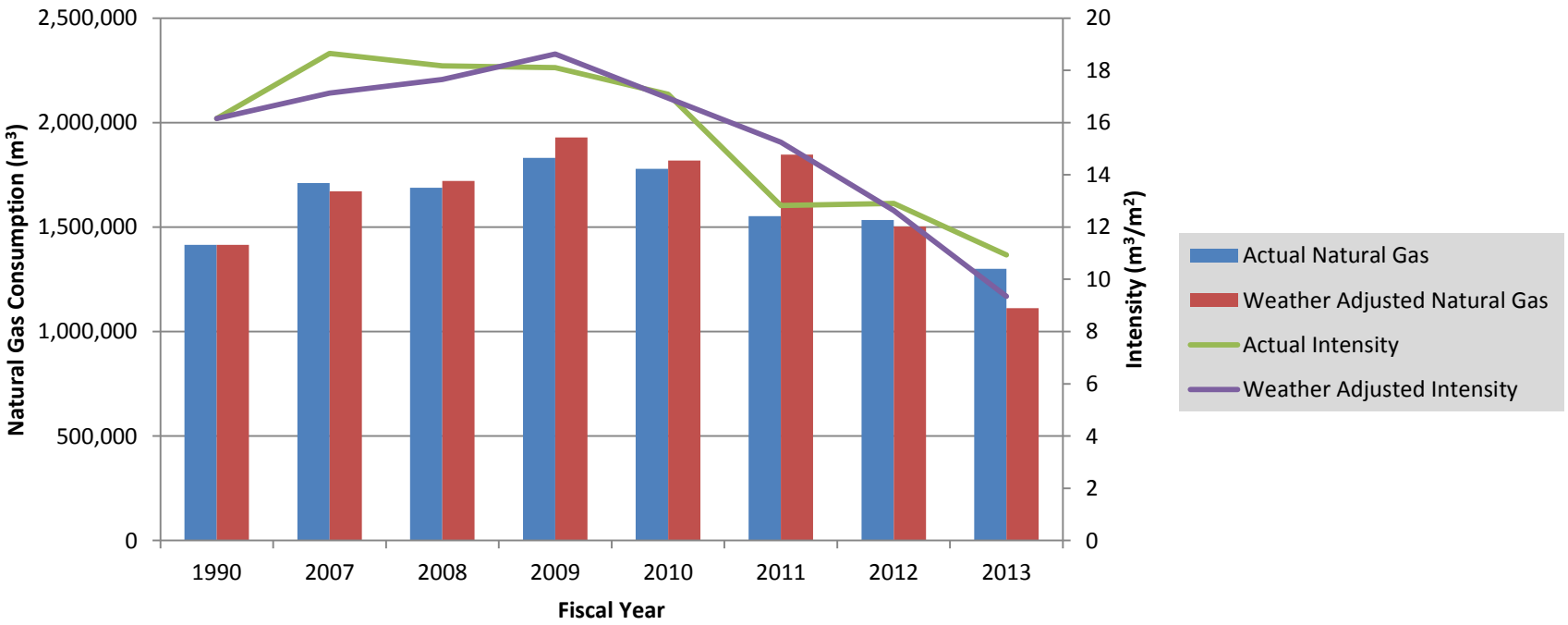

Figure 4 Natural gas consumption for UWinnipeg from FY1990 to FY2013 including real annual consumption and weather adjusted consumption (m^3). The intensity (m^3/m^2) is also shown.

Table 6 Electricity consumption (kWh) for the UWinnipeg from FY2007 to FY2013. The intensity (m^3/m^2) is also reported.

Electricity Consumption	2007	2008	2009	2010	2011	2012	2013
Electricity (kWh)	14,118,810	12,501,378	14,702,975	16,864,380	22,284,140	24,287,065	23,037,343
Intensity (kWh/m^2)	145	128	142	157	184	204	194

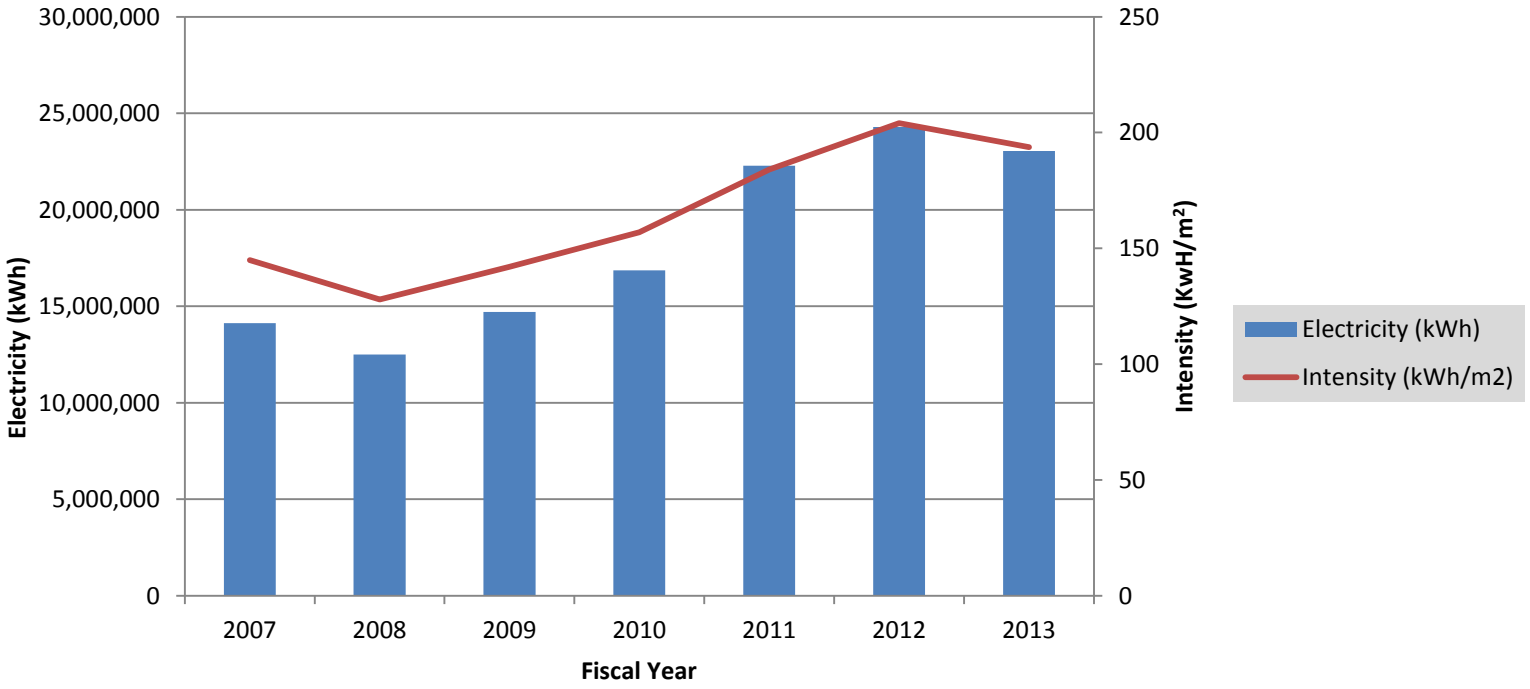

Figure 5 Electricity consumption (kWh) for UWinnipeg from FY2007 to FY2013. The intensity (kWh/m^2) is also shown.

Water

Water consumption in FY2013 decreased 12% over the previous year (Table 8, Figure 6). We can expect part of this reduction to be the combined result of the completion of water retrofit in major bathrooms on campus alongside annual variations in humidity and the number of cooling degree days in Winnipeg. We can expect water consumption to increase again with the opening of the United Health & RecPlex.

Table 7 Water consumption (L) for UWinnipeg from FY2006 to FY2013.

Water Consumption	2006	2007	2008	2009	2010	2011	2012	2013
Amount (L)	47,388,592	43,897,460	80,113,761	74,714,597	69,452,051	69,914,000	73,638,940	64,608,500

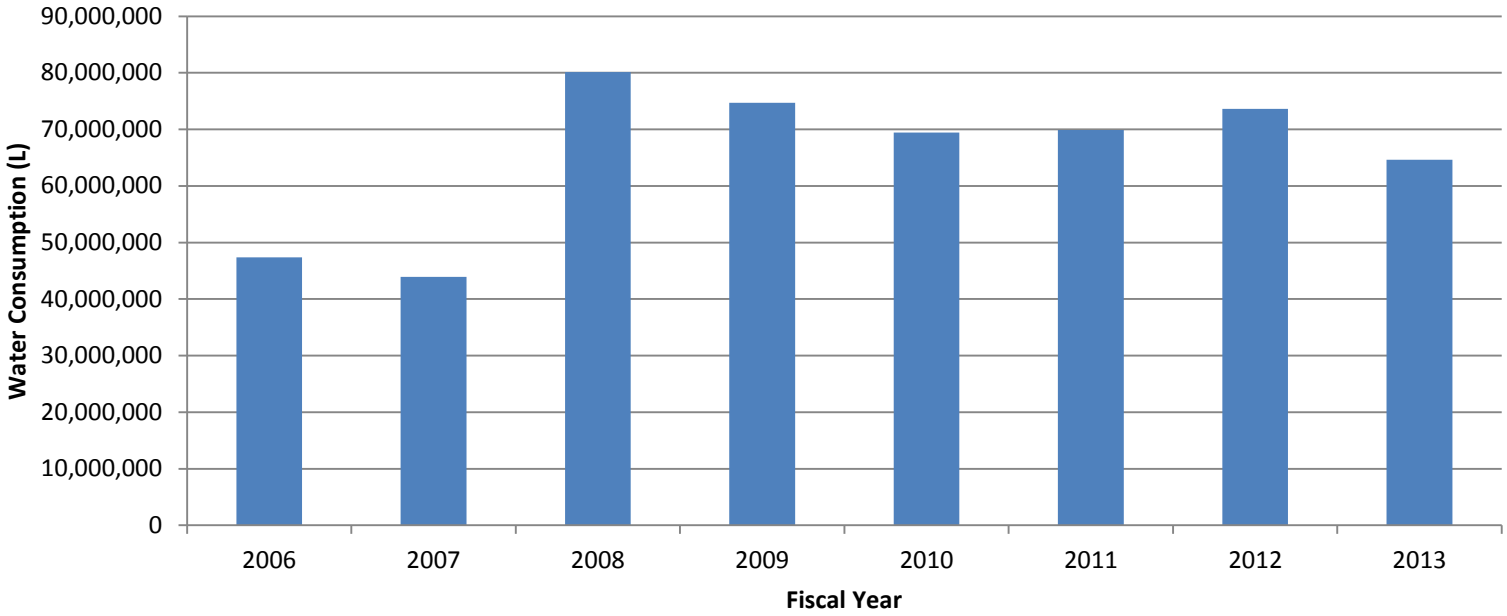

Figure 6 Water consumption (L) for UWinnipeg from FY2006 to FY2013.

3.2 Waste, Grounds & Cleaning

Waste

Despite good progress in achieving a solution to a bin infrastructure and servicing deficit in FY2013, waste diversion has not recovered from a disappointing year in FY2012. Landfill waste made up approximately 70% of the University's waste stream – a significant departure from earlier years when landfill waste represented only 50-60% of the total waste stream (Figure 7 & 8, Table 9 & 10)

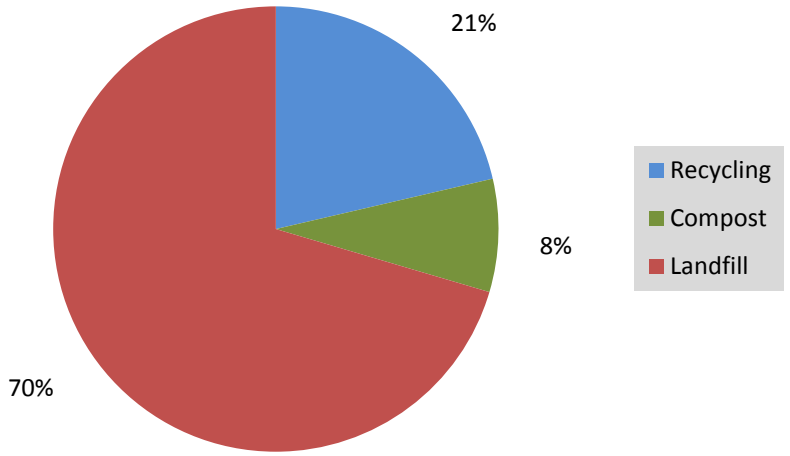

Figure 7 UWinnipeg's Waste Profile for FY2013, including waste sent for recycling, compost and disposal in the landfill.

Table 8 Comparison of municipal solid waste and total recycled waste (metric tonnes) for UWinnipeg in FY2013.

Waste Type	Amount (t)
Municipal Solid Waste*	327.3
Recycling	99.3
Compost	38.1
Total Waste	464.7
Diversion Rate	**29%**

*expect signification margins of error

It is likely that part of this poor result comes from known and significant data quality problems and the potential systematic over/under reporting of different waste streams as service providers have changed over the years. Still, it is clear that waste diversion activities will require significant attention in FY2014 to ensure that the important steps taken over the past year result in measurable improvements in waste diversion results next year.

Table 9 Comparison of recycling and composting (metric tonnes) at UWinnipeg from FY2006 to FY2013.

Type of Waste (t)	2006	2007	2008	2009	2010	2011	2012	2013
Recycling	86.1	92.7	93.2	108	132.2	146	106.4	99.3
Compost	0	1.5	11.1	13.5	23.2	44.4	40.88	38.1

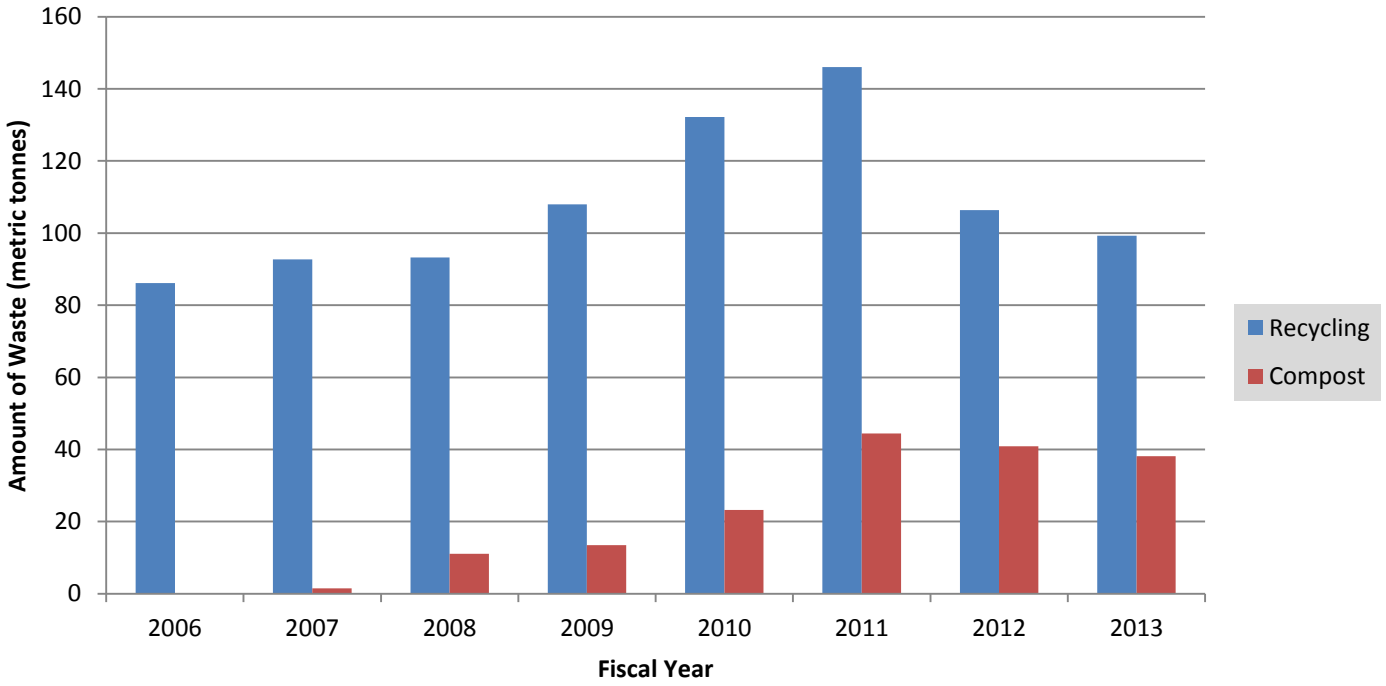

Figure 8 Annual recycling and composting amounts (metric tonnes) at UWinnipeg for FY2006 to FY2013.

Despite these results, the University can look forward to significant improvements in waste diversion in FY2014 because of initiatives launched in FY2013. These include:

- A pilot project undertaken in partnership with the Canadian Beverage Container Recycling Association (CBCRA) to test different bin designs for main campus areas. A small number of new bins were deployed in September 2013 and audited in October 2013. Results were very positive – capture rates for both bin styles tested approached 90%.
- Funding secured from Winnipeg Foundation and the Provincial Waste Reduction and Pollution Prevention Fund along with a partnership between the University and the CBCRA have enabled UWinnipeg to apply the results of this pilot to a major investment in bin infrastructure on the University campus. Funds are in place to replace all main-area bins in the majority of main buildings on campus.
- Based on feedback received during Waste Reduction Week in October of 2013, the Campus Sustainability Office is launching a waste educators program in the fall of 2014 to provide regular bin-side education to campus users.

Other waste-related initiatives planned for FY2014 and results of initiatives planned for FY2013 can be found in the Appendices.

Figure 9: Recycle Everywhere caught UWinnipeg students 'in the act' of recycling their beverage containers and awarded them with grand prizes

Cleaning

In FY2013, UWinnipeg established a new cleaning contract that includes several elements that will support ongoing greener cleaning practices on campus. These include the standard servicing of all 3 streams of waste throughout campus, the continuation of Eco-Logo certified cleaning and janitorial products, and quarterly reporting on the quantities and types of cleaning products being used. In the coming year, the CSO will work with Physical Plant to enhance sustainability-related training for cleaning staff and to monitor the implementation of sustainability-related elements of the new contract.

Grounds

The University entered into its second season of cosmetic pesticide-free grounds keeping and remains committed to these more sustainable practices. This year, the CSO will work with Physical Plant to identify more alternative solutions to dandelions to ensure that we are using the most cost-effective and efficient approach to them possible.

This year also saw progress on establishing mechanisms to gather feedback on landscaping from the campus community. Content for a web page has been developed outlining plant selection practices and key landscaping areas on campus. A proposal process is also being developed so that individuals with ideas for grounds-related initiatives at the University can bring them through the appropriate channels.

Figure 10 Students and Staff cleaning up a Community Garden Plot on campus

3.3 Procurement

In recognition of the University's leadership in sustainable procurement, UWinnipeg was recognized this year with a Supply Chain Management Association (SCMA) Sustainability Award in the Public Sector / Not-For-Profit Category.

Figure 11 Allan Amundsen, Director of Purchasing Services, accepting the SCMA Sustainability Award

Practices such as including sustainability criteria in the evaluation of RFPs, prioritizing local suppliers, and prioritizing the purchase of products made with recycled content remain key elements of the University's procurement practices. The challenge of understanding of what we intend to measure with respect to sustainable procurement continues to be a challenge. Some efforts will be undertaken this year to clarify if and how some recognized best practices related to measurement can be most feasibly integrated into UWinnipeg purchasing practices. Further efforts related to measurement of sustainable purchasing performance will be considered as progress is made in replacing the University's existing financial management software. See appendices for details.

3.4 Food Services

Figure 12 Members of the Diversity Team in the Riddell Hal Kitchen

The University of Winnipeg is recognized as a pioneer in sustainable food because of Diversity Foods, the campus food service that was established in 2009. Diversity is a joint venture of the University of Winnipeg's Community Renewal Corporation's (UWCRC) & SEED Winnipeg to deliver excellent food services to the University of Winnipeg while providing meaningful employment opportunities for the community. Their specific community objectives include job opportunities in the food industry for new Canadians, Aboriginal people, community residents and University students. Diversity's mission is to provide food services that demonstrate the desire to meet the goals of sustainability at the University within a work environment that reflects a high level of training for the diverse group of employees.

This year, Diversity undertook a voluntary audit through Leaders in Environmentally Accountable Food Service (LEAF). LEAF offers accreditation to restaurants demonstrating environmentally sustainable foodservice practices, and provides a benchmark for foodservice establishments across Canada. Three levels of certification are available.

Diversity earned a total of 449 points through the audit, well above the minimum of 300 points required to earn the third and highest level of LEAF certification. Particularly noteworthy achievements include:

- 65% of food purchased comes from local family farms within 100 km of the University and 100% of seafood purchases are OceanWise certified;
- The use of only compostable packaging and 100% recycled paper products;
- A robust waste diversion and reduction program that includes pre-and post- consumer composting, bi-weekly food donations, bulk condiment purchasing, strict inventory controls, and recycling of used grease.

Unfortunately, Diversity did not meet one of the prerequisites for level 3 certification – that 60% of equipment in use be Energy STAR certified. As such, Diversity is currently certified at a level 2. In the coming year, the University and Diversity can work together to address the one gap in achieving level 3 certification.

3.5 Transportation

Commuting

For the first time this year, the UWSA BikeLab undertook the task of counting the number of bicycles parked on UWinnipeg racks throughout campus. The aim is to continue to do this annually as a way of tracking changes in cycling habits at the University. The results of this years' bike counts are found in the chart and table below. As can be expected, the number of cyclists decreased significantly – but not entirely! - after the first significant snow of the season. Data collection over the years to come will help UWinnipeg better understand cyclist needs through all four seasons.

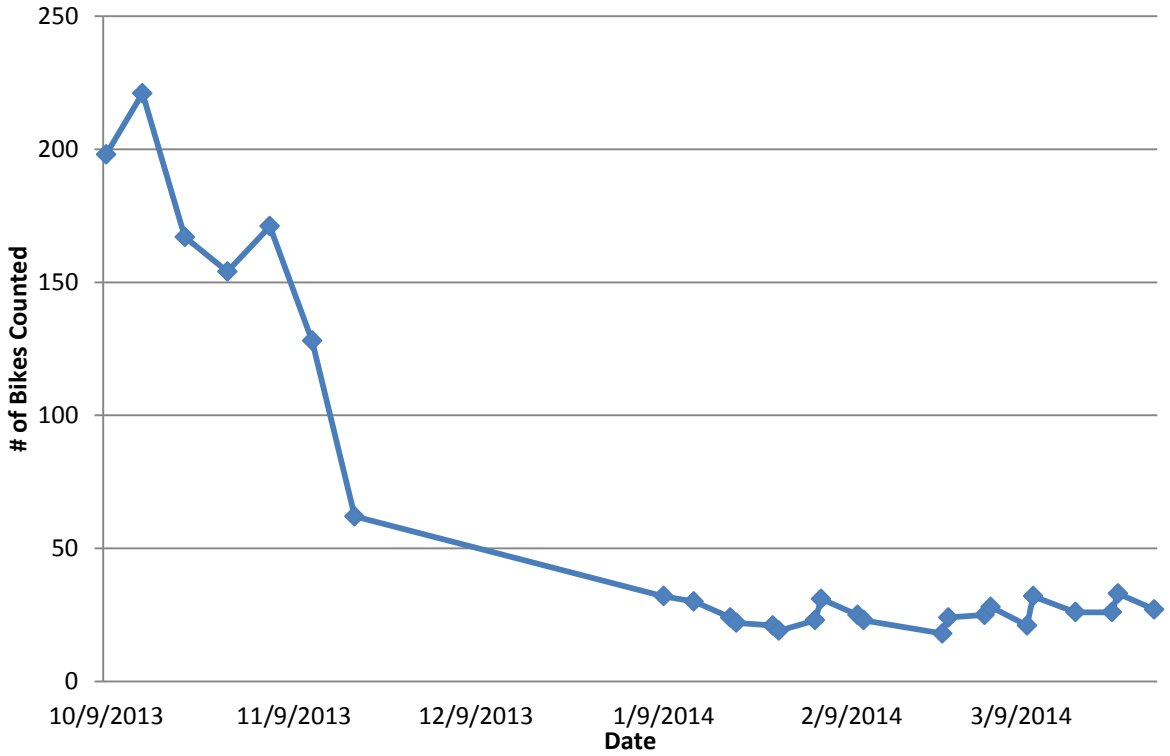

Figure 11 Bicycles counted in bike racks at various locations on UWinnipeg campus from Oct. 9, 2013 to Mar. 31, 2014.

Table 10 Bike counts at all UWinnipeg bike racks from October 9th, 2013 to March 31, 2014.

Date	Time	Temperature/Weather	Bike Count
10/9/2013	1230	17/sunny	198
10/15/2013	1145	3/overcast	221
10/22/2013	1205	-2/light snow, wind	167
10/29/2013	1200	-2/overcast, light wind	154
11/5/2013	1200	-2/overcast	171
11/12/2013	1200	-2 (low -17)	128
11/19/2013	1200	-1/snowy, messy	62
1/9/2014	1210	-7/overcast	32
1/14/2014	1200	-15/light snow, light wind	30
1/20/2014	1030	-26, windy	24
1/21/2014	1200	-23, windy	22
1/27/2014	1030	-27, wind W 15	21
1/28/2014	1200	-22, wind w 22	19
2/3/2014	1100	-11, wind w 11	23
2/4/2014	1200	-20, wind w 15	31
2/10/2014	1030	-24, wind NW 5	25
2/11/2014	1200	-18, wind S 50, snow	23
2/24/2014	1030	-21, wind W 13	18
2/25/2014	1200	-22, wind WNW 16	24
3/3/2014	1030	-22, wind SW 9	25
3/4/2014	1200	-18, wind N 10	28
3/10/2014	1030	0, wind W 15	21
3/11/2014	1200	-8, wind N 26	32
3/18/2014	1200	-3, wind	26
3/24/2014	1030	-12, wind W 12	26
3/25/2014	1210	-13, wind W 17	33
3/31/2014	1030	-12, wind N 33	27

Commuting has been identified as a priority area for the coming year. The CSO aims to establish a baseline modal split for students, faculty, and staff, and to develop a more focussed transportation demand management plan. Establishing a baseline this year will prove particularly helpful in assessing the impact of the UPass, should it be implemented. In February 2014, Winnipeg City Council voted in favour to subsidize a UPass for students, with the goal of having a UPass in place by 2016. Students at The University of Winnipeg and University of Manitoba must now complete a second referendum to ensure a mandate for the UPass at a cost to students that is higher than was proposed in a 2012 referendum.

Reimbursed Travel

Data collection for reimbursed travel continues to present some challenges. As such, expect some variations in year-over-year reimbursed travel to be reflective of variations regarding the accuracy of travel information reported by travellers. Still, it does appear that reimbursed travel at the University increased significantly (49%) since 2011 (no data is available for 2012). Part of this increase is likely the results of increased travel from a larger number of sports teams. The main priority at present with respect to reimbursed travel is to establish a more consistent travel tracking process as part of an update to the University's finance software. Once this is in place, focus will turn to developing strategies for mitigating reimbursed travel impacts.

Table 12 Total distance travelled for reimbursed travel, all modes of transportation (air, car, bus, train). NOTE: no data available for 2012.

Year	2008	2009	2010	2011	2013
Distance (km)	3,825,791	2,185,508	3,566,003	3,234,791	4,828,557

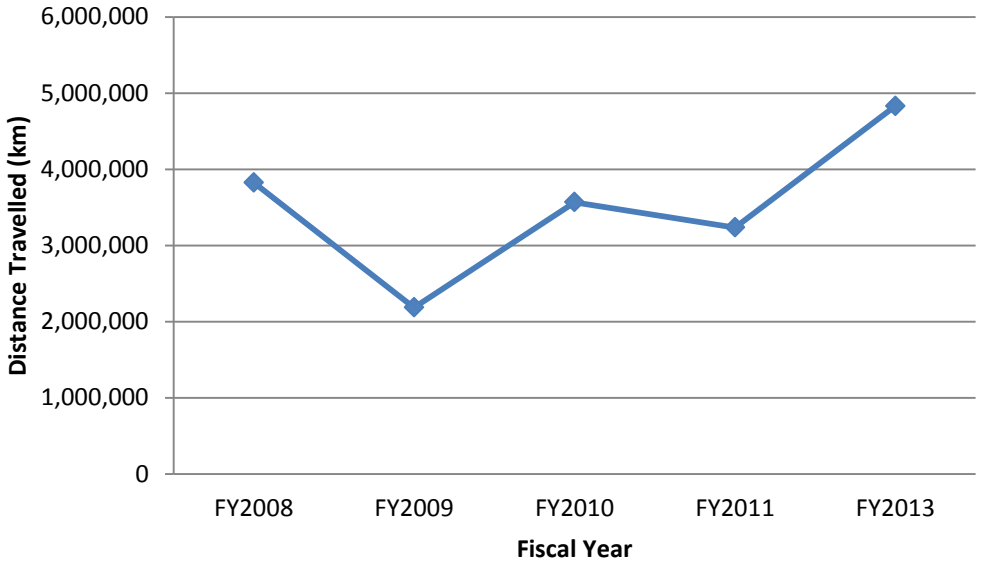

Figure 12 Distance travelled (km) all modes from total reimbursed travel of faculty & staff at UWinnipeg for FY2013.

3.6 Academics

Curriculum

Under the guidance of the Academic Working Group on Sustainability, the Campus Sustainability Office completed the University's first inventory of courses that include sustainability content either as the central theme of the course, or as an element of a course. This process, initiated in preparation for the University's submission to the Sustainability Tracking, Assessment, and Rating System (STARS), provides a baseline for understanding current offerings and serves to identify strengths and opportunities for growth.

The inventory considered three aspects of sustainability in the curriculum: (1) the proportion of courses that have as their central theme sustainability as a percentage of total course offerings (2) the proportion of courses that include sustainability as an element of a course (i.e. a module) and (3) the proportion of departments as a percentage of the total number of departments that offer at least one course with sustainability content. The results for each are provided below. UWinnipeg's offerings are slightly higher than other Canadian universities that have already reported through STARS; however, the percentage of departments offering at least one course with sustainability content is substantially lower at UWinnipeg than it is elsewhere. In the year ahead, the Academic Working Group on Sustainability will provide guidance in establishing any potential institutional initiatives or opportunities related to the data reported here.

Departments Offering Courses with Sustainability Content:

Figure 13 Comparison of UWinnipeg and other Canadian university STARS reported on percentage of academic departments offering at least one course with sustainability content (source for peer data: https://stars.aashe.org/institutions/data-displays/scores/)

Sustainability Courses/Sustainability Focused Courses:

Figure 14 Comparison of UWinnipeg and other Canadian university STARS reporters on sustainability-focused courses as a percentage of total number of courses offered (source for peer data: https://stars.aashe.org/institutions/data-displays/scores/)

Courses that Include Some Sustainability Content/Sustainability Related Courses:

Figure 15 Comparison of UWinnipeg and other Canadian university STARS reporters on sustainability-related courses as a percentage of total number of courses offered (source for peer data: https://stars.aashe.org/institutions/data-displays/scores/)

Research

Academic research on issues related to sustainability remains active at UWinnipeg. The list below of current projects demonstrates the range of issues researchers are exploring:

Ata, Athar - Phytochemical Studies on Medicinally Important Plants (creating natural pharmaceuticals)

Binyamin, Jacqueline – The impact of climate modes on summer temperature and precipitation of Darwin, Australia

Binyamin, Jacqueline – Climate change associated with global teleconnections, volcanic eruptions, and the Arctic's snow-ice albedo in Godthab, Greenland

Figure 16 Students Shira Joudan, and Leah Cuscito, part of Dr. Charles Wong's research group, on the cover of the *Interlake Explorer*

Blair, Danny - Fee for Services Agreement MB Conservation and Water Stewardship

Buhay, William - Community Lead Environmental Action on Nutrient Elimination and Removal in Dead Horse Creek, Manitoba

Deriviere, Linda - Evaluation of the Eco-Kids on Campus Program

Duguid, Terry – Understanding policy enablers and barriers for the adaptive management and resilience of coastal communities in the Hudson Bay Inland Sea regions.

Nemoga, Gabriel - The inclusion of Indigenous Worldviews in the Andean Countries' policy and legislation on Traditional Knowledge and Biodiversity

Silvestre, Bruno – The diversity and impact of innovations on supply chain sustainability performance

Stewart, Janice – Refugee Student Integration: Building Welcoming Communities and Schools for a Sustainable Future

Stewart, Janice – Peace-building and Counseling Skills in South Sudan

Storie, Joni – Improving shoreline detection using wetland transition zones and remote sensing in Hudson Bay

Wong, Charles – Reducing rural wastewater effluent contaminants and toxicity, and improving water quality using new sub-surface treatment technology

3.5 Governance, Finance & Administration

The University recognizes that strong sustainability management and governance are crucial to the transition to a sustainable campus and remains committed to continual improvement in the area. This year, UWinnipeg was able to celebrate significant emission reductions at an event held on June 2nd, 2014. This event allowed the University to emphasize the participation and involvement of the many individuals across departments who played important roles in the achievement of our emission reduction targets. Building on the structures that enabled this work to take place, two important efforts were initiated this year:

- Sustainability has been included as a core competency in the leadership competency framework that is being rolled out by Human Resources over the coming year. This effort promises to play a very significant role in more fully distributing knowledge of, and responsibility for, sustainability throughout the University.
- Good progress was made this year in better integrating capital planning and sustainability planning. An amendment to the Capital Projects and Renovations Policy was reviewed by both the Finance Committee and the Governance Committee of the Board of Regents, and will be presented again to the Board in the fall. In addition to this, a report on the emission impacts of ongoing construction and renovation projects will now be included in the bi-annual Capital Projects Updates to the Board.

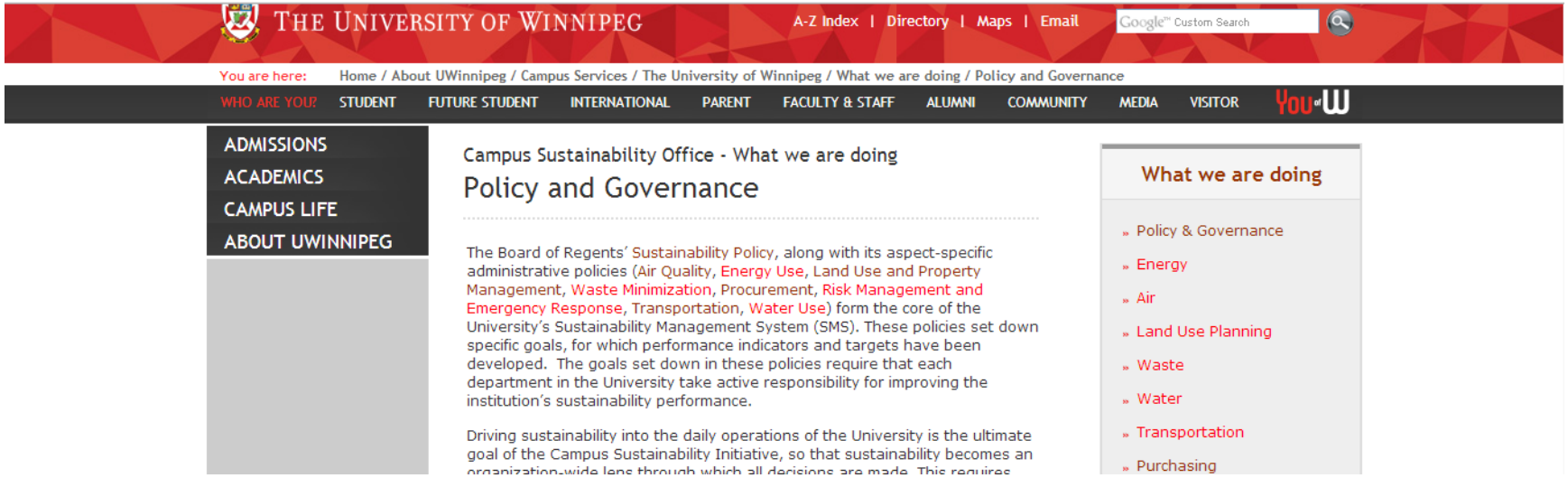

Figure 17 The Campus Sustainability Office website (sustainability.uwinnipeg.ca) includes detailed information on existing policies and governance practices

4.0 Challenges

Waste Diversion: Waste diversion rates were significantly lower than 'traditional' rates for a second time this year. As was the case last year, a combination of poor bin infrastructure, poor signage, gaps in training for cleaning staff, and the potential of systematic over-reporting of recycling rates in previous years have colluded to create this situation. Waste diversion was identified as a key challenge last year, and significant progress was made in FY2013 to address both infrastructure-related and cleaning process-related. It is hoped that significant improvements in waste diversion will be achieved in FY2014 as initiatives that were slowly set in motion in FY2013 are fully rolled out this year.

Resource Constraints: Working to advance sustainability in all areas of the University in a very resource-constrained environment continues to be a challenge, while the ongoing commitment of individuals throughout the University alongside smart sustainability management and governance act to maximize results within these constraints.

Outreach & Education: Effective outreach requires 'feet on the ground', and establishing sustainable and effective approaches to strong student-led and staff-led peer education remains a challenge within the framework of existing staffing budgets. Significant progress was made with respect to staff outreach with the launch of the Green Office Program through the CSO, while a growing partnership with Student Services and a small budget for student waste-diversion educators promise to begin to address this challenge for students in FY2014.

Purchasing: Understanding what we intend to measure with respect to sustainable procurement continues to be a challenge. Some efforts will be undertaken this year to clarify if and how some recognized best practices related to measurement can be most feasibly integrated into UWinnipeg purchasing practices. Further efforts related to measurement of sustainable purchasing performance will be considered as progress is made in replacing the University's existing financial management software.

5.0 Conclusion

On the whole, The University of Winnipeg can be proud of successful year, with notable progress both in sustainability governance and in achieving real reductions in our institution's environmental impact. There is, of course, always room for improvement. We can look forward to waste diversion efforts bringing about significant increases in our composting and recycling rates. We can also continue to develop our ability to assess our transportation and purchasing impacts as we simultaneously undertake specific impact-mitigation initiatives in each area.

Looking ahead, the University's next major opportunity in the area of emission reduction is likely to come from a renewal of our main heating system. A significant amount of mechanical equipment resides under Sparling Hall, which has been slated for demolition for some time. The demolition of Sparling and construction of a potential new building presents a very significant opportunity for integrating more non-conventional energy sources into the campus' heating profile. Over the next year, the CSO will work to identify funds to complete the feasibility studies required to see progress in this area.

Just as importantly, though, it is safe to say that emission-reduction efforts are well established at our institution. We must continue to pursue emission reductions as assertively as ever; however, we can now also build on the institutional structures and on our internal and external partnerships to further develop other key areas of campus sustainability. Transportation demand management, waste diversion, and procurement are the most obvious areas that can benefit from further attention; however, as our approach to sustainability matures we can also begin to more actively consider areas that require more careful consideration.

For instance, several Universities in Canada and the US have begun to support efforts to ensure more fulsome integration of sustainability throughout their curriculums. These efforts, while certainly important, require very careful attention to the independence of individual academic units as well as an explicit recognition of the contested and elastic nature of the concepts "sustainability" and "sustainable development." To date at UWinnipeg, efforts related to curriculum are either initiated and carried out by faculty or guided by the Academic Working Group on Sustainability. As we begin to engage more fully in an institutional conversation about sustainability in the curriculum, we must continue to rely on the leadership of our faculty members.

We must also acknowledge that Universities throughout North America are being increasingly scrutinized both with respect to their investment practices and their sponsorship/partnership policies and practices. Post-secondary institutions are recognized as leaders in reducing their environmental impacts, and are now being challenged by students and by community members to lead the way in this next key challenge related to the transition to sustainability. This next challenge presents universities with a substantial opportunity to take leadership in bringing together stakeholders to facilitate constructive conversation and action related to Triple Bottom Line Investing and to balancing long term and short term fiduciary responsibilities to protect assets belonging to the University and its employees while managing risks associated with climate change. If managed well, these efforts can be valuable educational experiences for students, members of faculty, and university administrators alike. They can also serve to set a constructive tone for a very complex issue that will require the best of what universities can uniquely offer: intelligent, substantive and respectful debate, balanced research and expertise, and progressive leadership.

Appendix A: Results of FY 2013 Action Plans

A.1 Air, Energy and Water

Action	Status
Install smart meters (gas & hydro) and energy dashboard software.	Smart meter set up and installation is in progress. This work also includes all programming for the new energy dashboard which will be unveiled at the UNITED Rec Plex facility with other buildings to follow. Physical Plant has been working with TSC on required networking changes to use the dashboard on video displays.
Next phase of sustainability retrofits planned and funding secured. Probably focus on building envelope. Involve MB Hydro in feasibility studies; take advantage of 'on-meter' finance program.	Funds secured to continue with key projects, including Centennial Hall ventilation retrofits, building Management System Upgrade, window replacements.
Explore possibility of a design competition to solicit ideas for how UW main campus could make deep (~80%+ below 1990) cuts to GHG emissions.	Design competition idea included in draft fundraising prospectus for sustainability. Discussions have also begun with the Biomass Economy Network about a feasibility study on sustainable biomass heating in Manitoba.
Finish Water Retrofit.	Most washrooms on campus have been upgraded, some individual washrooms to be done when possible.
Implement identified opportunities to further improve RCFE energy efficiency.	All programming changes completed for RCFE efficiency upgrades. New occupancy sensors installed in all labs. Building performance for FY2013 was very good.
Start tracking rented & leased space utilities.	Limited metering capabilities have caused uneven access to data. Buildings for which data can be obtained is being tracked, and a “best-practice” method for estimating utilities when necessary is under development.
Advocate for 'cold' rents for future residential development.	Community systems have been found to be more efficient than individual systems. We will be advocating for ‘warm’ rents (including heat) but not power. The dashboard will be used to track unit consumption.

Celebrate Kyoto Achievement.	A celebration event was held on Monday, June 2nd. Laurel Repski emceed and President Axworthy spoke. The event was well attended by staff, faculty, and members of the community.
Finish current building retrofit projects (T21 boiler, HVAC in C/H & L/H, Controls Upgrades).	Boiler projects complete. Lockhart and the first phase of Centennial Hall ventilation projects are being commissioned to ensure optimal system performance.

A.2 Waste, Grounds & Cleaning

Action	Status
Purchase a cardboard baler.	A baler was recommended to help Physical Plant staff handle the volume of cardboard they were transporting because the University was delivering its cardboard and co-mingled recycling to a recycling depot. Baler options were investigated; however, the University ultimately chose to switch to having its recycling collected by a recycling hauler. This new process means that there is no longer a need for a baler.
Purchase a food dehydrator or other organics handling machine.	UWinnipeg staff investigated purchasing a second-hand machine that became available; however, it did not meet our needs. Once this first step was taken, this project was not a strong priority due to the unexpected amount of time required to move forward on the bin replacement project.
Establish UWinnipeg as community E-waste drop off.	Criteria for becoming a community drop-off were discussed with EPRA; however, this project has not been a strong priority due to the unexpected amount of time required to move forward on the bin replacement project.
Upgrade compost/recycling/waste bins in main campus buildings and revise collection/servicing practices on main campus.	New multi-use bins were installed in key areas in September as a pilot in partnership with CBCRA. The aim of the pilot was to test whether there is a significant difference in diversion rates for recycling when beverage containers are collected separately from other recycling. A number of 3-stream and 4-stream bins we installed and were audited in October. Diversion rates were significantly improved in both types of new bins compared to our most recent waste audit. UWinnipeg was awarded a WRAPP grant and a grant from the Winnipeg Foundation for more new bins and is in negotiations with CBCRA for more sponsorship/funding. The aim is to have all bins in all main areas of all buildings replaced before the start of the2014-2015 academic year.
Establish process for Physical Plant and CSO to receive quarterly reports of all quantities and types/brands of cleaning products used on campus. Ensure return to use of 100% EcoLogo products (address potential need for exceptions on a case-by-case basis).	This requirement was included in the new cleaning contract that was established over the year. Next step will be to ensure that these regular reports are completed and communicated appropriately.

Ensure cleaning staff are trained to support waste diversion and green cleaning.	English as an additional language training/tutoring is being planned collaboratively with the English Language Program on campus. Training presentations have also been under development during FY2013. This action will be a priority in FY2014.
Landscaping advisory group created and providing guidance on University grounds, planting, and maintenance (includes faculty, students, staff, and community).	A series of meetings were held to discuss the details of this type of committee. Out of this process it became clear than a necessary first step is to document and make publicly available existing landscaping practices and to provide guidelines to the campus community on how to propose new landscaping ideas. A work study student was hired in January and finished compiling information about current plant selection practices, plant location, and landscaping practices. A draft application form/ guidelines for proposals for new landscaping ideas has also been created. Next steps are to review these documents with relevant people in Physical Plant and then make them available online.

A.3 Procurement & Waste Reduction

Action	Status
Review procurement indicators. Purpose: establish a baseline.	CSO has started an overall data quality & risk management process. Procurement related data will be a part of this. Overall procurement indicator review is postponed to FY2014.
Develop sustainability elements for RFP evaluation grids.	Vendors for RFX 's are scored on whatever documentation they provide- minimal documentation from most vendors. The CSO will be developing more extensive evaluation guidelines in the coming year.
Identify greener office supplies as priority products for UW office supply orders.	By October, this was done for online orders with the University's office supply provider.
Maintain EPEAT tracking for computers (target 75% EPEAT Gold in FY 2013).	At the October meeting it was established that all purchases for computers are recorded and checked against EPEAT listings. At the April meeting, it was noted that Apple is compliant with EPEAT requirements.
Determine best approach for meeting STARS criteria for a vendor code of conduct outlining UW expectations for environmental and social responsibility.	The Fair Trade Committee is investigating a student proposal for affiliation with the Workers' Rights Consortium. If this moves forward, it may meet this need. The Fair Trade Committee has agreed in principle to support the recommendation that the University affiliate with WRC. The CSO is currently in the process of ensuring that UWinnipeg can access the information needed to provide the required reports to WRC for affiliation.
Ensure GHG impacts are incorporated into new online travel claim system.	System on hold pending review of potential Financial Solution and identification of funding.
Maintain reimbursed travel tracking.	All travel claims for FY2013 were entered and used to calculate GHG emissions. A more rigorous process was used that attempted to account for additional miles accrued by travellers who did not fly directly to their destination.

Maintain Fair Trade Committee/ Discussions with Fair Trade Canada.	The first Fair Trade committee meeting was postponed due to two issues that could have significant impact on Fair Trade activities on campus: a meeting with UofM and Fair Trade Canada regarding concerns related to fair trade certification, and a referendum question that was included on the UWSA by-election ballot that could have important impacts related to Fair Trade activities on campus. The University chose not to pursue Fair Trade Campus designation because of concerns over the way in which FTC may put small producers/suppliers at a disadvantage. In February, the Fair Trade Committee was investigating a student proposal for affiliation with the Workers' Rights Consortium. They agreed in principle to support the recommendation that the University affiliate with WRC and the CSO is currently in the process of ensuring that UWinnipeg can access the information needed to provide the required reports to WRC for affiliation.
Encourage the province of Manitoba to fund local suppliers, such as Diversity.	The CSO participated in a consultation meeting about the development of a Green Economy action plan for Manitoba in which issues related to procurement policies and practices were discussed substantially.

A.4 Transportation

Action	Status
Develop Active Transportation design vision for UWinnipeg campus.	In October 2013, the Bike Lab Advocacy Committee and CSC met to discuss developing Active Transportation design. The BikeLab met with experts on bike infrastructure. By December, Jacob, Alana, Ted Turner, UWSA VPA were in the process of meeting with people from UWinnipeg and the City about Active Transportation design. Little progress was made in the winter, but communication had taken place with the city and community-based organizations about partnering to improve bicycle infrastructure network around UWinnipeg. The CSO has identified transportation as a priority for the coming year.
Engage in advocacy for extended rapid transit service and other city-level transportation issues.	Alana met with her counterparts from UofM and RRC as well as with staff at the City of Winnipeg with AT responsibilities to better understand the City's plan moving forward and to better understand how UWinnipeg might be best involved in advocating for rapid transit etc.... In January, a meeting was held with City of Winnipeg Active Transportation Coordinator to discuss key issues. The intersection at Spence/St-Mary & Portage has been identified as a priority for cyclists.
Continue to pursue UPass	In October2013, meetings continued with councilors and other members of government about the proposal. In February (140212), the U-Pass was considered by the Executive Policy Committee and forwarded for adoption to the City Council meeting (Feb 26th 9:30am) with no amendments. A student referendum at UofM and UWinnipeg is now required, as the cost to students will now be higher than initially proposed.
Expand Bike Lab programming to better engage student and staff volunteers.	By October 2013, a volunteer coordinator had been hired and significant volunteer/mechanic recruitment, training had begun. A BL Advocacy Committee was formed and has been meeting. Between the new volunteer coordinator, Bike Lab operations and volunteer training programs, Ice Riders winter cycling student group, and Advocacy Committee - a lot is being done to recruit and engage students. In February, a second round of student mechanic training was underway. The open hours of the lab have increased and an advisory committee is looking at possible funding supports to further the work of the Bike Lab.

Develop locker use process for staff using showers for AT commuting.	No progress in FY2013. Action will be carried over to FY2014.
BikeLab to continue regularly counting bikes on campus and providing this data to CSO.	Counts of parked bikes began in the Fall and happen every Tuesday at noon. The Bike Lot, rest of main campus, Buhler and Richardson locations are included in counts. Bike counts continued every Tuesday at noon until the end of March with Main campus, Rice/Buhler, Richardson/McFeetors all included.
Install secure parking at Rice, RCFE & Buhler, advertise secure parking at Duckworth better.	Pricing of various storage options has been investigated. A survey was circulated to students, faculty & staff to determine potential demand. Decision was made to pursue secure bike storage in the RecPlex as a first step.
InfoBooth to track sales of post-secondary bus passes.	Records from the Info Booth showed that there was an average 15% increase over 2012 for the months April-October in the sale of post-secondary bus passes. The average monthly sales for the fall months are 2789.5 passes. Variables to consider: weather and academic activity (likely fewer passes sold in April and December, and May-Aug). November bus pass sales were up 14% from last year and overall sales of bus passes from April-January were up an average of 15% over last year. At year end, excluding a ~3% increase in pass cost in the last quarter, overall transit sales were up ~17% from the previous year. At year end, not accounting a slight increase in ticket price, ticket sales were up ~16% from last year.
Participate in Bike to Work day/Week (winter & summer).	In December, preliminary discussions for Bike Lab involvement in Winter Bike to Work Day took place resulting in the Bike Lab being the only pit stop for the event that took place on Feb 14th.
Participate in Workplace Commuter Challenge	98 faculty & staff members registered for the Commuter Challenge. We traveled 6,195 km, burned 73,555 calories, conserved 475 litres of fuel, and saved 926 kg of CO2 from going into the atmosphere.

A.5 Finance, Governance & Administration

Action	Status
Policy and Indicator Review planned for FY2014.	Meetings were held to discuss the process and review new policy templates. Existing policies have been reformatted into new templates and potential gaps/issues have been identified.
Complete GHG Inventory verification process with The Climate Registry (report filed in June 2013).	Climate Registry verification completed on November 27th, 2013.
Register with STARS and compile first report.	Registration complete, initial meetings with internal stakeholders to compile first report have begun.
Develop solution to ongoing disconnect between capital planning, capital project management, and sustainability planning/management.	An amendment to the existing capital projects policy was undertaken to achieve this target. Alana presented to the Senior Executive Group on October 29th. On November 27th, a meeting was held between Laurel, Michael Emslie, Sherman Kreiner, Jeremy Read, Jeff Palmer, and Alana Lajoie-O'Malley. Alana developed a draft document and recommendation. It was brought forward to both the Finance Committee and the Governance Committee. It must now be presented to the Board of Regents in September.
Improve data quality and cross-departmental integration of data collection, collation, and auditing.	CSO staff has begun working on internal risk management for data. Cross-departmental data issues will wait until new finance software has been rolled out.
Roll out Green Office program.	The Green Office Program tools and resources, including the calculator, website, and videos were completed by January 2013. Recruiting was done via direct email, Faculty & Staff bulletin, and personal communication. 16/69 non-academic and 3/29 academic departments signed up. The program launched in February 2014 and the season will wrap up in July. Preliminary feedback is that faculty & staff do not like using the calculator tool, which makes it difficult to determine how many are actively participating. We have had an overwhelmingly positive response to the weekly sustainability “tip of the week” and “myth-busters” in the Faculty & Staff bulletin. They have been associated with a much higher volume of questions, requests and feedback. Program evaluation and revision will take place in FY2014.

Increase access and resources for campus communications.	Collaboration between Communications and CSO in developing signs for new waste bins and Green Office resources has been very successful. During Waste Reduction Week, bin-side waste education was conducted and several “stunts” were done in collaboration with CBCRA, during which 3 students were given generous prizes for recycling properly. The Green Office Program was also used for increased communication, both directly to participants and through the Faculty & Staff Bulletin by promoting a sustainability “tip of the week.”
Launch discussions and movement toward ethical investment options in University pension funds.	Sustainable investment options were included as criteria for consideration in choosing fund managers for the defined contribution pension fund. Few options were presented that offered an improvement to the ethical investment options already included in fund choices for pension plan holders. Campus Sustainability Council has included this effort in its FY2014 work plan again.
Ensure CSO participation in revised travel and entertainment policy/procedures.	In October 2013, feedback was solicited and received. The policy went to SEG for approval in November. This was received and the policy was implemented in December.
Ensure CSO participation in selection and implementation of new financial / resource management system (feasibility stage in 13-14).	Feedback was solicited and received in September 2013. The aim was to have a document drafted in October and recommend a solution in early 2014. Alana met with the team working on this project and provided details regarding sustainability-related data needs. Meetings with potential vendors have taken place and are being evaluated. The CSO participated in these meetings.

A.6 Academics

Action	Status
Compile inventory of sustainability research and courses as discussed with Senate.	Inventory completed under the guidance of the Academic Working Group on Sustainability and will be made available online in 2014.
Establish a Campus Sustainability course (emphasis on experiential learning).	Dr. Alan Diduck secured a grant from the Experiential Learning Fund to conduct research and develop recommendations for this course. This research is complete and the department of Environmental Studies and Sciences will review it in the coming academic year.
Establish co-curricular transcript.	By October 2013, the co-curricular transcript (CCT) had been approved in principle at Senate. A CCT sub-committee was established, made up of students, the registrar and faculty to determine what a program like this would look like and what the benefits would be. Research focused on successes at other universities and how useful this type of system is for potential employers and post-undergraduate programs. Based on this research, the Senate sub-committee shifted its focus to an E-Portfolio as a desired platform for students to showcase both academic and non-academic endeavours.
Develop institutional 'definition' of greener teaching methods (i.e. paperless course evaluations, delivery etc.).	Academic Working Group involvement in the sustainability-related curriculum initiative was much more substantial than initially anticipated. As such, the Working Group was unable to address this item in FY2013.
Begin developing student peer-to-peer education program.	A work study student completed further research on this initiative over the year. A program is rolling out in the fall of 2014.

Appendix B: FY2014 Action Plans

B.1 Air, Energy & Water

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	Champion	Other key participants & their roles
Finish set up of smart meters (gas & hydro) and energy dashboard software.	Kyle MacDonald	Dave Torz, Len Cann: operational support Michael Emslie: financial
Next phase of sustainability retrofits planned and funding secured- Centennial Hall ventilation retrofits, building management system upgrade, window replacements.	Dave Torz, Kyle MacDonald, Len Cann	Michael Emslie: financial Alana Lajoie-O'Malley: fundraising if necessary, reporting
Finish Lockhart Hall ventilation project.	Dave Torz, Kyle MacDonald, Len Cann	TSC: tech elements Michael Emslie: financial
Library LED lighting retrofit and lighting control system.	Dave Torz, Kyle MacDonald, Len Cann	Michael Emslie: financial
Explore possibility of implementing power saving software to PCs on campus.	Alana Lajoie-O'Malley	TSC: to rollout if feasible Manitoba Hydro: financial
Install water meters with pulse outputs.	Dave Torz, Kyle MacDonald, Len Cann	Doug Foster: installation
Determine value of retrofitting showers & other water fixtures in Duckworth Centre as part of renovation project	Len Cann	Doug Foster: installation, if necessary

Complete survey & report on opportunities for deep GHG emission reductions & alternative energy projects, including identification of funds required to make progress in this area.	Alana Lajoie-O'Malley	Physical Plant team: "realism"/feasibility check, info on current situation Michael Emslie: ensure upcoming capital projects are communicated, identify opportunities Bill Balan: ensure this work is considered as new capital projects are developed Laurel Repski: act as Senior Executive Champion

B.2 Waste, Grounds & Cleaning

Target: Achieve 65% waste diversion by 2016; University demonstrates best practices in cleaning and grounds keeping.

Action	Champion	Other key participants & their roles
Monitor quarterly reports that PP and CSO are to receive of ALL quantities and types/brands of cleaning products used on campus.	Mike Thul	Alana Lajoie-O'Malley: technical advice/research Bee Clean: compliance/reporting
Ensure reports of cleaning products are ready for inclusion in FY2014 Sustainability Performance Report.	Mike Thul	Alana Lajoie-O'Malley: technical advice/research Bee Clean: compliance/reporting
Launch webpage explaining existing landscaping practices at UWinnipeg and finalize template form for submission of new grounds/landscaping ideas. Continue to develop mechanisms for campus community feedback on landscaping.	CSO Outreach & Office Assistant	Michael Emslie: input/guideance on next steps Len Cann, Mike Thul, Gaetan Salmon: ensure information on website is accurate, work with CSO to finalize form Alana Lajoie-O'Malley: support CSO in implementing
Continue to develop UWSA Community Garden & grow opportunities for student, faculty & staff involvement.	UWSA	CSO Outreach & Office Assistant: outreach to Faculty & Staff Physical Plant: logistics collaboration
Ongoing pesticide-free grounds keeping.	Mike Thul	Len Cann: general support Gaetan Salmon: operational support CSO Outreach & Office Assistant: research/technical
Research approaches/solutions to weeds on campus in fall 2014.	CSO Outreach & Office Assistant	Gaetan Salmon: feedback on feasibility of proposed solutions & implementation Mike Thul: feedback on feasibility of proposed solutions & implementation
Finish upgrade of compost/recycling, compost bins for main campus buildings.	Alana Lajoie-O'Malley	Physical Plant: approval of operational plan UWSA: student input, communication The Forks: confirm functionality with existing compost collection capacity

		Bee Clean: bin servicing plan buy-in Communications: communication support and sign development CBCRA: funding WRAPP Fund: funding Winnipeg Foundation: funding
Once main campus area bins are installed, begin work on office level waste diversion strategies.	CSO Outreach & Office Assistant	Mike Thul: approval of operational plan, feedback on bin configuration/design
Ensure cleaning staff are trained to support waste diversion and green cleaning.	CSO Outreach & Office Assistant	Mike Thul: advice/cooperation in training development and roll out Bee Clean: advice/cooperation in training development and roll out
Explore possibility of English Language tutoring/classes for Bee Clean Staff.	CSO (TBD)	Mike Thul: advice, cooperation in training development and roll out Nigel Dixon: ELP program liaison

B.3 Procurement, Finance & Waste Reduction

Target: University strives for better practices in sustainable procurement (& finance).

Action	Champion	Other key participants & their roles
Develop training/guidelines for evaluating corporate sustainability performance of potential vendors.	Melissa Dupuis	Allan Amundsen: feedback on training, participate in training Purchasing Agents: participate in training
Maintain 100% post-consumer recycled Office Paper Purchasing Practices.	Leslie Uhryniuk	Michael Emslie: financial
Continue to pursue Workers' Rights Consortium Affiliation.	Melissa Dupuis	Allan Amundsen support on any required policy changes Athletics: buy-in Bookstore: buy-in Home Run Sports: buy-in Mondetta: buy-in UWSA: buy-in Fair Trade Committee: oversight/coordination
Introduce palm oil awareness to Fair Trade Committee as possible activity for the academic year.	CSO Outreach & Office Assistant	FT Committee Members: approval of proposal & ongoing guidance

B.4 Transportation

Target: University strives for better practices in sustainable transportation.

Action	Champion	Other key participants & their roles
Establish baseline commuter modal split for student, faculty & staff.	Melissa Dupuis	TBD
Research best practices for transportation demand management and develop recommendations for UWinnipeg.	Melissa Dupuis	Alana Lajoie-O'Malley: general guidance BikeLab: assist with research, feedback, design, advocacy
Continue to develop secure bike parking.	Melissa Dupuis	BikeLab: design feedback, advocacy Len Cann: approval of locations Mike Emslie: financial issues
Participate in Workplace Commuter Challenge.	Melissa Dupuis	BikeLab: promotion Communications: promotion
Support UPass referendum.	UWSA	CSO: support for referendum campaign
InfoBooth tracks sales of post-secondary bus passes & provides details for FY2014 Campus Sustainability Performance Report.	Retail Manager (UWSA)	
Maintain reimbursed travel tracking.	CSO (TBD)	Allan Amundsen: general support Finance: ongoing cooperation re: access to records
Continue to pursue online travel claims & tracking.	Mike Emslie	CSO: feedback re: requirements Allan Amundsen: implementation of new process
Increase efforts to engage non-cycling campus community.	BikeLab	Melissa Dupuis: research UWSA (Ted Turner): time, effort to develop, implement effective outreach

B.5 Governance, Finance & Administration

Target: Sustainability Planning and governance reflect better practices in campus sustainability and is integrated into University planning and governance procedures and processes; University provides tools and resources for greening university administrative systems.

Action	Champion	Other key participants & their roles
Complete review of Sustainability Board policy & Administrative policies.	Alana Lajoie-O'Malley	Deb Radi: policy development support SEG: approval
Begin review of indicators (complete review if STARS process is complete early enough in year).	Alana Lajoie-O'Malley	CSO (all): research
Complete STARS submission.	Melissa Dupuis	Alana Lajoie-O'Malley: general support
Assess and act on gaps from STARS best practices analysis for Human Resources.	Laurel Repski	Alana Lajoie-O'Malley: research/technical HR team: data collection, actions
Monitor the Rec Plex, participate in sustainable development/planning of the Housing complex.	Laurel Repski	Jeremy Read: President's Office champion Jeff Palmer: UWCRC Student: TBD Alana Lajoie-O'Malley: model analysis/technical
Ensure implementation of revised Capital Projects Policy & ensure the CSO is directly involved in assessing the impact of any additional University growth/development.	Laurel Repski	President: support Senior Executive team: support/implementation
Ensure appropriate sustainability data tracking as a requirement in any new financial management system.	Mike Emslie	Alana Lajoie-O'Malley): input in system selection President: approval of new system/monetary support Funding Agencies: monetary support
Introduce the Pension Plan Trustees and Foundation Board to current developments and issues related to responsible investing at Post-Secondary institutions in North America.	Alana Lajoie-O'Malley research & education as appropriate	Mike Emslie: liaise with Pension Board President of the University: institutional leadership, communication with Board of Regents President of the Foundation: communication to Foundation Board

Catering/food services: Develop resources and communications to encourage department's to buy sustainable catering.	Lydia Warkentin	CSO (all): general support
Address issues with sale of bottled water on campus.	UWSA, Laurel Repski	Diversity Food Services: feedback Alana Lajoie-O'Malley: general support
Explore value of creating a Food Committee on campus.	Melissa Dupuis	UWSA, Diversity Food Services, Physical Plant: feedback

B.6 Academics & Outreach

Target: Active culture of sustainability teaching, learning, research, and work.

Action	Champion	Other key participants & their roles
Further develop Green Office Program.	CSO Outreach & Office Assistant	Alana Lajoie-O'Malley: general support Green Office Champions: participation
Assess and act on gaps from STARS best practices analysis for engagement.	Alana Lajoie-O'Malley, Student Services (TBD)	CSO (all): research support Campus Sustainability Council: feedback
Hire, train, and supervise student sustainability educators.	CSO (Alana/Teresa)	UWSA: help recruiting students
Determine next steps on sustainability curriculum inventory with Academic Working Group in September 2014.	Alana Lajoie-O'Malley	Academic Working Group: overall planning & support
Continue to pursue PACE Sustainability Management Certificate opportunity.	Alana Lajoie-O'Malley, PACE	Laurel Repski: Senior Executive champion
Assess and act on gaps from STARS best practices analysis for Academics.	Alana Lajoie-O'Malley, Academic Working Group	Academic Working Group: overall planning & support

Appendix C: Members of the Campus Sustainability Council and Working Groups

Campus Sustainability Council

Alana Lajoie-O'Malley	Director, CSO (chair)
Allan Amundsen	Director, Purchasing Services
Andrée Forest	VP Internal, UWSA
Jacob Nikkel	Advocacy Coordinator, UWSA BIkeLab
Jeff Palmer	Manager, Real Estate Planning & Development, UWCRC
Kelsey Bencharsk	EcoPIA
Kyle MacDonald	Controls Technician, Physical Plant
Laurel Repski	VP Human Resources, Audit & Sustainability
Len Cann	Executive Director, Facilities
Lena Yusim	President, Geography & Environmental Studies Students' Association
Lydia Warkentin	Manager of Campus Living, UWCRC
Michael Dudley	Indigenous & Urban Services Librarian
Michael Emslie	AVP Finance & Administration
Mike Thul	Director, Physical Plant
Stephen Kurz	Environmental Ethics Director, UWSA
Teresa Senderewich	Outreach & Office Assistant, CSO

Fair Trade Committee

Lydia Warkentin	Manager of Campus Living (Food Services)
Allan Amundsen	Director, Purchasing Services
Andree Forest	VP Internal, UWSA
Doran Reid	Director, Athletics
Charmaine Trainer	Campus Bookstore
Lloyd Kornelsen	Faculty Member, Education
Alana Lajoie-O'Malley	Director, CSO (Committee Chair)
Teresa Senderewich	Outreach & Office Assistant, CSO

Academic Working Group on Sustainability

Devin Latimer	Faculty Member, Chemistry
Don Metz	Faculty Member Education
Royden Loewen	Faculty Member, History
Michael Dudley	Indigenous & Urban Services Librarian
Andree Forest	VP Internal, UWSA
Alana Lajoie-O'Malley	Director, CSO
Teresa Senderewich	Outreach & Office Assistant, CSO