



UWinnipeg Sustainability Performance Report

April 1, 2014 - March 31, 2015 (FY 2014)



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

1.0 Executive Summary

1.1 Performance

Throughout FY2014, 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 FY2015. Key successes, key challenges, and FY2015 priorities are highlighted below the Performance Summary graph.

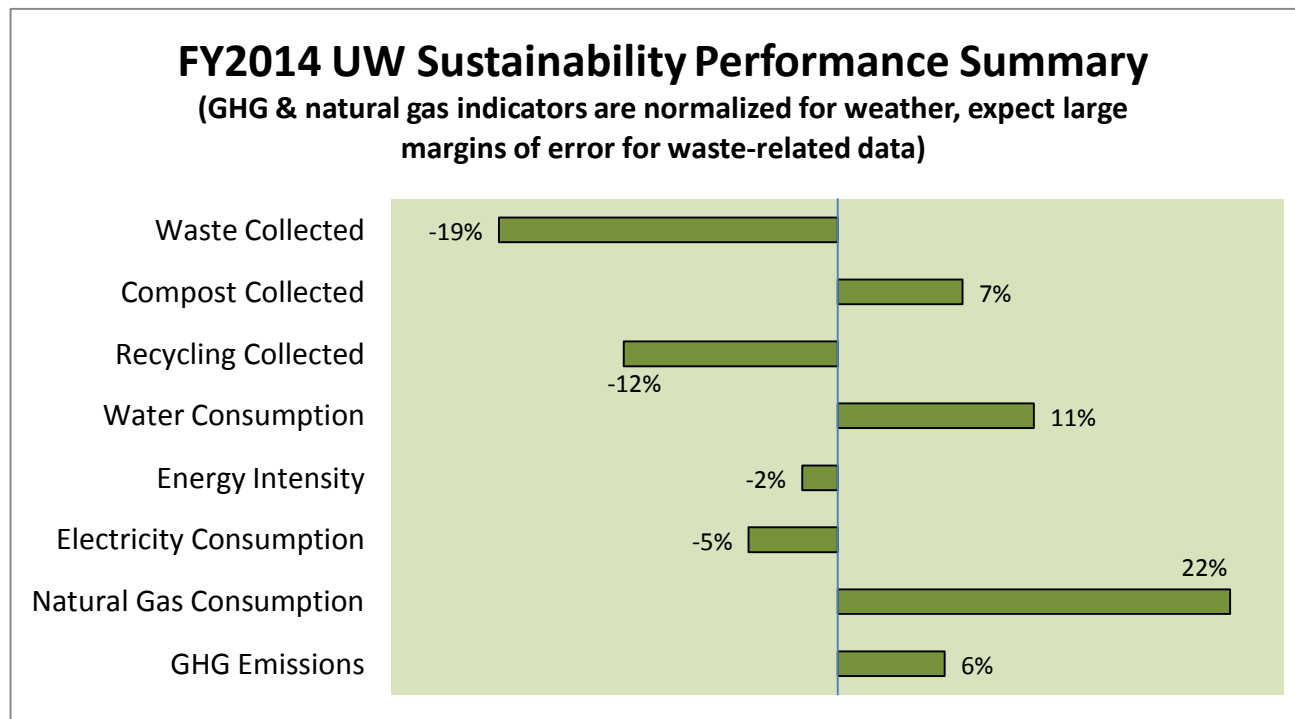


Figure 1 Sustainability Performance Summary for The University of Winnipeg from April 1st, 2014 – March 31st, 2015 showing percent change over FY2014 for waste collection, compost collection, recycling collection, water consumption, energy intensity, electricity consumption, natural gas consumption and greenhouse gas (GHG) emissions. GHG emissions and natural gas consumption are normalized for weather.

1.2 Key Successes

Maintaining GHG Goals: As expected, greenhouse gas emissions increased modestly (5.8%) this year due to the opening of the RecPlex. Deep emission reductions achieved in FY2013 ensured that the University remained below its target to achieve a 10% reduction compared to 1990 emissions by 2016. The opening of a new student residence in FY2015 will have to be offset by a small number of energy efficiency measures underway in existing buildings.

Capital Projects Policy Revision: A revision to the University's Capital Projects Policy was adopted by the Board of Regents. The revised policy ensures that before any capital/reconstruction project over \$250,000 is undertaken, a formal business and a social and environmental sustainability impact report will be developed and presented to the Board.

UPass: After several years of work by the University of Winnipeg Students' Association, Winnipeg's City Council approved funding for the UPass. Target implementation date will be fall 2016. The U-Pass is a universal bus pass program where students pay a fee at the beginning of each term and receive a bus pass that is valid for the entire academic year.

Transportation Baseline Survey: With the support of a grant from TD Friends of the Environment, the University hired the Green Action Centre to complete a transportation survey to establish a baseline for commuting habits at the University. In total, 20% of students and 45% of faculty and staff participated. Based on 2,111 student responses: transit (45%) is by far the most common way to get to campus followed by driving (21%), carpooling (11%), walking/running (11%), cycling (6%) and using transit park and ride lots (5%). Based on 389 responses from faculty and staff transit (27%) is the most common way to get to campus followed by driving (24%), walking/running (19%), carpooling (15%), cycling (13%). Less than 1% use park and ride lots. There is, however, a noticeable difference between faculty (150) and staff (239) responses. Faculty members are more likely to drive (27%) or bike (18%) while staff members are more likely to use transit (33%) or carpool (16%).

STARS: The University submitted its first report to the Sustainability Tracking Assessment and Rating System, earning a high Silver rating with 57.12 points (range for Silver is 45-64 points). Institutional strengths include Diversity Foods, the UWSA BikeLab, and emission reductions. Both Diversity Foods and the UWSA BikeLab were selected to be highlighted in AASHE's STARS Annual Review, a publication highlighting best practice achievements and initiatives in each of the 17 STARS categories.

1.3 Key Challenges

The *UWinnipeg Sustainability Strategy* was written to apply to the years 2012 to 2016, and many of the major projects meant to achieve the targets set in the strategy have been completed. With this in mind, many of the key challenges encountered in FY2014 reflect the reality that the University's current sustainability strategy is in need of renewal. Some ongoing issues that will need to be addressed in a renewed strategy are outlined below.

Scope: Over past 10 years, campus sustainability efforts have strongly emphasised operations. A good process and fairly clear delineation of roles and responsibilities have been developed in efforts involving collaboration between Physical Plant, Purchasing, and the Campus Sustainability Office. Both our current Sustainability Policy and the STARS framework take a much broader view on sustainability as that represented by efforts undertaken solely in facilities and purchasing. While it is true that the Campus Sustainability Office has supported some efforts outside of facilities and procurement, these efforts have tended to be more ad-hoc and have not been as smoothly integrated into the ongoing sustainability planning process. As we re-assess the scope of our sustainability work at UWinnipeg, it is a good time to clarify the scope of issues we understand to be part of the University's sustainability mandate. We can also better understand if all of these issues would be best included in a renewed *UWinnipeg Sustainability Strategy* or whether some of them are better addressed elsewhere.

Procurement: The University's procurement processes enable significant autonomy for individual departments in choosing the products and services that they require to undertake their work. This decentralisation of decision making limits what can be done centrally to achieve progress on this aspect of sustainability. Significant work is needed to work with departments to ensure that the impacts of their procurement decisions are well understood, while the University as a whole requires a better understanding of areas of greatest impact with respect to purchasing activities. A research partnership between the Campus Sustainability Office, Procurement Services, and a member of faculty from the Department of Business promises to enable progress in this area in FY2015.

Waste Diversion: Waste diversion performance continues to present challenges, as does the reliability of waste data and the quality of bin infrastructure on campus. In the years ahead, efforts will need to be made on all three aspects of the University's waste management practices to ensure progress on this important aspect of operational sustainability.

Sustainability Targets for Capital Projects: As the period of significant capital projects slows down, we can note room for improving the clarity and precision of the University's commitments with respect to sustainability targets for new buildings and renovations. A key action in the current *UWinnipeg Sustainability Strategy* was to establish a set of green building standards for the University to help guide capital projects. In pursuing this initiative, it became clear that a revision to the Capital Projects Policy was a necessary first step in establishing clearer green building guidelines or standards. Now that the revised policy is in place, the University can again turn its attention towards setting more specific green building requirements.

1.4 FY2014 Priorities

The core priority in FY2015 will be to complete a review of current Sustainability policies and indicators while also renewing the University's sustainability strategy. Other key priorities related to procurement, waste, academics, and energy management will be reflected in this process.

2.0 Introduction

2.1 Reporting Period and Scope

This report applies to FY2014 – April 1st, 2014 - March 31st, 2015 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 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. This report does not include data on leased space, as the University does not have any operational control over it. The table below summarizes campus area over the past several years.

Table 1 Space inventory at University of Winnipeg from 1990 – 2014 including buildings/housing leased and owned (m²).

Year	Buildings Leased	Buildings Owned	Housing Owned	Housing Leased	Total Occupied Area	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
2014	7,409	134,537	8,413	3,538	153,897	142,950	10,948

As shown in Table 1, owned space at the University increased by 15,608 square meters in FY2014. The new United RecPlex opened in September. Increases in energy and water consumption were anticipated last year, and the RecPlex’s impact on resources consumption was included in the planning process that led to deep GHG emission reductions last year. These deep cuts made room for the RecPlex to open without seeing the University exceed its current emission targets. A new mixed housing complex will open in FY2015 and the University continues to implement energy efficiency measures in existing buildings in order to offset the impact of this project.

2.3.2 Campus Population & Operational Changes

The number of people on campus did not change significantly in FY2014, and is not expected to have a significant impact on resource consumption and waste generation. Student and staff numbers are represented in the table below.

Table 2 Student and staff population of University of Winnipeg from FY2010 – FY2014. The student population is measured in full course equivalents (FCE), and the staff measured in full time equivalents (FTE).

Fiscal Year	FCE #	Staff #
FY2010	30,992	724
FY2011	31,374	756
FY2012	32,048	824
FY2013	31,972	810
FY2014	31,266	854

3.0 Performance

Each aspect of sustainability performance over FY 2014 was guided by the Action Plans that were developed by the Campus Sustainability Council near 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 FY2015. 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.

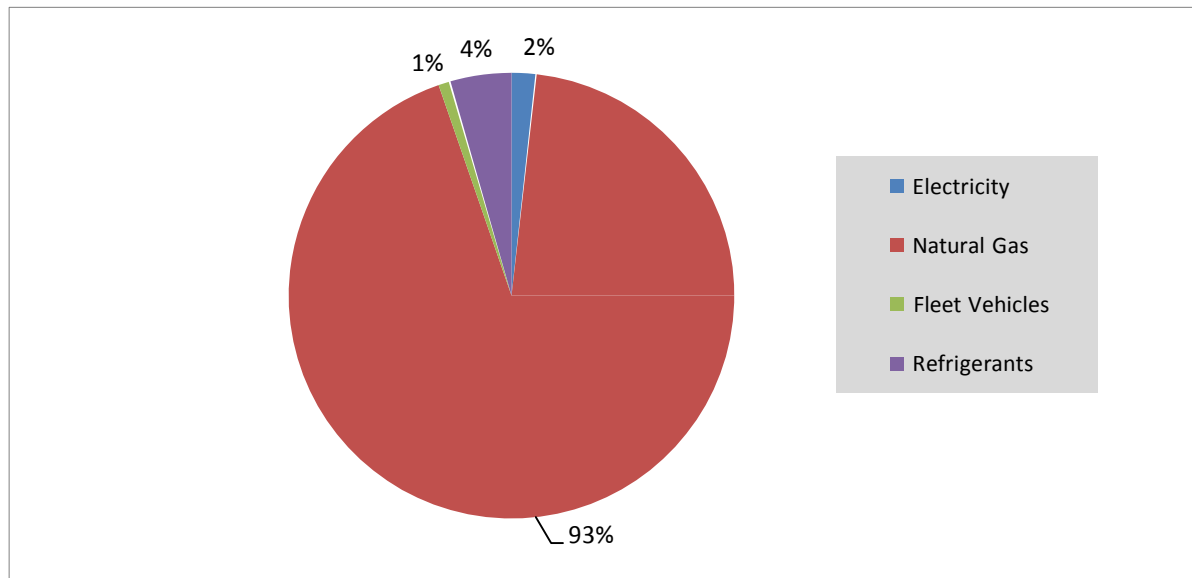


Figure 2 Breakdown of greenhouse gas emissions (% TCO₂e) from UWinnipeg in FY2014 by source, including electricity, natural gas, fleet vehicles, and refrigerants.

As expected, greenhouse gas emissions increased modestly (5.8%) this year due to the opening of the RecPlex. Deep emission reductions achieved in FY2013 ensured that the University remained below its target to achieve a 10% reduction compared to 1990 emissions by 2016. The opening of a new student residence in FY2015 will have to be offset by a small number of energy efficiency measures underway in existing buildings.

Table 3 Greenhouse gas emissions in tonnes of carbon dioxide equivalents (TCO₂e) from FY1990 to FY2014 for UWinnipeg. Real annual emissions and weather adjusted amounts are shown.

Greenhouse Gas Emissions (TCO₂e)	1990	2006	2007	2008	2009	2010	2011	2012	2013	2014
Real Annual Emissions	3,130	3,718	3,591	3,688	3,701	3,551	3,107	3,130	2,682	2,636
Weather Adjusted Annual Emissions	3,130	NA	3,512	3,573	3,881	3,625	3,664	3,070	2,330	2,790
Target	NA	2,943	2,943	2,943	2,943	2,943	2,943	2,943	2,819	2,819

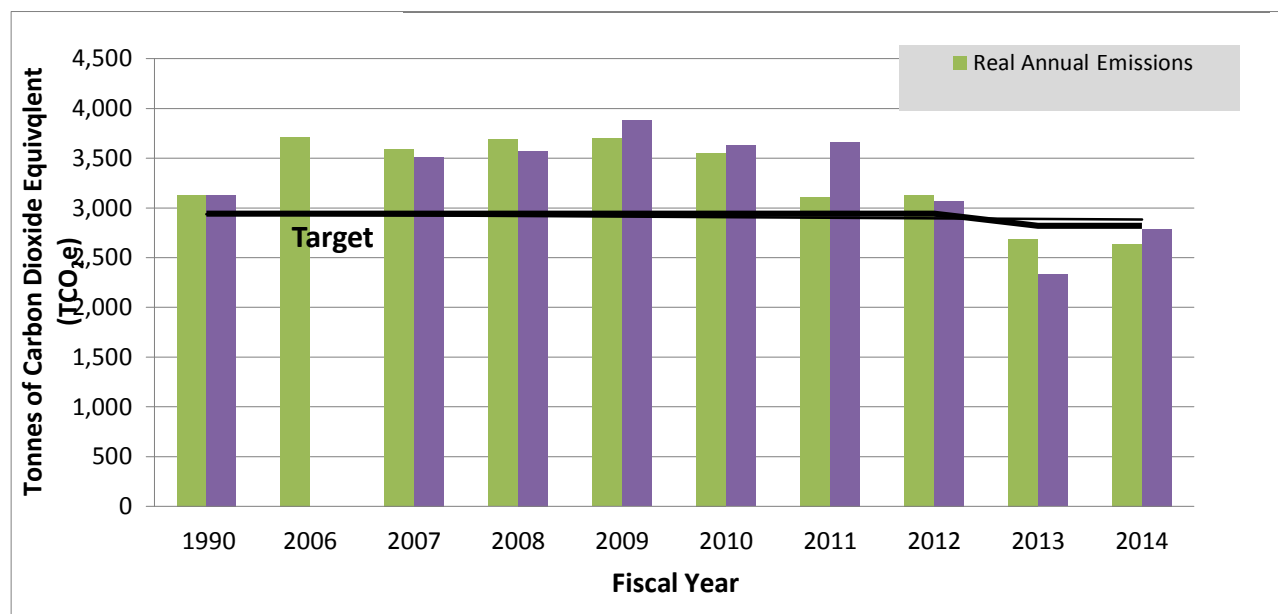


Figure 3 Greenhouse Gas Emissions at UWinnipeg in tonnes of carbon dioxide equivalents (TCO₂e) from FY 1990 to FY 2014, and target emissions quantity (2,819 TCO₂e). Real annual emissions and weather adjusted annual emissions are shown.

An action plan for emission-related activities for FY2015 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.

Energy intensity of campus operations (Table 4, Figure 4) has been reduced by approximately 15% since 2009, a 2% improvement over last year. The University is on track to achieve its efficiency target by FY2016. Progress in energy intensity of operations is the result of efforts to improve the efficiency of heating, controls, and lighting systems. Ensuring that all new buildings emphasize energy efficiency also contributes to this achievement.

Weather adjusted natural gas consumption is 29% lower than it was in FY2009 and 22% higher since last year (Table 5, Figure 5). The majority of this increase is attributed the opening of the RecPlex in September; however natural gas consumption in other buildings was higher this year than in 2013. This increase is attributed to a string of technical challenges with both the hybrid heating system and the heat wheel at the Science Complex and Richardson College for the Environment. These challenges were fixed; however, they did result in a number of days during the winter months where key technologies used to reduce natural gas consumption were not running.

University electricity consumption continued to inch down, with a 4.6% reduction since FY2013 despite the addition of the RecPlex. This is comparable to the 5% decline in electricity achieved in FY2013 (Table 6, Figure 6). These reductions can primarily be attributed to ongoing lighting and ventilation retrofits to main campus buildings; however, the challenges experienced with the hybrid heating system also explain some of the reduced electricity consumption on main campus for FY2014.

Table 4 Energy consumption breakdown for UWinnipeg from FY2006 to FY2014 including stationary fuel, vehicle fuel, natural gas (weather adjusted) and hydro (kWh or kWh equivalent). The intensity (kWh /m²) is also reported.

Type (kWh)	2006	2007	2008	2009	2010	2011	2012	2013	2014
Stationary Fuel	0	0	58,320	1,625	1,625	1,625	1,625	1,625	3,125
Vehicle Fuel	41,563	27,047	75,015	76,159	89,891	64,784	145,868	151,020	114,880
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	14,440,035
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	21,967,443
Intensity (kWh/m ²)	344	326	316	340	337	344	339	294	288

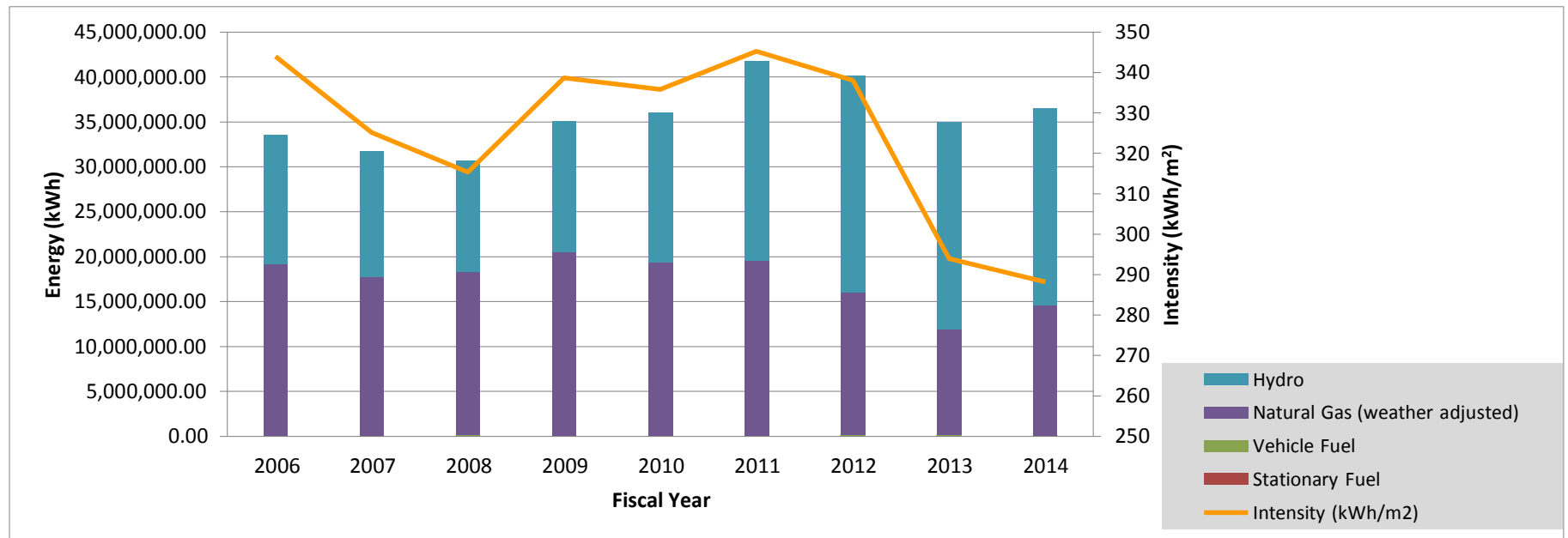


Figure 4 Energy consumption breakdown for UWinnipeg from FY2006 to FY2014 including stationary fuel, vehicle fuel, natural gas (weather adjusted) and hydro (kWh). The intensity (kWh /m²) is also reported.

Table 5 Natural gas consumption for UWinnipeg from FY1990 to FY2014 including real annual consumption and weather adjusted consumption (m³). The intensity (m³/m²) is also reported.

Natural Gas									
Consumption (m³)	1990	2007	2008	2009	2010	2011	2012	2013	2014
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	1,283,007
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	1,364,417
Intensity (m³/m²)									
Actual Intensity	16.15	17.53	17.32	17.67	16.57	12.82	12.90	10.93	9.54
Weather Adjusted Intensity	16.15	17.13	17.65	18.62	16.94	15.25	12.63	9.35	10.14

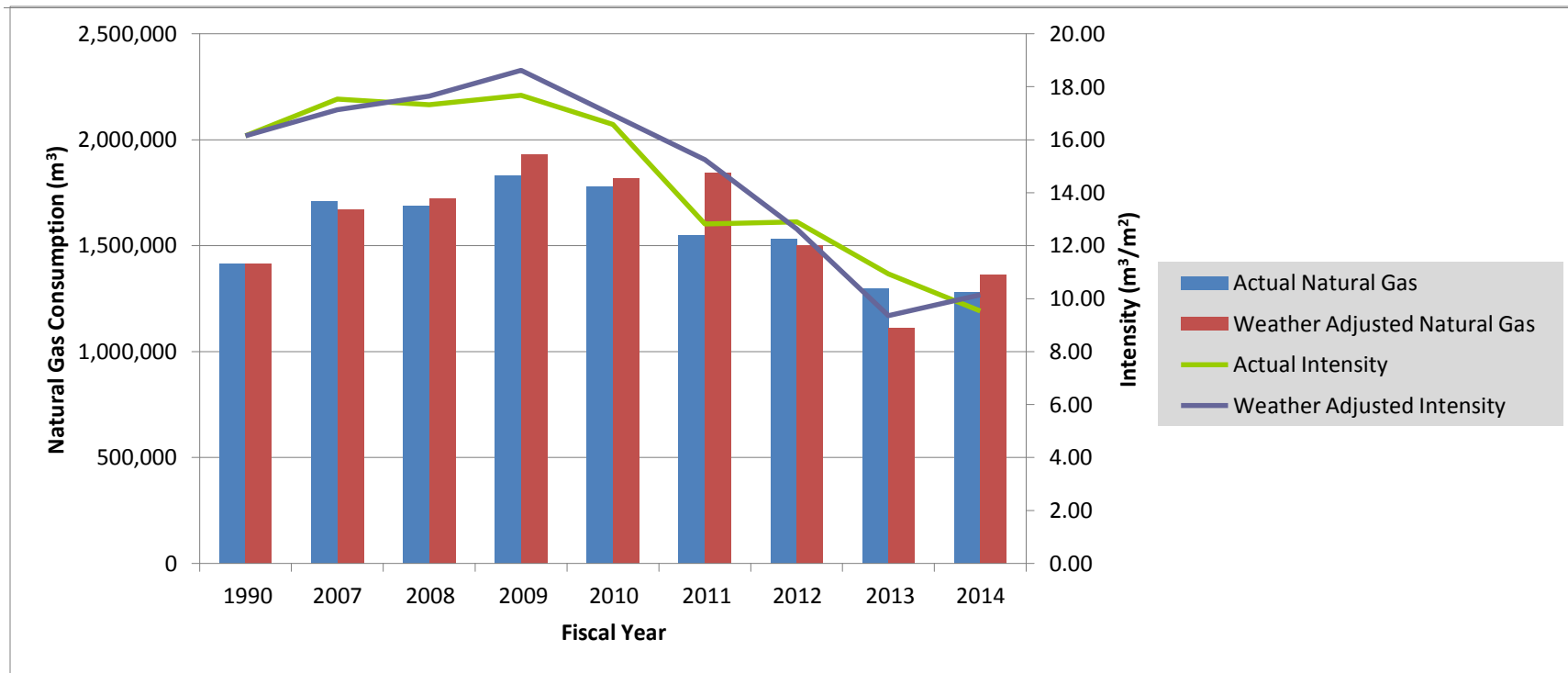


Figure 5 Natural gas consumption for UWinnipeg from FY1990 to FY2014 including real annual consumption and weather adjusted consumption (m³). The intensity (m³/m²) is also shown.

Table 6 Electricity consumption (kWh) for the UWinnipeg from FY2007 to FY2014. The intensity (m^3/m^2) is also reported.

Electricity Consumption	2007	2008	2009	2010	2011	2012	2013	2014
Electricity (kWh)	14,118,810	12,501,378	14,702,975	16,864,380	22,284,140	24,287,065	23,037,343	21,967,443
Intensity (kWh/m ²)	145	128	142	157	184	204	194	163

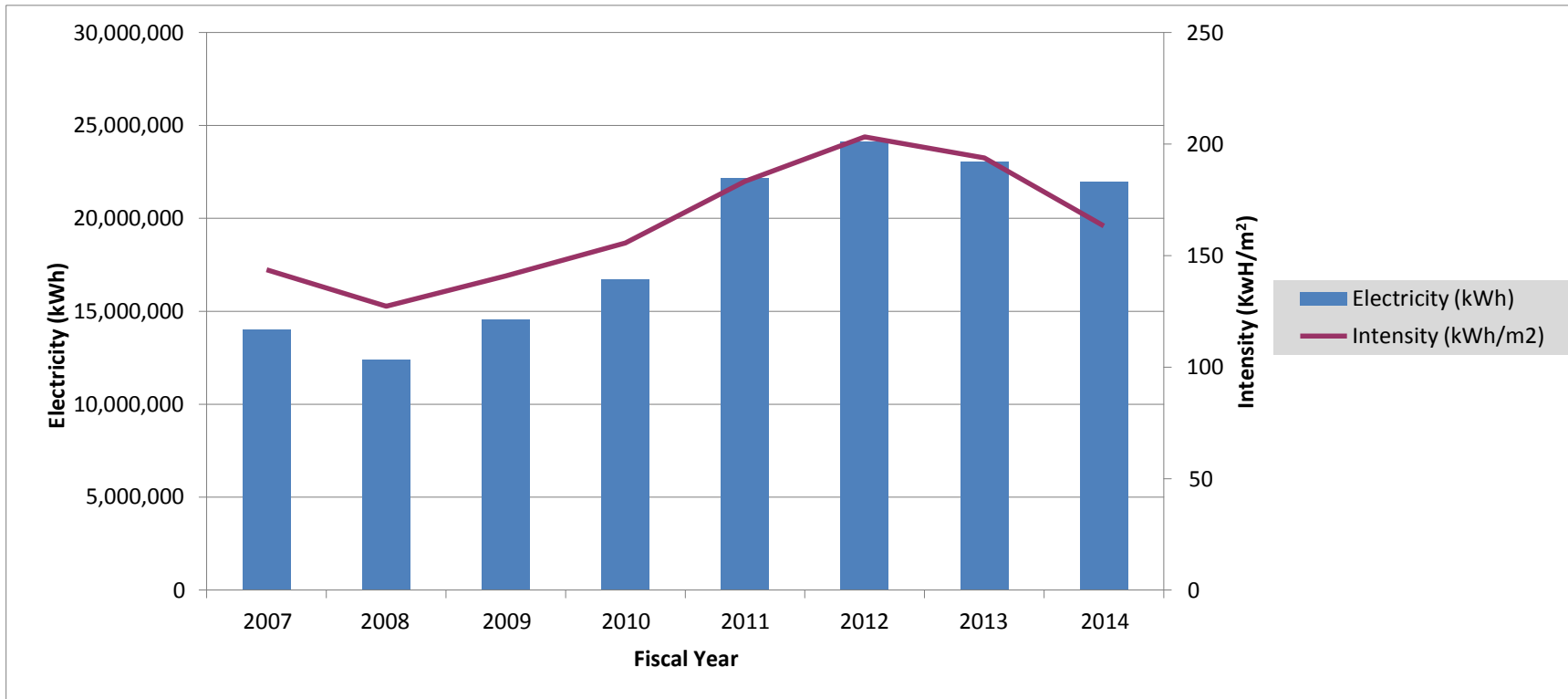


Figure 6 Electricity consumption (kWh) for UWinnipeg from FY2007 to FY2014. The intensity (kWh/m²) is also shown.

Water

Water consumption in FY2014 increased 11% over the previous year due to challenges experienced in Wesley Hall. Had water consumption in Wesley Hall been on par with last year, total water consumption on campus would have decreased by 3% despite the addition of the RecPlex. Between FY2013 and FY2014, total water consumption at the University increased by 7,178,600 litres and water consumption in Wesley Hall increased by 9,331,500 litres.

After noticing abnormally high meter readings in Wesley, University plumbers examined fixtures several times and eventually changed most flush valves on toilets in the building. This effort appears to have addressed the challenge. Physical Plant will continue to monitor the situation to ensure it has been resolved. (Table 7, Figure 7). Annual variations in humidity and the number of cooling degree days in Winnipeg also have an impact on water consumption at the University. No major water efficiency projects are planned for FY2015.

Table 7 Water consumption (L) for UWinnipeg from FY2006 to FY2014.

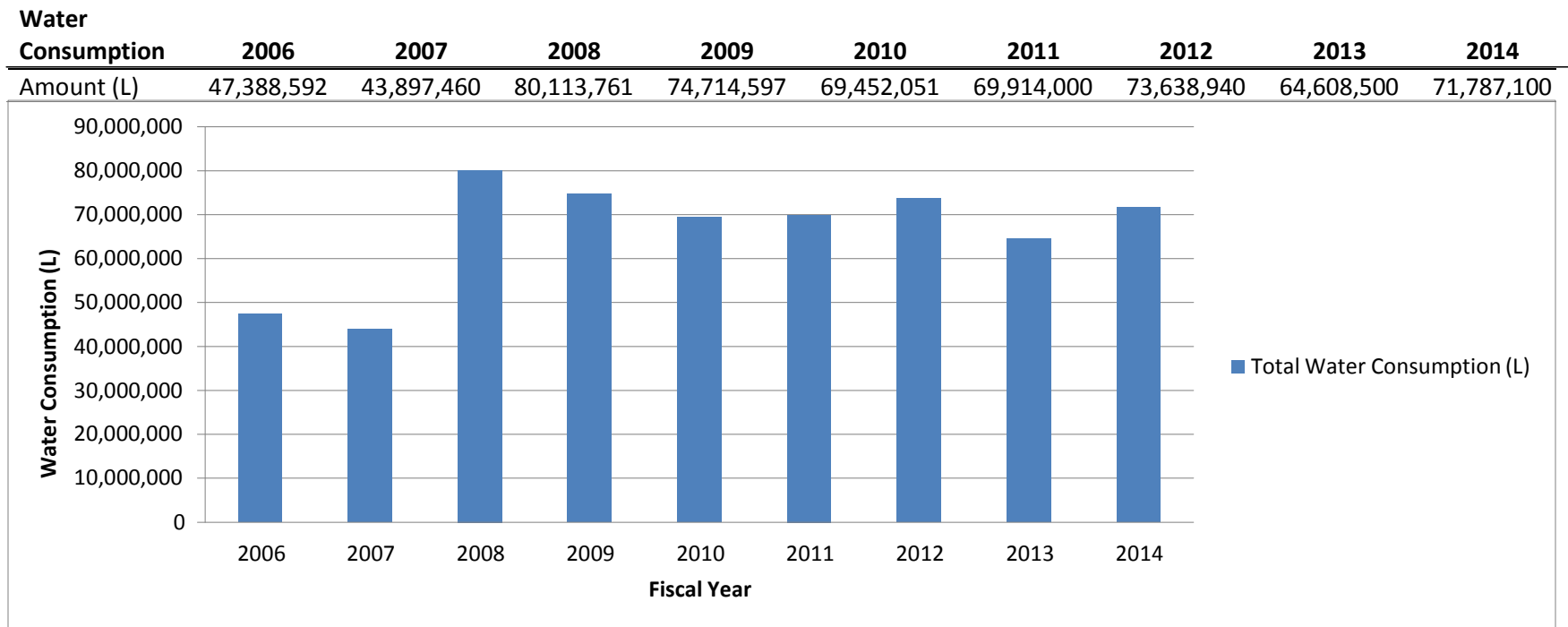


Figure 7 Water consumption (L) for UWinnipeg from FY2006 to FY2014.

3.2 Waste, Grounds & Cleaning

Waste

Data accuracy continues to cause significant challenges in understanding the University’s progress with respect to waste reduction and diversion. Year over year variations in the volumes of landfill and recycling waste continue to appear to be more closely related to changes in the measurement practices of haulers than to actual changes in waste volumes. In FY2014, recycling weights were estimated, rather than actual weights because of a change in recycling hauling procedures. The estimated weights are systematically lower than the actual weights reported last year despite noticeable increases in the volume of recycling observed in main campus loading areas. **The numbers provided below must be considered with this very important caveat in mind.**

A significant renewal of bin infrastructure on campus was implemented in December, while a new training program for cleaning staff and a student waste educators program were both launched in the fall. A notable increase in compost collected in December corresponded to the installation of over 45 new compost collection sites throughout campus as part of the bin renewal process. Current data suggests landfill waste made up almost 70% of the University’s waste stream for the third year in a row – a significant departure from earlier years when landfill waste represented only 50-60% of the total waste stream (Figure 8 & 9, Table 8 & 9). This number is based on estimated recycling weights from a new recycling hauler that appear to be systematically and significantly lower than the actual weights provided by the hauler the University used last year. It is clear that further work is required in the area of waste reduction and diversion, and that the University must prioritize establishing reliable and consistent data if it is to act strategically about solid waste.

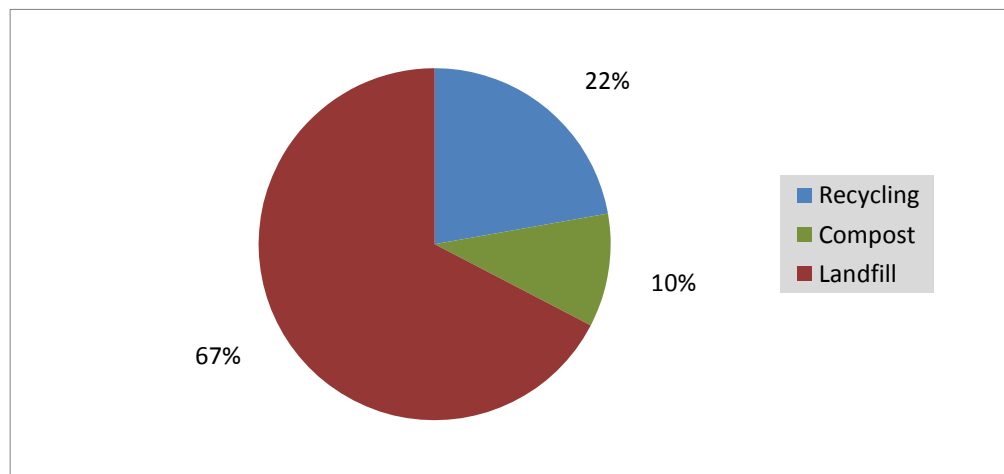


Figure 8 UWinnipeg’s Waste Profile for FY2014, including waste sent for recycling, compost and disposal in the landfill ***note significant uncertainty***.

Table 8 Comparison of municipal solid waste and total recycled waste (metric tonnes) for UWinnipeg in FY2014.

Waste Type	Amount (t)
Municipal Solid Waste*	264.5
Recycling	87.2
Compost	40.9
Total Waste	392.6
Diversion Rate	32.6%

*expect signification margins of error

Table 9 Comparison of recycling and composting (metric tonnes) at UWinnipeg from FY2006 to FY2014 *note significant uncertainty*.

Type of Waste (t)	2006	2007	2008	2009	2010	2011	2012	2013	2014
Recycling	86.1	92.7	93.2	108	132.2	146	106.4	99.3	87.2
Compost	0	1.5	11.1	13.5	23.2	44.4	40.88	38.1	40.9
Landfill	151	77	125	221	NA	NA	248	327	264

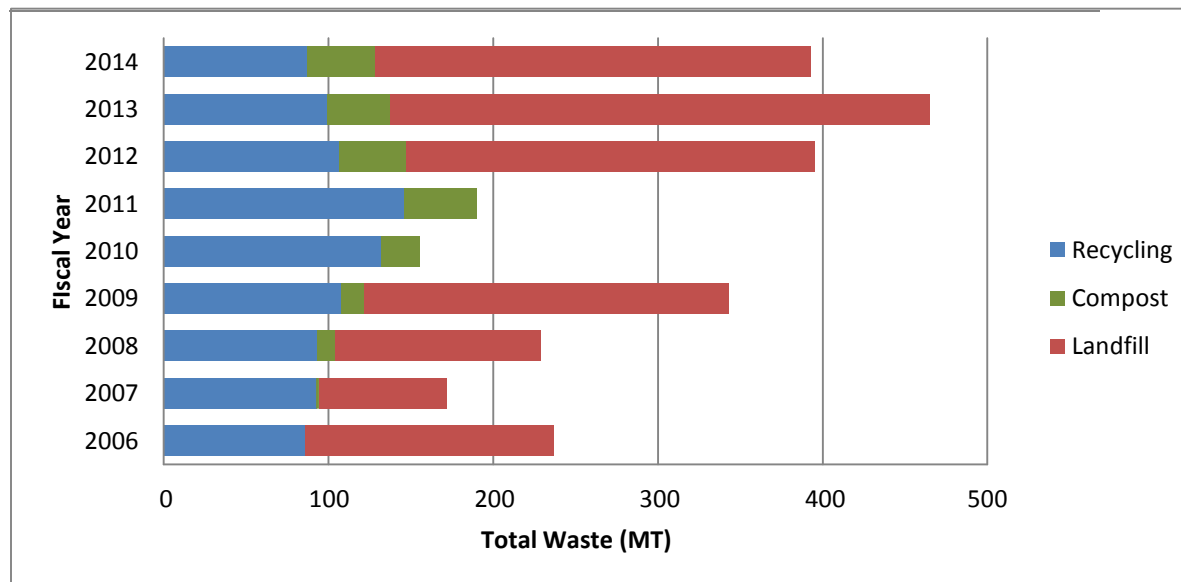


Figure 9 Annual landfill, recycling and composting amounts (metric tonnes) at UWinnipeg for FY2006 to FY2014 *note significant uncertainty*.

Cleaning

In FY2014, Physical Plant and the CSO worked to monitor the implementation of sustainability-related elements of the new cleaning contract that was finalized in FY2013. This included monitoring cleaning product use and enhancing sustainability-related training for cleaning staff. Key efforts undertaken in FY 2014 included:

- Installation of Envirolyte EL-400 unit to produce Neutral Anolyte on the spot and on demand when disinfecting, sterilisation and water purification. This will reduce the amount of cleaning products on campus.
- A pilot program to provide free English Language courses to cleaning staff who have recently moved to Canada. The first five-week session was very successful. The second session started as the weather warmed in Winnipeg and was less successful. The project will be re-evaluated in the fall.
- Development of quarterly reports to establish a better baseline for the percentage of cleaning and janitorial products that are EcoLogo certified (results below).

The charts below provide a first annual summary of the proportion of cleaning and janitorial products used at the University that are EcoLogo certified. These results demonstrate that a large majority of janitorial product expenditures on campus are EcoLogo certified and that nearly 40% of cleaning product expenditures are on EcoLogo certified products.

Expenditures on cleaning products do not necessarily translate into actual quantities of products used, nor do they necessarily capture progress in areas related to product reduction and consolidation. In many cases, non-certified EcoLogo products are more expensive specialized products used for specific applications without environmentally preferable alternatives. Regardless, the University will continue to monitor data as expressed here while also developing other approaches to monitoring cleaning-related data.

Janitorial Products FY2014

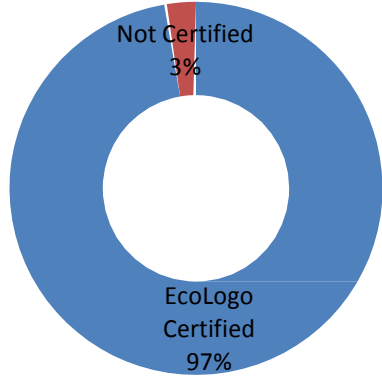


Figure 10: Expenditures on EcoLogo and Non-EcoLogo Certified Janitorial Products (paper products and plastic trash bags; clear recycling bags excluded) in FY2014.

Cleaning Products FY2014

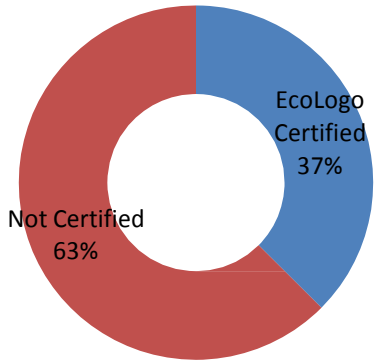


Figure 11: Expenditures on EcoLogo and Non-EcoLogo Certified cleaning products in FY2014.

Grounds

The University entered into its third season of cosmetic pesticide-free grounds keeping and remains committed to these more sustainable practices. This year also saw new web content developed outlining plant selection practices and key landscaping areas on campus. A proposal process was also being developed so that individuals with ideas for grounds-related initiatives at the University can bring them through the appropriate channels.

3.3 Procurement

On the recommendation of the Fair Trade Committee, the University affiliated with the Worker Rights Consortium (WRC) this year. The WRC is an independent labour rights monitoring organization that conducts investigations of working conditions in factories around the globe. The purpose of the WRC is to help protect the rights of workers who make apparel. The WRC currently has more than 175 affiliated colleges and universities in the U.S. and Canada and is now working with British universities and student unions. WRC affiliate universities receive regular reports on conditions in factories that produce collegiate apparel, with specific reference to whether factories are in compliance with universities' codes of conduct. The Fair Trade Committee is currently in the process of reviewing the WRC's model code of conduct and will be bringing a recommendation forward to the University in the fall for the adoption of a code of conduct for companies selling apparel with the UWinnipeg or Wesmen logo on it.

Progress was also made in selecting a new financial management system for the University. This transition offers an important opportunity to integrate sustainability monitoring into the recording of financial transactions. See appendices for details.

3.4 Food Services



Figure 12 A fresh, local, meal from Diversity Foods being plated for an event

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 (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 peoples, 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 its diverse group of employees.

This year, Diversity Foods launched a partnership with with FortWhyte, one of Canada's pre-eminent sustainable living education facilities. FortWhyte is a social enterprise committed to sustainability based on three interdependent cornerstones: a healthy natural environment; a healthy, vibrant economic environment; and a healthy and just social environment. They operate a 640 acre urban nature reserve and have a Farms program which works with at-risk youth, using sustainable urban agriculture to build confidence and leadership skills, provide employment training, and instill values of individual and community self-reliance. Diversity is now running the restaurant at Fort Whyte and also began providing food to volunteers and performers at the Winnipeg Folk Festival, which was the first event in Canada to be certified by the Eco-Logo program as an environmentally-friendly event. Café Bodhi moved to the RecPlex in the fall to better support the University's Athletic Programming.

Finally, Diversity Food Services Inc. was awarded a *Spirit of Winnipeg Social Enterprise Award* by the Winnipeg Chamber of Commerce for their success in taking the traditional Institutional Food Service model and converting it to a system that promotes sustainability, healthy food options, skills development for underemployed individuals, and reasonable prices for consumers.

3.5 Transportation

Commuting

This year, with the support of a grant from TD Friends of the Environment, the CSO hired Green Action Centre to complete a commuting survey for The University of Winnipeg. The online survey was administered in January. In total, 20% of students and 45% of faculty and staff participated. Over FY2015, a working group will be convened to identify key next steps in supporting sustainable transportation at the University.

Table 10: Percent mode share for students, faculty, and staff based on independent survey conducted in January 2015

	Students	Faculty	Staff
Bike	6.3	18.3	9.5
Transit	45.3	20.2	32.6
Walk/Run	11.2	20.7	19.4
Drive Alone	20.7	27.4	21.4
Carpool	11.5	12.5	16.1
Park & Ride	4.7	0.5	0.7
Motorcycle	0.2	0.5	0.3

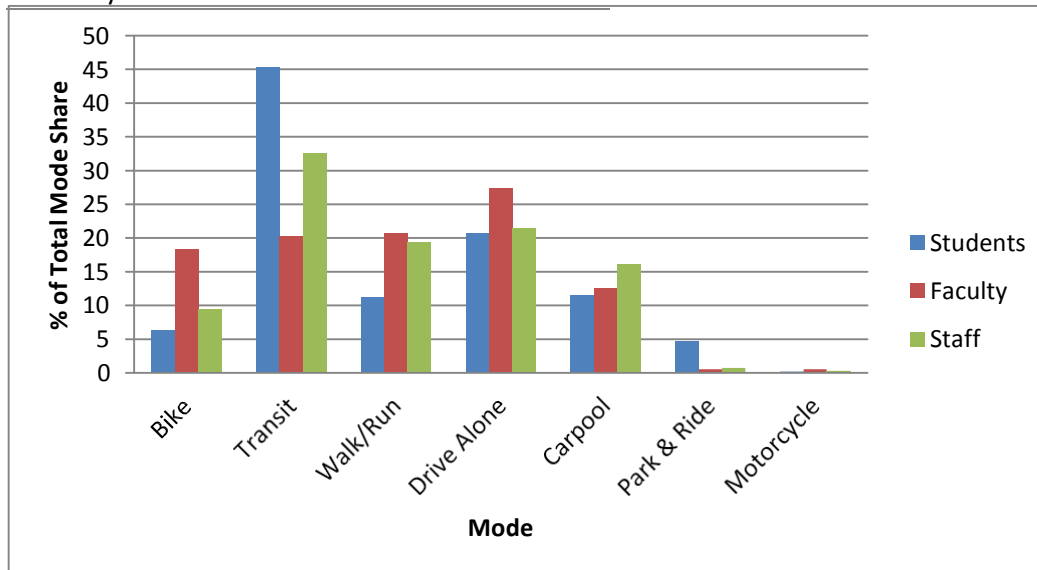


Figure 13 Mode share for students, faculty and staff based on an independent survey conducted in January 2015

The UWSA BikeLab continued to count 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. There was a general increase in the number of bicycles on campus as compared to FY2013. A contributing factor is likely the relatively short and warm winter this year, as compared to last.

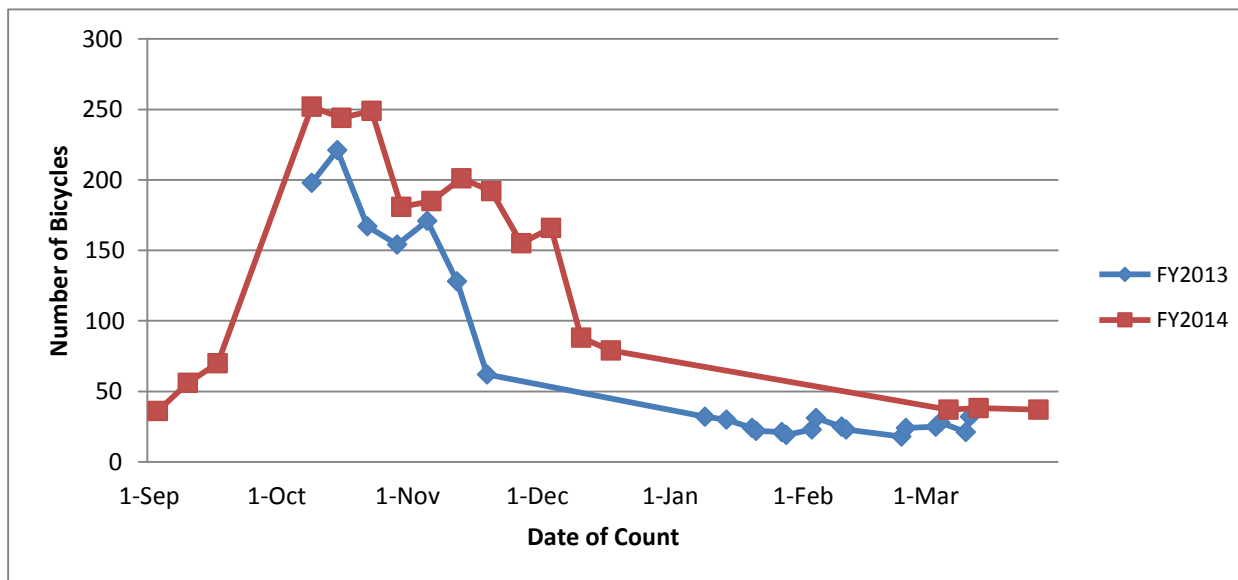


Figure 14 Bicycles counted in bike racks at various locations on UWinnipeg campus from September to April in FY2013 and FY2014

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 remained more or less unchanged as compared to FY2014. 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 11 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	2014
Distance (km)	3,825,791	2,185,508	3,566,003	3,234,791	4,828,557	4,850,974

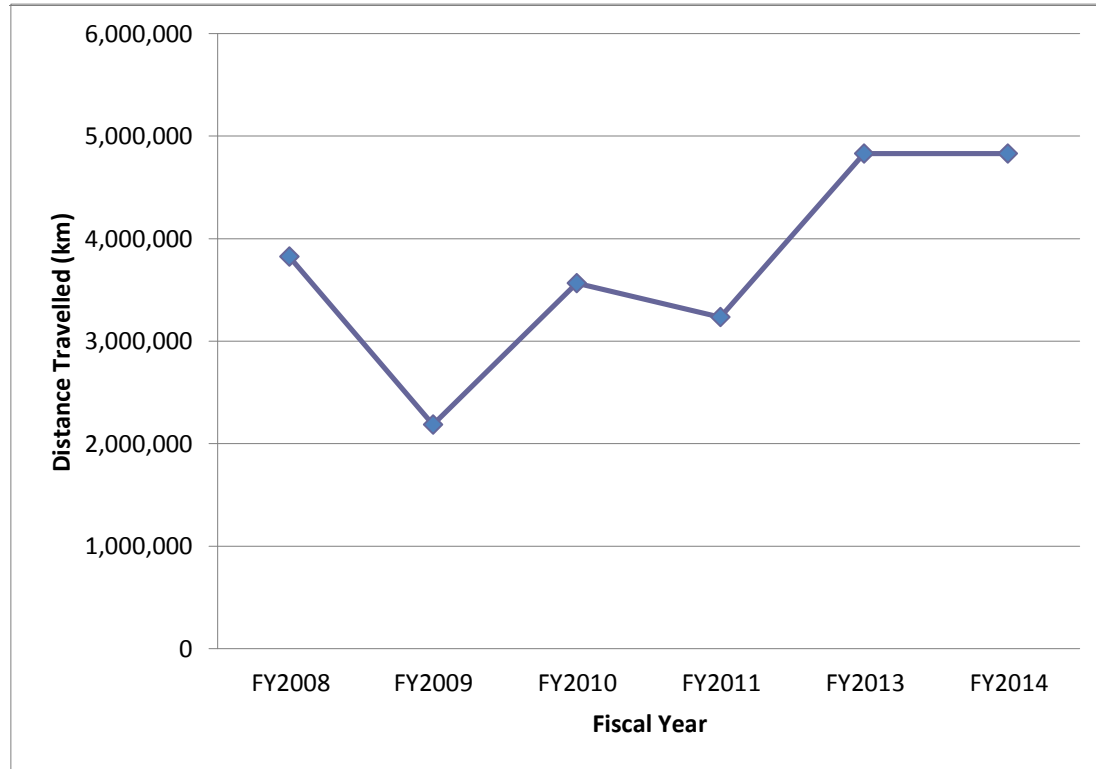


Figure 15 Distance travelled (km) all modes from total reimbursed travel of faculty & staff at UWinnipeg for FY2014

3.6 Academics

Over the 2014-2015 year, the Academic Working Group on Sustainability's main effort was to establish an understanding of:

- How The University of Winnipeg's teaching and research related to sustainability compared to teaching and research elsewhere in Canada;
- What is in place at other universities to support academic activity related to sustainability.

The purpose of this work has been to identify existing strengths and potential opportunities in curriculum and research related to sustainability at the University.

This process involved:

- Updating and addressing gaps in UWinnipeg data collected last academic year;
- Reviewing data from those universities for which it is available.
- Comparing UWinnipeg data to other Canadian universities.

STARS reports were consulted to collect data on academic activity related to sustainability for 10 institutions: a 'peer group' consisting of primarily undergraduate universities with STARS reports, and a 'gold group' consisting of Canadian institutions with STARS Gold ratings. It is important to understand that not all Canadian universities report through STARS, so the sample size is necessarily limited. This is especially the case for universities that are considered to be 'primarily undergraduate'. The 'gold group' was chosen as it is thought to represent current best practice. Results are summarized below.

Overall, the number of sustainability-related courses and research programs as a proportion of all courses and research programs at UWinnipeg is within the top half of reference institutions; however, the percentage of departments offering sustainability courses and those with at least one sustainability-related research program tends to be low compared to our comparison group. In other words, research undertaken this year has indicated that sustainability teaching and research at UWinnipeg appears to be relatively concentrated in specific academic departments, as demonstrated below.

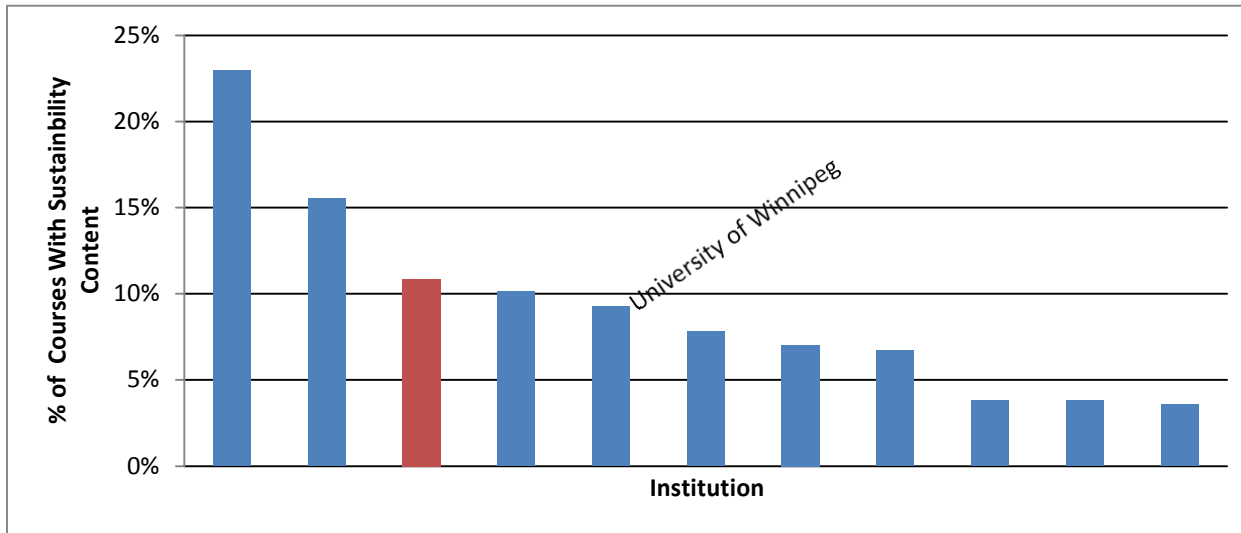


Figure 16 % of total number of courses that are either sustainability focused or related. Institutions included in the comparison are University of Alberta, University of Calgary, Dalhousie, Laval, Simon Fraser, Thompson Rivers, University of Victoria, and Western.

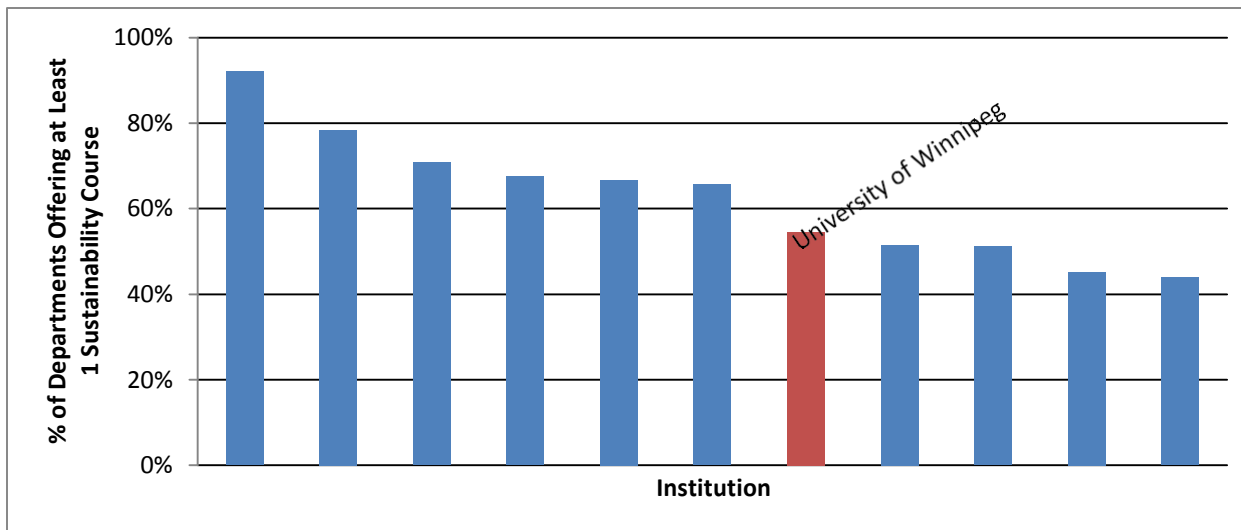


Figure 17 % of departments by institution that offer at least 1 course that is sustainability focused or related. Universities included in comparison are: University of Alberta, University of Calgary, Dalhousie, Lakehead, Laval, Simon Fraser, Thompson Rivers, University of Victoria, Western, and Wilfrid Laurier

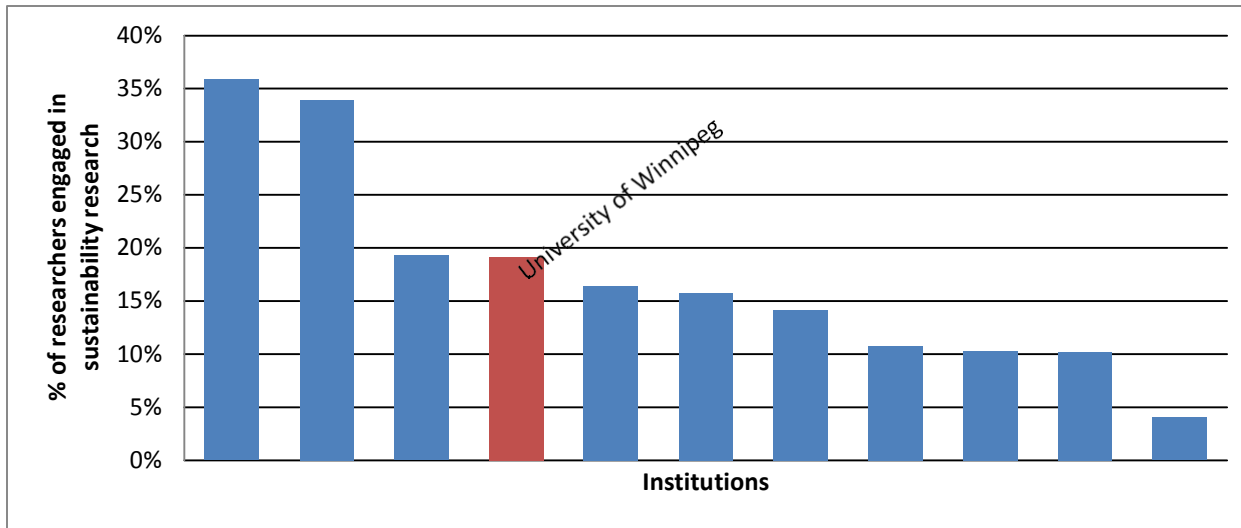


Figure 18 % of researchers engaged in sustainability research by institution. Institutions included in comparison are: University of Alberta, University of Calgary, Dalhousie, Lakehead, Laval, Simon Fraser, Thompson Rivers, University of Victoria, Western, and Wilfrid Laurier

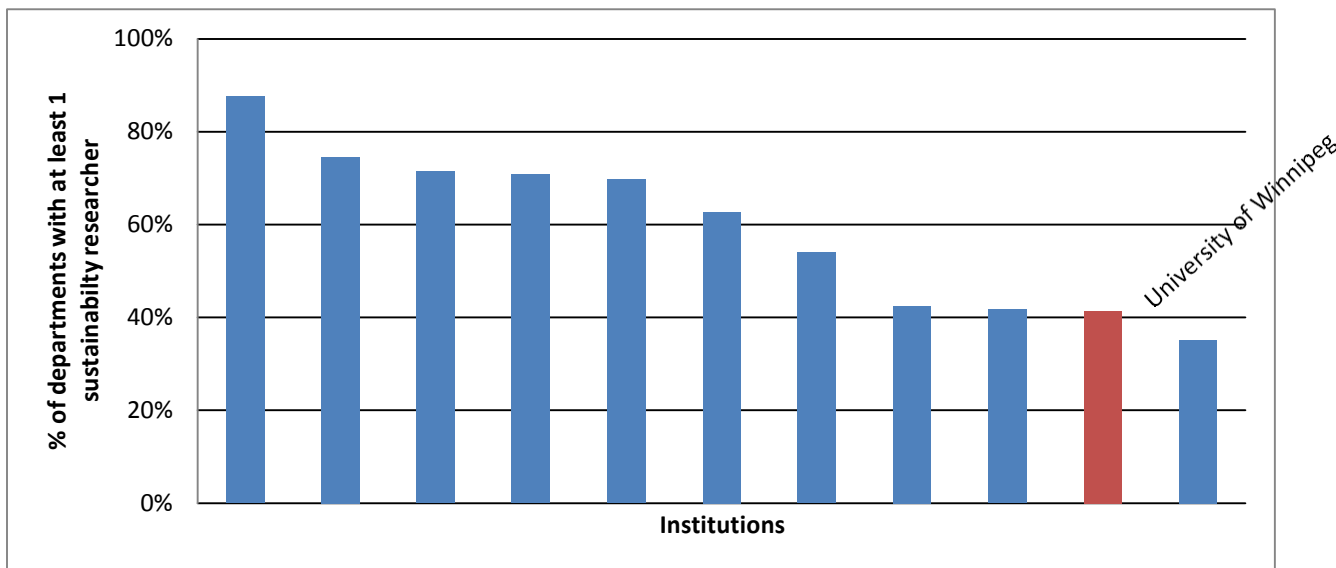


Figure 19 % of departments by institution with at least 1 sustainability researcher. Institutions included in comparison are: University of Alberta, University of Calgary, Dalhousie, Lakehead, Laval, Simon Fraser, Thompson Rivers, University of Victoria, Western, and Wilfrid Laurier

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. Three important efforts were undertaken this year:

- The University completed its first STARS (Sustainability Tracking, Assessment, and Rating System) report, earning 57.12 points for a rating of Silver (45-65 points);
- The Capital Projects and Renovations Policy was amended in the fall and the Board has been receiving regular reports on the emission impacts of ongoing construction and renovation projects as part of the bi-annual Capital Projects Updates to the Board;
- A vendor has been selected for new finance software at the University. Once implemented, this software will present greater opportunity for integrating some elements of financial and sustainability tracking.

The year ahead will be an important one for sustainability governance. Sustainability policies, indicators, and targets will be reviewed and renewed. This process promises to provide an opportunity for an important campus-wide conversation about the future of Campus Sustainability at The University of Winnipeg.



Figure 20 The Campus Sustainability Office website (sustainability.uwinnipeg.ca) includes detailed information on existing policies and governance practices

4.0 Challenges

The *UWinnipeg Sustainability Strategy* was written to apply to the years 2012 to 2016, and many of the major projects meant to achieve the targets set in the strategy have been completed. With this in mind, many of the key challenges encountered in FY2014 reflect the reality that the University's current sustainability strategy is in need of renewal. Some ongoing issues that will need to be addressed in a renewed strategy are outlined below.

Scope: Over past 10 years, campus sustainability efforts have strongly emphasised operations. A good process and fairly clear delineation of roles and responsibilities have been developed in efforts involving collaboration between Physical Plant, Purchasing, and the Campus Sustainability Office. Both our current Sustainability Policy and the STARS framework take a much broader view on sustainability as that represented by efforts undertaken solely in facilities and purchasing. While it is true that the Campus Sustainability Office has supported some efforts outside of facilities and procurement, these efforts have tended to be more ad-hoc and have not been as smoothly integrated into the ongoing sustainability planning process. As we re-assess the scope of our sustainability work at UWinnipeg, it is a good time to clarify the scope of issues we understand to be part of the University's sustainability mandate. We can also better understand if all of these issues would be best included in a renewed *UWinnipeg Sustainability Strategy* or whether some of them are better addressed elsewhere.

Procurement: The University's procurement processes enable significant autonomy for individual departments in choosing the products and services that they require to undertake their work. This decentralisation of decision making limits what can be done centrally to achieve progress on this aspect of sustainability. Significant work is needed to work with departments to ensure that the impacts of their procurement decisions are well understood, while the University as a whole requires a better understanding of areas of greatest impact with respect to purchasing activities. A research partnership between the Campus Sustainability Office, Procurement Services, and a member of faculty from the Department of Business promises to enable progress in this area in FY2015.

Waste Diversion: Waste diversion performance continues to present challenges, as does the reliability of waste data and the quality of bin infrastructure on campus. In the years ahead, efforts will need to be made on all three aspects of the University's waste management practices to ensure progress on this important aspect of operational sustainability.

Sustainability Targets for Capital Projects: As the period of significant capital projects slows down, we can note room for improving the clarity and precision of the University's commitments with respect to sustainability targets for new buildings and renovations. A key action in the current *UWinnipeg Sustainability Strategy* was to establish a set of green building standards for the University to help guide capital projects. In pursuing this initiative, it became clear that a revision to the Capital Projects Policy was a necessary first step in establishing clearer green building guidelines or standards. Now that the revised policy is in place, the University can again turn its attention towards setting more specific green building requirements.

5.0 Conclusion

When the University first embarked on its sustainability work, acknowledged best practices and professional standards, as well as the policies and regulations relevant to UWinnipeg's sustainability work, were all quite different than they are today.

The Campus Sustainability Assessment Framework (CSAF) was a brand new assessment tool being championed by the Sierra Youth Coalition and being piloted by a small number of institutions. The CSAF and the ISO 14001 Environmental Management System framework provided the key starting points for UWinnipeg's new Sustainability Management System (SMS).

Mayor Katz' Environmental Advisory Committee had not yet replaced the Civic Environmental Committee, and the province's Sustainable Development Act represented the most significant piece of legislation for consideration as the University developed its sustainability efforts. The University's obligations under the act were easily included into our new SMS.

In 2008 Manitoba legislated its goal to reflect Canada's commitment under the Kyoto protocol by reducing provincial emissions to 6% below 1990 levels. By 2011, the Province confirmed that it would not be able to meet this target.

Today, the Sustainable Development Act is soon to be replaced with the Green Prosperity Act – potential obligations for PSEs coming out of this new Act have yet to be announced. The provincial Green Building Policy requires that any building receiving provincial funds – *except for housing projects* – pursue, at minimum, LEED Silver certification. The Energy Savings Act has introduced a new pay-as-you-save mechanism that the University may be able to access for energy-related work. *Tomorrow Now: Manitoba's Green Plan* has ushered in a series of new provincial strategies related to waste, emission reduction, and other key areas. We can expect a new provincial climate plan very soon.

Meanwhile, through OurWinnipeg and affiliated plans for waste, land use, and transportation, the City has begun to make slow progress on key areas that can impact the University's ability to green its campus and the Association for Sustainability in Higher Education (AASHE) has clearly established itself as the body of professionals setting best-practice and professional standards for campus sustainability in North America and, increasingly, in other countries. It's Sustainability Tracking Assessment and Rating System (STARS) now represents a standard framework for campus sustainability within PSEs.

Finally, The University of Winnipeg has a new President and a renewed strategic direction.

In short: The landscape has shifted considerably in the ten years since UWinnipeg's sustainability work began in earnest. The coming year will be an important one in renewing the University's vision for sustainability. There is exciting work to do as we work to ask the question: ten years from now, how do we want to be able to talk about the second decade of The University of Winnipeg's sustainability transition?

Appendix A: Results of FY 2014 Action Plans

A.1 Air, Energy & Water

Action	Status
Finish set-up of smart meters (gas & hydro) and energy dashboard software.	Meter connections have been worked on in some buildings. Compatibility with current campus monitors has delayed this project.
Next phase of sustainability retrofits planned and funding secured- Centennial Hall ventilation retrofits, building management system upgrade, window replacements.	Centennial ventilation project was completed in December. Building management system upgrade is complete. Window replacement project for Bryce Hall is complete.
Finish Lockhart Hall ventilation project.	Lockhart ventilation component complete. Hot water heating component 85% complete, testing and wiring work ongoing.
Library LED lighting retrofit and lighting control system.	Library lighting control system installation complete, inspections and programming remain. LED tube installation approximately 60% complete in library.
Explore possibility of implementing power saving software to PCs on campus.	Done. All PCs have power saving settings turned on. It is embedded in Windows.
Install water meters with pulse outputs.	Smart water meters to be installed in Duckworth and Lockhart Hall by City of Winnipeg Water and Waste department at no charge. Other meters require funding.
Determine value of retrofitting showers & other water fixtures in Duckworth Centre as part of renovation project	Second floor washrooms have been upgraded but the change rooms have not.
Complete survey & report on opportunities for deep GHG emission reductions & alternative energy projects, including identification of funds required to make progress in this area.	Project description developed and reviewed by key participants. Studies underway for four different potential applications of renewable energy on campus.

A.2 Waste, Grounds & Cleaning

Action	Status
Monitor quarterly reports that PP and CSO are to receive of ALL quantities and types/brands of cleaning products used on campus.	Ongoing.
Ensure reports of cleaning products are ready for inclusion in FY2014 Sustainability Performance Report.	Done.
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. Continue to develop UWSA Community Garden & grow opportunities for student, faculty & staff involvement.	Done.
Ongoing pesticide-free grounds keeping. Research approaches/solutions to weeds on campus in fall 2014.	No pesticides were used. Report suspended because Province of Manitoba developed and offered a free workshop on this issue as part of the roll-out of the cosmetic pesticide ban. UWinnipeg staff attended. Leadership is required in managing aesthetic expectations for campus grounds.
Finish upgrade of compost/recycling, compost bins for main campus buildings.	48 new custom bins have been installed on Main Campus, in the Buhler building and in the RCFE, and have been received well. Special event slim-jim bins now have improved signage. Awaiting information and funding for next phase of upgrade. Require approximately \$60,000 to complete bin refresh.
Once main campus area bins are installed, begin work on office level waste diversion strategies.	Continued development of a pilot program for small hanging waste baskets in TSC and the Department of Geography. Possibility of partnering with Environmental Studies Critical Issues Course in Fall 2015.
Ensure cleaning staff are trained to support waste diversion and green cleaning.	All Bee Clean staff were trained during a presentation on December 2nd. Trainings will occur once yearly.

Explore possibility of English Language tutoring/classes for Bee Clean Staff.

First pilot successful. Feedback from 5 participating Bee Clean staff was positive. Second group to started on April18, but course has since stopped. Course will pick up in September.

A.3 Procurement, Finance & Waste Reduction

Action

Develop training/guidelines for evaluating corporate sustainability performance of potential vendors.

Status

Slow progress – ongoing review of best practices and efforts made to incorporate them into ongoing purchasing decisions. Potential research partnership with the Department of Business is being explored to dedicate more resources to this challenging file.

Establish language in procurement procedures that outlines EPEAT requirements as there is no official policy/procedure/statement on EPEAT requirements.

If any items purchased do not fall under Gold or Silver EPEAT, there's a request for an alternative to be found. We are checking for compliance with purchases to the EPEAT standards.

Maintain 100% post-consumer recycled Office Paper Purchasing Practices.

Still ongoing.

Continue to pursue Worker' Rights Consortium Affiliation.

WRC affiliation confirmed. Fair Trade committee will meet at end April/early May to discuss a recommendation for the code of conduct that must now be approved by University.

Introduce palm oil awareness to Fair Trade Committee as possible activity for the academic year.

After discussion with the Fair Trade Committee, given focus on the WorkerRights Consortium, this project is not proceeding.

A.4 Transportation

Action	Status
Establish baseline commuter modal split for students, faculty & staff.	Green Action Centre (GAC) hired to complete baseline survey and final report was delivered to the CSO.
Research best practices for transportation demand management and develop recommendations for UWinnipeg.	Preliminary research complete. Transportation working group will be convened next academic year to develop action plan.
Continue to develop secure bike parking.	Discussions ongoing regarding design, location of secure bike parking. Decision on bike parking priorities will be made as part of Transportation working group efforts.
Participate in Workplace Commuter Challenge.	Promotion and preparation to start in May for event in June.
Support UPass referendum.	Students voted Oct 27 - 29 on a referendum question which read. "Are you in favour of a mandatory universal bus pass that would: • Provide unlimited access to Winnipeg Transit services for students for the months of September to April inclusive; • Cost \$260 per student to be adjusted on a yearly basis according to inflation." Referendum passed at U of M, U of W, and the Grad students at the U of M. Implementation in Jan 2016.
InfoBooth tracks sales of post-secondary bus passes & provides details for FY2014 Campus Sustainability Performance Report.	Transit sales during the first month of each term is typically highest, ranging between 3500-3700. Specific sales not available for this year.
Maintain reimbursed travel tracking.	Student Assistant doing ongoing travel claim tracking.
Continue to pursue online travel claims & tracking.	Board of Regents approved implementation of new Finance System, work on specifying it out has started. Implementation of system target April 2016, on-line travel likely to follow. On-line tracking of travel remains within the project scope for roll out in 2016.
Increase efforts to engage non-cycling campus community.	No actions targeting non-riders specifically, apart from participation in transportation survey.

A.5 Governance, Finance & Administration

Action	Status
Complete review of Sustainability Board policy & Administrative policies.	Full-scale policy review on hold until University-wide strategic planning process is complete.
Begin review of indicators (complete review if STARS process is complete early enough in year).	Preliminary research complete. Further work to be included into FY2015 policy/strategy/indicator review process.
Complete STARS submission.	Submitted on March 3rd. STARS audit process completed in mid-April. Final score = 57.12, for a Silver rating (Silver = 45-65 points)
Assess and act on gaps from STARS best practices analysis for Human Resources.	Done.
Monitor the Rec Plex, participate in sustainable development/planning of the Housing complex.	RecPlex energy systems still in 'tuning' phase, so assessment of performance is premature. Current energy model for the housing complex indicate significantly lower GHG emissions than were assumed for current emission targets.
Ensure implementation of revised Capital Projects Policy & ensure the CSO is directly involved in assessing the impact of any additional University growth/development.	The first capital projects updates to the board that included GHG information went forward in July. Amended Capital Projects Policy passed at Nov. 24th Board of Regents meeting. The second capital project update to the board that included GHG information also went forward at that meeting.
Ensure appropriate sustainability data tracking as a requirement in any new financial management system.	New financial system approved at the Board. Selected system will require customization to track sustainability data. We will track mileage traveled and will work with the Sustainability Council to develop Key Performance Indicators (KPIs) The University should be tracking relative to sustainability in the future. This process will be connected to current indicator/policy review process.

Introduce the Pension Plan Trustees and Foundation Board to current developments and issues related to responsible investing at Post-Secondary institutions in North America.

Catering/food services: Develop resources and communications to encourage departments to buy sustainable catering.

Address issues with sale of bottled water on campus.

Explore value of creating a Food Committee on campus.

Research, meeting, and education for key stakeholders ongoing.

Upon further discussion, inventory of sustainability practices on on-campus was decided against. This initiative will be put on hold until there is further discussion about the best way to approach it.

After consultations with stakeholders, the UWSA is going to pursue a policy solution through a subcommittee of the Governance Committee at the Board of Regents.

Discussion of desire and purpose for the campus garden for aesthetics, academics and food production needed with the Campus Sustainability Council. Diversity and community group looking for opportunities to grow food campus, encountering barriers to doing so. Discussion of Food Committee as subcommittee of CSC required.

A.6 Academics & Outreach

Action	Status
Further develop Green Office Program.	Program changed to reflect a more personalized approach to issues. Six office representatives were engaged to work on projects as flagged by participating offices: improving recycling pickup for 9th floor RICE; having a public option for dish cleaning; improving waste diversion; having small composts in office kitchen areas.
Assess and act on gaps from STARS best practices analysis for engagement.	At present, key gaps include the need for further reach in student and staff educator programs, need for staff professional development training, and an absence of a wide-spread community-service learning program for students.
Hire, train, and supervise student sustainability educators.	Two students were hired in August and began working during O-Week. Role of these students will evolve over time depending on projects and timelines.
Determine next steps on sustainability curriculum inventory with Academic Working Group in September 2014.	Strong desire to clarify institutional appetite for a broader conversation about pursuing a data-based approach to planning and target-setting related to sustainability curriculum. A series of workshops run by UW faculty on sustainability in the curriculum was completed in the winter term. Cory Bellhouse was hired to (1) compare UWinnipeg sustainability curriculum data with our Canadian peers (2) research efforts in place elsewhere to encourage sustainability in the curriculum and in research. Key findings present in this report.
Continue to pursue PACE Sustainability Management Certificate opportunity.	Discussions have taken place with ECOCanada, a national organization that is working to establish the "Environmental Professional" designation. Curriculum reviewed to ensure alignment with their research on identified needs among employers. This project has been slow to move; however, progress is still being made.

Assess and act on gaps from STARS best practices analysis for Academics.

Initial assessment complete, and will be part of report on curriculum inventory that will be presented to the academic community. See academic working group update.

Appendix B: FY2015 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
Continuation of Smart/Pulse Meter Installation for Electrical, Natural Gas and Water	Kyle MacDonald	Len Cann: financial sign off Dave Torz
Finish Lockhart ventilation project	Kyle MacDonald	Len Cann
Complete energy dashboard rollout	Kyle MacDonald	TSC, Len Cann
Installation of LED tube and bulb lighting in older building corridors/common areas	Kyle MacDonald	Len Cann: Financial sign off/support; Mike Thul: Assistance with installation by U of W service workers
Complete integration of R25 College net scheduling software across campus (Currently only deployed in RecPlex)	Kyle MacDonald	TSC: help with supporting the exiting server connections to ensure any R25 upgrades don't affect our integration methods
Complete "shadow" assessment of facilities for LEED O&M	Alana Lajoie-O'Malley	Sustainability Officer, Kyle MacDonald, Mike Thul, Len Cann to assist with information gathering
Continue with investigation into opportunities for renewable energy projects	Kyle/Alana	Len Cann: final approvals
Investigate feasibility of a solar powered charging station to be placed in the quad by the bike lab	Kim Benoit	UWSA: agreement Communications/marketing: acquire a sponsor (advertisement) to help offset the monthly cost of the charging station Technology governance council (TGC): approval of tech fee spend for startup; Students: query them to see if this is a service of interest to them.

Continue to implement server virtualization

Kim Benoit

TSC: Continued virtualization as old servers are replaced – use of virtualization wherever possible. CSO: assessing impacts.

Report on energy/GHG performance of buildings in January to flag any potential challenges in meeting current targets.

CSO (Alana)

Mike Emslie: to report to Board Len Cann, Kyle MacDonald: to consider options if energy/ghg is higher than anticipated

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
Ensure data quality challenges are addresses as part of RFP process for waste/recycling hauling services	Mike Thul	Alana Lajoie-O'Malley (CSO)
Undertake office-level waste bin pilot project	Alex Wieb	Mike Thul, Bee Clean
Complete an assessment of non Eco-Logo cleaning products to identify any opportunities for switches to Eco-Logo products	Alex Wieb	Mike Thul, Bee Clean
Explore feasibility of a second phase of bin infrastructure renewal	Alana Lajoie-O'Malley, Alex Wieb	Mike Thul
Complete waste audit	Alex Wieb, Alana Lajoie-O'Malley	Physical Plan
Attempt ELP/Bee Clean English Language course pilot in fall	Alex Wieb	ELP, Mike Thul, Bee Clean
Ensure that a Garden Bed/Grounds Policy is developed as part of the policy review process	Mike Thul, Alana Lajoie-O'Malley	UWSA, Diversity: input
Find an effective ecologically safe university acceptable pest and weed control.	Mike Thul	CSO
Research opportunities for stormwater management (i.e. rain capture, permeable pavers)	CSO	N/A
Complete "shadow" assessment of facilities for LEED	CSO (Alana Lajoie-O'Malley)	Kyle MacDonald, Mike Thul, Len Cann to assist with information gathering

B.3 Procurement

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

Action	Champion	Other key participants
When purchasing by way of RFX - ask for documentation on sustainable initiatives from vendors on products, practises.	Allan Amundsen	Buyers & vendors Departments: support in terms of evaluation of bids/proposals/and award of purchases & contracts
Pursue research partnership with Business to establish meaningful and practical procurement indicators.	Alana Lajoie-O'Malley	Allan Amundsen, Mike Emslie – research support; Bruno Sylvestre – academic lead; student research assistant.
Secure senior approval of Code of conduct for Workers' Rights Consortium affiliation and file first report with the Workers' Rights Consortium.	Alana Lajoie-O'Malley	Fair Trade Committee
Ensure new contract language for garments reflects WRC commitments.	Allan Amundsen	Alana Lajoie-O'Malley

B.4 Transportation

Target: University strives for better practices in sustainable transportation

Action	Champion	Other key participants
Convene a Transportation Working Group to review results of the FY2014 transportation survey and develop recommendations for next steps in transportation efforts.	Alana Lajoie-O'Malley	Working Group members, including Mike Thul and Len Cann. Mike Emslie: financial approvals.
Ensure internal administrative issues and agreements are in place to support rollout of UPass.	UWSA	TSC, Finance
Invest in adequate secure bike parking	Alana Lajoie-O'Malley	Bike Lab: Supporting champion in design and location of secure bike parking, communication with campus community Transportation working group (likely to include BikeLab)
Ensure travel data is collected in and reported on by the new finance system	Alana Lajoie-O'Malley	Mike Emslie: Executive Sponsor

B.4 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
Undertake a sustainability policy, target, indicator, and strategy review.	Alana Lajoie-O'Malley	Campus Sustainability Council, Vice-Presidents, President, Deans, UWSA, EcoPIA, GESA
Provide SRI literacy training to Pension Board of Trustees	Laurel Repski	NA
List data (activity or products) we need to collect, measure and track in order to improve sustainability reporting [and whether the new finance system is the vehicle to collect it]. *note potential inclusion of this action in procurement-related research project above*	Alana Lajoie-O'Malley	Mike Emslie CSO: provide a recommendation on which pieces of information we want to collect and report on
Implement Degree Audit, Student planning. Provide online self-service to students	Kim Benoit	TSC: assisting the implementation of the new technology. The university community, faculty, advisors, student services. Jan Byrd, Colin Russell, Rob Einarson, CSO: Deliver a consistent message to use the new tool and try not to use printouts
Implement changes to Undergraduate Transcript to facilitate function and save paper.	Kim Benoit	TSC Registrar & Student Services: supportive and driver of the transcript changes. These people are already engaged and driving the changes, also recognizing the sustainability benefits
Identify options for sinks for staff and students to enable them to rinse their dishes on campus.	Sustainability Officer	Physical Plant

B.6 Academics & Engagement

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

Action	Champion	Other key participants
Develop recommendations based on final curriculum inventory research report conducted by Academic Working Group in FY2014	Academic Working Group	Deans, Senate, CSO: administrative & research support
Run new course “Campus Sustainability” in the fall of 2015	Alan Diduck	CSO: assistance and support on student projects
Complete Senate submission for the Sustainability Management Certificate at PACE and ensure high-quality instructors are identified.	Alana Lajoie-O’Malley	PACE
Establish a “Campus Sustainability” student project portal on the CSO website.	Sustainability Officer	Alana (supervision); Faculty & Students: Projects.
Re-energize Green Office program.	Sustainability Officer	Alana Lajoie-O’Malley (supervision)
Develop outreach links with Campus Housing and Student Life	Sustainability Officer	Alana Lajoie-O’Malley (supervision); Housing; Student Life
Develop sustainability leadership competency training	Alana Lajoie-O’Malley	Laurel Repski, Dianne Caldwell

Appendix C: Committee Members

Alana Lajoie-O'Malley	Director, CSO (chair)
Allan Amundsen	Director, Purchasing Services
Andrée Forest	Outreach and Office Assistant, CSO
Ian Vickers	Chief Operating Officer, Diversity Foods
Jacob Nikkel	Advocacy Coordinator, UWSA BikeLab
Janelle Laing	Representative, Geography & Environmental Studies Students' Association
Jeff Palmer	Manager, Real Estate Planning & Development, UWCRC
Kimberly Benoit	Executive Director, Technology Solutions Centre
Kyle MacDonald	Controls Technician, Physical Plant
Laurel Repski	VP Human Resources, Audit & Sustainability
Len Cann	Executive Director, Facilities
Lydia Warkentin	Manager of Campus Living (Food Services), UWCRC
Melissa Dupuis	Sustainability Officer, CSO
Michael Dudley	Indigenous & Urban Services Librarian
Michael Emslie	AVP Finance & Administration
Mike Thul	Director, Physical Plant
Sarah Thorarinson	Environmental Ethics Director, UWSA
Talula Schlegel	Environmental Ethics Director, UWSA

Fair Trade Committee

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