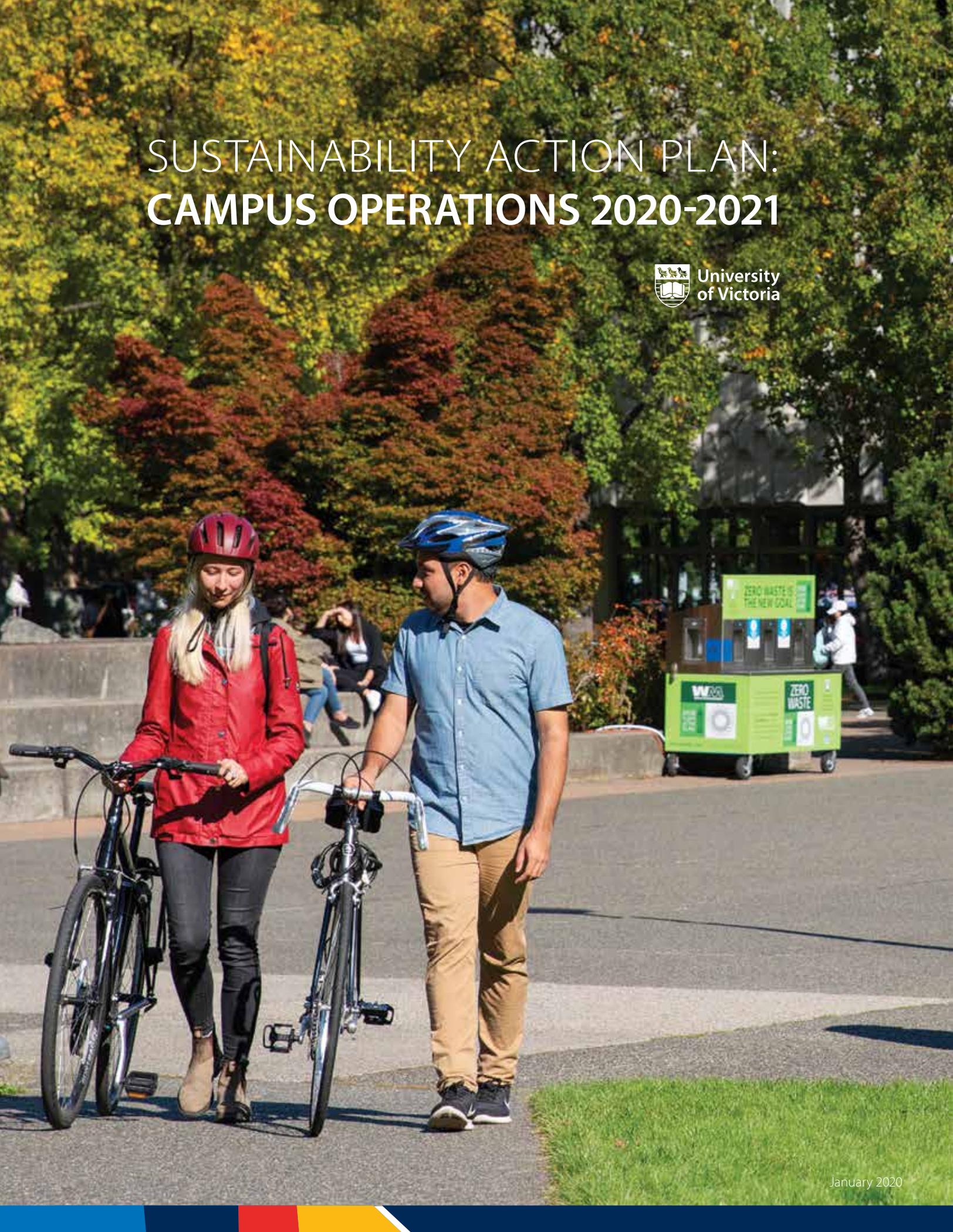


SUSTAINABILITY ACTION PLAN: CAMPUS OPERATIONS 2020-2021



1.0 INTRODUCTION AND BACKGROUND



The University of Victoria has a long history of leadership in sustainability. The campus has received international attention for our commitment to green campus operations, interdisciplinary research, real-life learning opportunities and innovative community partnerships.

Sustainability is a commitment to future generations and requires the collective action of the university community through long-term planning, shared learning, grassroots activities and institutional leadership. Moving forward, we look to build on the history of sustainability leadership. This Action Plan builds on the success of the previous two plans that have been implemented over the past ten years.

1.1 PURPOSE

The university approved a new Strategic Framework in 2018. One of the pillars of the framework is to *Promote Sustainable Futures*. This pillar notes that the *University of Victoria will be a global leader in environmental, social and institutional sustainability through our research, academic programs, campus operations, and the impact and influence of our students, faculty, staff and alumni*. To address this objective the framework outlines two strategies that will guide the development of the next five-year Sustainability Action Plan:

STRATEGY | 5.2

Review and renew our approach to sustainability in every domain (research, education, community engagement and campus operations) to move toward a comprehensive and integrated approach.

STRATEGY | 5.2

Renew and extend our commitment to campus development and operations that meet the highest standards of sustainability.

The development of a renewed approach to sustainability that will also extend our commitment to meet the highest standards will require significant campus engagement. It is anticipated that the process will take 18 months and therefore a new five-year plan will not be available until 2021.

The purpose of this plan is to identify a set of short-term strategies, actions and associated metrics for the interim period between the close-out of the 2019 plan and the development of the next five-year plan anticipated in 2021. The goal of this interim plan is to build on the momentum of the first two plans and continue to drive towards the change necessary to help achieve the university's vision for sustainable futures as expressed in the Strategic Framework.

This plan will allow every department to carry forward goals and actions from the previous plan, as a new Sustainability Action Plan is developed during 2020-2021 that fully responds to the direction provided in the Strategic Framework.

1.2 RENEWAL OF THE SUSTAINABILITY ACTION PLAN

The process to renew the Action Plan for the next two years involved engagement with operational departments and the Sustainability Advisory Committee. In each section of the plan, mission statements were carried forward from the 2014-2019 Action Plan. Goals and actions were reviewed in the context of the following core values:

- Reflect the university's Strategic Framework;
- Recognize there is a critical need to address climate change;
- Be measurable and be easily communicated;
- Be time sensitive and realistic;
- Promote innovation;
- Promote shared responsibility and accountability;
- Follow the principles of triple bottom line accounting; and
- Carry and create momentum.

Many of the goals and actions from the previous Action Plan that were "in progress" have been carried forward to this document. New goals were also developed that reflect input from each department. Goals that were not achieved or require re-examination will be reviewed during the process of developing the next Action Plan.

1.3 SUPPORTING DOCUMENTS

As noted above, this plan is guided by pillar five of the Strategic Framework: Promote sustainable futures. The UVic Sustainability Policy (2017, GV0800) also outlines the university's commitment to sustainability:

"The University of Victoria has a responsibility and desire to educate members of the university community to engage effectively as global citizens, steward our natural resources in a responsible manner, foster a university culture that supports and promotes the values and principles of sustainability, and work towards a sustainable and just future in cooperation with organizations at the local, provincial, national and global level."

The policy also defines what "sustainability" means to the university: Sustainability is the state of achieving the ecological balance that allows social development and economic prosperity to be achieved across generations.

- **Ecological balance** is the equilibrium between, and coexistence of, all organisms and their environment.
- **Social development** encompasses a commitment to create social opportunities for individuals and groups to enhance overall community health and well-being.
- **Economic prosperity** is a financially healthy state.

These two documents are the key supporting documents in the development of this interim plan.



**8 LEED GOLD
CERTIFIED
BUILDINGS**



2.0 VISION



A university that integrates sustainability practices and a culture of shared responsibility into all areas of its operations and services, and educates, inspires and motivates students, staff, faculty and community members in the same practices.

This vision is carried forward from the 2014-2019 action plan to assist in guiding the evolving transformation of the university campus, through all its activities and functions, into a more environmentally, socially and economically sustainable place to work and to be educated. A collaborative effort by individuals, departments and the institution as a whole will be required to achieve the missions, goals and actions of the interim Sustainability Action Plan.

3.0 PLANNING, COORDINATION AND ADMINISTRATION



Mission: To create a campus culture that provides for sustainability to be integrated into operational, administrative and planning processes, and advanced through collaboration and coordinated decision-making across the university.

Background: The Office of Campus Planning and Sustainability (OCPS) has developed this interim plan to identify a set of short-term strategies, actions and associated metrics for the period between the close-out of the 2019 plan and the development of the next five-year plan anticipated in 2021. Due to the short-term nature of this plan, an interim update report will not be provided. Goals within this plan should be met by Dec. 31, 2021. A close-out report will be completed by Feb. 28, 2022.

GOAL 1: Develop a new Sustainability Action Plan that meets the highest standards of sustainability and explore opportunities to develop a comprehensive and integrated approach with researchers and academic units.

GOAL 2: Enhance responsible investment policies to reflect industry best practices.

Actions:

- Develop and carry out a process for the creation of the Sustainability Action Plan that includes campus operations, long-term emissions reductions and resiliency, and provides the opportunity for discussion in developing an integrated approach to sustainability with researchers and academic units.
- Review the university's Short-Term Investment Policy and the Policy on Social Responsibility and UVic Investments to ensure that each policy is consistent with industry best practice, achieves UVic's investment objectives and aligns with the Strategic Framework.



4.0 ENGAGEMENT



Mission: To provide opportunities for students, staff, faculty and community members to learn, share knowledge and collaborate through coordinated programs of engagement, events, training, education and celebration.

Background: The OCPS has collaborated with several university departments to expand our engagement programming and reach. For example, in the spring of 2019, the OCPS worked with University Food Services and a student group to discontinue the sale of single-use paper cups in Bibliocafé for a four-hour period, contributing to the university's waste diversion and reduction goals while building awareness in the campus community. In addition, the Campus Sustainability Fund has provided \$72,000 in funding to 24 projects that further the goals of the Sustainability Action Plan and advance leadership in sustainability. The fund has \$28,000 remaining for allocation towards projects that focus on energy or water savings, sustainability awareness or learning opportunities.

GOAL: Continue to develop and implement programs and activities that assist the campus community in contributing to the achievement of sustainability goals.

Actions:

- Assist Vikes administration in developing and implementing a 'Share the Space' cycling and pedestrian zone pilot project adjacent to the CARSA Building.
- Complete a review of OCPS engagement campaigns to determine programming opportunities for the next Action Plan.
- Continue collaborative engagement programs with other departments.
- Continue to provide funding allocations for projects submitted to and approved by the Campus Sustainability Fund.



5.0 OPERATIONS, FACILITIES AND SERVICES

5.1 BUILDINGS

Mission: To construct, renovate, maintain and operate campus buildings to green building standards and practices.

Background: The university is committed to progressive green building technologies and design, and accountability in building maintenance and performance that meets the needs of the campus community. As of 2019, the campus has eight LEED Gold-certified buildings and a ninth targeted for a Gold rating in 2020. In response to the Strategic Framework goal of promoting sustainable futures, and responding to climate change and adaptation, it is critical for the university to renew its focus on new building development and renovations that focus on energy efficiency and greenhouse gas emissions reductions.

Goal 1: All new buildings will achieve the standard of LEED V4 Gold certification or equivalent certification. Major additions to existing buildings will also strive to achieve LEED V4 Gold or equivalent certification.

GOAL 2: All new building projects and major building additions will provide for a high-performance building envelope and passive design strategies to promote energy efficiency, climate resilience and greenhouse gas emissions reductions.

GOAL 3: Evaluate the suitability of capital projects at the project planning and project management phases for opportunities to integrate measures that improve energy efficiency and reduce greenhouse gas emissions.

GOAL 4: Utilize sustainable operational and building maintenance practices in all campus buildings and facilities.

GOAL 5: Promote an extraordinary academic environment by evaluating all new buildings and major additions for opportunities for research, education, innovation and continuous improvement.

Actions:

- Complete life cycle costing analysis for new buildings to better understand the total cost of ownership for the university and embodied carbon during the design process by exploring design options.
- Building additions with a scope that exceeds 75% of the original building cost are classified as “major.”
- Complete greenhouse gas life cycle analysis for new buildings to better understand embodied greenhouse gas emissions for the university during the design process by exploring design options.

- Identify passive building design and mechanical design standards for new buildings and major additions that:
 - Achieve comfortable indoor environments under predicted future climate conditions;
 - Reduce demand for space heating, cooling and domestic hot water.
- Consult with students, faculty and staff through the capital development process to identify opportunities for education and research in building design and post-building occupancy.
- Develop an assessment process to use for capital projects that tracks a project’s potential impact on campus energy use and greenhouse gas emissions and considers energy conservation measures by means of added scope where the measure is complementary to the core scope of the project.

5.2 ENERGY

Mission: To maintain a campus that fosters an energy conservation culture that utilizes innovative technologies and promotes occupant engagement to continually improve building performance, as well as providing a comfortable learning and work environment.

Background: UVic has conducted an annual greenhouse gas inventory and has been “carbon neutral” since 2010 under British Columbia’s carbon neutral government legislation. Between 2010 and 2019 the university reduced its overall greenhouse gas emissions by 25% as well as electricity use by 13% and natural gas use by 22%. Continued reductions in natural gas and greenhouse gas emissions are expected with the completion of the new District Energy Plant.

GOAL 1: Achieve a total institutional greenhouse gas emissions reduction of 30% by Dec. 31, 2021, relative to 2010 as the baseline year.

GOAL 2: Reduce campus electrical intensity by 18% by Dec. 31, 2021, relative to 2010 as the baseline year.

GOAL 3: Reduce campus natural gas consumption by 30% by Dec. 31, 2021, relative to 2010 as the baseline year.

Actions:

- Implement energy management and demand reduction projects that advance reductions in electricity and natural gas usage.
- Develop a Facilities Energy Master Plan that establishes long-term reduction targets for building greenhouse gas emissions and provides a technical pathway to achieve those targets.

5.3 COMPUTING

Mission: To deliver computing services and infrastructure that meets the teaching, research and administrative needs of the campus community, while advancing the sustainability goals of responsible procurement, energy management and waste reduction.

Background: The university's goal to apply green manufacturing standards and energy saving criteria to all computing purchasing decisions requires re-examination. This is a result of a shift in reporting from the university's primary suppliers, Apple Inc. and Microserve Inc. EPEAT Gold is no longer a sufficient tracking mechanism as neither of these suppliers is able to provide information on the certification of purchased products. University Systems continues to be committed to reducing computing devices' impact on the environment through the implementation of an organization-wide management policy that utilizes industry best practices, and continuing to update policies as necessary to achieve green computing goals.

GOAL: Ensure that green manufacturing standards and energy-saving criteria are applied to all computing services purchasing decisions.

Actions:

- Complete a review of the university's 2010 Best Practices in Desktop and Notebook Efficiency guidelines and update as necessary.
- Review EPEAT Gold rating reporting techniques with suppliers and identify opportunities for improved reporting or certification (e.g., Energy Star).

5.4 DINING SERVICES

Mission: To be an institutional model of sustainability, leading the way through innovative local purchasing initiatives and operational sustainable practices that minimize our carbon footprint and provide high quality, ethically sourced, nutritious and diverse food options that sustain the health and well-being of our community.

Background: The 2014-2019 Action Plan listed two goals for completion. The first goal, "benchmark and increase the number of local food producers and suppliers and maintain an active preference for Island-produced projects," was not completed. Since 2014, University Food Services (UFS) has undergone substantial physical and operational changes; thus, benchmarking and maintaining an active preference for Island local products was challenging. Re-examination of the goal is recommended when developing the next sustainability plan.

UNIVERSITY
FOOD SERVICES

84%



WASTE
DIVERSION RATE

The second goal of the 2014-2019 Action Plan is brought forward to the interim plan to continue building on UFS's current 84% waste diversion rate:

GOAL: Prioritize waste reduction practices, while enhancing diversion in campus food outlets.

Actions:

- Implement a hot beverage single-use cup that displays “how-to-dispose” instructions.
- Introduce a user fee for single-use hot beverage cups.
- Discontinue the sale of plastic bottled beverages.
- Investigate using the new “Food Traks” inventory management tool to reduce food waste in UFS operations.
- Develop a collaborative education and awareness campaign that focuses on waste reduction in UFS operations.

5.5 GROUNDS

Mission: To create and maintain a campus landscape that minimizes environmental impacts, enhances biodiversity and maintains aesthetic values.

Background: The 2014-2019 Action Plan included three Grounds goals, all of which have been brought to the interim Action Plan; however, Goal 3 will focus on stormwater management of new buildings and major building additions only. Stormwater management for the campus as a whole will be re-examined in the next Action Plan.

GOAL 1: Protect and manage the ecological diversity of the natural areas on campus and enhance the use of native species in campus landscape management.

GOAL 2: Develop a formalized Integrated Pest Management Plan as part of the overall grounds management system.

GOAL 3: Reduce the quantity and improve the water quality of stormwater on campus that enters the local drainage and stream networks.

Actions:

- Continue work on the UVic invasive species management program and identify long-term program goals and strategies.
- Complete and implement an Integrated Pest Management Plan.
- Implement stormwater management features into new building and major building additions to reduce the quantity and improve the quality of stormwater.

5.6 PURCHASING

Mission: To provide purchasing and supply management services to the campus community that achieve best value and apply triple bottom line principles to procurement initiatives, incorporating financial, social and environmental considerations to supply management decisions.

Background: With the implementation of Purchasing Services' Supplier Code of Conduct in January 2020, the university will continue to make progress toward the goal of further incorporating triple bottom line sustainability criteria in procurement decisions. The second purchasing goal, to develop a reporting system that includes information on the ecological footprint of goods and services, requires re-examination due to the difficulty of sourcing this information from the university's broad range of vendors.

In response to the Clean BC Plan goal of a 40% reduction in fleet emissions by 2030, the university requires a new fleet purchasing policy or guidelines for low emissions vehicles (see Transportation).

GOAL: Harmonize fleet purchasing with the Clean BC goal of 40% reduction in fleet emissions by 2030.

Actions:

- Establish a fleet purchasing policy or set of guidelines for low emissions vehicles (see Transportation).

5.7 TRANSPORTATION

Mission: To offer sustainable travel options for every campus community member and visitors, and to act as a hub in a regional sustainable transportation network.

Background: UVic is continuing to strive for a transportation modal split of 70% of its campus users choosing sustainable transportation options over driving alone. The most recent transportation survey conducted in October 2018 indicated that UVic's modal split has improved by 2% to 62%. A recent review of UVic's Transportation Demand Management (TDM) program identified that in order to shift the modal split further towards 70%, more emphasis on combined push (disincentives) and pull (incentives) policies is required. Goal 1 (of the interim Action Plan) addresses this recognized need.

Between 2014 and 2019, campus fleet diesel consumption decreased by more than 28% and fleet gasoline consumption by almost 9%, thus achieving the 2014-2019 Action Plan goal of 10% overall emissions reduction for fleet vehicles. Gradual replacement of fleet vehicles to more fuel-efficient vehicles is still in progress with several electric vehicles acquired for tool and trade transport. Goal 2 below addresses UVic's legislative requirement to further reduce its fleet emissions and energy use.

It is important to note, however, that consumption figures above do not reflect academic fleet consumption, which has increased by 67% since 2014. It is therefore recommended that academic fleet consumption emissions and energy targets be re-examined for the next Action Plan.

GOAL 1: Continue to increase the use of transit, cycling, walking and carpooling to 70% of the transportation modal split.

GOAL 2: Harmonize fleet management with the Clean BC Plan goal of a 40% reduction in fleet emissions by 2030.

Actions:

- Implement selected Campus Cycling Plan cycling and pedestrian upgrades and end-of-trip-facilities that have been identified as short-term and ongoing projects and programs.
- Review employee bus pass (EPASS) and Flexi-Pass programs.
- Renew promotions for carpool and rideshare programs.
- Explore opportunity for access to micromobility sharing network on campus.
- Establish a new operating agreement with the SPOKES bike loan program.
- Investigate an E-bike purchasing plan for UVic employees.
- Investigate improved EV fleet electric charging infrastructure opportunities.
- Conduct an “E3 Fleet” energy savings and emissions reduction audit of fleet vehicles (FGMT and CSEC only).
- Establish a fleet purchasing policy or set of guidelines for low emission vehicles (see Purchasing).
- Work with BC Transit to develop plans for transit infrastructure upgrades.
- Conduct two pilot projects that address fleet functionality needs:
 - Electrify one fleet van;
 - Purchase and modify an equipment trailer for Nissan Leaf fleet vehicles.

5.8 WASTE

Mission: To provide services and infrastructure that advance the university as a Zero Waste campus.

Background: Although the university achieved the waste diversion rate of 75%, the 2018 Waste Assessment Audit found that of the material generated on campus, up to 82% could be diverted through the campus recycling infrastructure. In the summer of 2019, the university expanded its recycling infrastructure by replacing 200 outdoor garbage bins with eight outdoor ‘Sort it Out’ stations. The stations are in high-traffic pedestrian areas across campus and are expected to increase the overall campus waste diversion by providing easy access to recycling and composting containers.

Since 2015-16, the university’s goal to reduce the total amount of waste produced per campus user has remained at 81 kilograms. Waste management commitments from other departments are expected to contribute to a reduction in waste per campus user. For example, the University Food Services (UFS) has put forward five interim actions to reach an 84% waste diversion rate for UFS operations.

GOAL 1: Increase the waste diversion rate to 82% by Dec. 31, 2021.

GOAL 2: Reduce the total amount of waste produced as measured in kilograms per campus user (students, staff and faculty) by 2019, relative to 2010 as the baseline year.

GOAL 3: Incorporate waste reduction engagement in the Residence Services resident survey or educational programming

Action:

- Complete a Waste Assessment Audit on outdoor Sort It Out stations in 2020.
- Develop a collaborative education and awareness campaign with UFS that focuses on waste reduction (see Dining services).
- Continue to provide information to the campus community about recycling and composting infrastructure upgrades.
- Work with custodial staff to ensure that resources (hand soap, toilet paper rolls, etc.) are fully used before being replaced.
- Complete an inventory of station signage and receptacle design to maintain consistency across campus.

5.9 WATER

Mission: To be an innovator in water use reduction, recovery, reuse and stewardship practices.

Background: Neither of the water goals from the 2014-2019 Action Plan were completed.

Reducing water consumption remains a continuing goal for UVic. As a result of unexpected and significant increases in water usage in 2018 and 2019, the university's goal in the short-term will be to determine the cause of these increases.

Installing 25 water fountains has been carried-forward to the 2020-2021 Action Plan in response to the Dining Services Action of eliminating plastic-bottled beverages on campus.

GOAL 1: Determine the causes of increased water usage in 2018 and 2019.

GOAL 2: Retrofit 25 water fountains in campus buildings for easy refilling of personal water bottles.

Actions:

- Develop and install a campus-wide water monitoring system in order to identify increased water usage and infrastructure failure within a short period of time.
- Repair or replace water infrastructure as required.
- Develop a plan and install/upgrade water fountains in campus buildings and facilities where needed.



RETROFIT FOR EASY
REFILLING PERSONAL
WATER BOTTLES



6.0 REPORTING

Action Plan implementation over the next two years will require a major collaborative effort from students, staff and faculty working together to achieve progress towards the goals outlined. A key part of achieving success will be the processes that are set out for measuring, assessing and reporting on the plan. A final report will be prepared prior to the adoption of a new Action Plan in early 2022. An update to the university's STARS report is also scheduled for 2020

If you have any issues with the accessibility in this document or would like any clarification or additional information, please contact:

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