

The background features a repeating wavy pattern in shades of light gray. Overlaid on this are several white, stylized icons: a document with wavy lines representing text, a speech bubble, a feather, a tree, a beaker, and a flask. A thick green horizontal line is positioned below the main text block.

The University of Alberta acknowledges that we are located on Treaty 6 territory, and respects the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Peoples of Canada, whose presence continues to enrich our vibrant community.



Table of contents

- 6 Introduction
- 8 Sustainability at the University of Alberta
- 10 Planning for Sustainability
- 12 The Plan
- 28 Accountability & Reporting

Note from the President

Dear Students and Colleagues,

I am pleased to introduce the University of Alberta's Sustainability Plan for 2016- 2020. *For the Public Good*, our institutional strategic plan, commits to modelling and advancing sustainability as an integral part of university life. The Sustainability Plan affirms this commitment: it sets ambitious goals that demonstrate the highest level of dedication and leadership, and integrates sustainability into our institutional practices, including teaching and learning.

Climate change and social and environmental pressures present us with very real, increasingly complex problems. We know that by embedding discussions of sustainability into teaching, learning, research, and outreach the university will foster critical, interdisciplinary, and systems thinking on sustainability by our students, faculty and staff.

For the Public Good reminds us that we have an opportunity to build upon the work and expertise of our community to build a better future for Alberta and the world.

The University of Alberta is a leader in environmental sustainability and energy management, and our continued success as an institution will be determined, in part, by our commitment to sustainability.

I would like to thank the planning team, facilitators, collaborators and all parties responsible for enacting the strategies in the 2016-2020 Sustainability Plan. I have great confidence in the ability of the faculty, staff and students of this institution to make the rapid progress we need to see. I look forward to working with you to accomplish its goals.

Sincerely,

David H. Turpin, CM, PhD, LL.D, FRSC
President and Vice-Chancellor



Note from the Chief Sustainability Officer

Inspired: this is how I feel about the future of sustainability at the University of Alberta.

I joined the University of Alberta in 2009 as the inaugural director of the Office of Sustainability. Since then, I have had the opportunity to work with many leaders championing the campus sustainability initiative across the university. Together, we have accomplished a lot.

The university has made major progress on sustainability, including: introducing an embedded sustainability certificate for undergraduate students, accelerating the implementation of the energy management program, recognizing spaces for their sustainability actions, launching our greenhouse gas emissions management plan, and growing engagement of students, faculty and staff in sustainability initiatives. Together we have achieved a Gold Rating in STARS®, the Sustainability Tracking, Assessment and Rating System™—an accomplishment to be very proud of.

As we move beyond thinking solely about organizational efficiencies, people are recognizing the interconnections of sustainability. We are thinking about the environment and the economy, and expanding our thinking to include aspects of justice, health, well-being and other values. More and more people are embracing their role as change agents and working together to integrate sustainability into the culture of our institution.

Throughout the development of this plan, we have listened to the campus community, improved our understanding of the challenges and opportunities before us, and sought out ways to collaborate and improve our institution's position as a national model for sustainability.

Whether you're interested in taking courses, getting involved in hands-on learning experiences, piloting new ideas, or conducting research using our campus as a living lab, there are many ways for you to participate in this plan and develop innovative solutions that better the planet. Together our students, faculty and staff have the talents needed to advance our sustainability ambitions and to develop tomorrow's sustainability leaders.

I am looking forward to working with you as we gain fresh momentum towards building a sustainable future!

Trina Innes, MF, MBA, ICD.D
Chief Sustainability Officer



INTRODUCTION

We are living in a world that is changing rapidly. Patterns of development and consumption are degrading the global resource base and reducing the quality of physical and social environments. Governments, business, organizations and academic institutions are all recognizing the imperative of taking action on these changes and developing a sustainable society.

Sustainability is about meeting the needs of the world without compromising the ability of future generations to meet their needs. It requires holistic approaches that strive to achieve balance between ecological, social and economic environments in perpetuity. There is no single blueprint for sustainability.

Every nation, city, organization and individual needs to understand and respond to the unique pressures they face from climate change, resource scarcity, pollution, and other issues related to local capacity, economics, social justice, health and well-being. Sustainability moves towards a global society founded on respect for nature, human rights, economic justice and peace.

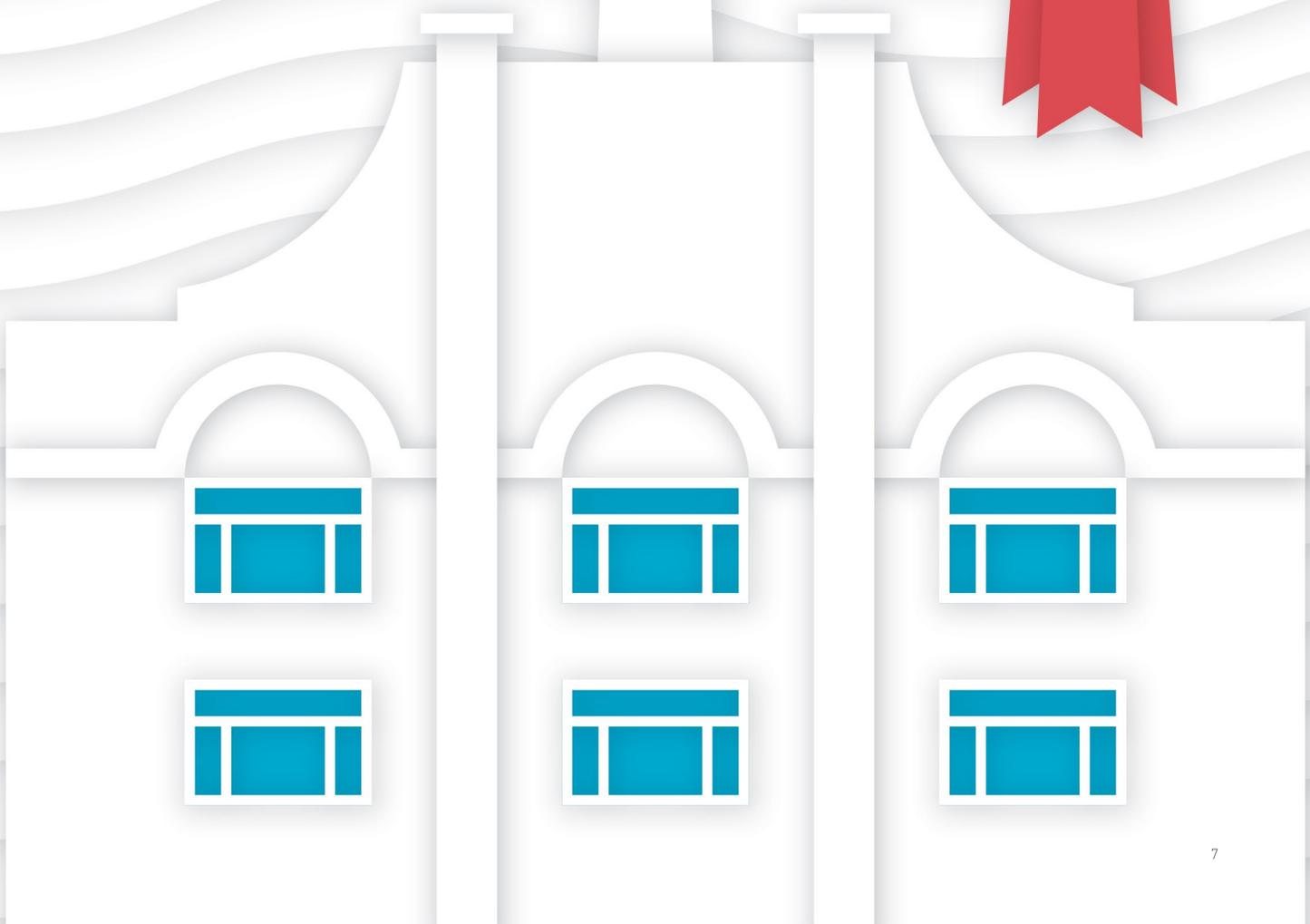
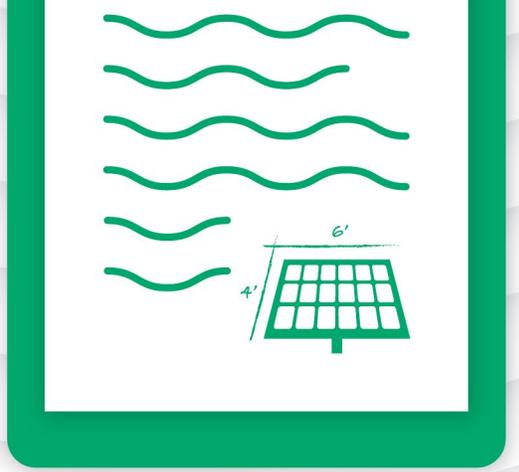
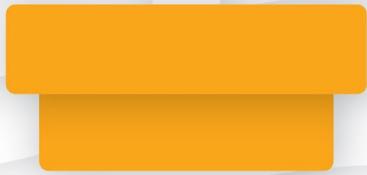
There is growing international consensus that higher education has a responsibility to drive processes that make the world a better place. Universities are uniquely positioned to catalyze innovations for sustainability through our operations and our traditional missions of education, research and service. Universities are increasingly recognizing the need to graduate students with the attitudes, skills, perspectives and knowledge needed to make informed decisions and create solutions to address global challenges.

The University of Alberta, through our institutional strategic plan, is embracing the opportunity to shape and strengthen sustainability and will continue to build upon our past accomplishments and support the university's goal of integrating sustainability into our academic, research and engagement activities.

This sustainability plan takes a multi-pronged approach to formalizing how the University of Alberta will take action for sustainability. It provides members of our community with a sense of purpose, direction and energy in the form of aspirational and strategic goals that guide our progress to 2020 as resources come available. Although much is being done within all facets of the university, this plan draws attention to selected strategies that are currently under way or planned to help transform our institution. Some strategies involve quick wins and incremental changes to existing practices. Other strategies may require longer-term financial and intellectual investments leading to changes in policies and practices.

Making progress will demand consideration of a diverse range of initiatives and continuous innovation while maintaining the flexibility to recalibrate in response to other pressures, complexities and risks facing post-secondary education. It is considered a living document to be reviewed, questioned and adjusted periodically and in response to opportunities.

Our success will draw upon the collective and collaborative efforts of the over 55,000 faculty, staff, and students in our campus community, working together to advance our institution's mission of "uplifting the whole people."





SUSTAINABILITY AT THE UNIVERSITY OF ALBERTA

Since 1975, there have been significant achievements towards building a sustainable future at the University of Alberta. A university-wide sustainability initiative was launched in 2008, the university's centenary year. The Office of Sustainability was opened in 2009 to serve as the hub of the initiative, which seeks to inform, inspire and enable students, faculty and staff to adopt sustainable practices. The focus areas of the initiative are: outreach & engagement, teaching & research, and facilities & operations. These areas largely mirror the categories used by the Sustainability Tracking, Assessment and Rating System™ (STARS®), which is used to measure and report on our institution's sustainability performance.

In 2011, the university developed its first sustainability plan (it was released in 2012). The plan included broad input from the campus community, including the voices of students, staff and faculty. Contributors included administrative units and committees, as well as the award-winning Deliberation on Campus Sustainability Project. Since the release of the first Sustainability Plan, the university has made progress on sustainability by:



Developing a greenhouse gas emissions reduction plan



Launching the *Envision* energy management program



Certifying new and existing buildings for sustainability features and performance



Increasing the amount of waste diverted from landfills



Launching the Certificate in Sustainability for undergraduate students



Initiating the Green Spaces certification program for residences, labs, food vendors, offices and events



Creating working groups for waste diversion & sustainable purchasing

The university has been recognized as one of Canada's Greenest Employers every year since 2009 and was recognized with an Emerald Award in 2014 for waste reduction outreach programs.

Sustainability is an important component of the University of Alberta's institutional strategic plan, *For the Public Good*. The Sustainability Plan provides more information about our institution's ambitions and invites the campus community to collaborate and coordinate their efforts to build upon the innovations and solutions of faculties, administrative units and students' associations.

Sustainability is an approach that requires consideration of our current and ever-changing social and environmental needs. This plan provides goalposts to measure progress in the right direction and shows consideration for economic, social and environmental performance (also known as the triple-bottom-line).

PLANNING FOR SUSTAINABILITY

In 2016, the University of Alberta unveiled the institutional strategic plan, *For The Public Good*. At the highest level, *For the Public Good* empowers and enables each member of the University of Alberta to build, experience, excel, engage and sustain:

BUILD a diverse, inclusive community of exceptional students, faculty and staff from Alberta, Canada, and the world.

EXPERIENCE diverse and rewarding learning opportunities that inspire us, nurture our talents, expand our knowledge and skills, and enable our success.

EXCEL as individuals, and together, sustain a culture that fosters and champions distinction and distinctiveness in teaching, learning, research and service.

ENGAGE communities across campuses, city and region, province, nation, and the world to create reciprocal, mutually beneficial learning experiences, research projects, partnerships and collaborations.

SUSTAIN our people, our work, and the environment by attracting and stewarding the resources we need to deliver excellence to the benefit of all.

The successful implementation of the strategic plan will depend on all of us, individually and collectively, taking action. The Sustainability Plan 2016-2020 builds on the institutional strategic plan and the University of Alberta's commitment to a continuous effort to instill sustainability into the many aspects of university life, on our campuses, in our institutions and in our larger community.





In addition to a university-wide consultation process, this plan is informed by:

- *For the Public Good*, University of Alberta's Institutional Strategic Plan (2016)
- A Plan for Deepening Sustainability Education and Scholarship. Companion document to the Sustainability Plan 2016-2020 (2016)
- Sustainability Tracking, Assessment and Rating System™ Version 2.1 Technical Manual (2016)
- Transportation Demand Management Plan Update - Report (2015)
- Greenhouse Gas Emissions Reduction Plan (2014)
- University of Alberta Sustainable Food System Opportunity Assessment (2014)
- Sustainability Tracking, Assessment and Rating System™ Report (2014)
- Long Range Development Plan (2013 and 2014)
- Sustainability Plan 2012-2016 (2012)
- Next Generation Energy Management Program (2012)
- *The Way We Green*: The City of Edmonton's Environmental Strategic Plan (2011)
- Statement of Action, G8 University Summit (2010)
- Turin Declaration on Education and Research for Sustainable and Responsible Development, G8 University Summit (2009)
- Sustainability Commitment and Guiding Principles (2008)
- Sapporo Sustainability Declaration, G8 University Summit (2008)
- Changing Our Travel Habits (2007)

THE PLAN



In 2015, over 600 university and community members participated in a series of facilitated conversations and online engagement which inspired us to strive forward in five areas:

LEADERSHIP

EDUCATION & RESEARCH

OPERATIONS & INFRASTRUCTURE

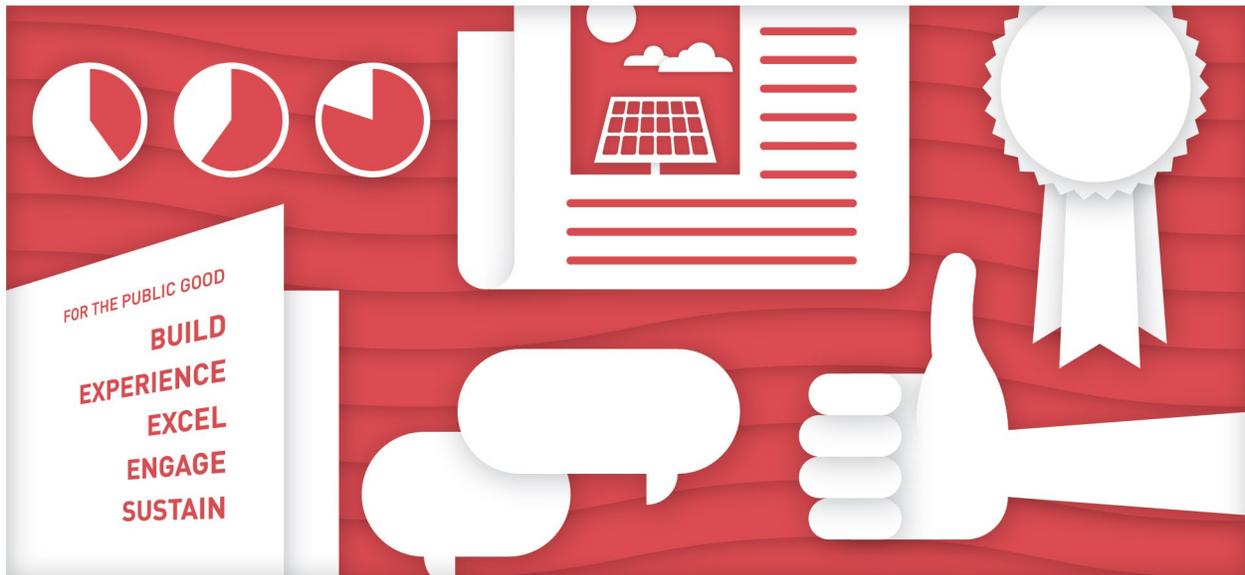
COMMUNITY & CULTURE

HEALTH & WELL-BEING

For each area, the plan presents a vision, goals and strategies to guide and motivate us on our sustainability journey. The vision, goals and strategies for sustainability at the University of Alberta are guided by the overarching direction established in *For the Public Good*, the institutional strategic plan.

This sustainability plan captures previously adopted goals, initiatives that are under way and new opportunities to enhance our institution's performance. We acknowledge that budget holders retain responsibility for making decisions about their unit's priorities, and that they need to be flexible when responding to changes in economic, social, environmental and political situations that may affect business plans and budgets.

Staff and funding are assigned to champion the campus sustainability initiative and assist the campus community in finding creative ways to collaborate, complement and support campus sustainability.



LEADERSHIP

VISION

Our university leaders demonstrate progress on our commitment by incorporating sustainability into our institution’s vision, mission, academic plans and business plans.

Creating a more sustainable campus strengthens our institutional vision and mission to build one of the world’s great universities for the public good. We envision sustainability as a core value to be considered in administration, governance, planning and stewardship systems, procedures, and policies. Our leaders and students are visible champions of sustainability to internal and external audiences. The university is transparent and accountable to our community, publicly committing to continuous improvement and cross-unit engagement and cooperation when it comes to improving and reporting on our sustainability performance.

GOAL 1.1

Pioneer innovations in policy, practice, knowledge and leadership that advance sustainability at our institution.

- i. **Strategy:** Ensure the university’s strategic guiding documents, policies and procedures are informed by a sustainability plan that recognizes sustainability as a key value at our institution.

- ii. **Strategy:** Encourage academic and operational units to incorporate sustainability into their strategic plans, decision-making, and reporting.
- iii. **Strategy:** Seek synergies between the university's sustainability planning and other regional and provincial plans.
- iv. **Strategy:** Contribute service to national and international sustainability-related organizations, dialogues, agreements and initiatives that advocate and transform sustainability in higher education.
- v. **Strategy:** Senior leaders and governing bodies visibly support and communicate the importance of sustainability to our institution.
- vi. **Strategy:** Collaborate with Campus Alberta members on joint initiatives to improve their sustainability performance.

GOAL 1.2

Report, recognize, reward and profile sustainability solutions and accomplishments of students, staff, faculty, administrators and alumni.

- i. **Strategy:** Elevate awareness and profile of the university's sustainability innovations and success stories.
- ii. **Strategy:** Report annually to the campus community on sustainability performance.
- iii. **Strategy:** Participate in a select number of reputable, third-party sustainability performance measurement systems, recognition programs and rankings that show progress towards sustainability.
- iv. **Strategy:** Recognize and reward sustainability innovation and leadership within the institution.

GOAL 1.3

Foster growth of sustainability initiatives and problem-solving on all campuses.

- i. **Strategy:** Continue to allocate funding where possible to sustainability initiatives.
- ii. **Strategy:** Create and increase participation in working groups that foster collaboration and address sustainability challenges with particular attention to waste diversion, sustainable purchasing and sustainable food.
- iii. **Strategy:** Identify and support a sustainability champion for each faculty, central unit and strategic committee to review and implement initiatives.
- iv. **Strategy:** Mitigate environmental impact of the university's major events and communicate these measures to participants.

GOAL 1.4

Explore opportunities for incorporating sustainability-related approaches into the university's investments.

- i. **Strategy:** Explore opportunities and implications of incorporating environmental, social and governance concerns into the university's investment policy.
- ii. **Strategy:** Explore providing donors with a segregated but diversified sustainability-focused endowment/investment stream.
- iii. **Strategy:** Evaluate investing in renewable energy and other sustainability-related infrastructure as an inflation hedging strategy.
- iv. **Strategy:** Elevate awareness of the university's investments within the campus community, and of sustainable investing methods within the investments management team.



EDUCATION & RESEARCH

BACKGROUND

Sustainability is central to the University of Alberta's education and research activities and to the institution's overarching campus sustainability initiative. The expertise, leadership, collective goodwill, program and course offerings, research, and operations at the University of Alberta point to an enormous opportunity to inform sustainable thinking and practices of the future.

An array of ideas to deepen and broaden sustainability education and scholarship at the University of Alberta were brought forward by professors, administrative leaders, students, student leaders, alumni and staff during an extensive 12-month consultation ending in October 2015. These ideas were captured in a companion document to the sustainability plan, titled "A Plan for Deepening Sustainability Education and Scholarship at the University of Alberta 2016-2020".

The high level goals and strategies in the companion document are associated with modeling and advancing teaching and learning for sustainability and are paralleled in this sustainability plan.

VISION

Our university's teaching and research efforts incorporate sustainability and advance our institution's mission.

We envision students having opportunities to learn, research and apply sustainability using interdisciplinary approaches. Through outreach and partnerships, the university brings research and new knowledge to the community, enabling individuals, communities, organizations and industries to achieve sustainability. The university is recognized as a leader for taking significant action on climate change and for capitalizing on the knowledge and strengths of our academic and research communities.

GOAL 2.1

Encourage the campus community and the public to learn about sustainability.

- i. **Strategy:** Create awareness of resources, research findings, demonstration projects and expertise.
- ii. **Strategy:** Promote sustainability-related programs.
- iii. **Strategy:** Encourage diverse educational approaches for teaching about sustainability across the disciplines.

GOAL 2.2

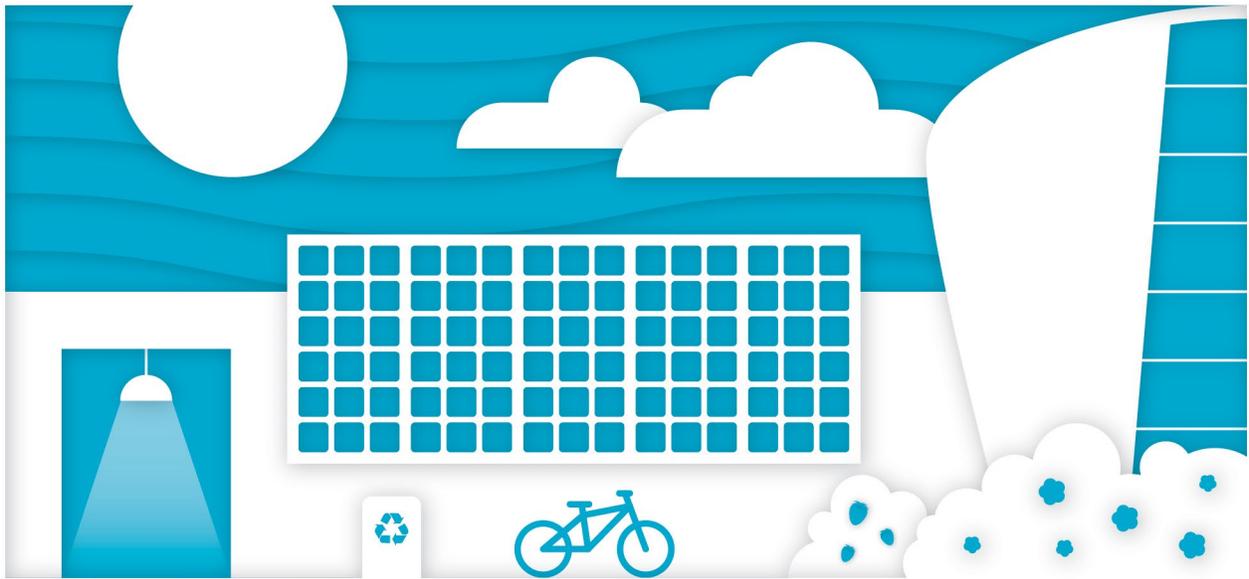
Encourage exposure to interdisciplinary and transdisciplinary teaching and research connected to sustainability.

- i. **Strategy:** Build the capacity to include aspects of diversity and inclusivity within research, and honour diverse research methods.
- ii. **Strategy:** Celebrate professors with a stated commitment to and/or expertise in sustainability.
- iii. **Strategy:** Create opportunities to connect colleagues with a stated commitment to and/or expertise in sustainability.
- iv. **Strategy:** Promote opportunities for students and faculty to participate in sustainability initiatives.
- v. **Strategy:** Encourage departments and faculties to develop long-range sustainability plans encompassing operational practices, teaching, research and degree programs.

GOAL 2.3

Support faculty members to integrate sustainability into their teaching.

- i. **Strategy:** Develop initiatives to integrate sustainability into curriculum and academic programming.
- ii. **Strategy:** Build on existing community-based teaching and research partnerships and internships.
- iii. **Strategy:** Explore opportunities to regularly assess and report on sustainability literacy.



OPERATIONS & INFRASTRUCTURE

VISION

Our university's operations and infrastructure embody sustainability principles.

We envision a transformed institution where business planning and projects are developed, piloted and implemented to conserve energy, reduce waste, build accessible and inclusive spaces and foster a sustainable food system. We see the university taking proactive action to reduce our greenhouse gas emissions at practicable rates through innovative solutions focused on energy efficiency, energy management, renewable and alternative energy.

The university's natural and built environments are planned, designed and operated for long-term ecological and human health and are inclusive, safe and productive for all. Universal design principles and sustainable transportation options are well-integrated into campus planning.

The university pursues opportunities for waste reduction, reuse, recycling and composting through a robust waste management system. Faculties, departments and vendors demonstrate responsible purchasing for goods and services, giving consideration to their whole life cycle and to sustainability principles.

GOAL 3.1

Embed social, economic and environmental sustainability into the development and care of the university's indoor and outdoor spaces.

- i. **Strategy:** Maintain space stewardship principles for capital planning and space utilization
- ii. **Strategy:** Maximize preservation of green space on campus, pilot projects with native species and use university campuses as living labs.
- iii. **Strategy:** Expand number of existing buildings certified using the BOMA BEST green building rating system.
- iv. **Strategy:** Explore opportunities to certify new construction and major renovation projects using third-party systems.
- v. **Strategy:** Explore and implement low-impact methods for grounds management.
- vi. **Strategy:** Continue water use reduction plan informed by water audits that outlines baseline water use, and set reduction targets to be reached by the year 2025.
- vii. **Strategy:** Catalogue and manage information related to sustainability features and management practices for all university buildings.
- viii. **Strategy:** Elevate awareness and increase number of accessible and all-gender washrooms on university-owned properties.
- ix. **Strategy:** Develop programs to reduce energy use, increase waste diversion and decrease water use in lab environments.

GOAL 3.2

Establish the university as an innovative leader in addressing climate change and make progress on reducing the university's greenhouse gas emissions to 17% below 2005 levels by 2020.

- i. **Strategy:** Pursue viable strategies outlined in the Greenhouse Gas Emissions Reduction Plan.
- ii. **Strategy:** Work towards minimizing fossil fuel use by university-owned vehicles by converting portions of our fleet to alternative fuels and power sources and reporting fuel consumption on an annual basis.
- iii. **Strategy:** Implement innovations, upgrades, preventative maintenance and best practices in energy management, climate change mitigation and environmental protection.
- iv. **Strategy:** Improve understanding about how the greenhouse gas inventory can be more comprehensive and include more emissions, such as those generated by air travel, commuting, and the embodied energy of goods and services.
- v. **Strategy:** Create an energy use reduction plan informed by the Envision program that outlines baseline energy use and sets reduction targets to be reached by the year 2025.
- vi. **Strategy:** Explore the opportunity to create a climate change working group focused on facilitating initiatives for climate change mitigation and adaptation.
- vii. **Strategy:** Commit to being a leader in climate change mitigation by connecting with institutions in northern communities to research best practices in energy management and climate change mitigation.

GOAL 3.3

Sustainable and accessible transportation options are encouraged and well-integrated into campus planning.

- i. **Strategy:** Work in alignment with institutional plans such as the Long Range Development Plan and smart growth sustainable principles to reduce the number of people driving to a bike-friendly and walkable campus.
- ii. **Strategy:** Continue to encourage the use of carpooling and car sharing and investigate solutions to campus parking that encourage other alternatives to single-occupant vehicle travel.
- iii. **Strategy:** Explore opportunities to make public transit more accessible to people working, living and studying on UAlberta campuses.

GOAL 3.4

Advance a sustainable food system that provides fresh and healthy food in collaboration with the university community.

- i. **Strategy:** Establish the Sustainable Food Working Group to advance sustainable food initiatives.
- ii. **Strategy:** Work with local authorities to develop a safe system for recovering and donating leftover food from dining and catering operations to increase recovery of usable food and reduce food waste.
- iii. **Strategy:** Explore opportunities to grow food in underutilized spaces, and to create new community gardens accessible to members of the university and broader community.
- iv. **Strategy:** Encourage food providers to increase, where feasible, access to healthy food, including options for specialty diets.
- v. **Strategy:** Explore the use of edible landscapes as an inherent part of the university's sustainable food system.

GOAL 3.5

Encourage vendors and primary dining contractor to increase the purchase of food produced in Alberta and/or food with recognized sustainability certifications.

- i. **Strategy:** Collaborate with existing on-campus gardens to explore opportunities to supply produce to food vendors, campus and local community.
- ii. **Strategy:** Continue to work with external partners to find Alberta food producers to supply food vendors.

GOAL 3.6

Build capacity within the purchasing system to assess and make sustainability-informed decisions.

- i. **Strategy:** Build awareness about the university's stated preference for products registered with the Electronic Product Environmental Assessment Tool (EPEAT).
- ii. **Strategy:** Embed lifecycle cost analysis and EPEAT registration into the requests for proposal process for computer supplies, computer equipment and multi-function printers.
- iii. **Strategy:** Identify 3-5 major purchases that impact the entire university community, perform life cycle analyses, and make recommendations to address impact based on findings.

GOAL 3.7

Build capacity for departments and faculties to engage in sustainable purchasing.

- i. **Strategy:** Explore the development of a Code of Conduct for university vendors and suppliers.
- ii. **Strategy:** Elevate awareness of the environmental benefits of multi-function printers.
- iii. **Strategy:** Create a system that increases the use of surplus by departments and faculties.
- iv. **Strategy:** Encourage units making high-volume purchases of promotional items to assess opportunities to reduce their impact through sustainable purchasing practices.

GOAL 3.8

By 2020, divert 90% of waste from landfill and continue to reduce waste per campus user.

- i. **Strategy:** Increase source-separation and collection of organics to 1,500 tonnes per year by 2017.
- ii. **Strategy:** Introduce "Zero Waste" collection of mixed paper, other recyclables, organics and landfill waste across university facilities.
- iii. **Strategy:** Elevate awareness of the university's waste diversion goal and engage campus community in ambition to become a "Zero Waste" campus.
- iv. **Strategy:** Assess high-impact opportunities for reducing packaging waste for lab supplies and equipment.
- v. **Strategy:** Assess high-impact opportunities for reducing paper consumption and increasing the purchase of recycled-content paper.
- vi. **Strategy:** Explore opportunities to reduce the chemical waste footprint of teaching and research activities.
- vii. **Strategy:** Increase diversion of construction, demolition, and renovation waste.
- viii. **Strategy:** Expand Reusable Dish Program to include more food vendors across North Campus.
- ix. **Strategy:** Work with food vendors to eliminate polystyrene food service ware and replace it with recyclable or compostable alternatives.
- x. **Strategy:** Explore opportunities to reduce paper towel waste by installing hygienic, energy-efficient hand dryers.



COMMUNITY & CULTURE

VISION

Our university builds connections across the campus community and pursues opportunities to advance sustainability in our day-to-day activities.

We envision all members of the university community sharing responsibility for our future. Through orientation, community and campus partnerships, outreach and community-building initiatives, the university provides resources for individuals to be ambassadors for sustainability and global citizenship. Individuals understand how their daily activities contribute towards the university's sustainability goals. Developing sustainability leadership is a priority for all. To this end, the university offers financial support, programming, coaching, tools and opportunities to pilot and implement projects across the institution.

GOAL 4.1

Demonstrate that diversity and equity are institutional values by strengthening a culture of inclusion within the campus community.

- i. **Strategy:** Work to embed principles of equity, diversity, and inclusion in the university's strategic guiding documents, policies and practices.

GOAL 4.2

Enhance awareness of the university's sustainability features, practices and resources to the campus community and to the public.

- i. **Strategy:** Communicate sustainability features of campus to the public.
- ii. **Strategy:** Feature sustainability messages, resources and tools in student and staff orientation.
- iii. **Strategy:** Purchase the university's branded clothing from producers registered with the Fair Labor Association.

GOAL 4.3

Improve accessibility and opportunities for success in post-secondary education.

- i. **Strategy:** Develop strategies to provide improved services from application through to graduation.
- ii. **Strategy:** Increase number of students and faculty from traditionally underrepresented groups, including Aboriginal peoples, persons with disabilities and visible minorities.

GOAL 4.4

Seek opportunities to ensure the university is an inclusive place for work and learning with full participation from diverse, historically underrepresented communities.

- i. **Strategy:** Provide support and opportunities for building community and social justice to individuals and groups who experience discrimination, exclusion and/or oppression.
- ii. **Strategy:** Develop and communicate respectful engagement principles for work and study spaces.
- iii. **Strategy:** Improve the campus community's understanding of diversity and inclusion.
- iv. **Strategy:** Encourage inclusion of underrepresented groups in advisory and planning committees at the institutional, faculty and unit level.
- v. **Strategy:** Explore opportunities to gather information and report on attitudes, perceptions and experiences of campus stakeholders as they relate to diversity.

GOAL 4.5

Deliver activities that improve understanding and engagement in actions for climate change and healthy eating, including research, interactive programs and strategic planning.

- i. **Strategy:** Educate the campus community about participating in a sustainable food system.
- ii. **Strategy:** Explore opportunities to enhance collaboration between campus community gardens.
- iii. **Strategy:** Participate in and host conversations on climate change mitigation and adaptation on campus and across Alberta.

GOAL 4.6

Provide frequent, diverse and motivational opportunities for students, staff and faculty to engage in change-making for sustainability.

- i. **Strategy:** Continue to increase opportunities for students living in residence to engage in sustainability initiatives.
- ii. **Strategy:** Tailor sustainability programming and communications to reach diverse audiences.
- iii. **Strategy:** Encourage development of and participation in professional development opportunities that enable staff and faculty to be effective sustainability champions.



HEALTH & WELL-BEING

VISION

Our university is a safe, inclusive, diverse, and respectful environment that meets the needs of the whole person.

We envision that all members of the university feel welcomed, safe and connected. We see health, equity and well-being integrated into all aspects of the university experience. The university's policies, practices and services foster a safe, inclusive, diverse and respectful community. Individuals are encouraged to prioritize self-care and given an opportunity to make contributions to sustainability. Services are offered by many providers across the university to meet the needs of the whole person, paying attention to individuals' unique abilities, identities and experiences.

GOAL 5.1

Support health, wellness and safety by delivering relevant, responsive and accessible services and initiatives.

- i. **Strategy:** Encourage strong and visible commitments and supports for mental health.
- ii. **Strategy:** Support development of an integrated, institution-wide health and wellness strategy and increase awareness, understanding and participation in related services.
- iii. **Strategy:** Recognize and reward leadership in advancing health and well-being.
- iv. **Strategy:** Adopt standardized indicators for measuring student health and well-being.
- v. **Strategy:** Explore opportunities to deliver a faculty and staff engagement strategy.
- vi. **Strategy:** Maintain safe work and study environments.

GOAL 5.2

Foster opportunities for learning about health and well-being.

- i. **Strategy:** Empower student groups to improve their capacity to deliver health and wellness programs.
- ii. **Strategy:** Incorporate health and well-being information into orientation programming for new staff and students.
- iii. **Strategy:** Implement communications and outreach activities to improve student, staff and faculty awareness, understanding and use of health and wellness services.

ACCOUNTABILITY & REPORTING

Strategic Accountability

This plan is championed by the Vice-President (Facilities and Operations) and the Deputy Provost, on behalf of the President, the university's senior leadership team and campus community. The Office of Sustainability operates under their leadership, serving as the hub of the university's campus sustainability initiative.

Operational Accountability

The Office of Sustainability coordinates the collection and promotion of sustainability initiatives, offers facilitation and support to assist with implementation of sustainability initiatives, and coordinates reporting on progress of the Sustainability Plan.

Working in collaboration with the Office of Sustainability, the following trio of leaders will facilitate the implementation and coordination of sustainability strategies in this plan:

- Chief Sustainability Officer, Office of Sustainability
- Manager, Energy Management & Sustainable Operations, Facilities & Operations
- Director for Sustainability Scholarship and Education, Office of the Provost

They will engage with unit leads, organizations and established working groups, identify potential collaborators on strategies and provide logistical support for action planning and reporting. Together they will identify potential collaborators for each strategy/goal and capture this information in an internal implementation framework.

The implementation framework will help build connections between potential collaborators, identify the need for resources or funding, establish performance indicators, and collect the information needed to inform a progress report on this plan. The progress report will be shared with high-level committees and executive champions.





Progress Report

An internal report will be provided to executive champions of the Sustainability Plan after the first two years. The report will be shared with other senior leaders to both celebrate progress and inspire further action.

Facilitated by the Office of Sustainability, the report will include:

- A description of the work that has been completed in the past two years to mark progress on each goal or strategy.
- Identification of any issues or challenges faced in advancing each goal or strategy to help understand what is needed to make progress.
- An indication of progress toward achieving each goal or strategy, using the following scale:
 - **Not Started** – Work has not started.
 - **On Track** – Work has started and is proceeding on schedule. Wherever possible, an approximate indication of what percentage of each goal or strategy is complete.
 - **At Risk** – Implementation issues may be limiting or prohibiting the strategy from being achieved. Barriers and challenges should be identified for strategies with this progress indicator.
 - **Delayed** – Implementation is significantly delayed or placed on hold. Barriers and challenges should be identified for strategies with this progress indicator.
 - **Achieved** – The strategy has been completed.



Measuring Sustainability Performance

The Sustainability Tracking, Assessment and Rating System™ (STARS®) is the world's most widely recognized framework for reporting on sustainability in higher education. It is developed by the Association for the Advancement of Sustainability in Higher Education (AASHE®). It is fully transparent and enables meaningful comparison of our performance over time, and benchmarking of our institution against others through a common set of measurements.

Using STARS® is an appropriate, standard way to track our progress on the sustainability plan and our journey towards sustainability. Reporting is comprehensive, covering academics, engagement, operations and planning & administration. STARS® is updated frequently, challenging even the highest-performing institutions to strive for continuous improvement.

The Office of Sustainability collaborates with representatives from across the university to prepare an updated STARS® submission every two to three years. Regular reporting keeps stakeholders across the institution engaged with new strategies that fill gaps in our performance.

In October 2014, the University of Alberta received a STARS® Gold rating.

Eighteen Canadian schools hold a rating in the 1.X versions of STARS®. Of these, the University of Alberta achieved the highest score under Education & Research as well as Planning, Administration and Engagement. Only four other Canadian institutions have received Gold ratings in these versions. At the time of our last submission, the University of Alberta achieved the second-highest rating in Canada.

The university previously received a STARS® Silver rating in 2012.

Sustainability performance will be assessed in 2016–17 and once again before this plan expires, using STARS® and feedback collected from a range of responsible parties.



Next Steps

Moving forward, the Office of Sustainability will provide services to help change agents achieve our institution's sustainability goals and strategies. These include:

Funding programs that help improve sustainability on campus will be profiled, including the Sustainability Enhancement Fund and Green Grants.

Capacity-building opportunities will be offered to build sustainability leadership competencies for students, staff and faculty, including the Leading Sustainability at Work course and the Student Sustainability Summit.

Workshops for action planning and a companion workbook will be developed to help with program design and delivery.

Facilitation expertise will be offered to unit and strategy teams upon request to clarify project ideas, operational improvements and other pilot projects.

Periodic progress reports will be published to help connect collaborators and inspire action.



BUILDING A SUSTAINABLE FUTURE

[SUSTAINABILITY.UALBERTA.CA](https://sustainability.ualberta.ca)
