

University of Saskatchewan CAMPUS SUSTAINABILITY PLAN

infusing sustainability into all we do

“Sustainability as a Shared Challenge” was one of 20 commitments made by the University of Saskatchewan in its Second Integrated Plan (2IP). The university envisioned that “in both its intellectual life and its operational activities, the University of Saskatchewan will address the great issues of our time, including sustainability, and it must do so in a collaborative way.”

With this vision in mind, the 2IP Sustainability Commitment Working Group (SCWG) launched into three years of investigation, benchmarking and extensive stakeholder consultation to understand the gap between where we were and where we should be. From the information gathered, the SCWG derived a list of strategic initiatives that would infuse sustainability into all areas of campus activity—education, research, operations, governance and community engagement. This Campus Sustainability Plan is the result.

On the pages that follow, the Campus Sustainability Plan initiatives are summarized by section—education, research, operations, governance and community engagement. For an explanation of the conventions used and list of abbreviations used for key stakeholders, see Appendix A. Appendix B provides the broader context for the entire plan and each of its sections as well as greater detail on each initiative.

Continuing our progress

In its Third Integrated Plan (3IP) the university commits to a vision that “every member of the campus community will act sustainably and will make informed choices in all areas of campus life.” An increase in our sustainability activities toward achieving a Sustainability Tracking, Assessment and Rating System (STARS) rating of silver by 2020 will be a measure of our success over the planning cycle.

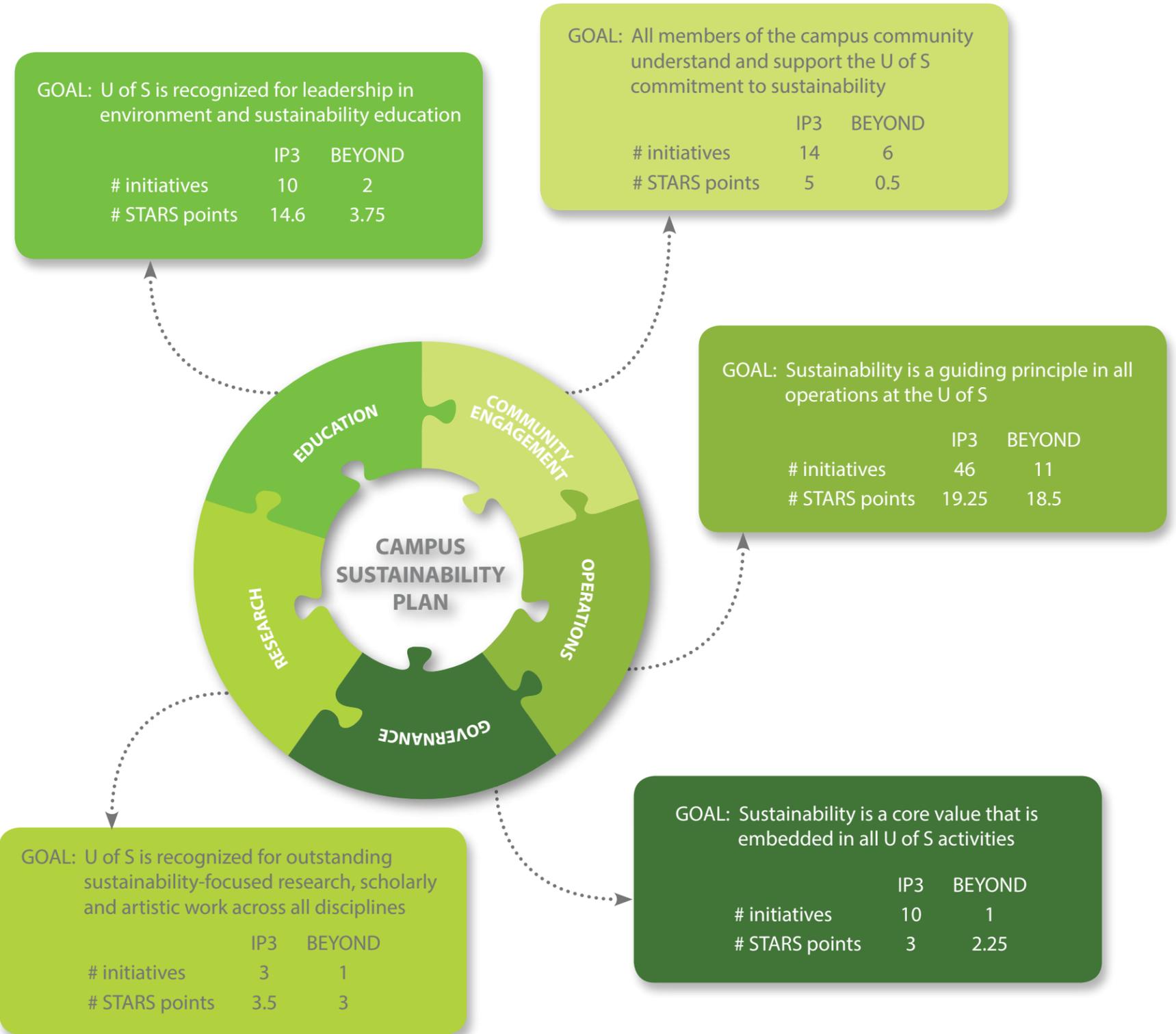
What is STARS?

The Sustainability Tracking, Assessment and Rating System (STARS) is a self-reporting tool for measuring sustainability performance at post-secondary institutions. The University of Saskatchewan is one of the nearly 600 colleges and universities that are using the system. As of January 2012, we have achieved a bronze rating.

How will this Plan help our STARS rating?

While the Campus Sustainability Plan focuses on strategies that will infuse sustainability throughout all of the university’s activities and is not intended to maximize STARS points, implementation of its recommendation will improve our STARS rating.

The Plan’s initiatives should result in increases in our STARS points across all categories, resulting in a Silver rating by the end of IP3. We could be close to Gold by the end of IP4.



GOAL: U of S is recognized for leadership in environment and sustainability education

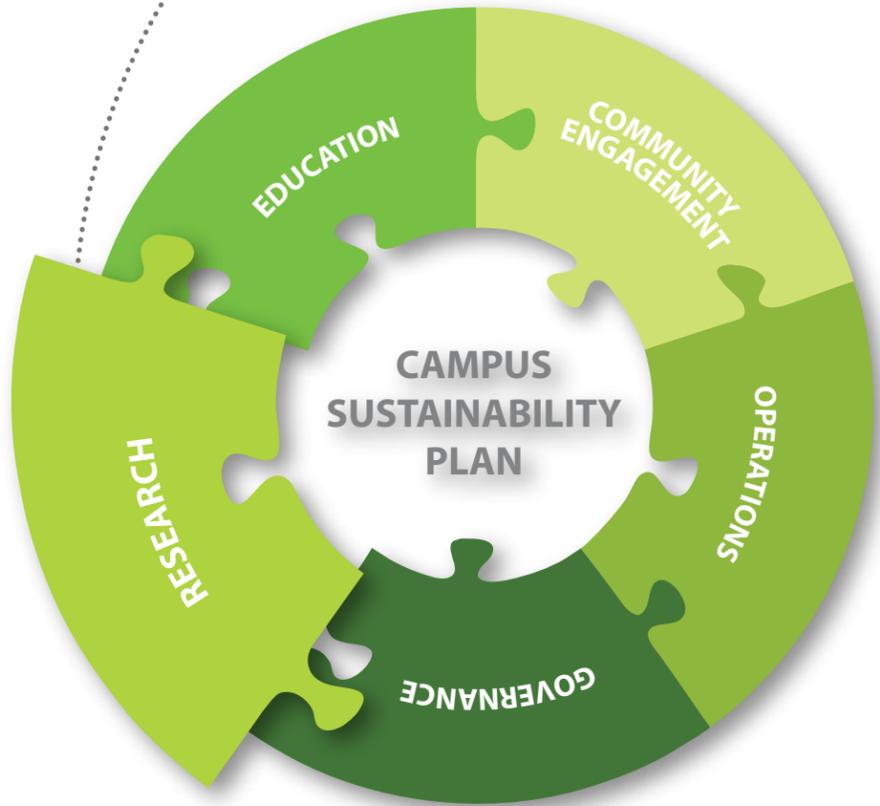


DESIRED OUTCOMES

- 1 A baseline is established to inform other initiatives and against which progress can be evaluated
- 2 Students think critically about and engage actively with sustainability
- 3 Students demonstrate a high level of sustainability literacy
- 4 U of S delivers high-quality sustainability-focused and sustainability-related programs and courses
- 5 Aboriginal enrolment in environment and sustainability graduate programs increases
- 6 U of S has strong links to sustainability initiatives at other Saskatchewan educational institutions

- IP3**
- Campus as living lab program (2) (3) *
 - Colleges, schools, GSR, FMD, other operational units
 - Inventory of courses and programs (1) } underway
 - Key academics, GMCTE, VPTL
 - Sustainability literacy assessment (1) }
 - SSRL, graduate students, USOS, ISA
 - Workshops for integration into curriculum (4)
 - GMCTE, key academics
 - Small grants for incorporation into courses & programs (4)
 - ULC, SENS
 - Provost's Taskforce on courses & programs (4)
 - ULC, SENS
 - Aboriginal students in sustainability grad studies (2) (5)
 - SAAI, ASC, Colleges, ESB, SENS, GSR
 - Sustainability Learning Communities (2) (3)
 - ULC
 - Undergraduate student mentorship program (2) (3)
 - SENS, colleges, ULC, SENSSA
 - Strengthen links to SK RCE for Sustainability in Education (6)
 - Key academics
 - Sustainability immersive experiences (2) (3)
 - ULC, SENS
 - Sustainability library collections (4)
 - ULC, SENS
- BEYOND**
- * Existing initiatives to enhance or build upon

GOAL: U of S is recognized for outstanding sustainability-focused research, scholarly and artistic work across all disciplines



- IP3**
 - Inventory of sustainability research, scholarly and artistic work (1) } underway
 - VPR, SENS, GSR
 - Sustainability research networking conference (2)
 - VPR, SENS, GSR
 - Sustainability research support, coordination and facilitation (2)
 - VPR, SENS CSR
- BEYOND**
 - Sustainability research tenure and promotion mechanisms (2)
 - USFA, PVPA

DESIRED OUTCOMES

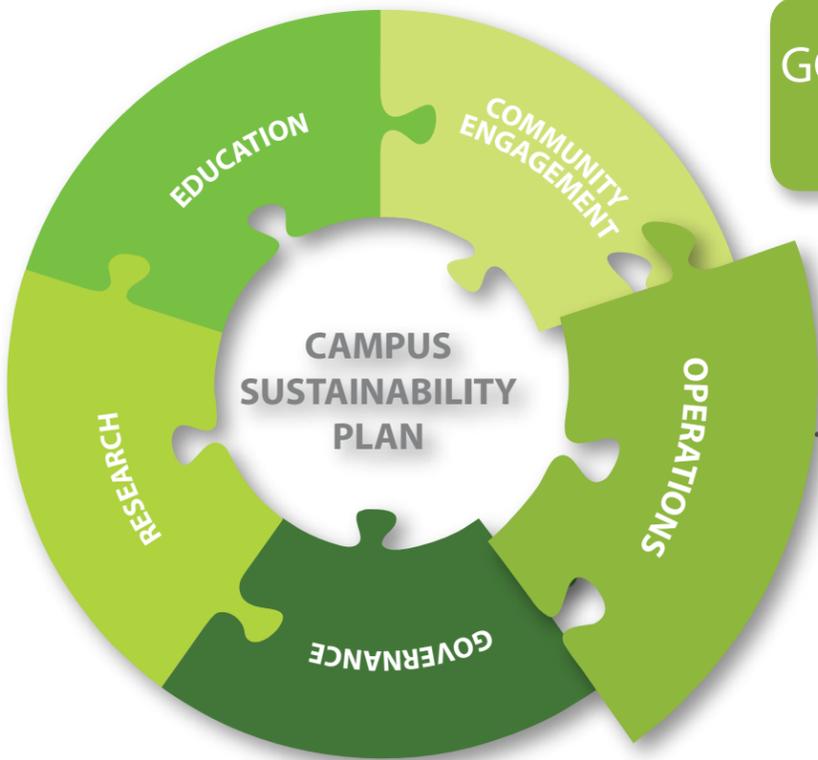
- 1 A baseline is established to inform other initiatives and against which progress can be evaluated
- 2 U of S Saskatchewan researchers pursue a wide range of innovative sustainability research, scholarly and artistic work across all disciplines.



GOAL: All members of the campus community intentionally choose and initiate sustainable behaviour in all areas of campus life

- DESIRED OUTCOMES**
- 1 All members of the campus community understand and support the U of S commitment to sustainability
 - 2 Employees understand the sustainability impacts of their daily choices and act to minimize them
 - 3 Support is available to students and student groups for sustainability activities and initiatives
 - 4 Student groups engage the student body in sustainability issues
 - 5 Students living in residence are actively engaged in making residence life more sustainable
 - 6 Sustainability achievements of members of the campus community are celebrated
 - 7 Sustainability has an identifiable presence on the U of S campus
 - 8 U of S alumni are aware of and understand the university's commitment to sustainability

- IP3**
- Sustainability online presence ①②⑥*
 - UACE, USOS, PAWS, SENS, USSU, GSA
 - Energy awareness training ②*
 - interested campus units
 - Sustainability in new employee education ①②*
 - HRD
 - Prairie Habitat Garden ⑦*
 - College of Education, FMD
 - Support to sustainability student groups, initiatives and events ③④*
 - USOS, USSU
 - Support for student-driven community gardens ③*
 - FMD, Residences, Plant Sciences, Horticulture Club, CCDE
 - Sustainability content in campus publications ①*
 - OCN, The Sheaf, UACE
 - Work Green program (pilot underway) ①②⑥
 - USOS, workplaces across campus
 - Residences Eco-Representative program ⑤
 - CS
 - Campus union engagement ①②
 - ASPA, CUPE, USFA
 - Sustainability in student recruiting and orientation ①
 - SESD, UACE
 - Communications personnel training ①
 - UACE, USOS
 - Multi-category sustainability award ⑥
 - SC
 - Annual sustainability summit ①⑥
 - SC, USOS, USSU, GSA, SENSSA
 - Highly visible operational changes and demonstration sites ①
 - FMD, colleges, schools, other units
 - Demonstration sustainable residence room ⑤
 - FMD, CS, student groups
 - Include informational and wayfinding signage ⑦
 - FMD, Wayfinding Committee, CS, CCC
 - An alumni engagement strategy ⑧
 - UACE, SESD, USOS
 - Sustainability Commons ①⑦
 - USOS, FMD, colleges, schools, UACE
- BEYOND**
- * Existing initiatives to enhance or build upon



GOAL: Sustainability is a guiding principle in all operations at the U of S

- DESIRED OUTCOMES
- 1 U of S buildings, infrastructure and operations are designed, operated and maintained to optimize energy and water efficiency, minimize greenhouse gas emissions, and protect and enhance the local ecosystem
 - 2 U of S meets some of its energy needs from on-campus renewable and low-carbon technologies
 - 3 U of S employs indoor environmental quality best practices in all buildings
 - 4 U of S procures goods and services that contribute positively to sustainability
 - 5 U of S minimizes the production of solid waste from all of its buildings and operations and maximizes diversion of waste from the landfill
 - 6 U of S grounds are designed and maintained in a manner that protects and enhances the local ecosystem
 - 7 U of S plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health

Energy & Water Efficiency, GHG Emissions

- Lighting retrofit expansion ① *
- FMD, CS
- Energy management program ① *
- FMD
- Mechanisms for sustainable design and construction ① *
- FMD
- Energy standards for third party equipment ① *
- USSU, PS, CS, FMD
- Implement Climate Action Plan ①② *
- FMD, CS, FSD
- Water conservation strategy ① *
- FMD, PS, CS
- Weather-sensitive irrigation ① *
- FMD
- Stormwater management strategies ① *
- FMD
- LEED-EBOM as operations and maintenance standard ①
- FMD
- Building metering renewal and optimization ①
- FMD
- Energy management information systems ①
- FMD
- Room scheduling optimization ①
- FMD
- IT energy audit and management strategy ①
- ICT, other IT units
- Design for renewable capacity ②
- FMD
- Renewable and alternative energy capacity ②
- FMD, College of Engineering, College of Agriculture & Bioresources
- Renewable energy for CLS ②
- FMD, CLS
- Indoor environmental quality best practices ③
- FMD
- Local offsets program ①
- FMD, FSD
- Opportunities for water capture ①
- FMD

IP3
BEYOND

* Existing initiatives to enhance or build upon

OPERATIONS

GOAL: Sustainability is a guiding principle in all operations at the U of S

DINING

- Sustainable food purchasing (4)*
 - CS
 - Reusable mugs at food outlets (5)*
 - CS
 - Donations of salvageable food (5)*
 - CS
 - Food waste composting strategy (5)
 - FMD, CS, USSU
 - Energy and water audits of food service outlets (1)
 - FMD, CS, USSU
 - Sustainability requirements for franchises (4)
 - CS, FSD, USSU, CA
 - Reusable to-go food container system (5)
 - CS, USSU
- BEYOND
- * Existing initiatives to enhance or build upon

PURCHASING

- Sustainable purchasing guidelines (4)*
 - FSD, USOS
 - Sustainable purchasing checklist (4)*
 - FSD, USOS
 - Mechanisms for purchase of EPEAT computers (1)(4)*
 - FSD, ICT
 - Sustainable paper purchasing (4)
 - FSD, USOS
 - Vendor code of conduct (4)
 - FSD, USOS
- BEYOND
- * Existing initiatives to enhance or build upon

WASTE

- Waste reduction strategy (5)*
 - FMD, CS, FSD
 - Campus recycling services (5)*
 - FMD, CS
 - Toner cartridge recycling (5)*
 - FSD
 - Water fountain availability/retrofits (5)*
 - FMD, FSD
 - Electronic waste recycling (5)*
 - FMD, ICT, CS, FSD
 - Residence move-in/ move-out waste reduction (5)
 - FMD, USOS, CS
 - Double-sided printing (5)
 - ICT, other IT depts
 - Supplier tote box delivery for all major suppliers (5)
 - FSD, FMD
 - Return of packaging requirement (5)
 - FSD, FMD
 - Inventory and materials exchange for surplus assets (5)
 - FMD, FSD
 - Construction and demolition waste diversion strategy (5)
 - FMD
 - Paperless business practices (5)
 - FMD, FSD, CS
 - Lab chemical and controlled goods tracking (5)
 - Labs, WSEP
- BEYOND
- * Existing initiatives to enhance or build upon

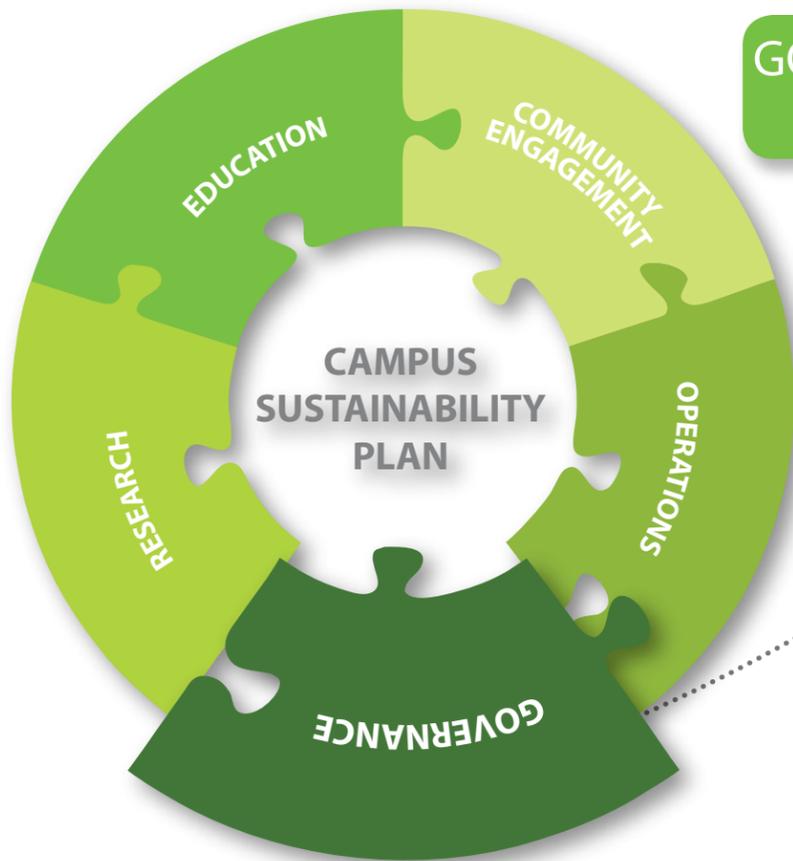
TRANSPORTATION

- Expand mandate of Parking Services (7)*
 - CS
 - Eco-Pass for faculty and staff (7)*
 - CS, ASPA, USFA, HRD
 - On-Campus car sharing program (7)*
 - CS
 - Sustainable mobility plan implementation (7)
 - FMD, CS
 - Guidelines governing idling on campus (1)(7)
 - FMD, CS, PS
 - Efficient operation of fleet vehicles (1)(7)
 - FMD, CS
 - Bicycle sharing program (7)
 - CS, USSU
 - Sustainable fleet renewal (1)(7)
 - CS, FMD
 - University business travel GHG emissions offsets (7)
 - FSD
- BEYOND
- * Existing initiatives to enhance or build upon

GROUNDS

- Integrated pest management program (6)*
 - FMD
 - Water-efficient landscaping (1)*
 - FMD
 - Native plants in landscaping (6)
 - FMD
 - Wildlife corridors (6)
 - FMD, MVA
- BEYOND
- * Existing initiatives to enhance or build upon





GOAL: Sustainability is a core value that is embedded in all U of S activities

- DESIRED OUTCOMES**
- ① U of S plans and policies reflect its commitment to sustainability
 - ② U of S has a comprehensive sustainability funding strategy
 - ③ U of S tri-cameral governance bodies and senior administrators are engaged in high-level oversight of sustainability initiatives on an ongoing basis
 - ④ U of S investment practices incorporate social and environmental sustainability criteria, while achieving competitive returns
 - ⑤ U of S and the City of Saskatoon are strong partners in sustainability initiatives
 - ⑥ A Sustainability Charter defines aspirations for the sustainability experience in education and research at U of S
 - ⑦ Sustainability is embedded in financial decision making at U of S

- IP3**
 - Sustainability Policy ①*
 - SC, POC
 - Policies/procedures to support and complement the sustainability policy ①
 - FMD, FSD, SC, POC
 - Sustainability embedded in Core Area Master Plan ①
 - FMD, CA
 - Sustainability funding strategy ②
 - FMD, FSD, IPA, UACE
 - Sustainability as a high priority for Board of Governors Land and Facilities Committee, Council and Senate ③
 - US, VPFR, PVPA
 - Socially responsible investment practices ④
 - USOS, FSD, donors, UACE
 - Collaboration with the City of Saskatoon ⑤
 - USOS, FMD
 - Sustainability on the Enterprise Risk Management Register ③
 - CA, ERMC
 - Sustainability Foundational Document ①
 - IPA, SENS, ULC, VPR, FMD, USSU, GSA, SC
 - Sustainability Charter ⑥
 - IPA, SENS, ULC, VPR, FMD, USSU, GSA, SC
 - Sustainability Embedded in Financial Decision Making ⑦
 - FSD, IPA
- * Existing initiatives to enhance or build upon

Appendix A

Stakeholder Abbreviations

ASC	Aboriginal Students' Centre
ASPA	Administrative & Supervisory Personnel Association
CA	Corporate Administration
CCC	Campus Cycling Club
CCDE	Centre for Continuing and Distance Education
CS	Consumer Services
CUPE	Canadian Union of Public Employees
ERMC	Enterprise Risk Management Committee
ESB	Edwards School of Business
FMD	Facilities Management Division
FSD	Financial Services Division
GMCTE	Gwenna Moss Centre for Teaching Effectiveness
GSA	Graduate Students' Association
GSR	College of Graduate Studies & Research
HRD	Human Resources Division
ICT	Information and Communications Technology
IPA	Institutional Planning & Assessment
ISA	Information Strategy & Analysis
MVA	Meewasin Valley Authority
OCN	On Campus News
PCIP	Provost's Committee on Integrated Planning
POC	Policy Oversight Committee
PS	Protective Services
PVPA	Provost & VP Academic
SAAI	Special Advisor on Aboriginal Initiatives
SC	Sustainability Committee
SENS	School of Environment & Sustainability
SENSSA	School of Environment & Sustainability Students' Association
SESD	Student & Enrolment Services Division
SSRL	Social Science Research Laboratory
UACE	University Advancement & Community Engagement
UL	University Library
ULC	University Learning Centre
US	University Secretary
USFA	University of Saskatchewan Faculty Association
USOS	University of Saskatchewan Office of Sustainability
USSU	Undergraduate Students' Association
VPFR	VP Finance & Resources
VPR	Office of Vice-President Research
VPTL	Office of Vice-Provost Teaching & Learning

Conventions Used

The initiatives of the Campus Sustainability Plan are summarized by section—education, research, operations, governance and community engagement—using these conventions:

Timeline: Initiatives are grouped into those to be undertaken during the Third Integrated Planning cycle and those to be launched beyond that time period. Some initiatives are already underway. These are marked with an asterisk (*). Initiatives that appear in **green** are ones to be undertaken first—the “low-hanging” fruit. Those in **amber** will follow and build upon the earlier ones. **Red** indicates steps to be taken later, ones that require a deeper integration of sustainability into university activities before they are feasible.

Desired outcomes: Each initiative supports one or more desired outcomes. The desired outcomes for each section of the plan are listed in **white font in a grey box**, each outcome with a unique identifier like this: ④ These identifiers are listed after each initiative to identify the outcomes supported by the particular initiative.

Appendix B

CAMPUS SUSTAINABILITY PLAN

The Sustainability Commitment Working Group (SCWG) was formed in 2008 to respond to the inclusion of sustainability in the Second Integrated Plan. Throughout its term, the SCWG focused on its mission to engage the university and its extended community in all aspects of sustainability and collectively develop a plan for sustainability at the University of Saskatchewan. The SCWG now presents its **Campus Sustainability Plan** to the community of the University of Saskatchewan.

SECOND INTEGRATED PLAN

With the inclusion of the Sustainability Commitment in the university's Second Integrated Plan, the University of Saskatchewan took the first step towards institutionalizing sustainability and capturing the added value that comes with "doing the right thing." The university's Second Integrated Plan states:

In both its intellectual life and its operational activities, the University of Saskatchewan will address the great issues of our time, including sustainability, and it must do so in a collaborative way. Sustainability cuts across the boundaries of faculty and students and staff, academic and administrative units... In every sense, sustainability is about the future of the University of Saskatchewan. It cannot be addressed by any one single office or program; it must permeate our thinking.

DEFINITION, VISION AND GUIDING PRINCIPLES

The work of the SCWG was guided by the following tenets and principles:

- **Our Definition:** Sustainability is the stewardship of the natural environment in a socially and economically responsible manner that meets the needs of both present and future generations.
- **Our Vision:** Every member of the campus community will act sustainably and will make informed choices in all areas of campus life: education, research, operations, governance and community engagement.
- **Leadership Role:** As an institution of higher education, it is the university's role and responsibility to be a campus community that models sustainability, leading the way in social transformation toward sustainability.
- **Educational Contributions:** Students are provided with learning opportunities, both academic and experiential, to be able to understand and participate in addressing sustainability issues on campus, the local community and globally, today and in the future.

- **Research Contributions:** The university fosters and supports collaborative, interdisciplinary research that seeks to understand and address sustainability-related and sustainability-focused issues.
- **Operations:** Sustainability is integrated into all of the university's operations with a goal of continuously improving operations and demonstrating sustainable practices.
- **Planning and Governance:** Sustainability is embedded in strategic planning and governance processes, establishing sustainability as one of the key institutional imperatives that guides strategy development and decision-making.
- **Engaging the Campus Community:** The university is committed to engaging every member of the campus community such that they intentionally choose and initiate sustainability actions in all areas of campus life.
- **Collaboration Outside the University:** The university is committed to collaboration with all levels of government and other organizations to address sustainability challenges.

CHALLENGE AND OPPORTUNITY

The University of Saskatchewan hosts a range of sustainability programs, initiatives and projects, but they have been undertaken in a piecemeal manner without the benefit of a unified vision of sustainability for the university. The challenge is to make the transition from a “campus featuring sustainability” to a “campus infused with sustainability.”

With the support of sub-committees that involved more than 30 individuals across campus, the SCWG worked on determining how best to transform the sustainability activities on our campus from a patchwork of programs and initiatives to a unified strategy that will better capture sustainability's value propositions. The work involved extensive consultations (including on-line surveys, workshops and meetings) with units and individuals throughout campus, analysis of the effectiveness of our current performance based on strategic criteria, and identification and analyses of the gaps between our current and potential performance. Students engaged in the process as both members of the working group and sub-committees. As well, graduate students were engaged as research assistants to move the work forward in a timely manner.

The overarching goals of this work were to bring forward strategies to infuse and intertwine sustainability into the fabric of our institution in all areas of campus life (i.e. education, research, operations, governance and community engagement) and maximize opportunities for working together across boundaries on sustainability. The culmination of almost four years of work is the draft **Campus Sustainability Plan** now being presented to the campus community.

SUSTAINABILITY RISKS AND BENEFITS

The **benefits** associated with the institutionalization of sustainability through the implementation of the **Campus Sustainability Plan**, once refined and completed, would include:

Operational and Economic

- Culture of sustainability leads to more efficient use of resources, savings
- Frees fiscal, human resources for other priority activities
- Life-cycle cost approach, systems-thinking reduces operations and maintenance costs
- Reduced expenditures for materials that generate waste and associated waste disposal
- Resource conservation hedges against future resource/utility cost risks
- Green buildings improve health and productivity of students and employees

Reputational and Strategic

- Demonstration of leadership in sustainability improves student/faculty/staff recruitment and retention
- More undergraduate sustainability learning opportunities build on reputation already established by SENS in graduate studies, improving student recruitment, engagement and retention
- Creates broad stakeholder support and engagement towards common vision
- Sense of common purpose engages and motivates staff/faculty to make individual and collective change
- Increases fundraising potential
- Builds trust, legitimacy, and support amongst university's stakeholders
- Public commitment builds support and confidence in leadership
- Improved STARS rating and ability to follow through on internal and external sustainability commitments enhances university's reputation on and off campus
- Service learning opportunities involving external community enhance university's reputation both on and off campus
- Increases university's intellectual/social capital and relevance on global and regional challenges
- May improve taxpayer willingness to support the university

The potential **risks** associated with delays in moving forward on sustainability include:

Operational and Economic

- Exposure to rising utility prices
- Inability to react in a timely manner to regulatory changes related to carbon emissions (e.g., caps, carbon tax, need to purchase carbon offsets)
- Lost opportunity to benefit financially from sale of carbon credits

Reputational and Strategic

- University seen as lagging behind its peers and out of touch on this global issue
- Lost opportunities to leverage innovation
- Lost opportunities to recruit students, faculty and staff
- Difficulties retaining students, faculty and staff
- Lost fundraising opportunities

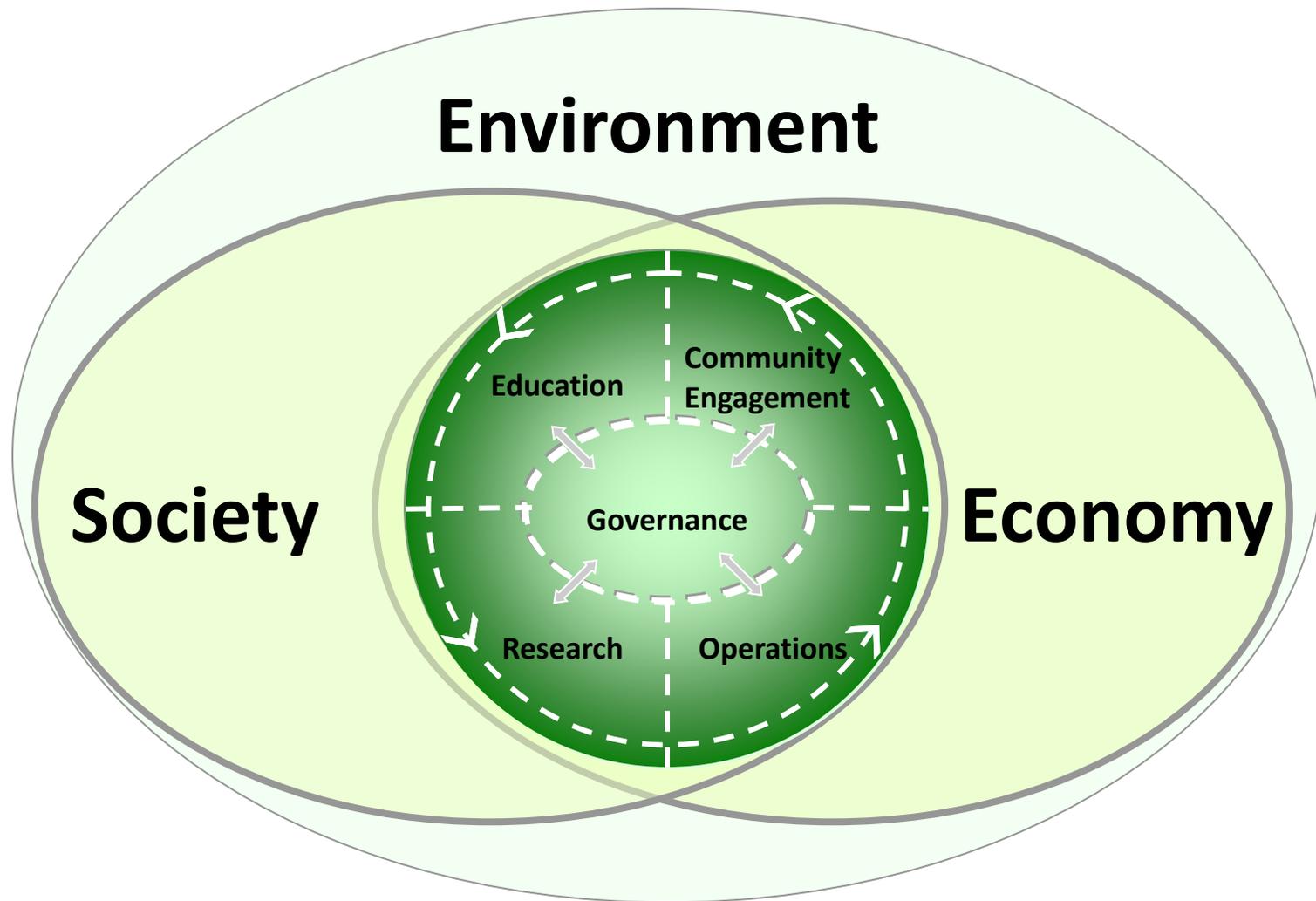
TOWARD THE FUTURE

The Sustainability Commitment Working Group is currently bringing forward recommendations that will enable the implementation of the **Campus Sustainability Plan**, once completed. How the campus responds to the draft **Campus Sustainability Plan** will significantly influence our next steps. One thing is clear, however: sustainability appears to be here to stay. Certainly the Third Integrated Plan supports this:

Our sustainability goals cross the traditional lines of teaching, research, operations, administration and service and call on all of us to find new ways to work together in service of global goals. One form of sustainability is the stewardship of the natural environment in a socially and economically responsible manner that meets the needs of both present and future generations. In this regard, our vision is that every member of the campus community will act sustainably and will make informed choices in all areas of campus life: education, research, operations, governance and community engagement.

Sustainability at the University of Saskatchewan

...your university, your world



Our Definition: Sustainability is the stewardship of the natural environment in a socially and economically responsible manner that meets the needs of both present and future generations.

Our Vision: Every member of the campus community will act sustainably and will make informed choices in all areas of campus life: education, research, operations, governance and community engagement.

EDUCATION

OUR GOAL

Students from across Canada and the world recognize the U of S for its innovative sustainability-related and sustainability-focused academic programs and services.

INTRODUCTION

The Education Sub-Committee of the Sustainability Commitment Working Group has defined education for sustainability as “Course-based content and processes that educate and engage students on questions related to interactions of humans with nature in support of the stewardship of the environment in a socially and economically responsible manner that meets the needs of both present and future generations.”.

The importance of education as a foundation in moving towards a more sustainable world was recognized by the United Nations when it declared 2005 to 2014 the UN Decade of Education for Sustainable Development.

Education – in all its forms and at all levels – is not only an end in itself but is also one of the most powerful instruments we have for bringing about the changes required to achieve sustainable development.

UN Decade of Education for Sustainable Development, 2005 – 2014; The DESD at a glance (ED/2005/PEQ/ESD/3)

The Education Sub-Committee’s recommendations represent the result of months of work to both build on our university’s existing strengths and to identify areas for improvement in regard to education for sustainability. The intention is that these recommendations would help the U of S make a meaningful contribution to education for sustainable development, and thus also to long-term local and global sustainability.

The recommendations range from cataloging what we currently do, to developing whole new programs. Some initiatives are expected to be accomplished relatively quickly, while others will take planning and implementation over several years. The initiatives are organized by: current initiatives to enhance or build upon; new initiatives to be achieved during the Third Integrated Planning Cycle (2012-2016); and new initiatives to be achieved during the Fourth Integrated Planning Cycle (2016-2020).

Ongoing Initiatives to Enhance/Build Upon

<i>Initiative</i>	Sustainability Learning Communities
<i>Desired outcome</i>	Students think critically about and engage actively with sustainability.
<i>Description</i>	A learning community is a cohort of students who voluntarily engage in learning together from each other. The intention is to create learning communities that engage students with sustainability through academically enriching discussions and self-directed learning.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Ongoing
<i>Key stakeholders</i>	Learning Communities
<i>Progress to date</i>	The first Sustainability Learning Community (LC) is currently underway. Lessons from this Sustainability LC will inform future offerings.
<i>Implementation considerations</i>	The Office of Sustainability provides content guidance. Learning Communities will facilitate the student involvement.
<i>Budgetary considerations</i>	Minimal budgetary implications. Any projects evolving out of the Learning Community can be covered by USOS student sustainability initiative grants.
<i>Measure of success</i>	We will know that we are on the right track if any student wishing to engage in a sustainability-focused Learning Community will have the opportunity to do so and that the demand for such Learning Communities increases from year to year.
<i>Related initiatives</i>	Student Sustainability Grants (Community Engagement Plan), Undergraduate Student Mentorship Program

<i>Initiative</i>	Campus Sustainability Course Projects
<i>Desired outcome</i>	Students think critically about and engage actively with sustainability.
<i>Description</i>	Initially, this initiative would focus on developing an annual inventory of potential operations-based sustainability course projects to be made available to students and academics. An annual report featuring successfully completed student projects related to sustainability would eventually evolve from this.
<i>Benefits</i>	Reputational and Operational. Some economic benefits may be associated with projects that have outcomes that can be applied.
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	FMD and other operational units and academics interested in providing operations-based projects to their students.
<i>Progress to date</i>	This will build on work to date providing operations-based projects to selected classes on campus. In the past these have been provided only upon request by academics. This initiative will reach a wider audience.
<i>Implementation considerations</i>	This program will provide one building block to our longer-term development of a Campus Living Lab program (see Research section).
<i>Budgetary considerations</i>	In the short term, this can be done within the current Office of Sustainability budget. Depending on demand, additional resources may eventually have to be considered.
<i>Measure of success</i>	We will know that we are on the right track if the number of students and instructor led sustainability projects increase from year to year.
<i>Related initiatives</i>	Campus Living Lab (see Research section)

<i>Initiative</i>	“Integrating Sustainability into the Curriculum” Professional Development Workshops
<i>Desired outcome</i>	Sustainability-focused and sustainability-related content is embedded in a wide range of courses.
<i>Description</i>	Using the model developed by the Piedmont ¹ and Ponderosa ² projects for facilitating the integration of sustainability into curriculum, a series of professional development opportunities would be offered to academics wishing to integrate (or enhance) sustainability content into their course work.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Gwenna Moss Centre for Teaching Effectiveness, key academics
<i>Progress to date</i>	The Chair of the Education Sub-Committee of the Sustainability Commitment Working Group has met with the Gwenna Moss Centre regarding collaboration on this initiative. It is hoped that an initial offering will be made in late 2012.
<i>Implementation considerations</i>	Resource people from the Piedmont and/or Ponderosa projects would be ideally brought in for the first session to introduce the approach to campus, as well as to train U of S personnel in the approach. The Gwenna Moss Centre in collaboration with key academics and the Office of Sustainability could run subsequent sessions.
<i>Budgetary considerations</i>	Assuming 30 registrants each year, ~\$1,800 for faculty meals/refreshments. Bringing in resource people for the first year would incur an addition \$3,500-\$4,000. Could be partly cost recovery from professional development allowances, but incentives/stipends may help to draw people into early offerings.
<i>Measure of success</i>	We will know that we are on the right track if there is a strong demand for the program and if it results in the integration of sustainability in increasingly more university courses.
<i>Related initiatives</i>	Small Grants for Incorporation of Sustainability into Courses

¹ <http://sustainability.emory.edu/page/1021/Piedmont-Project>

² <http://www.greenguide.nau.edu/ponderosa.html>

<i>Initiative</i>	Stronger Linkages to the Saskatchewan Regional Centre of Expertise for Sustainability in Education
<i>Desired outcome</i>	The university has strong linkages to the sustainability education initiatives of other educational institutions in Saskatchewan.
<i>Description</i>	Regional Centre of Expertise (RCE) Saskatchewan involves academic faculty and employees from several Saskatchewan higher education institutions, including the University of Saskatchewan. This initiative would build on existing linkages with the RCE to determine the best approaches to maximizing the benefits associated with participation.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Key academics
<i>Progress to date</i>	The RCE program is an initiative of the United Nations University-Institute of Advanced Studies (UNU-IAS). Higher education institutions are lead organizations in the RCE initiative. The desired outcome of RCEs is transformative education that promotes sustainable lifestyles and livelihoods in the host region while sharing knowledge and insights with other RCEs around the world. The University of Saskatchewan was a signatory to the creation of the Saskatchewan RCE and a number of U of S personnel are actively engaged with it.
<i>Implementation considerations</i>	A unit or person would need to be empowered to pursue discussion on enhanced collaboration on behalf of the university.
<i>Budgetary considerations</i>	Minimal
<i>Measure of success</i>	We will know that we are on the right track if increasingly more University of Saskatchewan academics engage with the Saskatchewan RCE.
<i>Related initiatives</i>	

New Initiatives – Third Integrated Planning Cycle

<i>Initiative</i>	Inventory of Sustainability-Focused and Related Courses, Programs and Immersive Experiences
<i>Desired outcome</i>	The university effectively develops, delivers, coordinates and promotes high-quality sustainability-focused and related courses, programs and immersive experiences.
<i>Description</i>	Based on pre-determined criteria, an inventory of sustainability-focused and sustainability-related courses, programs and immersive experiences would be produced, published and disseminated. Primary sustainability-related programs are the environmental sciences/studies programs. The inventory will facilitate (1) an assessment of existing and potential for new courses and programs; and (2) promotion of current sustainability-focused and sustainability-related courses, programs, departments and immersive experiences. The information collected will provide baseline data for a number of other initiatives. Regular updates would be needed.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Key faculty, Gwenna Moss Centre for Teaching Effectiveness, Office of Vice-Provost Teaching and Learning
<i>Implementation considerations</i>	The Sustainability Commitment Working Group’s Education Sub-Committee completed a first round of data collection for this inventory. An inventory of environmental sciences and studies courses and programs currently being compiled for the Vice-Provost Teaching and Learning will also provide valuable data. With appropriate personnel resources implementation will be straightforward. The work could be completed using appropriately supervised graduate students.
<i>Budgetary considerations</i>	Employing and supervising graduate students would be a cost effective way of implementing this initiative. First year investment of approximately \$18,000; maintenance \$6,000 per year. Suitable Master’s of Sustainable Environmental Management students requiring a six-credit unit research project may be considered.
<i>Measure of success</i>	We will know that we are on the right track if information on any sustainability-focused and sustainability-related courses, programs and immersive experiences is easily accessible by any member of the campus community or the general public.
<i>Related initiatives</i>	All Education initiatives

<i>Initiative</i>	Provost's Taskforce on Sustainability-Focused and Related Academic Courses and Programs
<i>Desired outcome</i>	The university effectively develops, delivers, coordinates and promotes high-quality sustainability-focused and sustainability-related courses, programs, departments and immersive experiences.
<i>Description</i>	This taskforce would bring forward recommendations regarding: (1) coordination and promotion of existing programs; (2) potential for new courses and programs (e.g. a cross-college minor or certificate, Sustainability 101 course); (3) elimination of barriers to implementing sustainability-related and focused interdisciplinary courses and programs; (4) potential for a broader role for SENS in undergraduate education; (5) facilitation of undergraduate student transitioning to sustainability-focused graduate studies; and (6) pursuit of ECO –Canada (Environmental Careers Organization) accreditation. This work would be coordinated with any initiatives on Environmental Science programming.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Provost, Vice-Provost Teaching and Learning, Selected Deans or designates, SENS, University Learning Centre, College of Graduate Studies and Research, Academic Programs Committee of Council
<i>Implementation considerations</i>	The data collected in the Inventory of Sustainability Courses, Programs and Immersive Experiences will provide a starting point for discussion. Collaboration between academic units would require high-level academic and administrative support.
<i>Budgetary considerations</i>	Work of the taskforce would require the allocation of personnel and administrative time; implementation costs would be determined as a result of the review.
<i>Measure of success</i>	We will know we are on the right track if any student wishing to pursue undergraduate or graduate level sustainability-related or sustainability-focused academic programming can easily and conveniently access that programming and that the number of students both entering and graduating from those programs increases from year to year.
<i>Related initiatives</i>	Inventory of Sustainability Courses, Programs and Immersive Experiences, Sustainability Literacy Assessment. Linked to the School of Environment and Sustainability Plan for the Third Planning Cycle.

<i>Initiative</i>	Mechanisms to Support Aboriginal Student Entrance into Sustainability-Focused Graduate Studies
<i>Desired outcome</i>	Undergraduate Aboriginal students increasingly enroll in graduate programs focused on environment and sustainability.
<i>Description</i>	The first step to developing and implementing mechanisms to promote and support Aboriginal student entrance to sustainability-focused graduate studies would be to identify current barriers to such entrance. Graduate programs of particular interest include those in Indigenous Renewable Resource Management program in Agriculture and Bioresources, the International Centre for Northern Governance and Development, Geography and Planning, and the School of Environment and Sustainability.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Special Advisor on Aboriginal Initiatives or designate, Aboriginal Students' Centre, Arts and Science, Agriculture and Bioresources, Engineering, Education, Edwards School of Business, SENS, College of Graduate Studies and Research
<i>Ease of Implementation</i>	As this will require collaboration between several academic units, high-level support would be required.
<i>Implementation considerations</i>	The initial review phase would require the allocation of personnel time; implementation costs would be determined as a result of the review.
<i>Measure of success</i>	We will know we are on the right track if the number of Aboriginal students entering sustainability-focused and sustainability-related graduate programs consistently increases year to year.
<i>Related initiatives</i>	Provost's Taskforce on Sustainability Programs. Also linked to the Aboriginal Engagement section of the School of Environment and Sustainability Plan for the Third Planning Cycle.

<i>Initiative</i>	Sustainability Literacy Assessment
<i>Desired outcome</i>	University of Saskatchewan students demonstrate a high level of sustainability literacy.
<i>Description</i>	This sustainability literacy assessment would involve conducting an initial assessment and follow-up assessments of the sustainability literacy of a defined cohort of undergraduate students.
<i>Benefits</i>	Reputational and Strategic. An associated economic benefit may incur from the data collected from tracking students in their second year (which colleges and whether they are still at the university).
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Research teams within the Social Sciences Research Laboratory, graduate students (e.g. Education Curriculum, Geography and Planning, SENS), Office of Sustainability, and Institutional Analytics
<i>Implementation considerations</i>	Social Sciences Research Laboratories (SSRL) could provide the expertise for the survey development and consultation for data evaluation by graduate students.
<i>Budgetary considerations</i>	Costs associated with SSRL survey development and project guidance, as well as graduate students to help analyze the data in each of the projects for the baseline and follow-up surveys.
<i>Measure of success</i>	We will know that we are on the right track if the overall sustainability literacy, as assessed by this survey, improves from year to year.
<i>Related initiatives</i>	Sustainability Learning Communities, Sustainability Immersive Experiences, Provost's Taskforce on Sustainability Programs, Community Engagement Initiatives

<i>Initiative</i>	Small Grants to Support the Incorporation of Sustainability into Courses and Programs
<i>Desired outcome</i>	Sustainability-focused and sustainability-related content is embedded in a wide range of courses and programs.
<i>Description</i>	As a means to provide follow-up support to those members of faculty who participate in the Integrating Sustainability into the Curriculum workshop, these small grants would be intended to facilitate the incorporation of sustainability concepts into courses or other student learning opportunities. Small stipends could compensate educators from any discipline for developing new courses, course modules, or other experiences for students.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning
<i>Key stakeholders</i>	University Learning Centre, SENS
<i>Implementation considerations</i>	A committee of academics to review applications will have to be established. Administrative support could be provided by the Office of Sustainability. Publication of revised course curricula in the proposed on-line course inventory would be a condition of receiving the grant.
<i>Budgetary considerations</i>	A budget of between \$10,000 and \$15,000 per year could facilitate the development or revision of 5 to 7 courses per year. Funding will be sought from the new Curriculum Innovation Fund.
<i>Measure of success</i>	We will know that we are on track if the number of courses with sustainability content increases from year to year and if student interest in these courses increases from year to year.
<i>Related initiatives</i>	Integrating Sustainability into the Curriculum Professional Development Workshop, Inventory of Sustainability Courses, Programs and Immersive Experiences

<i>Initiative</i>	Undergraduate Student Mentorship Program
<i>Desired outcome</i>	Students think critically about and engage actively with sustainability.
<i>Description</i>	This program would link SENS students with undergraduate students who are interested in sustainability and wish to explore both academic and non-academic options to support their interests. This would necessarily include support to the participating SENS students. This role could contribute to SENS' facilitation of the transition of undergraduate students to graduate studies.
<i>Benefits</i>	Reputational, Strategic, and potentially economic if it encourages undergrads to consider graduate studies.
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	SENS, College of Arts and Sciences, Learning Communities, SENSSA (School of Environment and Sustainability Students' Association)
<i>Progress to date</i>	SENS students currently informally coach high school students from Aden Bowman Collegiate. This program could build on the experience of that program.
<i>Implementation considerations</i>	Terms of reference, application procedures and credit implications would have to be considered
<i>Budgetary considerations</i>	Administrative costs would need to be covered.
<i>Measure of success</i>	We will know that we are on the right track if any undergraduate student pursuing sustainability-focused or sustainability-related studies who wishes to work with a graduate student mentor is able to access one and that the number of mentored students increases from year to year.
<i>Related initiatives</i>	Sustainability Learning Communities

New Initiatives – Fourth Integrated Planning Cycle

Initiative	Sustainability-Focused Immersive Experiences
Desired outcome	Students think critically about and engage actively with sustainability.
Description	Create sustainability-focused or related immersive experience(s) (on-campus, off-campus or overseas) that is appropriate to the context of our university. Consideration could be given to creating immersive experiences appropriate to specific populations of students, such as Aboriginal and international.
Benefits	Reputational and Strategic
Timeline	Fourth Integrated Planning Cycle
Key stakeholders	Community Service Learning, Kenderdine Campus, Learning Communities, SENS
Implementation considerations	Will require the co-operation of a number of units.
Budgetary considerations	Over the long-term, depending on depth of programming, may require a coordinator, probably a half time position within the University Learning Centre, to work with interested students, departments and faculty, to ensure the experiences are carried out satisfactorily.
Measure of success	We will know that we are on the right track if students that are interested in a sustainability immersive experience have the ability to access one and that the demand increases from year to year.
Related initiatives	Sustainability-focused Learning Communities, all Community Engagement initiatives

<i>Initiative</i>	Sustainability Library Collections
<i>Desired outcome</i>	The Library supports sustainability-related and focused courses, programs and immersive experiences with quality, high profile and easily accessible sustainability resources.
<i>Description</i>	The intention would be to work toward creating a library collection focused on sustainability to support sustainability-related and focused courses and programs.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Fourth Integrated Planning Cycle
<i>Key stakeholders</i>	The Library and academics offering sustainability-related or focused courses or programs.
<i>Implementation considerations</i>	Could likely be done within the context of ongoing library acquisitions, if developed over many years.
<i>Budgetary considerations</i>	Could likely be done within the context of ongoing library acquisitions budgets.
<i>Measure of success</i>	We will know that we are on the right track if sustainability resources in our library are widely used and shared by students and faculty.
<i>Related initiatives</i>	“Integrating Sustainability into the Curriculum” Professional Development Workshops, Small Grants to Support the Incorporation of Sustainability into Courses

RESEARCH

OUR GOAL:

The University of Saskatchewan will be recognized across Canada for its outstanding sustainability-focused research, scholarly and artistic work across all disciplines.

INTRODUCTION

As defined by the Research Sub-Committee of the Sustainability Commitment Working Group, "Sustainability research, scholarly and artistic work is focused on interactions of humans with nature in support of the stewardship of the environment in a socially and economically responsible manner that meets the needs of both present and future generations."

Research, scholarly and artistic work is a central function of our university. By orienting this work towards sustainability issues, theories and concepts, our university can contribute to the development of new technologies, strategies, and approaches to address sustainability challenges. Sustainability transcends traditional academic divisions, so it is critical that sustainability-focused research, scholarly and artistic work cuts across a wide range of disciplines.

The following recommendations from the Research Sub-Committee of the Sustainability Commitment Working Group represent the result of months of work to both build on our university's existing strengths and identify areas for improvement in regard to sustainability research. The intention is that these recommendations will establish the U of S's role in making a meaningful contribution to sustainability research, and thus also a long-term legacy of sustainability.

Ongoing Initiatives to Enhance/Build Upon

Initiative	Inventory of Sustainability Research, Scholarly and Artistic Work
Desired outcome	University of Saskatchewan researchers pursue a wide range of innovative sustainability research, scholarly and artistic work across all disciplines.
Description	The intention of this initiative would be to develop, publish and regularly update a sustainability research inventory identifying research centres, laboratories, departments and faculty members whose research focuses on, or is related to, sustainability. It is anticipated that the publication of this information will help to: (1) enhance collaboration between academics doing sustainability research; (2) enhance awareness of the depth and breadth of sustainability research on our campus; (3) foster new sustainability research ideas and opportunities. Consideration could also be given to cross-referencing the inventory with the university's signature research areas (Aboriginal Peoples, Agriculture, Energy and Mineral Resources, One Health, Synchrotron Sciences and Water Security), all of which have strong sustainability linkages.
Benefits	Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Research Services, School of Environment and Sustainability (SENS), College of Graduate Studies and Research.
Progress to date	A definition of sustainability research has been established which sets broad parameters of the project, although some work might be needed to refine this into a set of criteria.
Implementation considerations	This initiative will be time-consuming, but not particularly onerous. Tasks involved could be structured using appropriately supervised graduate students.
Budgetary considerations	First year investment of approximately \$18,000 (3 graduate student internships x 8 hours/week x 40 weeks); maintenance \$6,000 per year (1 graduate student internship x 8 hours/week x 40 weeks). Coordination covered by existing Office of Sustainability budget. Suitable MSEM students requiring a six-credit unit research project may be considered. Resources would be required to ensure appropriate electronic and print publication.
Measure of success	We will know that we are on the right track if we see incremental increases in the number of sustainability research collaborations, partnerships and projects from year to year.
Related initiatives	Sustainability Research Networking Conference

New Initiatives – Third Integrated Planning Cycle

Initiative	Sustainability Research Networking Conference
Desired outcome	University of Saskatchewan researchers pursue a wide range of innovative sustainability research, scholarly and artistic work across all disciplines.
Description	Building on information collected during the inventory process, this initiative would focus on the organization of a conference for U of S researchers to facilitate sustainability research linkages across departmental and disciplinary boundaries and the university's signature research areas (Aboriginal Peoples, Agriculture, Energy and Mineral Resources, One Health, Synchrotron Sciences and Water Security), all of which have sustainability implications. The intention would be to facilitate linkages not only between researchers, but also between researchers and operational units to which outcomes of ongoing research could be relevant (e.g. Engineering and Facilities Management).
Benefits	Reputational and Strategic. Longer-term operational and economic benefits might be achieved depending on the nature of collaborations that evolve from this initiative.
Timeline	Third Integrated Planning Cycle
Key stakeholders	Research Services, Research Communications, VP Research or designate, College of Graduate Studies and Research, Facilities Management and key operational units
Implementation considerations	This initiative will need a long period of preparation time and considerable co-operation between units. A communications strategy will be the key to the success of the event.
Budgetary considerations	The budget associated with this event will be comparable to that of any large conference. Some costs may be able to be offset with sponsorships and registrations.
Measure of success	We will know that we are on the right track if we see incremental increases in the number of sustainability research collaborations, partnerships and projects from year to year.
Related initiatives	Sustainability Research Inventory

<i>Initiative</i>	Sustainability Research Support, Coordination and Facilitation
<i>Desired outcome</i>	University of Saskatchewan researchers pursue a wide range of innovative sustainability research, scholarly and artistic work across all disciplines.
<i>Description</i>	Building on the Sustainability Research Inventory and Networking Conference, this initiative would develop and establish a function within the university to maintain an inventory of sustainability-related and sustainability-focused research, artistic and scholarly work, manage communications related to this research, facilitate interdisciplinary, multi-disciplinary and trans-disciplinary collaborations between researchers and support a Sustainability Research Network of campus researchers.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Research Services, VP Research or designate, SENS, College of Graduate Studies and Research
<i>Implementation considerations</i>	The Sustainability Research Inventory and Networking Conference will provide the cornerstones, upon which this initiative could be built.
<i>Budgetary consideration</i>	In terms of developing the concept, the primary cost will be associated with staff time. The cost implications of implementing the concept cannot be evaluated until it is developed.
<i>Measure of success</i>	We will know that we are on the right track if the depth and breadth of sustainability-related and sustainability-focused research, artistic and scholarly work increases from year to year.
<i>Related initiatives</i>	Sustainability Research Inventory, Sustainability Research Networking Conference

New Initiatives – Fourth Integrated Planning Cycle

<i>Initiative</i>	Sustainability Research Tenure and Promotion Mechanisms
<i>Desired outcome</i>	University of Saskatchewan researchers pursue a wide range of innovative sustainability research, scholarly and artistic work across all disciplines.
<i>Description</i>	The intention is to develop tenure and promotion mechanisms that acknowledge and support trans-disciplinary, inter-disciplinary and multi-disciplinary research, which in turn will enable sustainability research, which by its nature is trans-disciplinary, inter-disciplinary and multi-disciplinary.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Fourth Integrated Planning Cycle
<i>Key stakeholders</i>	Faculty Association, Office of the Provost
<i>Implementation considerations</i>	This will be difficult as it challenges established processes for academic tenure and promotion. SENS has developed a model that may provide one example of such mechanisms.
<i>Budgetary consideration</i>	In terms of developing the mechanisms, the primary cost will be associated with staff time. The cost implications of implementing these mechanisms over the long term cannot be evaluated until they are developed.
<i>Measure of success</i>	We will know that we are on the right track if we see revised tenure and promotion mechanisms in the near term and an increase in trans-disciplinary, inter-disciplinary and multi-disciplinary research on campus over the long-term.
<i>Related initiatives</i>	Sustainability Research Inventory, Sustainability Research Networking Conference

<i>Initiative</i>	Campus Living Lab Program
<i>Desired outcome</i>	Students think critically about and are actively engaged in solving campus sustainability issues through applied research projects.
<i>Description</i>	The intention is to develop a program that uses the campus as a living lab and brings undergraduate and graduate students, faculty and staff together to work collaboratively on applied research projects that address identified campus sustainability issues and challenges.
<i>Benefits</i>	Reputational and Strategic. Depending on the solutions developed, this initiative also has the potential to economically benefit the University.
<i>Timeline</i>	Fourth Integrated Planning Cycle
<i>Key stakeholders</i>	Colleges and Departments, College of Graduate Studies and Research, Facilities Management and other operational units
<i>Implementation considerations</i>	There will be a number of critical issues that need to be addressed, especially relating to issues like credit for the completed projects and ownership of outcomes of the completed projects. The Social Ecological Economic Development Studies (SEEDS) program at the University of British Columbia (UBC) might provide a good model for addressing these and other issues.
<i>Budgetary Considerations</i>	There will be costs associated with the start-up and staffing for coordination of this program. However, there is also potential for long-term savings. For instance, since 2000, the SEEDS program at UBC has coordinated almost 500 student projects and engaged over 3,000 participants, saving UBC an estimated \$200,000 in consulting fees.
<i>Measure of success</i>	We will know that we are on the right track when increasing numbers and diversity of staff, faculty and students participate by contributing, requesting and collaborating on campus sustainability research projects from year to year.
<i>Related initiatives</i>	This initiative will build on the education initiatives: Inventory of Sustainability In-Class Projects and Inventory of Sustainability-related and Sustainability-focused Courses

OPERATIONS

OUR GOAL

Sustainability is a guiding principle in all operations at the University of Saskatchewan.

INTRODUCTION

In many ways, the move to make operations more sustainable is the driver of sustainability at universities. Operational changes are the most visible of sustainability initiatives and have the most direct potential for positive economic return. Operational changes engage the campus community and impact its receptiveness to considering advancing sustainability in other areas of campus life.

Advancing sustainability in operations can significantly impact utility expenditures. Based on a current utility expenditure of about \$14.7 million per year, even a modest reduction could prove significant. Surveys of other universities indicate that energy reductions can vary between 5 and 50%¹ depending on such factors as the age of original building stock, the building mix (e.g. lab vs. classroom building) depth of the measures applied and the energy mix in the region. Similarly, water use reductions range widely, from 20 to 70%.²

Given the energy mix in Saskatchewan, energy conservation measures will necessarily impact our carbon footprint, particularly in the case of electricity. While there is currently no cost associated with greenhouse gases in Saskatchewan, there is the potential for this and it is important that the University stay ahead of developments in this regard. For instance, in British Columbia a carbon tax equivalent to \$30.00 per tonne is applied to the purchase or use of fossil fuels within the province. In Saskatchewan, *Bill 126, The Management and Reduction of Greenhouse Gases and Adaptation to Climate Change Act* sets the stage for future regulation of large greenhouse gas emitters.

In terms of solid waste, reducing waste will shift costs, more than cut costs. It is probably safe to assume that any reductions achieved will be revenue neutral. Despite the minimal potential for cost savings, this area is critical in terms of public relations. It is clear from feedback that the issue of waste is the one the campus community most identifies with and is most concerned about. In many ways, waste reduction is the public face of sustainability.

In all of these areas, proactive operational changes can also act as a buffer against future regulatory changes.

A visible commitment to sustainability through operational initiatives may also have reputational impacts, specifically in terms of fundraising, attracting personnel³ and recruiting students.⁴

¹ <https://stars.aashe.org/institutions/http://www.greenreportcard.org/>

² <https://stars.aashe.org/institutions/http://www.greenreportcard.org/>

³ [Employee Retention and Recruitment](#)

⁴ [2008 College Hopes & Worries Survey Sustainability's Effect on Admissions](#)

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current				
Energy																			
Energy -- Ongoing Initiatives to Enhance/Build Upon																			
Lighting Retrofit Expansion	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions..	This initiative would expand our current lighting retrofit program to include Consumer Services and to encompass a wider range of lighting technologies.	✓	✓			✓	✓				✓		✓	✓	FMD, Consumer Services	The current program is replacing T12 magnetic ballast fixtures with electronic ballasts and T8 lamps, exit signs with LED units, and incandescent bulbs with CFLs. More energy-saving potential exists if an assessment is made on a case-by-case basis. For instance, one-to-one replacement of every T12 with a T8 may exceed the lighting needs of some spaces. Similarly, some applications may be more appropriately served by other lighting technologies such as T5 lighting or occupancy sensors.	Initial capital investment can be repaid out of energy savings.	Develop and Implement an Energy Management Program
Energy Management Program	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would involve the completion of the Comprehensive Energy Management Program (CEMP) currently under development by Facilities Management to systemically reduce energy consumption through operational and behavioral changes.	✓	✓	✓		✓	✓				✓		✓	✓	FMD	Based on consumption targets that align with our GHG reduction targets, strategies may include refining building schedules with occupancy, retro-commissioning of building systems, expansion of the CCMS building automation system to more buildings, new energy-efficient technologies and occupant behavioral change programs.	Initial capital investments can be repaid out of energy savings, especially as energy costs continue to rise. There may be potential to take advantage of opportunities as carbon markets mature.	Fulfill University and College Presidents' Climate Change Statement of Action; Expand Lighting Retrofit Program; Develop Energy Standards for Equipment Owned by Third Parties; Implement an IT Energy Audit and Management Strategy
Energy Standards for Third Party Equipment	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would establish energy and water consumption standards for third-party-owned equipment on campus, such as vending machines.	✓	✓			✓	✓						✓	✓	USSU, Purchasing Services, Food Services, FMD	The new cold beverage contract required new efficient vending machines. This requirement does not apply to vending machines not covered by that contract. The energy efficiency of other equipment owned by third parties is not addressed by any existing agreements.	Minimal associated cost, requirement to be built into contract language.	Fulfill University and College Presidents' Climate Change Statement of Action; Develop and Implement an Energy Management Program; Implement an IT Energy Audit and Management Strategy
Energy -- New Initiatives: Third Integrated Planning Cycle																			
IT Energy Audit and Management Strategy	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would involve an audit of energy consumption associated with IT on campus and the development of a strategy to provide IT services to the campus community while maximizing energy efficiency.	✓	✓			✓	✓	✓			✓		✓		ITS, college and unit IT departments	The Department of Computer Sciences and FMD-IT have both implemented energy conservation pilot projects, the results of which may provide guidance to this initiative.	Cost for the audit and development of the strategy will need to be covered. Given competing priorities for IT investments this may be hard to secure.	Fulfill University and College Presidents' Climate Change Statement of Action; Develop and Implement an Energy Management Program; Implement an IT Energy Audit and Management Strategy

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives	
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current					3rd Integr. Planning Cycle
Design for Renewable Capacity	The University of Saskatchewan generates some of its energy needs on campus through renewable and low-carbon technologies.	This initiative would develop mechanisms to ensure that all new construction could be easily adapted to renewable energy capacity in the future.	✓	✓				✓	✓						✓		FMD	At minimum, new building design should maximize passive solar design. Roof designs and services rough-ins should allow for future solar panel installations. Safe roof access should allow for student access for projects and research. Visibility for educational benefit, while minimizing risk of vandalism must be considered.	Minimal incremental cost if integrated into design, rather than retrofits at a later date.	Fulfill University and College Presidents' Climate Change Statement of Action
Energy -- New Initiatives: Fourth Integrated Planning Cycle																				
Renewable and Alternative Energy Capacity	The University of Saskatchewan generates some of its energy needs on campus through renewable and low-carbon technologies.	This initiative would study the feasibility of and potentially develop renewable and alternative energy capacity on our campus.	✓	✓	✓			✓	✓						✓		FMD, College of Engineering, College of Agriculture and Bioresources	This could include renewable energy sources such as solar thermal, wind, biomass, and photovoltaics. Potential may exist for using biomass from forestry and/or agricultural residues in a pyrolysis process to produce fuel oil for use in existing boilers or in a new combined heat and power (cp-generation) plant.	Renewable and alternative energy generation would have to be considered a long-term investment. The capital cost is high, but may offer long-term protection against fluctuating resource markets and potential carbon taxes. A net economic benefit is possible.	Fulfill University and College Presidents' Climate Change Statement of Action
Renewable Energy for CLS	The University of Saskatchewan generates some of its energy needs on campus through renewable and low-carbon technologies.	This initiative would investigate and develop appropriate renewable energy capacity for the Canadian Light Source (CLS).	✓	✓	✓			✓	✓						✓		FMD, CLS	The CLS is the University's single largest consumer of electricity. As a facility that is very much in the public eye in the community and beyond, supplying some of its electricity from renewable sources would have a significant impact on reducing GHGs and have a tremendous public relations benefit for the CLS and the University.	Renewables would have to be considered a long-term investment. The CLS might provide a good opportunity for a private - public partnership.	Fulfill University and College Presidents' Climate Change Statement of Action
Buildings																				
Buildings -- Ongoing Initiatives to Enhance/Build Upon																				
LEED-EBOM as Operations and Maintenance Standard	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that protects and enhances the local ecosystem.	The initiative would establish Leadership in Energy and Environmental Design (LEED) for Existing Building Operations & Maintenance (EBOM) as the standard for U of S building O & M practices.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	FMD, Education Building occupants	FMD is piloting LEED EBOM in the Education building to learn new building O&M practices in regard to site impacts, energy consumption, use of environmentally preferable materials, preventative maintenance, indoor environmental quality and water consumption. Potential annual utility savings are estimated to be \$250,000.	Substantial capital investment may be required for some buildings, but will be offset by savings in utilities, operations and deferred maintenance.	All Climate, Energy, Grounds, Waste and Water Initiatives
Mechanisms for Sustainable Design and Construction	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that protects and enhances the local ecosystem.	This initiative would implement mechanisms to ensure that all future major construction projects on campus should meet the highest possible Leadership in Energy and Environmental Design (LEED) certification level.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	FMD	Although not policy, most, but not all, major new construction and renovation projects on campus have sought or are seeking LEED certification to ensure that sustainability is incorporated into their design. A Design Manual that provides sustainability-related guidelines for new construction is in the late stages of development.	Additional capital investment will be required for some buildings, but will be offset by savings in utilities and operations.	All Climate, Energy, Grounds, Waste and Water Initiatives

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives			
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current					3rd Integr. Planning Cycle	4th Integr. Planning Cycle	
Strategy to Optimize Room Scheduling	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would review current and develop and implement new room scheduling strategies and policies to optimize the efficient use of buildings.	✓	✓				✓	✓								✓	✓	FMD (Room Scheduling)	Making efficient use buildings saves money and promotes sustainability. Room Scheduling book evening classes and other events in centralized locations to the greatest extent possible. But there is no mechanism to deal with special requests, even if these require an entire building to be operational to accommodate only one booking. Entire buildings have to be lighted and heated/cooled at daytime levels, even if only a few rooms are being used. Preliminary work on such a strategy has begun.	Much of this will be achieved through new operational practices, rather than capital investments.	Establish LEED-EBOM as Operations and Maintenance Standard; Implement Mechanisms for Sustainable Design and Construction
Buildings -- New Initiatives: Third Integrated Planning Cycle																						
Building Metering	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would implement consistent, high quality metering throughout campus as a means to improving the monitoring and management of energy and water consumption.	✓	✓				✓	✓	✓		✓						✓	FMD	Most buildings have building-level metering for electricity, steam and water however not all buildings can be isolated due to shared systems and metering. There are no chilled water meters so we cannot measure the energy consumption associated with building cooling. Additional condensate (hot water returned from steam heating) meters would allow more accurate measurement of steam consumption.	Capital investment required for upgrades to meters and controls, but the ability to more effectively measure and monitor both water and energy will yield savings.	All Climate, Energy and Water Initiatives; , Community Engagement Initiatives, Sustainability Funding Strategies (Governance)
Energy Management Information Systems (EMIS)	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would implement an Energy Management Information System for all buildings on campus to facilitate optimization of building systems and support energy reporting and decision making as well as inform and engage building occupants.	✓	✓				✓	✓	✓		✓						✓	FMD	Through software systems that interface with building controls systems and meters, an EMIS enables early detection of poor performance, optimization of building systems, effective energy reporting and decision-making, as well as monitoring and verification of savings associated with energy efficiency initiatives. The display of energy and water consumption on monitors in buildings provides occupants with feedback on their energy and water consumption, leading to positive behavioural changes. Some existing infrastructure, like steam meters, can be integrated into the EMIS; however, other utilities will require investment in new meters.	Capital investment required, but the ability to more effectively measure and monitor both water and energy will yield savings.	All Energy and Climate Initiatives
Buildings -- New Initiatives: Fourth Integrated Planning Cycle																						
Indoor Environmental Quality Best Practices	The University of Saskatchewan employs indoor environmental quality best practices throughout all of its buildings.	This initiative would develop and implement a program of best practices for indoor environmental quality monitoring and management.	✓		✓						✓							✓	FMD	We currently have few guidelines or practices for monitoring and ensuring indoor air quality. The LEED EBOM pilot in the Education Building should be used to identify and establish new best practices.	Much of this will be achieved through new operational practices, rather than capital investments. Resulting employee productivity gains will be difficult to quantify.	Establish LEED-EBOM as Operations and Maintenance Standard; Implement Mechanisms for Sustainable Design and Construction,

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives	
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Climate																				
Climate -- Ongoing Initiatives to Enhance/Build Upon																				
University Presidents' Climate Change Statement of Action for Canada	The University of Saskatchewan is recognized for its record in reducing its ghg emissions.	Based on our commitment to the University and College Presidents' Climate Change Statement of Action for Canada, this initiative would (1) complete the U of S greenhouse gas inventory, (2) establish targets for GHG reductions, (3) develop a comprehensive plan to meet targets and (4) establish procedures to monitor and assess progress.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	FMD, Consumer Services, FSD,	In 2010 the U of S signed the University and College Presidents' Climate Change Statement of Action for Canada, publicly pledging to take action on climate change. The 2010 GHG Inventory and Report have been completed and the Climate Action Plan Development Project Plan is in progress. Approximately 90% of our emissions are from building energy consumption. There are costs associated with energy management, but also considerable long-term savings. Work is underway to identify required strategies and associated investment and savings. This initiative is a strategic opportunity for the university to distinguish itself from some of its comparator universities who have also made this commitment but are further behind in meeting the commitment milestones.	Capital investment is required. Implementation delays will result in the loss of associated operational and economic efficiencies. If a carbon market emerges over the next few years, we will be better placed to take advantage of the associated economic opportunities.	Implement Energy Management Information Systems; Develop and implement a Local Offsets Program; Implement a Food Waste Composting Program; Expand Lighting Retrofit Program; Develop and Implement an Energy Management Program; Develop Energy Standards for Equipment Owned by Third Parties; Implement an IT Energy Audit and Management Strategy; Design for Renewable Capacity; Develop Renewable Energy Capacity; Complete a Transportation Demand Management Plan; Implement Sustainable Fleet Renewal
Climate -- New Initiatives: Fourth Integrated Planning Cycle																				
Local Offsets Program	The University of Saskatchewan is recognized for its record in reducing its ghg emissions.	This initiative would develop and implement a program for supporting innovative projects that reduce GHG emissions, while providing environmental, economic and social co-benefits in the local community.	✓	✓	✓	✓			✓						✓	?	Carbon offsets could be applied to reducing the University's carbon footprint. Local offset projects have advantages over offsets purchased from geographically distant projects in that they allow for greater transparency and verification.	If the carbon market matures over the next few years, we will be better placed to take advantage of the associated economic opportunities.	Fulfill University and College Presidents' Climate Change Statement of Action for Canada for Canada	
Dining																				
Dining -- Ongoing Initiatives to Enhance/Build Upon																				
Sustainable Food Purchasing	The University of Saskatchewan procures goods and services that contribute positively to sustainability.	This initiative would develop and implement mechanisms to increase purchases of sustainably/locally produced/harvested food and to signal to vendors the University's desire to purchase more of these products.	✓		✓			✓				✓		✓	✓		Food Services	Food Services has no policy regarding sustainably produced and harvested food. However, some fresh produce is purchased from the campus Horticulture Club, some organic fruit and vegetables and locally produced products are purchased. The Monterey Bay Aquarium's Seafood Watch guidelines are followed for the purchase of seafood.	In the short-term could result in some marginally higher costs being passed on to consumers, however as this market matures this will conceivably even out.	
Reusable Mugs at Food Outlets	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiatives would develop strategies to increase the use of personal re-usable mugs at food outlets throughout campus.	✓	✓	✓				✓	✓	✓		✓	✓			Food Services	FMD's waste audit found that during regular term, the campus generates 8,000 disposable cups per day. While these can now be recycled, the optimization of the use of travel mugs would have the most economical impact on waste reduction. Many food outlets do offer discounts for people who bring their own mugs, but these are not as well utilized by the campus community as they could be.	If properly applied, this should be cost neutral, although some investment will have to be in education and awareness approaches. The option of surcharges on disposal cups, rather than discounts on reusable cups should also be studied for possible impacts.	

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Donations of Salvageable Food	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would explore and develop mechanisms to allow increased donations of salvageable food to charitable organizations.	✓		✓				✓		✓	✓		✓	✓		Food Services	Some food at Marquis Hall is offered at a discount at the end of the day/week. When possible, excess food is donated to the Salvation Army, but some leftover, untouched food goes into the garbage at the end of the day. Some campuses have programs where students serve leftover food to members of the community.	Minimal. Arrangement for transfer of food would need to be made, which may or may not have associated costs.	Implement Strategies to Achieve Solid Waste Reduction Goal
Dining -- New Initiatives: Third Integrated Planning Cycle																				
Food Waste Composting Strategy	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would develop and implement a comprehensive food waste composting strategy.	✓	✓	✓			✓		✓	✓			✓			FMD, Food Services, USSU	Currently composting on campus is limited to grounds waste. A 2008 waste audit revealed that 40% of the University's waste stream is organic, pointing to there is considerable potential for composting. FMD and Food Services have explored options for collaboration with the City of Saskatoon and other organizations to explore solutions for composting. One option may be provided by our current waste and recycling services provider that is looking to expand to composting by the end of 2012.	There will be associated costs. These vary widely depending on technology and approach used. There are also opportunities for savings and income generation.	Implement Strategies to Achieve 90% Solid Waste Reduction Goal; Fulfill University and College Presidents' Climate Change Statement of Action for Canada;
Energy and Water Audits of Food Services Outlets	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes water efficiency, optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would implement a process of energy and water audits of Food Services operations and outlets to identify opportunities to reduce energy and water consumption.	✓	✓			✓	✓	✓					✓			FMD, Consumer Services, USSU	Food Services is completing the replacement of water-cooled refrigeration systems. Other opportunities may include more energy-efficient exhaust systems, new dishwashing equipment, capture of waste heat from refrigeration equipment and lighting retrofits.	There will be costs associated with the audits and identified retrofits. There are many approaches to financing, a number of which leverage the saving achieved to pay for the costs associated with the program.	Develop and Implement an Energy Management Plan; Expand Lighting Retrofit Program; Develop Energy Standards for Equipment Owned by Third Parties
Sustainability Requirements for Franchises	The University of Saskatchewan procures goods and services that contribute positively to sustainability.	This initiative would develop sustainability requirements for food service franchises operating on campus, initially to be followed voluntarily, later to be integrated into new contractual agreements with franchises.	✓	✓	✓		✓	✓	✓		✓	✓		✓			Consumer Services, Purchasing Services, USSU, Corporate Admin.	Requirements could include minimization of food and beverage container waste, requirements to use biodegradable, compostable or recyclable food containers, discounts for use of reusable mugs, use of energy- and water-efficient equipment and elimination of trans fats.	Minimal cost, requirement need to be built into contracts.	Fulfill University and College Presidents' Climate Change Statement of Action for Canada; Implement Strategies to Achieve FMD's Solid Waste Reduction Goal: Develop Energy Standards for Equipment Owned by Third Parties
Reusable To-Go Food Container Program	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would develop and implement a program to provide reusable containers as an option for Food Services takeout food.	✓		✓			✓	✓		✓	✓		✓			Food Services, USSU	Already used at some universities, this approach would involve the provision of reusable containers for a fee or deposit. Clients return the container for a refund or exchange a used container for a clean one when buying food in a Food Services outlet.	Possible savings reducing purchases of disposable containers but offset by costs of purchasing/replacing, cleaning reusable ones	Implement Strategies to Achieve FMD's Solid Waste Reduction Goal:

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Grounds																			
Grounds -- Ongoing Initiatives to Enhance/ Build Upon																			
Integrated Pest Management Program	University of Saskatchewan grounds are designed and maintained in a manner that protects and enhances the local ecosystem.	This initiative would expand and formalize the practices already in place to reduce the use of pesticides through the development of an integrated pest management plan.	✓	✓	✓					✓	✓	✓		✓	✓	FMD	Grounds is transitioning practices to reduce the use of pesticides. Grounds sprays with Roundup when an area needs to be renovated. By law, noxious weeds like thistles must be controlled and so spray is used in these cases. Other pest situations are monitored and non-toxic solutions are used when possible.	Reduced chemical usage may require additional labour to achieve the same results. The reduction in input costs may offset increased labour.	Develop Wildlife Corridors
Water-Efficient Landscaping	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes water efficiency.	This initiative would more broadly implement landscaping practices that minimize water use.	✓	✓	✓	✓	✓							✓	✓	FMD	Fescue is being trialed in place of traditional grass outside FMD (less mowing, no irrigation once established). Outside of the Bowl, hardy species with suitable growth habits are chosen to minimize maintenance and irrigation. Mulching saves labour and water.	If implemented incrementally, changes could likely be accommodated within existing budgets. Over the long-term water consumption savings will accrue.	Develop and Implement a Water Conservation Strategy
Grounds -- New Initiatives: Third Integrated Planning Cycle																			
Native Plants in Landscaping	University of Saskatchewan grounds are designed and maintained in a manner that protects and enhances the local ecosystem.	This initiative would develop and implement a strategy to increase the amount of native prairie plants in University of Saskatchewan green spaces.	✓	✓	✓	✓	✓		✓	✓				✓		FMD	The Prairie Habitat Garden and the Collage of Law Addition are the only areas of campus in which native species are currently prioritized.	If implemented incrementally, changes could likely be accommodated within existing budgets.	Develop and Implement a Water Conservation Strategy; Develop Wildlife Corridors
Grounds -- New Initiatives: Fourth Integrated Planning Cycle																			
Wildlife Corridors	University of Saskatchewan grounds are designed and maintained in a manner that protects and enhances the local ecosystem.	This initiative would develop and implement a plan to integrate wildlife corridors where possible into future grounds landscaping initiatives.	✓		✓			✓	✓	✓				✓		FMD, MVA	No programs are in place to protect and/or create wildlife habitat, but many fruit-bearing bushes on campus provide habitat for birds and small animals. The MVA strictly controls any development in the Meewasin Valley to ensure the riverbank and river maintain their ecological integrity and ability to support wildlife.	If implemented incrementally, changes could likely be accommodated within existing budgets.	Prioritize Native Plants in Landscaping

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives		
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Purchasing																					
Purchasing -- Ongoing Initiatives to Enhance/ Build Upon																					
Sustainable Purchasing Guidelines	The University of Saskatchewan procures goods and services that contribute positively to sustainability.	The initiative would complete, update and expand the Sustainable Purchasing Guidelines currently available to campus and develop mechanisms to ensure their widespread application for campus purchases adoption through the university.		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Purchasing Services, Office of Sustainability	Sustainable Purchasing Guidelines have been developed for a variety of products and are available online. More are still in development to ensure that most major groups of commodities and services purchased by the U of S are covered. At this time, use of these guidelines is voluntary.	Given the amount of work already completed on this project, it could likely be completed within existing budgets. However, communications expertise would be required to more efficiently disseminate this resource.	Upgrade and Formalize Sustainable Purchasing Services Checklist; Develop Mechanisms to Require Purchase of EPEAT Computers; Implement a Vendor Code of Conduct
Sustainable Purchasing Services Checklist	The University of Saskatchewan procures goods and services that contribute positively to sustainability.	This initiative would develop mechanisms to ensure that the Sustainable Purchasing Services Checklist is consistently applied by purchasers throughout campus.	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Purchasing Services, Office of Sustainability	A checklist for sustainable purchasing has been developed for purchasers to use with client departments. Currently the use and application of this list is voluntary.	Given the amount of work already completed on this project, it could likely be completed within existing budgets. However, communications expertise would be required to more efficiently disseminate this resource.	Upgrade and Formalize Sustainable Purchasing Services Checklist; Develop Mechanisms to Require Purchase of EPEAT Computers; Implement a Vendor Code of Conduct
Mechanisms for Purchase of EPEAT Computers.	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes energy efficiency and minimizes greenhouse gas emissions.	This initiative would develop a mechanism to optimize the purchase of university computers with Electronic Product Environmental Assessment Tool (EPEAT) Silver or higher certification, recognizing that EPEAT certified products may not be available in the case of specialized computers.	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Purchasing Services, Campus Computer Store	Campus Computer Store purchases EPEAT certified computers when possible. EPEAT criteria include energy efficiency, materials selection, design for end-of-life management, product longevity and life cycle extension, corporate performance, and packaging characteristics. There is currently no requirement that academic or administrative units purchase EPEAT certified computers.	Costs associated with developing mechanism to support the purchase of EPEAT computer could likely be accommodated by existing budgets. Not all EPEAT computers require a cost premium but where a small premium exists that additional cost will be repaid out of energy savings and durability.	Expand and Promote Sustainable Purchasing Guidelines; Upgrade and Formalize Sustainable Purchasing Services Checklist
Purchasing -- New Initiatives: Third Integrated Planning Cycle																					
Sustainable Paper Purchasing	The University of Saskatchewan procures goods and services that contribute positively to sustainability.	This initiative would develop and implement mechanisms to ensure that campus units purchase the most sustainable choices for workplace paper.	✓		✓							✓	✓	✓			✓	Purchasing Services, Office of Sustainability	Units are responsible for their own paper purchases so there is no consistency in regard to recycled content. A stated preference or other mechanism would help to ensure the optimization of recycled content/sustainably produced paper.	A small premium in cost would be incurred that could not be recouped.	Expand and Promote Sustainable Purchasing Guidelines; Upgrade and Formalize Sustainable Purchasing Services Checklist
Vendor Code of Conduct	The University of Saskatchewan procures goods and services that contribute positively to sustainability.	This initiative would develop and implement a vendor code of conduct to establish expectations for social and environmental responsibilities of vendors.	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Purchasing Services, Office of Sustainability	U of S does not currently have a mechanism to set expectations for the social and environmental responsibility of vendors. This approach is being tested out with the cold beverage contract. Collegiate clothing carried by the Book Store is from anti-sweat shop sanctioned suppliers.	Cost of development of the code could likely be accommodated by existing budget. May in some cases impact on the cost of products.	Expand and Promote Sustainable Purchasing Guidelines; Upgrade and Formalize Sustainable Purchasing Services Checklist

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Transportation

Transportation -- Ongoing Initiatives to Enhance/ Build Upon

Parking and Transportation Services	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would ensure the full implementation of Parking Services transition to Parking and Transportation Services to ensure better ongoing support for alternative transportation on campus.	✓	✓	✓		✓	✓	✓				✓	✓		Campus Transportation Committee (CTC), The Parking Advisory Committee (PAC), Consumer Services and Office of Sustainability	Following the trend at other universities, Parking Services recently became Parking and Transportation Services. It needs support from both Corporate Admin and the Office of Sustainability to move forward on services that support sustainable modes of transportation (e.g., Eco-Pass, ride sharing system, bike locker rental, car sharing).	As services offered by this office evolve, the scope and nature of its budget may change. In some cases, this may add costs; in other cases, cost-recovery may be possible.	Complete a Transportation Demand Management Plan; Fulfill University and College Presidents' Climate Change Statement of Action;
Eco-Pass for Grad Students, Faculty and Staff	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would establish a subsidized bus pass, similar to the U-Pass for undergraduate students, for graduate students, faculty and staff.	✓	✓	✓		✓	✓	✓				✓	✓		Campus Transportation Committee (CTC), ASPA, USFA, GSA, Parking and Transportation Services	A pilot project for an Eco-Pass for staff and faculty is currently underway. There was widespread interest in participating in the pilot project. The GSA is considering holding another referendum on this issue.	The cost of this initiatives will depend on the funding formula with Saskatoon Transit and the number of participants. Decreasing the number of cars and volume of traffic on campus will impact parking and road maintenance costs over the	Establish Parking and Transportation Services; Complete a Transportation Demand Management Plan; Fulfill University and College Presidents' Climate Change Statement of Action;
On-Campus Car Sharing Program	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would establish a car-sharing initiative on campus to allow access to a vehicle by campus community member for occasional use, thereby making it easier for them to use alternative transportation for commuting.	✓	✓	✓		✓	✓	✓				✓	✓		Campus Transportation Committee (CTC), Purchasing Services, USSU, GSA, ASPA, USFA, The Parking Advisory	Purchasing Services, and the Parking and Transportation Services and the Office of Sustainability are currently exploring this option.	Human resources will be required to negotiate and promote this program, however once established it should pay for itself, as users pay for use of the program vehicles.	Establish Parking and Transportation Services; Complete a Transportation Demand Management Plan; Fulfill University and College Presidents' Climate Change Statement of Action;

Transportation -- New Initiatives: Third Integrated Planning Cycle

Transportation Demand Management Plan	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would instigate the completion of a Transportation Demand Management Plan and Strategy to guide future transportation planning on campus.	✓	✓	✓		✓	✓	✓				✓			FMD, Parking and Transportation Services, Office of Sustainability, Campus Transportation Committee, Climate Action Planning Team	The development and implementation of a transportation demand management (TDM) strategy would quantify the current modal split for commuters, set targets for the desired distribution of commuters over all modes of transportation and establish strategies to move toward those targets.	The cost for the study and development of the plan would need to be secured. The cost of implementing the plan would depend on the required strategies would be spread over a number of responsible units.	Establish Parking and Transportation Services; Fulfill University and College Presidents' Climate Change Statement of Action
Guidelines Governing Idling on Campus	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would develop and implement guidelines governing idling of University fleet vehicles, non-University service vehicles and privately-owned vehicles.	✓	✓	✓		✓	✓					✓			FMD, Parking and Transportation Services, Campus Transportation Committee, Climate Action Planning Team	The campus currently has anti-idling signage at loading docks and common drop-off areas. There is no policy guiding idling. Increased anti-idling signage, as well as a community based social marketing program to educate and engage the campus community would be required.	The cost of developing guidelines and/or a policy and creating additional signage would be minimal. Depending on whether or not enforcement is desired, some additional costs may be incurred for this activity.	Fulfill University and College Presidents' Climate Change Statement of Action; Establish Parking and Transportation Services

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Efficient Operation of Fleet Vehicles	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would develop mechanisms to ensure that campus fleet vehicles are operated in the most energy efficient manner possible.	✓	✓			✓	✓							✓		FMD, Consumer Services, Climate Action Planning Team	Campus fleet vehicles are well maintained, but the efficiency of any given vehicles is still largely dependent on the driving habits of individuals driver. This initiatives could include education on driving habits that contribute to fuel efficiency and in-vehicle devices to monitor patterns of usage and fuel consumption.	Cost for training and possible in-vehicles devices will be offset by lower operating costs. The federal Office of Energy Efficiency offers resources through its "SmartDriver in the City" program provides no-cost driver education resources for fleet managers.	Fulfill University and College Presidents' Climate Change Statement of Action
Bicycle Sharing Program	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would establish a fleet of bicycles that would be accessible to all campus community members.		✓	✓		✓	✓							✓		USSU, Parking and Transportation Services, Campus Transportation Committee	Many campuses and municipalities throughout the world have similar programs. By providing convenient and affordable access to bicycles, the approach encourages use of bicycles rather than vehicles for medium distance travel.	Depending on how the program is structured, this program may pay for itself. Using rehabilitated bikes that have been abandoned on campus may provide one way of reducing the start-up costs associated with this approach.	Fulfill University and College Presidents' Climate Change Statement of Action; Complete a Transportation Demand Management Plan
Transportation -- New Initiatives: Fourth Integrated Planning Cycle																				
Sustainable Fleet Renewal	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would develop and phase in a fleet renewal strategy to select the most sustainable vehicle possible for the function it is to perform, taking both right-sizing, fuel efficiency and fuel mix into consideration.	✓	✓	✓		✓	✓							✓		FMD, Purchasing Services, Climate Action Planning Committee	Currently University fleet vehicles run on gasoline or a biodiesel blend. We currently have 104 vehicles (91 that are for FMD and 13 that we rent to other departments) and 45 pieces of equipment which includes tractors, mowers, forklifts etc.	Cost and savings will be highly influenced by changing technologies and fuel markets. While some new technologies may incur a cost premium, the strategy of "right-sizing" vehicles may offset some of the extra costs.	Fulfill University and College Presidents' Climate Change Statement of Action
University Business Travel GHG Emissions Offsets	The University of Saskatchewan plans, develops and implements campus transportation systems and policies that contribute positively to human and ecosystem health.	This initiative would develop and implement mechanisms to track, reduce and offset GHG emissions associated with University business travel (by faculty, graduate students, staff).	✓	✓	✓		✓	✓							✓		Financial Services Division, Climate Action Planning Team	Currently, business travel is primarily tracked by expenditures, rather than by mode and distance travelled, so it difficult to determine associated GHG emissions. Strategies for reduction could include education on alternatives to travel and addressing barriers to access to those alternatives; increased access to video conferencing on campus and developing guidelines for air travel and the purchase of carbon offsets.	Developing tracking mechanisms will primarily involve administrative costs. The costs associated with offsets will depend on the nature of those chosen. Maturing carbon markets may impact the financial implications of securing offsets. A capital investment would be required for increasing the availability of video conferencing.	Fulfill University and College Presidents' Climate Change Statement of Action

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current				
Waste																			
Waste -- Ongoing Initiatives to Enhance/ Build Upon																			
Waste Reduction Strategy	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would support the continuing implementation of strategies to achieve FMD's goal of reducing campus solid waste by 90%.	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	FMD, Food Services, Consumer Services, Purchasing Services	A multi-stakeholder working group has been working on implementing strategies to achieve FMD's goal of reducing solid waste by 90%. A new strategy to handle most waste and a wide range of recyclables will begin to be implemented in early 2012. The next phases will include investigating options for food waste, construction, renovation and demolition waste and surplus assets.	There are costs associated with waste reduction strategies, but also significant saving in waste hauling costs. As the market matures and landfill costs increase, the economics of waste diversion will become increasingly favourable.	Expand Campus Recycling Services; Implement a Food Waste Composting Strategy; Expand Residence Move-in/ Move-out Waste Reduction; Expand Toner Cartridge Recycling; Install More Water Fountains; Expand Electronic Waste Recycling; Fulfill University and College Presidents' Climate Change Statement of Action
Campus Recycling Services	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would support the strategic expansion of campus recycling to support FMD's goal of reducing campus solid waste by 90%.	✓	✓	✓			✓	✓	✓	✓	✓		✓		FMD, Consumer Services	Campus Recycling provides most buildings with paper and beverage container recycling, as well as localized recycling of non-hazardous lab plastics and cell phones. With the implementation of the new waste and recycling strategy this role should evolve to address new opportunities to reduce campus waste, such as fee-for-service paper shredding, dismantling of articles containing valuable metals etc., while providing student employment.	There are costs associated with recycling, but also significant saving in waste hauling costs. As the market matures and landfill costs increase, the economics of recycling will become increasingly favourable.	Implement Strategies to Achieve FMD's Waste Reduction Goal; Expand Residence Move-in/ Move-out Waste Reduction; Expand Toner Cartridge Recycling; Install More Water Fountains; Expand Electronic Waste Recycling; Fulfill University and College Presidents' Climate Change Statement of Action
Residence Move-in/ Move-out Waste Reduction	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would expand current programs to reduce move-in and move-out waste reduction strategy for all residences.	✓	✓	✓					✓	✓	✓		✓		FMD, Residences	The Office of Sustainability has worked with Residences to pilot a number of "stuff swaps" during move-in and move-out. They have been very well received and supported by students and significant amounts of waste have been diverted from the landfill.	Costs could be absorbed by current budgets associated with waste reduction and sustainability community engagement.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Toner Cartridge Recycling	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would support the expansion of toner cartridge recycling to more areas of campus to ensure consistent availability throughout campus.	✓		✓					✓	✓	✓		✓		Purchasing Services, WSEP	Toner cartridges are collected and recycled through an agreement with Grand and Toy. There is room for improvement in terms of increasing the number of cartridges being collected.	Existing system will have to be enhanced and expanded which will require the investment of staff time.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Water Fountain Availability	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would install more water fountains, retrofit existing water fountains with bottle-filling spouts throughout campus and provide water fill stations at campus events.	✓	✓	✓			✓	✓	✓	✓			✓		FMD, Purchasing Services	Some students, faculty and staff support the ban of the sale of bottled water on campus. The new cold beverage agreement supports the reduction of bottled water and installation of non-refrigerated water fountains and/or water refill stations on campus. Currently bottled water is not available in the Place Riel vending machines.	New cold beverage contract does include some funds for installation of water fountains and/or bottle refill stations. Installations could be integrated with other new construction or renovation work. Mechanisms to provide water at campus events may involve some cost.	Implement Strategies to Achieve FMD's Waste Reduction Goal

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives				
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current					3rd Integr. Planning Cycle	4th Integr. Planning Cycle		
Electronic Waste Recycling	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would expand existing mechanisms to ensure that all e-waste generated by the campus is properly recycled and/or reused.			✓								✓	✓	✓	✓		✓		FMD, Consumer Services, ITS, Purchasing Services	Computers handled by Materials Handling are sent to Computers for Kids or the provincial e-waste program, but this does not capture all campus computers. There are collection points for cell phones which go to Hope Phones program, but other e-waste is not captured. E-waste may provide another opportunity for Campus Recycling.	Existing systems will have to be enhanced and expand which will require the investment of staff time.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Waste -- New Initiatives: Third Integrated Planning Cycle																							
Double-sided Printing	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would develop programs to facilitate wider use of double-sided printing.	✓	✓	✓								✓	✓	✓			✓		Information Technology Services, Consumer Services	Some units are reducing paper use through double-sided printing. This is difficult to manage/regulate when many academics and administrators have a printer in their office. Both technical (working with IT support staff) and educational approaches would be needed to disseminate double-sided printing throughout campus.	This will primarily involve education and the reconfiguration of existing equipment, both of which will involve an investment of time. If broadly adopted, this could noticeably impact the quantity of paper purchased on campus.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Supplier Tote Box Delivery for All Major Suppliers	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would expand current tote box delivery to all major campus suppliers.	✓		✓								✓	✓	✓			✓		Purchasing Services, FMD	Purchasing has negotiated with suppliers of large contracts to make deliveries in reusable tote box to replace cardboard boxes. A pilot for a tote program with Fisher Scientific is currently underway in Chemistry and Pharmacy. WCVI has a tote program with one of their major suppliers.	Time will need to be invested in re-negotiating with other suppliers. If broadly adopted, this could significantly impact the amount of cardboard and other packaging materials that needs to be hauled from campus.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Return of Packaging Requirement	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would phase in a requirement that all contracts with major suppliers require return of packaging to the supplier.	✓		✓								✓	✓	✓			✓		Purchasing Services, FMD	Some supplier contracts include arrangements for cardboard boxes and other packaging to be returned to the supplier. All contracts should require this practice.	Time will need to be invested in re-negotiating with other suppliers. If broadly adopted, this could significantly impact the amount of cardboard and other packaging materials that needs to be hauled from campus.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Inventory and Materials Exchange for Surplus Assets	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would develop and implement a strategy to facilitate the efficient exchange and reuse of campus surplus assets.	✓	✓	✓			✓	✓				✓	✓	✓	✓		✓		FMD, Purchasing Services, Financial Reporting	Storage space is at a premium and there is no surplus assets inventory, so very little gets reused. Items that cannot be reallocated or stored are donated to Habitat for Humanity or a suitable not-for-profit community organization. Some items go to auction. Many items go to landfill. A system for equipment exchange on (and off) campus would need to be supported by a revised Surplus Assets policy.	Currently no or minimal income is earned from surplus assets and the university must cover all costs associated with hauling. Start-up costs will be incurred. Even is income if minimal, if properly implemented, this could cover costs. Departments opting for used equipment would reduce expenditures.	Implement Strategies to Achieve FMD's Waste Reduction Goal. SPEP eBusiness project - eProcurement, Inventory/Stores and Controlled Goods Tracking.

Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current				

Waste -- New Initiatives: Fourth Integrated Planning Cycle

Construction and Demolition Waste Diversion Strategy	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would develop and implement strategies to maximize the diversion of construction, renovation and demolition waste.	✓	✓	✓					✓	✓				✓	FMD	Typically not captured in the normal solid waste stream. FMD has set a target for 50% reduction of construction and demolition waste. LEED major capital projects include extensive diversion, but there is no consistent strategy for minor capital projects. Construction rubble has been collected and reused for road construction on a limited basis. Some C&D waste from the Place Riel project went to a pyrolysis facility in Craik.	Investment will be required to put new systems into place, but considerable savings will also be realized.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Paperless Business Practices	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This initiative would develop and implement programs to facilitate paperless business practices throughout campus.	✓	✓	✓					✓	✓				✓	Office of Sustainability, FSD, Consumer Services	Many administrative functions have been moving to paperless systems. All campus administrative units should be assessing their practices to reduce paper use.	This would be implemented through education, which could be covered under existing Office of Sustainability programs. Has the potential to significantly reduce paper expenditures. Would also reduce the costs associated with recycling.	Implement Strategies to Achieve FMD's Waste Reduction Goal
Lab Chemical and Controlled Goods Tracking	The University of Saskatchewan minimizes the production of solid waste from all of its buildings and operations.	This Initiative would move toward comprehensive chemical inventory and management systems in all university laboratories.	✓	✓	✓					✓	✓	✓			✓	Laboratories, FMD (WSEP)	This exists on a limited basis in some cases but is difficult to coordinate. The new laboratories in Health Sciences will be managed in this manner and could provide guidance in moving to such a system campus-wide.	This would be a costly system to implement, but the manner in which are currently dealing with lab chemicals is also costly. WSEP must routinely dispose of unused chemicals where quantities have be over-purchased.	Implement Strategies to Achieve FMD's Waste Reduction Goal; Implement a Materials Exchange for Surplus Assets + Inventory. SPEP eBusiness project - eProcurement, Inventory/Stores and Controlled Goods Tracking.

Water

Water -- Ongoing Initiatives to Enhance/ Build Upon

Water Conservation Strategy	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes water efficiency.	This initiative would develop and implement strategies to reduce the consumption of potable water on campus.	✓	✓	✓		✓	✓	✓						✓	FMD, Purchasing Services	Based on the water use inventory completed a few years ago, a business case was developed for targeted replacement of toilets, urinals and faucets with higher efficiency models. Savings potential is high as many older urinals flush at regular intervals 24/7 and many older model toilets actually use more than 23 litres per flush (though original spec was 16 litres per flush). Opportunities also exist to reduce potable water used in various processes on campus, such as A/C units, refrigeration and research equipment. Water efficient equipment can be specified in competitive bids.	There would be significant costs associated with water retrofits, but also significant operational and maintenance savings. Currently a provincial rebate program exists for replacement of toilets. There would a number of possible approaches to financing the work, some of which leverage operational savings to pay for ongoing capital work. As water prices continue to increase, the return on investment on this work will improve.	Expand Water-Efficient Landscaping
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Initiative	Desired Outcome(s)	Description	Benefits (Organizational)				Benefits (Sustainability)							Timeline		Key Stakeholders	Implementation Considerations	Budgetary Considerations	Related Initiatives			
			Operational	Economic	Reputational	Strategic	Reduce Water Consumption	Reduce Energy Consumption	Reduce GHG Emissions	Improve Indoor Envir. Quality	Reduce Degradation of Nature/Habitats	Reduce Production of Waste	Reduce Concentrations of Man-Made Substances	Support Basic Human Needs of Others	Current					3rd Integr. Planning Cycle	4th Integr. Planning Cycle	
Weather-Sensitive Irrigation	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes water efficiency.	This initiative would expand the implementation of weather-sensitive irrigation on campus.	✓	✓	✓		✓	✓	✓								✓		FMD	Campus has been incrementally implementing weather-sensitive irrigation over the last six years, but areas remain to be implemented. That which has already been implemented has impacted on our water consumption, Irrigation could be further improved by zoning (e.g. the north side of a building requires less water than the south side).	Incremental implementation could continue to help manage the cost associated with this. In addition to a reduction in water use, this approach to irrigation is a more efficient use of human resources.	Develop and implement Water Conservation Strategy
Stormwater Management Strategies	University of Saskatchewan infrastructure is designed and maintained in a manner that protects and enhances the local ecosystem.	This initiative would develop and implement strategies to reduce the amount of stormwater runoff being generated by campus.	✓	✓	✓						✓		✓				✓		FMD	FMD has set target of 20% decrease in rate and quantity of stormwater runoff, but there is no plan in place to achieve this and we continue to add impervious area. New building projects under LEED NC have some stormwater measurement reduction features. LEED EBOM also requires stormwater management mgmt. Measures can include green roofs, rainwater collection, construction of swales, reducing impervious surfaces on campus.	Costs of these approaches could be managed if they are integrated into the planning of all capital projects on campus. Stormwater management approaches cost less than upgrading (i.e. enlarging) the stormwater sewer to accommodate increased runoff.	Establish LEED-EBOM as Operations and Maintenance Standard; Implement Mechanisms for Sustainable Design and Construction.
Water -- New Initiatives: Fourth Integrated Planning Cycle																						
Opportunities for Water Capture	University of Saskatchewan buildings and operations are designed, operated and maintained in a manner that optimizes water efficiency.	This initiative would develop and implement strategies to capture and reuse rainwater and greywater on campus.	✓	✓			✓	✓	✓								✓		FMD	Currently we have no rainwater capture systems and no grey-water systems. The potential for using rainwater capture for irrigation or toilets, as well as grey-water treatment systems for irrigation or other purposes should be investigated. The City of Saskatoon implemented rainwater capture for toilets and bus-washing within the Access Transit Facility two years ago.	Costs of these approaches could be managed if they are integrated into the planning of all appropriate capital projects on campus.	Implement Stormwater Management Strategies; Establish LEED-EBOM as Operations and Maintenance Standard; Implement Mechanisms for Sustainable Design and Construction.

GOVERNANCE

OUR GOAL:

Sustainability is a core value that is embedded in everything that we do at the University of Saskatchewan.

INTRODUCTION

For the University of Saskatchewan, as in any large organization, an essential component of change management for sustainability is formalizing its commitment to sustainability. Through the tools of governance the university can integrate sustainability into its organizational structures and systems, as well as decision-making processes. By creating the organizational capacity to integrate sustainability in all areas of campus life – education, research, operations, governance and community engagement – sustainability has the potential to become a core value of every member of the campus community.

In contrast to other parts of this Campus Sustainability Plan which articulate recommendations for sustainability initiatives or programs, this section on Governance brings forward recommendations on approaches to embedding sustainability in the fabric of our organization, including all three of our governing bodies – Senate, Board of Governors, and University Council, thus enhancing our organizational capacity to integrate sustainability at all levels of the organization.

Ongoing Initiatives to Enhance/Build Upon

Recommendation	Sustainability Policy
Desired outcome	A sustainability policy provides staff and faculty with a common understanding of the university's definition, plans and expectations regarding sustainability at the University of Saskatchewan.
Description	A sustainability policy establishes the foundation for sustainability processes and initiatives by providing a consistent and clear message about the university's commitment to sustainability. A sustainability policy adopted by the Board of Governors would ensure that all campus operational activities are aligned with, and support, the university's commitment to sustainability.
Benefits	Economic, Operational, Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Keys stakeholders	Policy Oversight Committee
Progress to date	The Notice of Intent was presented to the Policy Oversight Committee that has subsequently given approval for the development of a draft policy.
Implementation considerations	The policy must be developed in a collaborative manner and, as such, will require considerable consultation throughout the campus community. This can be done in the context of the consultations for the campus sustainability plan.
Budgetary considerations	Although some work has begun by current staff, full development of the policy will require incremental resources from the Office of Sustainability.
Measure of success	We will know that we are on the right track if the University of Saskatchewan has a sustainability policy that was developed collaboratively and that influences a wide range of operational activities on our campus to be more sustainable.
Related initiatives	Policies/Procedures to Support and Complement the Sustainability Policy

Recommendation	Policies/Procedures to Support and Complement the Sustainability Policy
Desired outcome	All policies/procedures at the University of Saskatchewan present no conflicts to, or integrate with the sustainability policy, reflecting our university's commitment to sustainability.
Description	<p>New and existing procedures and policies must provide a consistent message and clear expectations regarding behaviour in support of the university's commitment to sustainability.</p> <p>New procedures/policies could include:</p> <ul style="list-style-type: none"> • Sustainable Development and Stewardship (how the university builds and operates its campus buildings and develops its lands) • Fleet Vehicle Idling • Socially Responsible Investment • Telecommuting <p>Existing policies that should be revised to reflect sustainable practices include:</p> <ul style="list-style-type: none"> • Disposal of Surplus Assets • Renovation, Renewal and Replacement of Facilities • Staff and Faculty Travel • Vehicle Use Authorization • Procurement and Solicitation of Competitive Bids • Internal Loan <p>Further, sustainability should be considered in the development, approval and application of all new policies.</p>
Benefits	Economic, Operational and Reputational
Timeline	Third Integrated Planning Cycle
Key stakeholders	Facilities Management Division, Financial Services Division, Policy Oversight Committee
Progress to date	A general review of existing policies and procedures to identify those that may require changes to support sustainability has been completed.
Implementation considerations	Reviewing and amending existing policies will require the commitment and involvement of a variety of units. Opposition to amending some policies will need to be navigated.
Budgetary considerations	Although current staff has already undertaken some of this work, full implementation of this initiative will require incremental resources from the Office of Sustainability.
Measure of success	We will know that we are on the right track if all University of Saskatchewan policies and procedures consistently reflect our commitment to sustainability.
Related initiatives	Sustainability Policy

Recommendation	Sustainability Embedded in Core Area Master Plan
Desired outcome	The Campus Master Plan features sustainability at a high level, entrenching its importance and relevance in all campus planning.
Description	A master plan articulates a vision for the future development that ensures that the physical environment, both built and natural, serves the future needs of the university community, enables the institution to realize its goals, and provides an efficient work and study place. By entrenching sustainability in all aspects of the next Core Area (Campus) Master Plan, we help to ensure that sustainability considerations are not overlooked in any future development on campus.
Benefits	Economic, Operational and Reputational
Timeline	Third Integrated Planning Cycle
Key stakeholders	Facilities Management Division, Corporate Administration
Progress to date	The 2003 Core Area Master Plan includes sustainability considerations, but not as a fundamental concept. The pending update of the master plan can build on this content to ensure that it is integrated as an underlying principle of future planning.
Implementation considerations	While Facilities Management will have the lead role, this initiative will require the consultation with the campus community.
Budgetary considerations	Could be covered by existing budgets for the development of the next iteration of the Core Area Master Plan.
Measure of success	We will know that we are on the right track if future campus development reflects our commitment to sustainability.
Related initiatives	Sustainability Foundation Document

Recommendation	Sustainability Funding Strategy
Desired outcome	The University of Saskatchewan has a comprehensive sustainability funding strategy that supports innovative sustainability initiatives, many providing an attractive economic return.
Description	<p>A sustainability funding strategy is critical to moving ahead on sustainability initiatives in a timelier manner, thus optimizing the returns associated with them. Funding approaches that have successfully been used at other universities and colleges must be evaluated for applicability to our context. These include:</p> <ul style="list-style-type: none"> • Energy performance contracts with third parties (energy service companies) • Endowment funds to pay for projects with a rate of return that exceeds that of the endowment portfolio. One American college took this approach to finance the installation of a wind turbine which now generates a positive cash flow. • Targeted gifts/fundraising from alumni • Grants, rebates and incentives from power utilities and governments • Student-initiated “green” fees, in some cases, matched by the institution. University of Colorado Boulder students voted to increase student fees to purchase an 8.8 million kWh/year wind turbine. • Government or industry research grants and partnerships • Longer-term, public-private partnerships (P3s). Colorado State University has entered into a P3 for a 5.3-megawatt solar facility on 30 acres to provide more than one-third of the electrical needs of its Foothills campus. • Future potential carbon pricing, as means to account for extraneous costs to the environment or society that we do not currently factor in, may make the financial business case for sustainable projects more attractive in the future.
Benefits	Economic and Operational
Timeline	Third Integrated Planning Cycle
Key stakeholders	Facilities Management Division, Financial Services Division, Institutional Planning and Assessment, University Advancement
Progress to date	A campus sustainability revolving fund has been proposed as one of the transitional strategies to enable the university to move forward on the Campus Sustainability Plan. The establishment of this fund would represent the first step to developing a more comprehensive approach to funding sustainability initiatives.
Implementation considerations	Developing this strategy will be complex and will require support from numerous units across campus. It must, however, be pursued quickly so that we do not delay opportunities to implement operational changes and capture potential financial savings and environmental and social benefits. The approval process for sustainability initiatives will need to be “streamlined” so that funding “windows of opportunity” are not missed.
Budgetary considerations	Some funding strategies may begin to be pursued with current staffing, but full development and ongoing management of funding strategies will require significant incremental resources from the Office of Sustainability and some additional resources from the utilities business operations. In addition, establishing a revolving fund will require seed money (initial goal is \$2 Million). Potential sources include some of those listed above, as well as the utilities budget (planned and/or surplus allocations, etc.).
Measure of success	We will know that we are on the right track if we have a diverse portfolio of funding sources for sustainability operational projects.
Related initiatives	All initiatives in the Operational sub-plan

Recommendation	Sustainability as a High Priority for Board of Governors Land and Facilities Committee, Council and Senate
Desired outcome	The tri-cameral governance bodies are engaged in high-level oversight of sustainability initiatives on campus on an ongoing basis.
Description	Given the significant influence and leadership of the tri-cameral governance bodies, it is recommended that the Board of Governors Land and Facilities Committee, Council and Senate be approached to determine how best to ensure that sustainability is a high priority consideration on an ongoing basis. This might include establishing reporting requirements, regular agenda items, and/or establishing an accountability regarding responsibilities associated with sustainability. Land and Facilities would require information and provide oversight from an operational perspective while Council would ensure sustainability is appropriately considered in education and research decisions. Senate would review sustainability plans and provide advice on the university's approach.
Benefits	Operational, Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	University Secretary, VP, Finance & Resources, VP, Academic & Provost
Progress to date	Currently an annual update is provided to the Land and Facilities Committee on the activities, challenges and achievements of the working group, Office of Sustainability, and SENS. The first update of the activities of the working group was provided in the spring 2011 to Planning and Priorities and to Senate.
Implementation considerations	Working through the governance processes for each body to determine how best to ensure they are engaged in high-level oversight of sustainability could be a significant undertaking that may be onerous and time-consuming.
Budgetary considerations	Full implementation of this initiative will require incremental resources from the Office of Sustainability.
Measure of success	We will know we are on the right track if the Land and Facilities Committee, Council, and Senate make decisions that support sustainability on campus.
Related initiatives	All initiatives included in the Campus Sustainability Plan

Recommendation	Socially Responsible Investment Practices
Desired outcome	The University of Saskatchewan integrates investor values and concerns into the investment manager selection process as a means to positively impact society, while achieving competitive returns.
Description	<p>To facilitate socially responsible investment practices, consideration should be given to incorporating social and environmental responsibility as a part of the Internal Investment Committee's Terms of Reference.</p> <p>In addition, it is recommended that the committee monitor shareholder advocacy including reviewing investment manager's proxy voting related to shareholder resolutions that address sustainability.</p>
Benefits	Economic, Operational, Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Office of Sustainability, Financial Services Division, donors, University Advancement
Progress to date	<p>The Internal Investment Committee (IIC) has considered a Socially Responsible Investment (SRI) Policy and several steps have been taken with regard to socially responsible investment, including:</p> <ul style="list-style-type: none"> • Researching and presenting a report to the IIC on SRI option • Enhancing transparency by publishing investment policies and proxy voting polices
Implementation considerations	Developing this strategy will require considerable effort on a number of fronts including developing a long-term strategy that is suitable for the university. The biggest challenge will be to ensure that socially responsible investing does not detract from investment performance.
Budgetary considerations	Implementation of this initiative could require incremental resources to review options, gain input from stakeholders, and implement recommendations.
Measure of success	We will know that we are on the right track if we have further embedded sustainability into investment decisions.
Related initiatives	Sustainability Embedded in Financial Decision Making

Recommendation	Collaboration with the City of Saskatoon
Desired outcome	The University of Saskatchewan and the City of Saskatoon are strong partners on a number of significant sustainability initiatives.
Description	This initiative would work toward the University of Saskatchewan and the City of Saskatoon jointly identifying and working toward collaborative solutions for shared sustainability challenges. These might include shared challenges around alternative transportation, waste reduction.
Benefits	Economic, Operational, Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Office of Sustainability, Facilities Management Division
Progress to date	<p>The City of Saskatoon – University of Saskatchewan Sustainability Taskforce has been meeting a few times a year to share information on their respective sustainability initiatives and plans. This has led to a limited number of collaboration on shared issues, but there is considerable room for expansion of these efforts.</p> <p>In March 2012, the University of Saskatchewan hosted a workshop led by Dr. John Robinson of the University of British Columbia Sustainability Initiative to which representatives of the City of Saskatoon were invited. The workshop, intended to explore opportunities for collaboration, and helped to identify several potential areas for collaboration between the City and the University. The outcomes of that workshop could provide a good starting point for discussion.</p>
Implementation considerations	Developing this strategy will require the commitment of personnel time at the appropriate level of both organizations.
Budgetary considerations	Implementation of this initiative will require minimal resources. As opportunities for collaboration evolve, the funding requirements for the individual projects or initiatives will have to be addressed.
Measure of success	We will know that we are on the right track if the number of collaborative sustainability projects collaboratively identified and pursued by the University and the City increases over current levels.
Related initiatives	A number of Operational initiatives.

New Initiatives – Third Integrated Planning Cycle

Recommendation	Sustainability on the Enterprise Risk Management Register
Desired outcome	The Board of Governors and senior management actively address the risks and opportunities associated with sustainability initiatives on campus on an ongoing basis.
Description	This initiative would establish sustainability as a risk on the ERM register to acknowledge the importance of sustainability and enable alignment with the University's Achievement Record in which the university's sustainability performance is measured, reported and benchmarked to other institutions.
Benefits	Operational, Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Corporate Administration, ERM Committee
Implementation considerations	The development and approval of a risk statement may be reasonably simple, given the commitment of senior management and the Board to sustainability.
Budgetary considerations	Any costs associated should reasonably be accommodated within existing processes and structures.
Measure of success	We will know we are on the right track if the ERM Risk Register includes sustainability.
Related initiatives	All initiatives included in the Campus Sustainability Plan

Recommendation	Sustainability Foundational Document
Desired outcome	The University of Saskatchewan's Sustainability Foundational Document articulates, at the highest level, the overarching direction for sustainability at our university.
Description	A sustainability foundational document would provide an overarching direction for sustainability, adding context to the definition and vision identified in the third integrated plan. The foundational document would embody the underlying purpose of the Campus Sustainability Plan which is to advance sustainability on our campus and would establish an expectation to strive towards an ever-improving STARS rating.
Benefits	Economic, Operational, Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Institutional Planning and Assessment, School of Environment and Sustainability, University Learning Centre, Research Services, Facilities Management Division, University of Saskatchewan Students' Union/Graduate Students' Association
Implementation considerations	This initiative will require the commitment and involvement of faculty, staff and students. There may be opposition and/or differences on the purpose and content of the foundational document that will need to be navigated. It may be determined that both a foundational document and a charter (see below) are not required.
Budgetary considerations	Faculty and staff time would need to be allocated. Facilitation of the development of the sustainability foundational document by the Office of Sustainability will require incremental resources.
Measure of success	We will know that we are on the right track if a sustainability foundational document is adopted and used as a basis for decisions and actions.
Related initiatives	All initiatives included in the Campus Sustainability Plan

Recommendation	Sustainability Charter
Desired outcome	The University of Saskatchewan's Sustainability Charter defines the university's aspirations about the sustainability experience related to education and research.
Description	A sustainability charter, to be adopted by Council, would provide a vision and strategy for a learning experience that develops and expands students' understanding of sustainability and provides them with opportunities to apply their understanding, both within and outside a formal curriculum. Similarly, it would also include a vision and strategy for fostering research that deepens understanding of sustainability issues and seeks to address sustainability challenges. Similar to the learning charter, the sustainability charter would consist of three main parts: our vision for sustainability; the core sustainability goals to which the University of Saskatchewan aspires for its graduates; and the roles which students, instructors, researchers and the institution need to play in achieving our sustainability vision and goals.
Benefits	Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Institutional Planning and Assessment, School of Environment and Sustainability, University Learning Centre, Research Services, University of Saskatchewan Students' Union/Graduate Students' Association
Implementation considerations	This initiative will require the commitment and involvement of faculty, staff and students. There may be opposition and/or differences on the purpose and content of the charter that will need to be navigated. It may be determined that both a charter and a foundational document (see above) are not required.
Budgetary considerations	Faculty and staff time would need to be allocated. Facilitation of the development of the Sustainability Charter by the Office of Sustainability will require incremental resources.
Measure of success	We will know that we are on the right track if a sustainability charter is adopted and used as a basis for decisions and actions.
Related initiatives	All initiatives included in the Education and Research sub-plans

New Initiatives – Fourth Integrated Planning Cycle

Recommendation	Sustainability Embedded in Financial Decision Making
Desired outcome	Sustainability is embedded in financial decision making at the University of Saskatchewan such that financial strategies and decisions consider more full costs, including environmental, social, and economic costs and benefits.
Description	Embedding sustainability into financial decision-making could involve such strategies as: budgeting for net costs for sustainability needs, initiatives and projects over a multi-year time frame; integrating lifecycle costing to ensure total cost of ownership is considered; integrating true cost evaluation to ensure environmental and social costs are considered in addition to financial costs; revising contracts, accounting processes and financial incentives that might generate unintended disincentives for investing in sustainability efforts; establishing prompts within the PCIP decision documents, ensuring major capital project forms reflect total cost of ownership (including capital renewal and demolition), and utilizing shadow pricing for carbon emissions, etc.
Benefits	Economic, Operational, Reputational and Strategic
Timeline	Fourth Integrated Planning Cycle
Key stakeholders	Financial Services Division, Institutional Planning and Assessment
Implementation considerations	Developing this strategy will require considerable effort on a number of fronts including developing long-term forecasts and well-defined sustainability plans. Challenges will also include finding meaningful ways to measure social and environmental costs and benefits, as well as evaluating current practices within the university.
Budgetary considerations	Implementation of the various components of this initiative by the Office of Sustainability will require considerable incremental resources.
Measure of success	We will know that we are on the right track if we have embedded sustainability into long term budget strategies and decisions are made based on full costs and benefits.
Related initiatives	All initiatives included in the Campus Sustainability Plan

OUR GOAL:

All members of the campus community intentionally choose and initiate sustainable behaviour in all areas of campus life.

INTRODUCTION

While technological innovations are what usually garner the most attention, they are really only one part of the long-term solutions to overcoming our sustainability challenges. At its core, sustainability also depends on creating good lifestyles - with behaviour, values and ethics. Any technical solution is limited by the extent to which people interact with it. For instance, studies indicate that between 5 and 15% of the effectiveness of any energy conservation program is directly attributable to the people interacting with the technology, rather than the technology itself. For example, energy efficient lighting left running unnecessarily generates fewer savings than the same lighting shut off when rooms are not in use. Clearly, people and their behaviours are critical to moving towards sustainability.

Social psychology identified three main reasons for people not changing behaviours:

1. People do not know that there are alternatives to their current ways of doing things.
2. People know there are alternatives, but perceive significant difficulties associated with them.
3. People feel that there are no significant difficulties with an alternative behaviour, but find it easier not to change their current behaviour.

Further, social psychology research indicates that initiatives to promote behaviour change are often most effective when they are carried out at the community level and involve direct contact with people.

In developing the recommendations that follow, the Community Engagement Sub-Committee attempted to address the barriers that inhibit individuals from engaging in sustainable behaviours through three main communications and engagement approaches:

1. Communicative: One-way communication, including posters, pamphlets, announcements publications, etc.
2. Interactive: Engagement that is based on two-way communication.
3. Integrative: Engagement that is based on working together.

To achieve true engagement, it is clear that integrative approaches have the most impact. However, it is also clear that communication and interactive approaches are often essential in the process of linking people with opportunities to engage at the integrative level. For instance, in reviewing existing initiatives, the Community Engagement Sub-committee determined that much solid integrative programming already exists, but that a major barrier to wide spread participation is low awareness of the opportunities. This speaks to the need to significantly develop communicative and interactive approaches, while continuing to build on and strengthen our integrative sustainability programming.

Ongoing Initiatives to Enhance/Build Upon

Initiative	Sustainability Web Presence
Desired outcome	All members of the campus community understand and actively support the University of Saskatchewan’s commitment to sustainability.
Description	This initiative would include (1) establishing the presence of sustainability on the U of S website; (2) establishing the U of S sustainability website as a “destination site”; (3) increasing synergies between the website of all units involved in sustainability (Office of Sustainability, School of Environment and Sustainability, Kenderdine, Centre – Continuing and Distance Education, others); and (4) increasing the “interactivity” of both the sustainability website and PAWS blog.
Benefits	Reputational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	University Communications, ITS Portal Services (PAWS), School of Environment and Sustainability, University of Saskatchewan Students’ Union (USSU)
Progress to date	Both the Office of Sustainability and the School of Environment and Sustainability have websites. There is a sustainability “blog” under Campus Life in PAWS, and an Office of Sustainability Facebook page.
Implementation considerations	This initiative will require coordination between the identified units but can build on existing web presence.
Budgetary considerations	Involves minimal incremental cost as it can be built onto the management of the existing web presence, however, significant communications assistance would be required to ensure this strategy is consistent and effective.
Measure of success	We will know that we are on track if sustainability content on any U of S website is easy to find and the number of searches to sustainability-related websites grows from year to year.
Related initiatives	All Community Engagement initiatives

Initiative	Energy Awareness Training
Desired outcome	All employees understand the impact of their daily choices on the energy consumption of the University of Saskatchewan and act in ways that minimize that impact.
Description	This initiative would support providing the Energy Awareness Training to a broader cross-section of campus units.
Benefits	Reputational, Operational and Strategic
Timeline	Third Integrated Planning Cycle
Key stakeholders	Any interested campus units
Progress to date	Energy Awareness Training has been offered to approximately 12 units on campus. These sessions were well received, but due to resource limitations it has not been possible to provide appropriate follow-up to these sessions to optimize their impact.
Implementation considerations	One challenge has been making the availability of the program consistently known to units on campus. Communications assistance would significantly facilitate communications and marketing to expand this initiative.
Budgetary considerations	Currently the Office of Sustainability budgets \$3,000 per year for these sessions, which covers the costs of 5-6 sessions. This budget would have to be increased to permit more units to participate and to allow the Office of Sustainability to provide appropriate follow-up support.
Measure of success	We will know that we are on the right track if at least 50 units on campus have participated in Energy Awareness Training.
Related initiatives	Workplace Sustainability Champions Program

<i>Initiative</i>	Sustainability Information in New Employee Orientations
<i>Desired outcome</i>	All members of the campus community understand and actively support the University of Saskatchewan's commitment to sustainability.
<i>Description</i>	Enhancing the sustainability content in New Employee Orientation would help to ensure that new employees (1) have an understanding of the University's level of commitment to sustainability; (2) understand what is expected of them regarding sustainability; (3) have a broad understanding of the sustainability resources and programs available; and (4) consider how they might engage with sustainability on campus (e.g. Workplace Sustainability Champions Program).
<i>Benefits</i>	Reputational, Operations and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Human Resources Division (HRD)
<i>Progress to date</i>	Sustainability is currently touched upon at the safety orientations (through Workplace Safety and Environmental Protection) for new U of S employees. At the new employee orientation, new employees are given a reusable coffee mug, but sustainability content is not formally included in the program.
<i>Implementation considerations</i>	Will primarily involve staff time to assess and develop options for inclusion in the orientation content.
<i>Budgetary considerations</i>	Any expenses related will be related to employee time (HRD and Office of Sustainability) to assess and develop appropriate options.
<i>Measure of success</i>	We will know that we are on the right track if the number of new employees participating in sustainability programming (Champions Program, Energy Awareness Program, and Workplace Small Grants) increases year to year.
<i>Related initiatives</i>	Sustainability Information in Student Recruitment and Orientation

<i>Initiative</i>	Prairie Habitat Garden
<i>Desired outcome</i>	Members of the campus community and visitors to campus regularly visit the Prairie Habitat Garden to learn about the role of native prairie in our region's unique sense of place.
<i>Description</i>	This initiative would provide maintenance support to the Prairie Habitat Garden and enhance communication about the garden to the campus community and beyond.
<i>Benefits</i>	Reputational, Operational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	College of Education, Facilities Management (Grounds)
<i>Progress to date</i>	The Prairie Habitat Garden was established in 2006 and has been largely maintained through volunteer labour and short-term student employees. The existence of the garden is not well known among the campus community.
<i>Implementation considerations</i>	One challenge has been ensuring a consistent source of labour needed to maintain the garden until all of the native species are established. Another challenge has been consistently making the presence of the garden known to the campus community.
<i>Budgetary considerations</i>	Annual investment of approximately \$8,000 (one undergraduate student internship x 37.5 hours/week x 16 weeks). It may be possible to work toward synergies between students participating in the community gardens and the Prairie Habitat Garden. Communications support would significantly facilitate communications and marketing to expand this initiative.
<i>Measure of success</i>	We will know that we are on the right track if inquiries related to the Prairie Habitat Garden increase from year to year.
<i>Related initiatives</i>	Student-driven community gardens

<i>Initiative</i>	Support to Sustainability Student Groups, Initiatives and Events
<i>Desired outcome</i>	Student groups take a lead role in engaging the student body in sustainability issues.
<i>Description</i>	This initiative would expand the level of support available to sustainability student groups and events by the Office of Sustainability. This support would include both (1) financial support; and (2) assistance in accessing other resources and processes.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	University of Saskatchewan Students' Union (USSU), student groups
<i>Progress to date</i>	The Office of Sustainability currently distributes about \$3,000 per annum to support student sustainability initiatives and to support the participation of student in off-campus sustainability events.
<i>Implementation considerations</i>	The existing granting program could be used as the foundation for an expanded program, although more effective publicizing of the availability of the grants is needed. A review of eligibility criteria and application processes may also be needed.
<i>Budgetary considerations</i>	A grant fund of \$10,000 per annum would provide wide-ranging support to many student groups. Administration of the grants could be carried out through existing Office of Sustainability and USSU structures.
<i>Measure of success</i>	We will know that we are on track if the number of students and student groups initiating sustainability initiatives increase from year to year.
<i>Related initiatives</i>	Residences Eco-Representative Program, Support for Student-Driven Community Gardens

Initiative	Support for Student-Driven Community Gardens
Desired outcome	Any student wishing to participate in a community garden or horticulture project is able to do so.
Description	This initiative would support the expansion of student-driven community gardens and horticulture projects. Depending on demand, creation of a summer student position to provide gardening education and facilitation could be considered in the future.
Benefits	Reputational, potentially Operational depending on the scope of the projects. For instance, the Horticulture Club currently provides a limited of quantity of their produce to Food Services
Timeline	Third Integrated Planning Cycle
Key stakeholders	FMD (Grounds), Residences, Agriculture and Bioresources (Plant Sciences), Rooted and Horticulture Club (student groups), Centre for Continuing and Distance Education
Progress to date	The Office of Sustainability supported the expansion of McEown Place through the provision of a student initiative grant that paid for garden tools and covered tilling costs. Plant Sciences supports a student community garden located off 14 th Street. Very few students know of these gardens.
Implementation considerations	An expansion of the McEown Park gardens will be easy to implement quickly at a minimal cost, given that the land is already allocated. For any future projects, the major consideration will likely be the allocation of appropriate land.
Budgetary considerations	This will primarily involve the allocation of land, which could be handled on a case-by-case basis, and the allocation of some start-up costs, much of which could be provided through the student initiative grant (see above). If demand warrants it, the creation of summer student gardening facilitator/educator position would incur costs in the future.
Measure of success	We know that we are on track if all students who wish to participate in a community garden and the number of students participating in a community garden increases from year to year.
Related initiatives	Support to Sustainability Student Groups, Initiatives and Events

<i>Initiative</i>	Residences Eco-Representative Program
<i>Desired outcome</i>	Students living in residence are actively engaged in making residence life more sustainable.
<i>Description</i>	This initiative would expand the number of part-time student residence liaison positions to support student-driven sustainability initiatives within residences and act as a liaison to the Office of Sustainability.
<i>Benefits</i>	Reputational, Operational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Residences, Campus Recycling
<i>Progress to date</i>	This last winter saw a pilot project (Office of Sustainability and Residences) that funded a part-time student position for the university high-rises. The position was well received by residence students and initiated successful recycling initiatives at Seager Wheeler and Souris Hall.
<i>Implementation considerations</i>	Building on the current program, this initiative could easily be expanded, assuming the budget is in place to support it.
<i>Budgetary considerations</i>	Year-round part-time student positions for about 8 hours/week at current student rates. Any costs associated with production of posters and educational materials could be covered by current Office of Sustainability budget.
<i>Measure of success</i>	We will know that we are on track if the number of residence-based sustainability initiatives and the number of students participating in them increase year to year.
<i>Related initiatives</i>	Support to Sustainability Student Groups, Initiatives and Events

<i>Initiative</i>	Sustainability Content in Campus Publications
<i>Desired outcome</i>	All members of the campus community understand and actively support the University of Saskatchewan's commitment to sustainability.
<i>Description</i>	This initiative would develop mechanisms to ensure that On-Campus News (OCN), The Green and White and The Sheaf contain sustainability content on a regular basis.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	OCN, The Sheaf, University Advancement
<i>Progress to date</i>	Sustainability content does sporadically appear in campus publications, but Office of Sustainability has not had the resources to ensure that this content is consistently available, accurate and positioned within the university's sustainability commitment.
<i>Implementation considerations</i>	Will be largely dependent on communications assistance with the Office of Sustainability
<i>Budgetary considerations</i>	Assuming communications assistance, this initiative could be accommodated within the existing budget of the Office of Sustainability.
<i>Measure of success</i>	We will know we are on the right track when sustainability content in major campus publications appears regularly and is positioned within the context of the university's commitment to sustainability.
<i>Related initiatives</i>	All Community Engagement initiatives

New Initiatives – Third Integrated Planning Cycle

Initiative	Green Workplace Champions Program
Desired outcome	Faculty and staff actively initiate and pursue actions that support sustainability at their place of work.
Description	This initiative would involve developing a network of sustainability champions across campus to support and facilitate sustainability in their respective workplaces and act as a liaison to the Office of Sustainability and its resources. Such a program would streamline access to existing tools such as Sustainable Purchasing Guidelines, Green Conference Guide, Green Office Guide and Energy Awareness Training to allow individual workplaces to use those most appropriate to their context. Other components could include: development and publication of profiles of staff making contribution to sustainability, staff sustainability/community service days, small grants for workplace-based sustainability initiatives.
Benefits	Reputational, Operational, Economic and Strategic
Timeline	Third Integrated Plan
Key stakeholders	Offices and workplaces throughout campus
Implementation considerations	The development of such an approach to widespread staff engagement would be appropriate to the job description of the Sustainability Initiatives Liaison, with communications support.
Budgetary considerations	The university would need to sanction that the employees participating in this program be allocated a certain number of paid hours for workplace activities related to sustainability.
Measure of success	We will know that we are on the right track if the university boasts a network of employees who help to facilitate sustainable actions and initiatives throughout campus.
Related initiatives	Green Office Program, Multi-category Sustainability Award, Green Workplace Mini-Grants, Energy Awareness Training

<i>Initiative</i>	Green Workplace Recognition Program
<i>Desired outcome</i>	Faculty and staff actively initiate and pursue actions that support sustainability at their place of work.
<i>Description</i>	This initiative would develop a Green Workplace Program to recognize those workplaces that have made substantial workplace improvements in regard to sustainability.
<i>Benefits</i>	Reputational, Operational and potentially Economic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Human Resources Division, Unions
<i>Implementation considerations</i>	Could be delivered in conjunction with the Workplace Sustainability Champions Program, as well as with the Health, Safety and Environmental Management System, providing two potential points of entry.
<i>Budgetary considerations</i>	Allocation of personnel time to allow offices to implement operational changes; consideration of financial incentives to reward those workplaces that have achieved a certain level of performance.
<i>Measure of success</i>	We will know that we are on the right track if participation in the Green Workplace Recognition Program increases from year to year.
<i>Related initiatives</i>	Workplace Sustainability Champions Program, Green Workplace Mini-Grants, Multi-Category Sustainability Award, Energy Awareness Training

<i>Initiative</i>	Green Workplace Mini-Grants
<i>Desired outcome</i>	Faculty and staff actively initiate and pursue actions that support sustainability at their place of work.
<i>Description</i>	This initiative would develop a small fund to provide mini-grants to enable workplaces to initiate workplace-specific sustainability initiatives.
<i>Benefits</i>	Reputational, potentially Operational and Economic
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Health, Safety and Environmental Management System, Unions
<i>Implementation considerations</i>	An application procedure and proposal evaluation criteria need to be developed. Funding could be linked to participation in other initiatives such as the Green Office Program, the Workplace Sustainability Champions Program. Workplace champions could act as the primary facilitators of the program in their given workplace.
<i>Budgetary considerations</i>	A small fund of below \$10,000 per year would likely be adequate to provide a diversity of mini-grants. Program could be administered through Office of Sustainability.
<i>Measure of success</i>	We will know that we are on the right track if there are an increasing number of applications for the mini-grants from year to year.
<i>Related initiatives</i>	Workplace Sustainability Champions Program, Multi-Category Sustainability Award, Energy Awareness Training

<i>Initiative</i>	Campus Union Engagement
<i>Desired outcome</i>	Faculty and staff actively initiate and pursue actions that support sustainability at their place of work.
<i>Description</i>	This initiative would provide education and engagement to union executives to facilitate union-initiated sustainability initiatives in relation to member education and collective bargaining.
<i>Benefits</i>	Reputational, Operational, potentially Economic, and Strategic
<i>Timeline</i>	Initial contact fall 2012, ongoing
<i>Key stakeholders</i>	ASPA, CUPE, Faculty Association
<i>Implementation considerations</i>	Depending on assessment of needs, specialized training may have to be developed.
<i>Budgetary considerations</i>	Could be largely facilitated with existing Office of Sustainability resources.
<i>Measure of success</i>	We will know that we are on track when sustainability considerations are included in the collective bargaining process.
<i>Related initiatives</i>	Workplace Sustainability Champions Program, Green Office Program, Energy Awareness Training, Sustainable Purchasing Guide

Initiative	Sustainability in Student Recruiting and Orientation
Desired outcome	All members of the campus community understand and actively support the University of Saskatchewan's commitment to sustainability.
Description	This initiative would develop mechanisms to include information on the university's commitment to sustainability and key sustainability initiatives in student recruiting and orientation events.
Benefits	Reputational, Strategic and potentially Economic.
Timeline	Third Integrated Planning Cycle
Key stakeholders	Student and Enrolment Services Division, University Communications
Implementation considerations	This would require an assessment and development of appropriate content and tools for recruitment and orientation programming.
Budgetary considerations	Staff time would have to be allocated. Seed money may be required for the development of potential auxiliary tools, i.e. "Sustainability Survival Kit".
Measure of success	We will know that we are on the right track when increasingly more new students participate in sustainability events and initiatives from year to year.
Related initiatives	Sustainability Information in New Employee Orientations

<i>Initiative</i>	Communications Personnel Training
<i>Desired outcome</i>	All members of the campus community understand and actively support the University of Saskatchewan's commitment to sustainability.
<i>Description</i>	The intention would be to provide basic sustainability awareness training to communications personnel throughout the university to (1) ensure that sustainability initiatives are consistently and appropriately communicated; and (2) facilitate networking between units on initiatives related to sustainability.
<i>Benefits</i>	Reputational and Strategic
<i>Timeline</i>	Third Integrated Planning Cycle, session held annually
<i>Key stakeholders</i>	University Communications, Communications Specialists from throughout campus
<i>Implementation considerations</i>	Some time required for assessment and development of training, but implementation should be relatively straightforward once the training package is developed.
<i>Budgetary considerations</i>	Primary consideration will be personnel time for Office of Sustainability and University Communications to develop the training and for participants to take part in the training.
<i>Measure of success</i>	We will know that we are on track when all or most communications personnel have attended at least one sustainability communications training session.
<i>Related initiatives</i>	All initiatives included in the Campus Sustainability Plan

<i>Initiative</i>	Multi-Category Sustainability Award
<i>Desired outcome</i>	The University of Saskatchewan celebrates the sustainability achievements of members of the campus community.
<i>Description</i>	This initiative would develop a high profile award to reward excellence and innovation in sustainability across all members of the campus community – staff, students and faculty.
<i>Benefits</i>	Reputational, potentially Operational and Economic, depending on nature of innovation
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Multi-stakeholder committee, perhaps successor to the Sustainability Commitment Working Group, Wilson Entrepreneurial Centre
<i>Implementation considerations</i>	The key to this program will be widespread communication and engagement to establish the importance and prestige of the award.
<i>Budgetary considerations</i>	Allocation of staff time, financial resources to adequately resource prizes associated with the award will be necessary.
<i>Measure of success</i>	We will know that we are on the right track if the number of nominations for the multi-category sustainability award increases from year to year.
<i>Related initiatives</i>	Workplace Champions Program, Sustainability Web Presence, Sustainability Content in On-Campus Publications

<i>Initiative</i>	Annual Sustainability Summit
<i>Desired outcome</i>	All members of the campus community understand, actively support and celebrate the University of Saskatchewan’s sustainability commitments and achievements.
<i>Description</i>	An annual Sustainability Summit would serve to gather the campus sustainability community to (1) highlight major sustainability achievements by both the campus as a whole and by individual community members; (2) honor achievements with Sustainability Awards; and (3) facilitate campus sustainability innovation.
<i>Benefits</i>	Reputational, potentially Operational and Economic, depending on nature of innovation
<i>Timeline</i>	Third Integrated Planning Cycle
<i>Key stakeholders</i>	Multi-stakeholder committee, perhaps successor to the Sustainability Commitment Working Group, student groups
<i>Implementation considerations</i>	The key to this program will be widespread communication and engagement to establish the importance and prestige of the event.
<i>Budgetary considerations</i>	Allocation of staff time, financial resources to adequately plan and promote the summit will be needed. Speaker honorariums and expenses may .also be needed.
<i>Measure of success</i>	We will know that we are on the right track if the number of campus community members attending the summit increases from year to year.
<i>Related initiatives</i>	Workplace Champions Program, Sustainability Web Presence, Sustainability Content in On-Campus Publications, initiatives included in the Education, Research and Operations sub-plans

New Initiatives – Fourth Integrated Planning Cycle

<i>Initiative</i>	Highly Visible Operational Changes and Demonstration Sites
<i>Desired outcome</i>	All members of the campus community understand and actively support the University of Saskatchewan’s commitment to sustainability.
<i>Description</i>	The intention would be to prioritize a number of high visibility operational initiatives that demonstrates the campus’ commitment to become more sustainable. These may include a substantial expansion of campus recycling, strategic renewable energy projects, improved infrastructure for cyclists and pedestrians, and strategically placed community gardens or native prairie plant landscaping.
<i>Benefits</i>	Reputational and Operational
<i>Timeline</i>	Fourth Integrated Planning Cycle
<i>Key stakeholders</i>	Facilities Management and other units, depending on initiatives pursued
<i>Implementation considerations</i>	Variable
<i>Budgetary considerations</i>	Variable
<i>Measure of success</i>	We will know that we are on the right track if the university’s public image is identified with sustainability.
<i>Related initiatives</i>	Must be considered in combination with the operational recommendations such as Implement Energy Management Information Systems (EMIS), to determine synergies between operational efficiencies and public representation, informational and wayfinding signage

<i>Initiative</i>	Demonstration Sustainable Residence Room
<i>Desired outcome</i>	Students living in residence are actively engaged in making residence life more sustainable.
<i>Description</i>	Working with residences and selected students, this room would be developed to demonstrate how low-cost retrofits and lifestyle changes can positively impact sustainability. The room could be used to engage potential residence students in examining the impact of small changes.
<i>Benefits</i>	Reputational and Operational
<i>Timeline</i>	Fourth Integrated Plan
<i>Key stakeholders</i>	Facilities Management, Residences, Student Groups
<i>Implementation considerations</i>	The key consideration would be to engage a group of students in both the retrofit of the room and in ongoing showcasing of the room.
<i>Budgetary considerations</i>	As this would primarily involve low-cost and lifestyle adaptations, the cost would be modest.
<i>Measure of success</i>	We will know that we are on track if the number of residence-based sustainability initiatives and the number of students participating in them increase year to year.
<i>Related initiatives</i>	Residences Eco-Rep Program

<i>Initiative</i>	Include “Green Features” on Informational and Wayfinding Signage
<i>Desired outcome</i>	Visitors to the University of Saskatchewan identify the campus with sustainability.
<i>Description</i>	To expand signage to draw attention to “green features” both indoors and outdoors, including campus maps indicating bike routes, walking routes, bus stops and bike storage.
<i>Benefits</i>	Reputational
<i>Timeline</i>	Third and Fourth Integrated Planning Cycle, as signage is replaced and renewed
<i>Key stakeholders</i>	FMD Signage Committee and Wayfinding Committee, Parking and Transportation Office, Campus Cycling Club
<i>Implementation considerations</i>	This initiative can be implemented over time with cyclical renewal of signage, and as new initiatives develop. This will allow the funding required to be covered by existing budgets.
<i>Budgetary considerations</i>	Implementing this initiative over time will allow the funding required to be covered by existing budgets.
<i>Measure of success</i>	We will know we are on the right track if the number of campus signs containing sustainability information increases year to year.
<i>Related initiatives</i>	High Visibility Operational Changes

Initiative	Develop an Alumni Engagement Strategy
Desired outcome	University of Saskatchewan alumni are aware of and understand the university's commitment to sustainability.
Description	This initiative would develop a strategy to engage alumni in the imperative of sustainability at the U of S. This strategy may include: (1) sustainability appropriately covered in the Green and White; (2) developing a strategy for alumni fundraising related to sustainability initiatives; (3) showcasing sustainability achievements by our alumni; and (4) alumni events that feature sustainability content (e.g. speakers).
Benefits	Reputational and potentially Economic, depending on the strategy developed
Timeline	Fourth Integrated Planning Cycle
Key stakeholders	University Advancement, University Communications, Student and Enrolment Services Division, Facilities Management Division
Implementation considerations	This strategy can draw on the experience of North American universities that successfully leverage sustainability as an alumni engagement tool.
Budgetary considerations	Development of a strategy will require the allocation of staff time; the financial implications of implementing the strategy will depend on its nature and scope. If fundraising from alumni is included in the strategy, evidence from other universities suggests that sustainability can act as an effective lever for alumni fundraising.
Measure of success	We will know that we are on the right track when, from year to year, the university's commitment to sustainability constitutes an increasingly larger portion of funds raised from alumni.
Related initiatives	Sustainability Content in Campus Publications

<i>Initiative</i>	Campus Bicycle Program
<i>Desired outcome</i>	All members of the campus community understand and actively support the University of Saskatchewan's commitment to sustainability.
<i>Description</i>	Many campuses have programs whereby a campus-owned stock of bikes is available for use by any members of the campus community. These bikes provide quick and convenient transportation on campus for people who do not normally commute to campus by bike. There are a variety of approaches to managing such a program that would provide potential examples.
<i>Benefits</i>	Reputational
<i>Timeline</i>	Fourth Integrated Planning Cycle
<i>Key stakeholders</i>	University of Saskatchewan Students' Union, student groups, Parking and Transportation Services
<i>Implementation considerations</i>	Liability and insurance issues would have to be carefully considered. Issues of tracking and inventorying the bikes would also need to be worked out.
<i>Budgetary considerations</i>	Staff time would have to be allocated. Bikes for the program could potentially be procured from the stock of bikes that are abandoned on campus each year, although resources would have to be found to repair and catalogue them. Depending on the registration/membership process chosen, the program could generate enough revenues to ensure ongoing repairs and maintenance.
<i>Measure of success</i>	We will know that we are on the right track when the utilization of the bikes in the campus bicycle program increases from year to year.
<i>Related initiatives</i>	All operational initiatives relating to transportation

Initiative	Sustainability Commons
Desired outcome	Sustainability has an identifiable presence on the University of Saskatchewan campus.
Description	<p>The concept for a campus “Sustainability Commons” is based on the renovation and retrofit of the Horticulture Header House, a heritage building that is currently underutilized. The proposed Sustainability Commons would act as a demonstration of sustainable building technologies and approaches and would serve as the focal point for a number of student, administrative and operational functions related to sustainability on our campus and would serve to:</p> <ul style="list-style-type: none"> • Create an identifiable sustainability presence and landmark on campus. • Restore a campus heritage building that is currently being underutilized. • Demonstrate leading sustainability technologies and approaches, including those developed on our campus. • Create useable student and administrative space on campus. <p>The process of planning and creating the proposed Sustainability Commons would:</p> <ul style="list-style-type: none"> • Provide the opportunity to engage in a comprehensive design charrette to engage FMD personnel, academics, students and the campus community. • Provide opportunities to students from a wide range of disciplines to engage in applied projects relevant to their fields of study.
Benefits	Reputational, Strategic
Timeline	Fourth Integrated Planning Cycle
Key stakeholders	Facilities Management, selected colleges and departments, University Advancement
Implementation considerations	This project would involve a high degree of coordination between operational units and academic units, as the intention would be to build opportunities to allow student from a variety of disciplines to engage in applied projects related to the renovation and retrofit of this building. Accordingly, the planning phase for this project would be long.
Budgetary considerations	This project would need to be considered a Major Capital Project. Given the vision of this project, there may be potential for leveraging financial support through alumni sponsorship and donations from companies that manufacture, distribute or install sustainable products. Part of the intention of this project would be to explore the extent to which we can create a building that is both useful and beautiful while minimizing the consumption of earth’s resources. This necessarily includes maximizing the use of recycled and reclaimed materials, many of which could be accessed through the University’s current stock of surplus assets and through the Habitat Re-Store. This will help to reduce costs.
Measure of success	We will know that we are on the right track when Sustainability Commons is an identifiable campus destination for both campus community members and visitors to campus.