

CAMPUS SUSTAINABILITY PLAN

PHASE 1: ACTION PLAN

2011/2012 to 2013/2014



Acknowledgements:

Sustainability accomplishments at Grant MacEwan University have been due to the collaboration and hard work of many university departments and individuals.

The innovative and dedicated participation of staff, students, and faculty have helped to ensure Dr. J.W. Grant MacEwan's legacy of environmental stewardship continues today and into the future

Please consider the environment before
printing this document

Prepared by the Office of Sustainability
Dana Schmidt, Sustainability Officer
email: schmidtd16@macewan.ca
phone: 780.633.3389
www.macewan.ca/sustainability



Table of Contents

Phase 1: Action Plan.....	4
Pillar 1: Education for Sustainable Development.....	5
Pillar 2: Sustainable Operations	5
Pillar 3: Planning, Administration, and Engagement	5
Strategies for Communicating Sustainability	5
Appendix A: Strategies for Communicating Sustainability	5
Appendix B: Condensed Schedule	5
Appendix C: SAC Priority Setting Exercise.....	5

“We are not alone on this planet. We are part of a community, upon which we depend absolutely.”

~adapted from “Ishmael” (1992) Daniel Quinn

PHASE 1: ACTION PLAN

Sustainability planning remains at the forefront of the decision making process for Grant MacEwan University. To facilitate the purpose, scope, guiding principles, and goals of the Campus Sustainability Plan, the Phase 1 Action Plan has been developed.

This action plan has been populated using input, measurements, and collective research from the following resources:

- Sustainability Tracking Assessment and Rating System (STARS)
- Ongoing MacEwan initiatives and priorities
- Research on campus sustainability
- Information gathered from the Student Sustainability Survey (2011) and Student, Staff, and Faculty Sustainability Forums (2011)
- Sustainability Advisory Committee Priority Setting (2011) – See Appendix C

The strategies outlined in the CSP Phase 1 Action Plan aim to advance the goals of the three pillars of sustainability in the next 1-3 years. By using a phased approach, the University will develop short, mid, and long term sustainability activities.

The action plans will identify the following for each goal within the three pillars of sustainability:

Strategic Action

Actions required to advance each goal.

Tactic

Specific approaches, deliverables, and methods to complete the actions.

Lead

The department, individual, or area that will facilitate the tactics or begin the necessary processes. The lead may not be the one to carry out all actions, but will likely commence the preliminary actions required.

Partnership

Departments, individuals, or areas that may help the Lead carry out necessary actions or tactics. Identified partnerships are not meant to be exclusive, but instead suggest an initial network to assist with requirements. Others may be involved throughout the process.

Timeframe

Outlines the year in which the strategic actions will commence. Actions will be developed in such a way as to be completed in the same academic year, however, may carry forward. The CSP and Action Plans will be reviewed by the Office of Sustainability and Sustainability Advisory Committee annually. These are intended to be living documents.

Measurement

Using STARS metrics, performance measures will be established to identify achievement of each strategic action.

Pillar 1: Education for Sustainable Development

Goal 1: Education for Sustainable Development:

Engage students with formal education programs and courses that address sustainability

Goal 2: Participating in Sustainability

Provide students with sustainability learning experiences outside the curriculum

Goal 3: Research for Sustainability

Develop opportunities to conduct research related to, or focused on, sustainability

Goal 1: Education for Sustainability						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
1.1 Sustainability Course Identification	<p>Develop a definition of sustainability in the curriculum. Example: The goal of sustainability education is to provide students, regardless of their courses of study, the knowledge and skills to help create a healthy economy, society, and environment (AASHE, 2010):</p> <p>Develop criteria to identify whether courses fall within this definition. Examples:</p> <ul style="list-style-type: none"> • Understand and effectively communicate the concept of sustainability • Develop ethical perspective in an interconnected world • Explore connections between course of study and sustainability • Develop skills or expertise necessary to implement sustainable solutions • Understand how sustainable thinking and decision-making interact • Contribute practical solutions to real world sustainability challenges • Synthesize understanding of social, economic, and environmental systems 	Office of Sustainability	<p>Faculty Members</p> <p>Sustainability Advisory Committee (SAC)</p> <p>MacEwan Curriculum Committee (MCC)</p> <p>Academic Quality Assurance and Accreditation (AQuAA)</p>	2011/2012	In-house Resources	<p>Definition and criteria developed by a committee comprised of at least three faculty members who teach in different departments</p> <p>Endorsement of the definition and criteria by the MacEwan Curriculum Committee (recorded in meeting minutes and presented to the Academic Governance Council for information)</p> <p>Definition articulated in the academic calendar and online, along with courses that comply</p>
	Inventory current courses offered that are sustainability focused or related. Topics may include: sustainable development, management, research, theory, practice, and governance concepts	Office of Sustainability	SAC MCC	2011/2012	In-house Resources	Database of courses offered at MacEwan that is managed by the Office of Sustainability and updated annually
	Include inventory in a sustainability section in the Academic calendar	Office of Sustainability	Office of the Registrar	2012/2013	In-house Resources	Sustainability section added to academic calendar

	Include inventory on the “Sustainability at MacEwan” web page	Office of Sustainability		2012/2013	In-house Resources	Sustainability course identification added to MacEwan and updated by the Office of Sustainability
1.2 Environmental or Sustainability Institute	Establish an Environmental or Sustainability Institute. Strategies may include adding funding for an environmental chair, student education, and outreach. May also require funding for a coordinator that could have shared responsibilities with the Office of Sustainability	Office of Sustainability	Fund Development	2012/2013	In-house Resources	Established Sustainability Institute Terms of Reference
1.3 Sustainability Course	Develop a general sustainability course open to all undergraduates, regardless of program of study with the following objectives: <ul style="list-style-type: none"> Educate learners on different dimensions of sustainability (social, economic, environmental, governance, cultural) in both theory and practice Broaden understanding of local and global sustainability topics (examples can include resource management, ecological economics, environmental economics, education/awareness, environmental management systems, etc.) 	Office of Sustainability	MCC	2013/2014	TBD	Sustainability course offered to students in the 2013/2014 academic year. Minimum 20 students enrolled
1.4 Undergraduate Program of Study in Sustainability	Investigate offering either a Minor in Sustainability or a Certificate in Sustainability that covers the social, economic, and environmental dimensions of sustainability There is an opportunity to incorporate current courses offered and provide supplemental courses only where required	Office of Sustainability	Sustainability Advisory Committee Academic Governance Council MCC AQuAA	2013/2014	In-house Resources	Business case outlining the program, what courses will be offered to fulfill the requirements, additional courses needed, and steps to launch the program

<p>1.5 Sustainability Literacy Assessment</p>	<p>Conduct an assessment of the sustainability literacy of students, focusing on knowledge of sustainability topics. The assessment tool may be part of annual student surveys, orientation, or random sampling</p>	<p>Office of Sustainability</p>	<p>Sustainability Advisory Committee Student Services Students' Association</p>	<p>2012/2013</p>	<p>In-house Resources</p>	<p>Development of literacy assessment tool Conduct assessment reaching at least 25% of the student population Analyses of results Develop follow-up assessment plan for benchmarking</p>
<p>1.6 Assistance to Faculty to Develop Sustainability into Curriculum</p>	<p>Develop a program, toolkit, or knowledge base that offers professional development or resources to faculty to assist them in incorporating sustainability into their curriculum. Examples can include a list of sustainability learning outcomes or content for different courses, sample course outlines and assignment, education for sustainable development workshops, etc.</p>	<p>Office of Sustainability</p>	<p>Sustainability Advisory Committee Faculty Association AQuAA</p>	<p>2012/2013</p>	<p>In-house Resources</p>	<p>Conduct at least one workshop or presentation annually for faculty interested in Education for Sustainable Development Develop and distribute toolkit to faculty</p>

Objective 2: Participating in Sustainability						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
2.1 Sustainability Eco-Reps Program	<p>Coordinate an ongoing peer-to-peer student sustainability outreach and education program. Examples:</p> <ul style="list-style-type: none"> • Build upon current Ambassadors program or Students' Association initiatives • Provide education and training opportunities for students • Create Residence Eco-Reps 	Office of Sustainability	<p>Students' Association</p> <p>Residence</p>	2013/2014	<p>\$10,000.00 annually</p> <p>To Cover: -training -supplies -promotional items -student coordinator salary</p>	<p>Annually hire a student coordinator to coordinate eco-rep volunteers</p> <p>Formal training to eco-rep volunteers on how to conduct outreach</p> <p>Outreach activities that serve at least 50% of all students</p>
2.2 Student Sustainability Outreach Campaigns	<p>Engage the student body in sustainability issues and raise student awareness about sustainability. Examples:</p> <ul style="list-style-type: none"> • SA Common Ground/Sustainability Week • Earth Hour. One Hour. No Power. Campus Challenge • Earth Day • Environment Week • Carpool Week • Commuter Challenge • Partnership with Bookstore to have themed displays • Residence Challenges, model dorm room demonstrating sustainability • Speaker Series • Subject Specific Campaigns – water, waste, energy, transportation, etc. • Sustainability Campus Challenges • Waste Reduction Week 	Office of Sustainability	<p>Sustainability Advisory Committee</p> <p>Students' Association</p> <p>Residence</p> <p>Student Services</p>	Ongoing	<p>\$2,000.00 Annually</p> <p>To Cover: -promotional items -advertising -awareness -activities -speakers</p>	<p>At least one sustainability-related outreach campaign directed at students that yields measureable, positive results in advancing sustainability. Measurements will be based on comparison of pre-campaign performance to performance during or after the campaign.</p> <p>One feasible campaign is the Earth Hour: One Hour. No Power Campus Challenge. With benchmarks from 2010, and 2011</p>

<p>2.3 Sustainability Student Orientation</p>	<p>Develop an ongoing sustainability focus in the New Student Orientation Examples:</p> <ul style="list-style-type: none"> • Fact Sheets/Brochures/flash drive • Workshops • Presentations • Residence move in package (CFL bulb and information) • Student Tour • Local/Region meal 	<p>Office of Sustainability</p>	<p>Sustainability Advisory Committee NSO Coordinating Committee Students' Association</p>	<p>2011/2012 Ongoing</p>	<p>In-house Resources</p>	<p>Information online for students new to sustainability at MacEwan Presentation Participation in NSO week events, presenting on sustainability</p>
<p>2.4 Sustainability Publications</p>	<p>Produce outreach materials and publications to enhance student learning about sustainability</p>	<p>Office of Sustainability</p>	<p>Strategic Communications and Corporate Marketing Student Services</p>	<p>Ongoing</p>	<p>In-house Resources</p>	<p>A central sustainability website that consolidates information about sustainability efforts A sustainability walking map, tour, or case study updated annually At least five columns, articles, advertisements, in the "Griff" in the academic year</p>
	<p>Produce an annual report every July (to align with academic year) to highlight the previous years' efforts.</p>	<p>Office of Sustainability</p>	<p>Strategic Communications and Corporate Marketing</p>	<p>Ongoing</p>	<p>\$1,000.00 for design assistance In-house development of content and design where possible</p>	<p>Annual report published on the website and made publicly available to highlight initiatives in the previous academic year</p>

<p>2.5 Support Sustainability Student Organization</p>	<p>Provide resources and support to sustainability student groups on campus. Examples:</p> <ul style="list-style-type: none"> • Provide presentations • Assist with research • Invite to Sustainability Advisory Committee Meetings • Host biannual meetings with student groups to align common efforts • Support MacEwan Ambassadors Program 	<p>Office of Sustainability</p>	<p>Sustainability Advisory Committee Students' Association</p>	<p>Ongoing</p>	<p>\$500.00 annual grant to student group</p>	<p>Provide assistance to at least one student organization dedicated to sustainability</p>
<p>2.6 Participate in Student Job Fair</p>	<p>Provide green job information and support to the annual student job fair</p>	<p>Office of Sustainability</p>	<p>Student Resource Centre</p>	<p>Ongoing</p>	<p>In-house resources</p>	<p>At least one information piece provided to student job fair organizers regarding “green collar” jobs</p>

Objective 3: Research for Sustainability						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
3.1 Identify Sustainable Research	<p>Initiate discussions for developing a definition of sustainability research</p> <p>Definition example: Sustainability research focuses on a key principle of sustainability (such as social equity or environmental stewardship); addresses a sustainability challenge (such as climate change or poverty); or furthers our understanding of the interconnectedness of societal and environmental challenges. Sustainability research leads towards solutions that support economic prosperity, social wellbeing, and ecological health</p>	Office of Sustainability	<p>Sustainability Advisory Committee</p> <p>AVP Academic and Research</p>	2013/2014	In-house Resources	Committee of at least three faculty members who conduct research and terms of reference established
3.2 Assistance to Students and Faculty to Develop Sustainability Research	Develop a business case for a program to encourage faculty and students to conduct research in sustainability topics.	Office of Sustainability	<p>Sustainability Advisory Committee</p> <p>Students' Association</p> <p>Faculty Association</p>	2013/2014	In-house Resources	Develop a business case outlining the program, which may include, but is not limited to fellowships, financial support, mentorships, faculty development workshops, etc.
3.3 Provide subject matter expertise	Peer review of communications publication Earth Common	Office of Sustainability	Earth Common Peer Review Board	Ongoing	In-house Resources	Annual publication of Earth Common and ongoing journal entries

Pillar 2:

Sustainable Operations

Goal 1: Climate Change, Energy, and Air Quality

Reduce MacEwan's impact on global climate change, optimize energy performance, reduce energy consumption, and address air quality issues

Goal 2: Food Services

Mitigate the impact of food services through responsible purchasing and dining practices, as well as providing alternative choices to build a sustainable food system

Goal 3: Grounds

Incorporate low impact development practices through integrated landscaping and grounds maintenance

Goal 4: Purchasing and Asset Management

Support equitable and environmental purchasing and asset management practices

Goal 5: Transportation

Support alternative modes of transportation that lessen transportation related emissions

Goal 6: Waste Management

Reduce waste generation on campus

Goal 7: Water Conservation

Conserve and protect water through sustainable water management practices

Objective 1: Climate Change, Energy, and Air Quality						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
1.1 Greenhouse Gas Emissions Inventory	Annually complete a Greenhouse Gas Emissions Inventory, using GHG Protocol. Include Scope 1, 2, and 3.	Facilities	Office of Sustainability	Ongoing	Facilities Budget	Annually complete an audit and make it publicly available through the Sustainability website
	Research comparative GHG inventories based on FLE at other universities	Office of Sustainability		2011/2012	In-house Resources	Compiled report comparing at least ten post secondary institutions
1.2 Greenhouse Gas Emissions Reduction Target and Strategy	Develop a strategy and implementation plan to be carbon neutral by 2020	Office of Sustainability	Facilities	2012/2013	In-house Resources or as part of GHG inventory budget	A comprehensive strategy to achieve carbon neutrality by 2020
1.3 Carbon Offsets	Develop a carbon offset program. Consider local offsets program, which MacEwan would participate in projects that reduce GHG emissions in the local community. For example, encourage students to plant trees, weatherize community centers, etc. in which the institutions would own emissions reduction that result from the program	Office of Sustainability	Facilities Procurement and Contract Services	2012/2013	In-house Resources	Develop a program that will achieve at least a 25% reduction in emissions through the carbon offset program

	Launch Carbon Offset Program	Office of Sustainability	Facilities Student Services for student partnerships	2013/2014	\$100,000.00	Achieve at least a 25% reduction in emissions
1.4 Renewable Energy	Incorporate solar thermal heating for the swimming pool during 2011/2012 retrofit	Office of Sustainability	Facilities	2011/2012	Project estimated cost \$300,000.00	30-40% energy savings and up to 30 tonnes of GHG reduction Financial savings to be reinvested into sustainability revolving fund
1.5 Energy Consumption	Continue to install RT5 Relight fixtures in classrooms and offices to reduce energy consumption	Facilities	Office of Sustainability	Ongoing	Facilities Budget	6500 T12 lights changed to T5. Savings to be reinvested into sustainability revolving fund
	Install Vending Misers for vending machines on campus (USAT Vending Miser Master Unit Model VM150)	Office of Sustainability	Retail and Campus Services	2012/2012	\$5,000.00 (estimated \$200 per Vending Miser)	Reduce vending machine energy consumption by 45% by installing at least ten Vending Misers on Campus. Payback is less than one year. Savings to be reinvested in sustainability revolving fund

	Join Energy Star Low Carbon IT Program for automatic shut off of computers	Office of Sustainability	ITS	2012./2013	In-house Resources	Computers automatically go to hibernate mode after 20 minutes of inactivity 4000 computer estimated to save \$400/day or \$146,000/year (based on computer shut off for 12 hours a day – NAIT Case Study) Savings to be reinvested in sustainability revolving fund
1.6 Air Quality	Participate on the Alberta Capital Airshed Alliance, an Airshed management zone in the capital region that addresses air quality issues in the Edmonton Census Metropolitan Area.	Office of Sustainability	ACAA members	Ongoing	\$1,500.00 annually To Cover: -Membership fees	Board members on Alberta Capital Airshed Alliance

Goal 2: Food Services						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
2.1 Food Purchasing	Develop policy and procedures to purchase food within 100 miles of the institution	Retail and Campus Services Food Services Office of Sustainability	Retail and Campus Services Food Services	2012/2013	In-house Resources	25% of food budget is based on 100 mile radius food based on approved policy and procedures
	Ensure that the institution provides vegetarian and vegan dining services	Retail and Campus Services Food Services Office of Sustainability	Retail and Campus Services Food Services Office of Sustainability	Ongoing	In-house Resources	15% of available food will be vegetarian 5% of available options will be vegan
	Develop a sustainability policy for food service franchises operating on campus to operate sustainably	Retail and Campus Services Food Services Office of Sustainability	Retail and Campus Services Food Services Office of Sustainability	2013/2014	In-house Resources	Approved policy mandating sustainability code of conduct for vendors

2.2 Sustainable Food/Beverage for events/conference/meetings	Develop a green events package: <ul style="list-style-type: none"> • Bulk items (no individual creamers, condiments, etc.) • Jugs of beverages (no bottled water, juice, pop) • Post-composting • Reusable cutlery, dishware, and glassware • 100 mile food choices 	Office of Sustainability	Conference Services Food Services Retail and Campus Services	2011/2012	In-house Resources	Goal of 20% of all events booked with conference services to sign onto greening in the service agreement in one year after development of green events package
2.3 Host a Farmers' Market	Host or support a Farmers' Market on campus	Food Services	Office of Sustainability	2012/2013	\$1,000.00 To Cover: -marketing -table rentals	Hosting at least one annual Farmers Market on Campus
2.4 Biodegradable Supplies	Continue to purchase biodegradable supplies, including napkins, cutlery, dinnerware, etc.	Food Services	Office of Sustainability	Ongoing	Aaramark Budget	100% disposable dinnerware, napkins, cutlery, cups, takeaway containers, and others materials will be biodegradable

Goal 3: Grounds						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
3.1 Integrated Pest Management Plan	<p>Implement an Integrated Pest Management Program using a combination of:</p> <ul style="list-style-type: none"> mechanical controls – i.e. mowing to control weed growth cultural controls – i.e. choose pest resistant varieties biological controls – i.e. use an introduced pathogen to control the pest chemical controls – i.e. where appropriate, apply pesticides <p>The IPMP should set thresholds, monitor pests, use preventative action, and control measures.</p>	Facilities	Office of Sustainability	2013/2014	In-house Resources	100% of campus grounds utilize integrated pest management practices
3.2 Low Impact Vegetation	Develop a program or policy to prioritize the use of native plant species in landscaping	Facilities	Office of Sustainability	2013/2014	In-house Resources	At least 50% of landscaping is natural to the Alberta landscape
3.3 Snow and Ice Removal	<p>Develop strategies to reduce the environmental impacts of snow and ice removal. Examples include:</p> <ul style="list-style-type: none"> Using sand instead of salt Sand and debris collected is screened free of garbage and reused if possible 	Facilities	Office of Sustainability	2013/2014	In-house Resources	100% of snow and ice removal uses sustainable practices
3.4 Grounds Composting Practices	Develop strategies to compost or mulch waste from grounds keeping, including grass trimming	Facilities	Office of Sustainability	2013/2014	In-house Resources	100% of waste from grounds is composted

Goal 4: Purchasing and Asset Management						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
4.1 Sustainable Paper Use	Develop a strategy to reduce paper consumption among students, staff, and faculty	Office of Sustainability	Sustainability Advisory Committee	2012/2013	In-house Resources	10% reduction in consumption
	Develop a policy promoting the purchase of post-consumer recycled content and FSC certified paper	Office of Sustainability	Sustainability Advisory Committee PACS	2012/2013	In-house Resources	100% of MacEwan printer paper purchases are FSC certified and contains at least 50% post consumer recycled content
4.2 Vendor Code of Conduct	Develop a vendor code of conduct to ensure that vendors meet standards of environmental and social responsibility	Office of Sustainability	PACS	2013/2014	In-house Resources	100% of vendors must comply with the vendor code of conduct
4.3 Supporting Local Vendors	Investigate giving preference to local products and businesses, other things being equal, in purchasing decisions.	Office of Sustainability	PACS	2013/2104	In-house Resources	All vendors will be reviewed on supporting the local economy
4.4 Surplus Asset Redeployment	Develop strategies to dispose of surplus assets. Examples: Habitat for Humanity, Alberta Computers for Schools, Deliver Good, etc.	Office of Sustainability	Capital Asset	Ongoing	In-house Resources	100% of usable surplus assets will be diverted from the landfill and redistributed
4.5 Green Cleaning	Ensure that all custodial services comply with the Green Housekeeping Program	Facilities	Office of Sustainability	Ongoing	In-house Resources	100% of green cleaning products comply with the program

Goal 5: Transportation						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
5.1 Campus Fleet	<p>Support alternative fuel and power technology by including these in the motorized vehicle fleet</p> <p>Examples:</p> <ul style="list-style-type: none"> • Hybrid vehicles • 100% Electric Vehicles • Electric lawn mower 	<p>Facilities</p> <p>Procurement and Contract Services</p>	Office of Sustainability	When vehicles come up for renewal	\$25,000.00 per vehicle	100% of new vehicles purchased will support alternative fuel and power when the technology is available
5.2 Student U-Pass	<p>Continue to support the Student U-Pass. The Universal Transit Pass is a transit fare program providing eligible students unlimited access to regular Edmonton, St. Albert and Strathcona County Transit Services. Available to full-time students</p>	Students' Association	Office of Sustainability	Ongoing	N/A	Goal of 50% of students to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020
5.3 Employee ETS @ Work Program	<p>Implement the Employee ETS@Work Program to provide staff a discount to ETS passes</p> <p>Develop community based social marketing campaigns to promote public transit around campus</p>	Office of Sustainability	Sustainability Advisory Committee	2011/2012	<p>12% of the ETS adult monthly pass</p> <p>Est. \$30,000.00 annually</p>	Goal of 50% of staff to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020

<p>5.4 Bicycle Plan</p>	<p>Develop a Bicycle Plan that identified opportunities to increase cycling to and from campus. Strategies can include:</p> <ul style="list-style-type: none"> • Increased secure bicycle storage • Increased non-secure bicycle storage • Bicycle Sharing • Education/Awareness/Communications surrounding cycling • Increased lockers/shower facilities 	<p>Sustainability Advisory Committee</p> <p>Parking Services</p> <p>Office of Sustainability</p>	<p>Edmonton Bicycle Commuters Association</p>	<p>2012/2013</p>	<p>In-house Resources</p>	<p>Goal of 50% of students to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p> <p>Goal of 50% of staff to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p>
<p>5.5 Telecommuting</p>	<p>Investigate reinvigorating the 2008 telecommuting pilot project</p>	<p>Human Resources</p>	<p>Office of Sustainability</p>	<p>2013/2014</p>	<p>In-house Resources</p>	<p>Goal of 50% of staff to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p>
<p>5.6 Carpooling</p>	<p>Develop carpooling strategies around campus:</p> <ul style="list-style-type: none"> • Promoting current carpooling locations • Promoting carpool.ca • Participating in Commuter Challenge and Carpool Week events • Develop community based social marketing campaigns to promote carpooling around campus 	<p>Office of Sustainability</p>	<p>Parking Services</p>	<p>2013/2014</p>	<p>In-house Resources</p>	<p>Goal of 50% of student to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p> <p>Goal of 50% of staff to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p>

<p>5.7 Idling</p>	<p>Develop Idle-Free campaigns that align with messaging from the Alberta Capital Airshed Alliance (ACAA)</p> <ul style="list-style-type: none"> • Idle Free Zones on campus • Idle Free policy • Idle Free community based social marketing campaigns 	<p>Office of Sustainability</p>	<p>Parking Services ACAA</p>	<p>2012/2013</p>	<p>\$5,000.00 To Cover: -Signage</p>	<p>Reduction in MacEwan's contribution of PM and O3</p>
<p>5.8 Car Sharing</p>	<p>Investigate car sharing opportunities (Example Hertz Car Share Program)</p>	<p>Parking Services</p>	<p>Students' Association Office of Sustainability Student Residence</p>	<p>2013/2014</p>	<p>In-house Resources</p>	<p>Goal of 50% of students to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p> <p>Goal of 50% of staff to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p>
<p>5.9 Mobility Surveys</p>	<p>Develop Employee and Student Mobility Surveys to evaluate average vehicle ridership, alternative transportation, average commute time, carbon emissions</p>	<p>Parking Services</p>	<p>Office of Sustainability</p>	<p>2012/2013</p>	<p>\$5,000.00 To Cover: -Consultant to complete survey</p>	<p>Data report to identify transportation behavior change strategies</p> <p>Goal of 50% of students to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020</p>

						Goal of 50% of staff to take alternative transportation to MacEwan including transit, cycling, walking, or carpooling by 2020
5.10 Travel for work	<p>Work with Travel Office to develop procedures to increase sustainable alternatives for travelling for work. Examples include:</p> <ul style="list-style-type: none"> • Recommend hybrid vehicle rental • Purchase carbon offsets 	Office of Sustainability	Travel Office	2012/2013	<p>Addition to department travel budgets to accommodate offset program</p> <p>Estimated offset cost for a flight from Edmonton to Calgary is \$15.00</p>	Policy or program to offset 50% of travel related emissions

Goal 6: Waste						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
6.1 Recycling Program	Continue to participate and enhance the campus wide blue box recycling program	Facilities	Office of Sustainability	Ongoing	Facilities Budget	90% landfill diversion rate by 2020
6.2 Waste audit	Perform waste audit to determine waste that is recycled, redistributed, composted, or sent to the landfill	Office of Sustainability	Facilities	2012/2013	\$10,000.00 To Cover -Consultant waste audit	Information to help achieve 90% landfill diversion rate by 2020
6.3 Composting	Continue to participate and enhance the campus wide composting program as part of the City of Edmonton Centre for Excellence	Office of Sustainability	Facilities	Ongoing	Facilities Budget	90% landfill diversion rate by 2020
6.4 Construction and Demolition Waste Diversion	Continue to divert, where possible, construction and demolition waste from new projects on campus. Pursue LEED credits	Facilities	Office of Sustainability	Ongoing	Project Budgets	75% landfill diversion rate on all construction projects
6.5 Electronic Waste Recycling Program	Continue to participate and enhance electronic recycling on campus	Facilities	Office of Sustainability	Ongoing	Facilities Budget	90% landfill diversion rate by 2020
6.6 Hazardous Waste Management	Continue to minimize and safely dispose of all hazardous waste	Facilities	Office of Sustainability	Ongoing	Facilities Budget	90% landfill diversion rate by 2020

6.7 Online Materials	Ensure that wherever possible, online course calendars, schedules, publications, and directories are available online	Multiple Departments	Office of Sustainability	Ongoing	N/A	90% landfill diversion rate by 2020
6.8 Residence Move-In/Out Waste Program	Develop a program to reduce residence move –in/out waste	Residence	Office of Sustainability Facilities	Ongoing	In-house Resources	90% landfill diversion rate by 2020
6.9 CAPS OFF Program	Continue to participate in the CAPS OFF program to collect bottle caps with proceeds going to the Alberta Rainbow Society	Office of Sustainability	Facilities	Ongoing	In-house Resources	90% landfill diversion rate by 2020
6.10 Waste Receptacles	Evaluate current waste receptacles to determine if new and improved receptacles should be purchased for blue bag, bottles, paper, waste, etc. in common areas	Facilities	Office of Sustainability	2012/2013	\$10,000.00 To Cover: -New receptacles	90% landfill diversion rate by 2020

Goal 7: Water						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
7.1 Water Consumption Audit	Complete a water consumption audit to determine water use on campus	Office of Sustainability	Facilities	2013/2014	\$5,000.00 To Cover: -Audit consultant	Strategy to address water consumption and conservation
7.2 Innovative Water Conservation Measures	Continually improve water conservation through innovative technologies: <ul style="list-style-type: none"> • Waterless urinals • Low flow faucet aerators, showerheads, toilets • Graywater use • Building water metering 	Facilities	Office of Sustainability	Ongoing	Facilities or Project Budget	30-40% water efficiency through efficient fixtures
7.3 Water Fountains	Determine opportunities to increase availability for students, staff, faculty, and visitors to fill up reusable water bottles. Examples include: <ul style="list-style-type: none"> • Waterfilz kiosks • More water fountains • Water spouts on sinks 	Facilities Students' Association Office of Sustainability Retail and Campus Services		2011/2012	\$30,000.00 To Cover: -Cost and installation of new water fountains on campus	Reduced bottled water consumption

Pillar 3: Planning, Administration, and Engagement

:

Goal 1: Coordination and Planning

Develop plans and resources to organize, implement, and publicize sustainability initiatives

Goal 2: Sustainability Training

Offer opportunities for employees to learn how their daily activities impact sustainability efforts at MacEwan

Goal 3: Investment in Sustainability

Support socially responsible investment on campus and financially support sustainability initiatives

Goal 4: Sustainability Public Engagement

Support volunteerism, partnership, continuing education, and outreach that contributes to community needs and advocates for sustainability outside of the institution

Goal 1: Coordination and Planning						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
1.1 Office of Sustainability	Continue to operate an Office of Sustainability that will coordinate sustainability initiatives on campus	Office of Sustainability	Report to Chief Financial Officer	Ongoing	Salary and Benefits	Sustainability Officer to manage the Office of Sustainability and institutional wide sustainability efforts
1.2 Sustainability Advisory Committee	Continue to operate the Sustainability Advisory Committee to assist the Office of Sustainability in coordinating sustainability initiatives on campus	Sustainability Advisory Committee	Office of Sustainability	Ongoing	In-house Resources	Mandate to align with the Terms of Reference as per Policy D6000
1.3 Sustainability Policy	Continue to operate under the Sustainability Policy D6000 and review it on an annual basis to ensure relevancy and accuracy	Office of Sustainability	Sustainability Advisory Committee	Ongoing	In-house Resources	Current Sustainability Policy that reflects the University's sustainability goals and objectives and is in alignment with the Comprehensive Institutional Plan
1.4 Campus Sustainability Plan	Annually review the CSP to ensure the strategic actions align with the MacEwan Strategic Plan, Office of Sustainability mandate, and Sustainability Advisory Committee mission	Office of Sustainability	Sustainability Advisory Committee	Ongoing/ Annually	Ongoing/ Annually	CSP that was developed with input from faculty, staff, and students. Includes measureable goals with corresponding strategies and timeframes.

<p>1.5 Single Sustainable Campus Model</p>	<p>Work collaboratively to achieve the Single Sustainable Campus Model</p>	<p>Facilities</p>	<p>Office of Sustainability Sustainability Advisory Committee</p>	<p>Ongoing</p>	<p>Long term institutional budget</p>	<p>Plan for physical campus developed at the system level that takes into consideration sustainability</p>
<p>1.6 Office of Sustainability Internship</p>	<p>Develop an internship program for students to assist with sustainability initiatives</p>	<p>Office of Sustainability</p>	<p>Human Resources</p>	<p>2013/214</p>	<p>\$50,000.00 Annually To Cover: -salary and benefits for up to 2 interns -laptop/desk access -Project budgets</p>	<p>An 8 month internship program which will have the student(s) work throughout the school year on sustainability related projects as determined by the Office of Sustainability Estimated work load is 10-20 hours per week.</p>
<p>1.7 Office of Sustainability Complement</p>	<p>Hire a Sustainability Engagement and Outreach Coordinator that would be responsible for:</p> <ul style="list-style-type: none"> • Website updates • Annual report • General Sustainability Communications • Sustainability event planning • Staff, faculty, and student outreach and support (i.e. orientation packages, information, etc.) • General research • General sustainability coordination • Stakeholder liaison 	<p>Office of Sustainability</p>	<p>Human Resources</p>	<p>2013/2014</p>	<p>\$70,000.00 Annually To Cover: -salary and benefits</p>	<p>Expansion of the Office of Sustainability to assist in achieving the sustainability goals at MacEwan</p>

<p>1.8 MacEwan Strategic Plan</p>	<p>Ensure that sustainability is supported in larger campus planning documents to garner support from senior administration</p> <p>There is an opportunity to include sustainability into the MacEwan logo</p>	<p>Office of Sustainability</p>	<p>Institutional Research and Planning</p> <p>Executive</p> <p>Board of Governors</p>	<p>Ongoing</p>	<p>In-house Resources</p>	<p>Annual review of the Comprehensive Institutional Plan to include sustainability objectives</p>
<p>1.9 Sustainability Awards</p>	<p>Develop a program to incorporate a sustainability award among students, staff, and faculty</p>	<p>Office of Sustainability</p>	<p>Sustainability Advisory Committee</p>	<p>2011/2012</p>	<p>Ongoing</p>	<p>At least one annual sustainability award for a student, staff, or faculty member who has shown outstanding commitment to enhancing sustainability at MacEwan</p>
<p>1.10 STARS</p>	<p>Sign on to STARS and complete the self reporting framework</p>	<p>Office of Sustainability</p>		<p>2012/2013</p>	<p>\$1,000.00</p> <p>To Cover: -STARS registration fee</p>	<p>Completed audit on sustainability at MacEwan</p>

Goal 2: Sustainability Training						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
2.1 Staff Professional Development in Sustainability	<p>Develop a program, workshop, or professional development opportunity in sustainability for staff annually. Examples can include:</p> <ul style="list-style-type: none"> • Brown bag lunch sessions • Conference presentations • Meeting presentations • Greening Office workshops • Sessions during annual professional development sessions 	Office of Sustainability	<p>MacEwan Staff Association</p> <p>Human Resources</p>	Ongoing/Annually	In-house Resources	At least one professional development opportunity offered annually to staff and faculty
2.2 Sustainability in New Employee Orientation	<p>Develop sustainability orientation package for new employees. Material can include:</p> <ul style="list-style-type: none"> • Waste management information • Green Office Tips (carpooling, biking, reusable mugs, event planning, idling, food/beverage, paper use, etc.) • Sustainability Events • How to participate on sustainability initiatives around campus 	Office of Sustainability	<p>MacEwan Staff Association</p> <p>Human Resources</p>	2011/2012	In-house Resources	Comprehensive package to be provided to service areas for at least 50% new hires
2.3 Sustainability Peer-to-Peer Staff Program	Develop a Staff peer-to-peer program encouraging staff to educate and mobilize their peers around sustainability initiatives and programs	Sustainability Advisory Committee	Office of Sustainability	2013/2014	<p>\$5,000.00 Annually</p> <p>To Cover: -Training materials -Field Trips</p>	Employee reps will reach out to at least 25% of the FTE staff and faculty contingent

Goal 3: Investment in Sustainability						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
3.1 Positive Sustainability Investments	<p>Develop a program, policy, or strategy that seeks positive investments promoting sustainability. These investments support socially, environmentally responsible practices. Examples include:</p> <ul style="list-style-type: none"> Investing in community development financial institution Social enterprise funding Sustainability bursaries, scholarships, or awards Socially responsible mutual funds 	Finance	Office of Sustainability Fund Development	2013/2014	Reallocation of In-house Resources	5% of the institutional investments will be invested in a community development, social enterprise, sustainable, or socially responsible endeavor
3.2 Socially Responsible Investment Policy	Develop a policy or directive to consider the social and/or environmental impacts of investment decisions, in addition to financial considerations	Finance	Office of Sustainability Fund Development	2013/2014	In-house Resources	Approved policy
3.3 Sustainability Revolving Fund	Develop a Sustainability revolving fund in which savings from sustainability initiatives (i.e. energy savings, water savings, etc) will build a fund that can be invested in future sustainability projects	Finance	Office of Sustainability Fund Development	2012/2013	Reallocation of budget and energy savings	Approved funding model to utilize monetary savings from efficiency upgrades to invest in sustainability projects
3.4 Student Sustainability Fund	Develop an annual sustainability grant that students can apply for to develop a sustainability initiative on campus	Office of Sustainability	Finance Students' Association	2013/2014	\$5,000.00 Annually To Cover: -individual project funding up to \$500	Terms of reference and approved process for grant

Goal 4: Sustainability Public Engagement						
Strategic Action	Tactics	Lead	Partnerships	Timeframe	Estimated Budget	Completion Measurement
4.1 Community Sustainability Partnerships	Develop a program to promote partnership with local community groups, schools, non-profit organizations, or other entities to work together to advance sustainability within the community	Office of Sustainability	Sustainability Advisory Committee	2013/2014	\$5,000.00 Annually To Cover: -project costs	At least one community sustainability partnership each year to promote sustainability in the community
4.2 Inter-Campus Collaboration on Sustainability	Continuously collaborate with other institutions on sustainability. Examples include: <ul style="list-style-type: none"> • Promotion of events • Cost sharing • Participation on committees 	Office of Sustainability	NAIT Norquest University of Alberta Other institutions	Ongoing	In-house Resources	At least two meetings each year with other campuses to find synergy with sustainability endeavors At least one intercampus campaign or project each year
4.3 Sustainability in Continuing Education	Develop a program to provide continuing education courses and programs in sustainability to the community	Office of Sustainability	Continuing Education	2013/2014	TBD	Develop a proposal for at least one course to be offered in the continuing education area that is focused on or related to sustainability
4.4 Graduation Pledge	Administer a graduation pledge through which students pledge to consider social and environmental responsibility in future job and other decisions	Office of Sustainability	Office of Registrar	2013/2014	In-house Resources	Approved Graduation pledge

Appendix A: Strategies for Communicating Sustainability

MacEwan is committed to transparent and open communications highlighting sustainability initiatives on campus. Throughout the CSP, a number of communications and marketing tools have been highlighted across various strategic actions such as event planning, website updates, and education and outreach campaigns.

The table below highlights communication and marketing tools that will be used to promote CSP strategies. The Office of Sustainability will continually seek to develop and incorporate innovative tools for providing sustainability messaging.

Website

Organize website to align with the three pillars of sustainability
Information will include (but is not limited to):

- Campus Sustainability Plan
- Campus initiatives achieving the three pillars and the respective objectives
- Information on how students, staff, and faculty can participate through courses, co-curricular activities, day-to-day environmental practices, or facts and information
- Upcoming Survey's and Final Survey Responses
- Upcoming Events/News
- Annual Report
- Recognizing Sustainability Affiliations and Memberships

Program Identification

Develop a sustainability program identifier. This will include, but is not limited to:

- Develop a graphic image that can be identified as Sustainability at MacEwan. This can be used for any communications campaigns or projects to help identify sustainability initiatives. This may be done by an external or internal consultant, or by engaging students to develop a program identity for sustainability at MacEwan
- Commission photographs and images to be used in sustainability presentations, communications, publications, and outreach opportunities. This may be done by an external or internal consultant, or by engaging students in a photo contest

Internal Communication

Continually inform students, staff, and faculty about sustainability initiatives, events, or projects taking place. Tools to be considered:

- MacEwan Midweek
- MacEwan Publications (e.g. Figures, Alumni Magazine, etc)
- Internal emails/newsletters
- Website
- Posters
- Social Media
- Presentations/Facilitation
- Departmental Meetings
- Annual Report
- Surveys
- Sustainability Events
- Stakeholder consultation

External Communication

Continually inform the community at large of sustainability initiatives, events, or projects taking place. Tools to be considered:

- Website
- Social Media
- External Publications (e.g. Newspaper, AASHE digest, etc.)
- Presentations/Facilitation/Conferences
- Annual Report
- External boards/committees communication tools
- Surveys
- Sustainability Events
- Community consultation

Partnership Opportunities

Continually collaborate with communications and marketing specialists in all MacEwan departments to provide messaging regarding sustainability occurring in various areas across campus

Appendix B: Condensed Schedule

The following tables outline a condensed schedule of CSP actions/tactics:

Ongoing Strategic Action Items

Pillar 1: ESD

Strategic Action 2.2 Student Sustainability Outreach Campaigns
Strategic Action 2.4 Sustainability Publications and Annual Report
Strategic Action 2.5 Support Sustainability Student Organizations
Strategic Action 2.6 Participate in Student Job Fair
Strategic Action 3.3 Provide Subject Matter Expertise

Pillar 2: SO

Strategic Action 1.1 Greenhouse Gas Emissions Inventory
Strategic Action 1.5 Energy Consumption
Strategic Action 1.6 Alberta Capital Airshed Alliance Membership
Strategic Action 2.1 Sustainable Food –Vegan and Vegetarian Options
Strategic Action 2.5 Biodegradable Supplies
Strategic Action 4.4 Surplus Asset Redeployment
Strategic Action 4.5 Green Cleaning
Strategic Action 5.1 Campus Fleet
Strategic Action 5.2 Student UPASS
Strategic Action 6.1 Recycling Program
Strategic Action 6.3 Composting Program
Strategic Action 6.4 Construction and Demolition Waste
Strategic Action 6.5 Electronic Waste Recycling Program
Strategic Action 6.6 Hazardous Waste Management
Strategic Action 6.7 Online Materials
Strategic Action 6.8 Residence Move In/Out
Strategic Action 6.9 CAPS OFF Program
Strategic Action 7.2 Innovative Water Conservation Measures

Pillar 3: PAE

Strategic Action 1.1 Office of Sustainability
Strategic Action 1.2 Sustainability Advisory Committee
Strategic Action 1.3 Sustainability Policy
Strategic Action 1.4 Campus Sustainability Plan
Strategic Action 1.5 Single Sustainable Campus Model
Strategic Action 1.8 MacEwan Strategic Plan
Strategic Action 2.1 Staff Professional Development in Sustainability
Strategic Action 4.2 Inter-Campus Collaboration on Sustainability

2011-2012 Strategic Action Items

Pillar 1: ESD

Strategic Action 1.1 Sustainability Course Identification
Strategic Action 2.3 Sustainability Student Orientation

Pillar 2: SO

Strategic Action 1.1 Greenhouse Gas Emissions Inventory
Strategic Action 1.1 Greenhouse Gas Emissions Inventory - Research
Strategic Action 1.4 Renewable Energy – Solar Thermal
Strategic Action 2.3 Sustainable food/beverage meeting communications
Strategic Action 4.1 Sustainable Paper Use
Strategic Action 5.3 Employee ETS @ WORK
Strategic Action 7.3 Water Fountains

Pillar 3: PAE

Strategic Action 1.9 Sustainability Awards
Strategic Action 2.2 Sustainability in New Employee Orientation

2012-2013 Strategic Action Items

Pillar 1: ESD

Strategic Action 1.2 Environmental Studies Institute
Strategic Action 1.4 Sustainability Literacy Assessment
Strategic Action 1.5 Assistance to Faculty to Develop Sustainability into curriculum

Pillar 2: SO

Strategic Action 1.2 GHG Reduction Target
Strategic Action 1.3 Carbon Offset Purchase
Strategic Action 1.5 Energy Conservation – Vending Miser
Strategic Action 1.5 Energy Conservation – Low Carbon IT
Strategic Action 2.1 Food Purchasing – Policy 100 mile
Strategic Action 2.3 Host a Farmers Market
Strategic Action 3.2 Low Impact Vegetation
Strategic Action 3.4 Grounds Composting Practices
Strategic Action 4.1 Sustainable Paper Use
Strategic Action 4.4 Surplus Asset Redeployment
Strategic Action 5.4 Bicycle Plan
Strategic Action 5.7 Idling Campaign
Strategic Action 5.9 Mobility Surveys
Strategic Action 5.10 Travel for work
Strategic Action 6.2 Waste Audit
Strategic Action 6.10 Waste Receptacles

Pillar 3: PAE

Strategic Action 1.10 STARS
Strategic Action 3.3 Sustainability Revolving Fund

2013-2014 Strategic Action Items

Pillar 1: ESD

- Strategic Action 1.3 Sustainability Course
- Strategic Action 1.4 Undergraduate Program of Study in Sustainability
- Strategic Action 2.1 Sustainability Eco-Reps Program
- Strategic Action 3.1 Identify Sustainable Research
- Strategic Action 3.2 Assistance to Students and Faculty to Develop Sustainability Research

Pillar 2: SO

- Strategic Action 1.3 Launch Carbon Offset Program
- Strategic Action 2.1 Food Services Vendor Code of Conduct
- Strategic Action 3.1 Integrated Pest Management Plan
- Strategic Action 3.2 Natural Vegetation
- Strategic Action 3.3 Snow and Ice Removal
- Strategic Action 3.4 Grounds Composting
- Strategic Action 4.2 Purchasing Vendor Code of Conduct
- Strategic Action 4.3 Supporting local vendors
- Strategic Action 5.5 Telecommuting
- Strategic Action 5.6 Carpooling
- Strategic Action 5.8 Car Sharing
- Strategic Action 7.1 Water Consumption Audit

Pillar 3: PAE

- Strategic Action 1.6 Office of Sustainability Internship
- Strategic Action 1.7 Office of Sustainability Complement
- Strategic action 2.3 Sustainability Peer-to-Peer Program
- Strategic Action 3.1 Positive Sustainability Investments
- Strategic Action 3.2 Socially Responsible Investment Policy
- Strategic Action 3.4 Student Sustainability Fund
- Strategic Action 4.1 Community Sustainability Partnerships
- Strategic Action 4.3 Sustainability in Continuing Education
- Strategic Action 4.4 Community Service Participation
- Strategic Action 4.5 Graduation Pledge

Appendix C: SAC Priority Setting Exercise

Purpose:

On September 1, 2011, the Sustainability Advisory Committee (SAC) held a special meeting to discuss priorities in the Campus Sustainability Plan (CSP). The purpose of this exercise was to allow members of the Sustainability Advisory Committee to identify objectives they believed to be a priority within the next 1-3 years. The rationale for this meeting was that, previously, CSP discussions were focused on high level strategic direction and members had not had an opportunity to discuss which elements of the plan they viewed as significant.

The input from members will assist in framing the implementation plans for three phases, addressing deliverables required for the academic years leading up to 2020:

Phase 1 Action Plan: 2011/2012 to 2013/2014

Phase 2 Action Plan: 2014/2015 to 2016/2017

Phase 3 Action Plan: 2017/2018 to 2019/2020

Methodology: “Dot-Mocracy”

Committee members participated in the facilitation method known as “Dot-Mocracy” which identifies common themes among a large group of people. The result is a visual representation of identified priorities. Dot-mocracy differs from other voting systems as it does not necessitate a choice between options, and participants are not required, or expected, to consider every option. Each option is judged for its own merit, and assists in the decision making process to recognize group preferences.¹ This form of facilitation was chosen as all objectives within the CSP have been determined to be necessary to foster sustainability at MacEwan, and will be included within the implementation plans.

Budget figures were excluded from the exercise to garner unbiased priorities without influence of fiscal restraints. In this sense, the priorities will attempt to influence the budget, as opposed to the budget driving the CSP. It is recognized that staffing and financial resources will undeniably influence plan implementation, however, the aim of this exercise was to identify significant priorities in which future business cases can be built upon.

¹ Wikipedia (2011) Dotmocracy. Retrieved September 20, 2011 from: http://en.wikipedia.org/wiki/Dotmocracy#Process_specifics

First Exercise:

Individuals were provided with 14 dots which they could place on the 14 objectives in the CSP that address:

Pillar I: Education for Sustainable Development

Pillar II: Sustainable Operations

Pillar III: Planning, Administration, and Engagement

Participants were offered the opportunity to share their voting rationale with other members. Individuals could place multiple dots on single objectives, or space them out at their discretion. Some individuals voted for quick-wins, others voted for long-term gain, and others used a mixed technique.

Second Exercise:

Individuals were provided with seven additional dots, which they could choose to place on a new category, Social Equity, or create their own objective they believed to be missing from the CSP. Individuals could choose to use all, some, or none of their votes during this exercise. This section was added as the question was raised as to whether the CSP should address social equity.

Results:

There were 14 participants in the exercise. Below are their responses:

Exercise 1:

Objective	Votes
Education for Sustainable Development	
Educating for Sustainability (ex. Courses, programs, inventories)	39
Participating for Sustainability (ex. Events, eco-reps, campaigns)	21
Sustainability Research (ex. Support for student and faculty research)	9
Sustainable Operations	
Water (ex. Conserve and protect water quality and quantity)	21
Climate Change, Energy, and Air Quality (ex. Reduce GHGs, optimize energy, address air quality issues)	16
Transportation (ex. Supporting alternative modes of cycling, public transit, carpooling, and walking)	15
Purchasing and Asset Management (ex. Sustainable purchasing and use of products)	12
Waste (ex. Reduce waste and divert resources from the landfill)	10
Food Services (ex. Purchasing local, providing alternatives)	9
Grounds (ex. Native landscaping and integrated practices)	2
Planning, Administration, and Engagement	
Coordination and Planning (ex. Plans, policies, staffing)	13
Sustainability Training (ex. Employee office and home training)	11
Investment (ex. Socially responsible investments, funding for sustainability projects)	11
Sustainability Public Engagement (ex. Promoting volunteerism, community outreach, partnerships)	7

Exercise 2:

Objective	Votes
Social Equity	
Affordability/Access (ex. Access to programs, loans, funding)	9
Child care (ex. Onsite child care)	5
Underrepresented Groups (ex. Mentoring, support, counseling)	2
Employee Satisfaction (ex. Surveys)	2
Diversity Coordination (ex. Departments focused on promoting diversity)	1
Measuring a Diverse Culture (ex. Survey/assess culture)	0
Future Faculty Support (ex. Supporting underrepresented groups)	0
Housing (ex. Gender neutral housing, access)	0
Other Objectives	
Social Equity (outreach to homeless, troubled youth)	20
One required course for sustainable living for all programs	13
Eco-Literacy	7
Selling our successes	3

Discussion

The multi-voting technique will assist in determining the focus of the committee and CSP. The outcomes will help to structure implementation planning, rather than focusing on a multitude of ideas.² The results indicate which preferences the group has determined as a primary focus for Phase 1.

Exercise 1:

The top five priorities for exercise 1 are listed below:

Educating for Sustainability	39 votes
Participating for Sustainability	21 votes
Water Conservation	21 votes
Climate Change	16 votes
Transportation	15 votes

These five priorities have been identified as they represent the most votes. As stated previously, while all objectives will be included in the CSP, these top five will have significant actions and deliverables assigned to them for the Phase 1 Action Plan.

Exercise 2:

In regards to social equity, very few people voted on the topics, and many chose not to vote at all. Conversation around this topic concluded that the CSP is not the best channel to address these concerns, as there are other facets at the university that are better equipped. However, one priority that stood out was affordability and access to programs, with nine votes. Where possible, the CSP will investigate synergies to address affordability and access to programs within the existing pillars. One area that may be able to address this is investment and funding as well as partnership development in Pillar III: Planning, Administration, and Engagement.

Lastly, the additional objectives that were written by members can be included in the existing pillars. As stated previously, social equity in regards to outreach to homeless and troubled youth can align with Pillar III Sustainability Public Engagement. Required courses for sustainable living will fall within Pillar I Education for Sustainable Development, along with an eco-literacy assessment. Selling our success can align with Pillar III Coordination and Planning, Sustainability Training, and Sustainability Public Engagement.

² Good Group Decisions Inc. (2008) Multivote. Retrieved September 20, 2011 from: <http://www.goodgroupdecisions.com/pictures/pdfs/groupdecisiontip-121.pdf>

MACÉWAN
Office of Sustainability

