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**MEMORANDUM**

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**ATTENTION** Senate  
**FROM** Pat Hibbitts, VP Finance & Administration  
**CC** KC Bell, Director, SFU Sustainability Office  
**RE:** Sustainability Strategic Plan 2013 - 2016

**DATE** May 23, 2013

A handwritten signature in black ink, appearing to read "Pat Hibbitts".

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Please find attached the new *Sustainability Strategic Plan 2013 – 2016*.

We are submitting it to the Senate Committee on Agendas and Rules for informational purposes for the next Senate meeting on June 10, 2013.

Encl.



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**FROM** Pat Hibbitts, VP Finance & Administration  
**cc** KC Bell, Director, SFU Sustainability Office  
**RE:** Sustainability Strategic Plan 2013 - 2016

**DATE** May 23, 2013

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The attached Sustainability Strategic Plan 2013 – 2016 has been developed by the Senior Sustainability Council over the past eight months. The Council includes one senior representative for each Vice President and is tasked with developing the Plan, and with guiding and facilitating its implementation within each portfolio.

Members of the Council are:

- **Dr. Laurie Anderson**  
Executive Director of SFU Vancouver  
Represents VP, External
- **Mr. KC Bell**  
Director, Sustainability Office  
Represents VP, Legal Affairs and *ex officio* Chair
- **Ms. Erin Geary**  
Director, Advancement Services and Donor Relations  
Represents VP, University Advancement and Alumni Relations
- **Dr. Norbert H. Haunerland**  
Associate V.P., Research  
Represents VP, Research
- **Dr. John T. Pierce**  
Dean, Faculty of Environment  
Represents VP, Academic
- **Dr. Terry Waterhouse**  
Chief Safety Officer  
Represents VP, Finance and Administration

Details on the Plan's origins and the process by which it has been developed are set out in the Process and Governance sections.

As noted in the Introduction, the Plan will improve SFU's ability to respond to the requirements of the Sustainability Policy (GP38) adopted in 2008. The Policy articulates two principles that led directly to the creation and shape of this Plan. The first is that sustainability is an "institutional priority for all University activities, providing a foundation on which SFU may establish itself as a leading institution in the transition to a sustainable society."

The second is that each Vice President is "responsible for reviewing Sustainability Action Plans for their portfolios, and for approving actions, schedules and funding to implement them."

With the Plan in now in hand, the Council will begin the required inventories of academic, research and engagement activities already taking place across the University, as well as the development of action plans to achieve the desired outcomes and goals. The Plan will be a dynamic document and will change as we gain experience implementing it and as circumstances require.

Encl.

The SFU logo consists of the letters "SFU" in white, bold, sans-serif font, centered within a solid red rectangular background.

SFU

SIMON FRASER UNIVERSITY  
ENGAGING THE WORLD

2013 / 2016

SFU SUSTAINABILITY  
STRATEGIC PLAN



# INTRODUCTION

# SUSTAINABILITY STRATEGIC PLAN

This Plan marks a major milestone in SFU's commitment to advance the wide array of goals, outcomes, strategies and values subsumed under the term "sustainability." The Plan cuts across every portfolio and, consequently, will touch on a very broad range of University activity, whether through its teaching, its research, its work with internal and external communities, or in its day-to-day operations.

The Plan is unique in that its adoption expresses SFU's recognition that our society cannot continue "business as usual" and still realistically hope to thrive and prosper. SFU is an evidence-based institution and the science is abundantly clear: human-caused climate change is real and evidence of environmental degradation is widespread and obvious.

Taking action on the environment means significant change in both social and economic structures. Behaviours and expectations need to be aligned around the unified goal of a healthier planet. If we are serious in this endeavor, educational institutions must help show the way. This Plan demonstrates SFU's assumption of its role as a leader in our progress to a sustainable way of living.

SFU has long pursued actions we now identify as contributing to "sustainability." Energy conservation became a priority in the early 1980s, and recycling was begun in the early 1990s in response to lobbying by passionately committed staff. Academic exploration of sustainability issues also has a long history at SFU, represented by diverse programs such as Resource and Environmental Management (1979), Sustainable Community Development (1989) and the Faculty of Environment (2009).

In 2006 SFU established the Sustainability Advisory Committee (SAC), with a mandate to advise senior administration on actions that would improve operational sustainability. SAC's best advice, adopted by the University in 2008, was the approval of a Sustainability Policy (GP 38) that defined sustainability as "improving the quality of human life while living within the

## CONTINUED

carrying capacity of supporting ecosystems.” In doing so, SFU also renewed its engagement with a commitment made in 1991 when it became a signatory to the Talloires Declaration.

The Policy articulates two principles that led directly to the creation and shape of this Plan. The first is that sustainability is an “institutional priority for all University activities, providing a foundation on which SFU may establish itself as a leading institution in the transition to a sustainable society.” The second is that each Vice President is “responsible for reviewing Sustainability Action Plans for their portfolios, and for approving actions, schedules and funding to implement them.”

In 2012, these fundamental commitments led to the creation of a new Senior Sustainability Council tasked with creating and implementing a Plan that would address the various requirements set out in the Policy. This Plan is the result of their work over the past eight months. We believe it is unique among post-secondary institutions in both its scope and, when complete, will be equally so in its detail. Also in 2012 a new Sustainability Office was created whose work, among many other things, is to facilitate the Council’s work developing, coordinating, monitoring and reporting on SFU’s progress in implementing the Plan.

The Plan benefits from its alignment with other major SFU planning documents in the University Planning Framework, with which it shares its major categories and many key actions. Its overall structure supports SFU’s Strategic Vision, the Academic Plan, the Strategic Research Plan and other major institutional plans. We believe it is best understood as applying a “sustainability lens” to elements already mapped in these other plans and to a broad range of existing and future University activities.

Only occasionally does its implementation call for significant additional activity; instead, the Plan calls on members of the SFU community to begin to see the work they already perform, whether academic or supporting, as a means of developing and contributing to more sustainable ways of being—including working—in the world.

In this it reflects our conviction that our future will be one in which what we now call sustainability will have become an integral and unquestioned aspect of virtually everyone’s work and study; it will simply be “the way things are.” This Plan is intended to help guide SFU down the road to that welcome future.





# PROCESS, GOVERNANCE, DEFINITIONS

## PROCESS

The Sustainability Strategic Plan was developed over eight months by the Senior Sustainability Council in collaboration with members of their portfolios and supported administratively by the Sustainability Office.

The Council defined sustainability at SFU and developed Goals that align the Plan with SFU's Strategic Vision. With these goals in hand, each member of the SSC consulted with their VP and constituents within their portfolio to clarify and refine Outcomes and Strategies. The Sustainability Strategic Plan was presented to SFU's Vice Presidents and to members of the Sustainability Advisory Committee in mid-April.

A revised draft was posted on the Sustainability Office website on May 6<sup>th</sup> and an email broadcast to members of the SFU community inviting comment on its contents. This final version of the Plan was approved by the Vice Presidents in late May and takes account of comments received. It remains a living document and it is expected that it will be revised as experience is gained in working with it and as changing circumstances require.

The Sustainability Strategic Plan establishes a foundation for how SFU will integrate sustainability into the full range of its academic, operational and community activity. Over the coming months, these goals, outcomes and strategies will guide the next phase of planning as action plans are developed and implemented within each Vice President's portfolio. A more detailed Plan will introduce targets, timelines and implementation processes for strategies and outcomes identified now. The Senior Sustainability Council and Sustainability Office will guide and support this second planning phase.

## GOVERNANCE

In mid-July 2012, SFU's Vice Presidents established both the Sustainability Office and the Senior Sustainability Council. Each has responsibilities for preparing and coordinating the implementation of SFU's Strategic Sustainability Plan.

## SENIOR SUSTAINABILITY COUNCIL

The Senior Sustainability Council is tasked with developing the Sustainability Strategic Plan that identifies goals for each Vice Presidential portfolio and meaningful indicators by which progress toward achieving them can be measured. The Director of the Sustainability Office is the *ex officio* Chair of the Council.

Members of the Senior Sustainability Council Members are:

- **Dr. Laurie Anderson**  
Executive Director of SFU Vancouver  
Represents VP, External
- **Dr. Norbert H. Hauerland**  
Associate VP, Research  
Represents VP, Research
- **Mr. KC Bell**  
Director, Sustainability Office  
Represents VP, Legal Affairs and Chairs the Council
- **Dr. John T. Pierce**  
Dean, Faculty of Environment  
Represents VP, Academic
- **Ms. Erin Geary**  
Director, Advancement Services and Donor Relations  
Represents VP, University Advancement and Alumni Relations
- **Dr. Terry Waterhouse**  
Chief Safety Officer  
Represents VP, Finance and Administration

## SFU SUSTAINABILITY OFFICE

SFU's Sustainability Office supports and facilitates the development and maintenance of University-wide sustainability initiatives. The Office's primary mission is to:

- **Educate:** Improving sustainability literacy within the University community and beyond
- **Connect:** Connecting and coordinating University-wide initiatives and planning
- **Enable:** Enabling action and participation in sustainability initiatives through capacity building
- **Communicate:** Reporting and promoting SFU's progress toward becoming a sustainable community



In particular, the Office serves to support the Senior Sustainability Council in developing the Sustainability Strategic Plan, and will continue to support the Council in preparing specific action-plans on the Strategic Plan's outcomes and strategies, and in implementing the Plan.

## DEFINITIONS

### LIVING LAB

The term "living laboratory" refers to a research concept rather than a physical place/laboratory. The idea behind a living laboratory is of a university pairing its physical space, administrative processes and operational practices with research and academic capacities to experiment, research, teach and apply research findings, technologies and policies both on- and off-campus. These pairings offer learning opportunities for both students and University staff, as well as for others with whom the students undertake projects.

The living laboratory concept is one of the most direct ways to embrace educational and institutional change at SFU. It is a form of experiential education in which students, as part of their learning activities within a course, work on "real world" research or problem-solving projects to create change on campus, or to use their campus to engage with the community to create change in external communities.

A Living Lab draws on SFU's institutional resources owning, operating and directing the University's systems that make it functional, which gives us the opportunity to tweak these systems and learn from trying new things. The living laboratory term expresses SFU's desire to see the entire University as a classroom, laboratory and locus of learning.

### SFU COMMUNITY

References in the Plan to the SFU community may mean specifically staff, faculty, students, alumni and residents of UniverCity. They may also refer more generally to the wide constituency that includes citizens of BC and beyond who have a direct interest in, or occasion to be engaged with, SFU and its activities.



## SUSTAINABILITY

The following definitions inform the Plan's use of "sustainability":

### **From Policy GP 38:**

Sustainability is most commonly defined as "improving the quality of human life while living within the carrying capacity of supporting ecosystems" (Brundtland Report, 1987). Since the concept of sustainability applies to long-term objectives achieved by short- and medium-term actions, the term has application within virtually all spheres of activity.

### **Social Sustainability:**

A community is socially sustainable when all community members have an equitable and decent quality of life; community members are actively engaged in decision-making processes that affect them; and future generations are considered in current decision-making.

### **Economic Sustainability:**

A community is economically sustainable when measures of wealth consider the healthy functioning of the ecological systems that support them; when fair trade is practiced and all members of the community can participate in the economy; and when production and consumption systems are designed to fulfill the needs of community members rather than merely to sustain "economic growth."

### **Ecological Sustainability:**

A community is environmentally sustainable when it operates from within an understanding of its place as embedded within an ecosystem; produces no wastes or emissions that cannot be assimilated by its ecosystem; and all members within its ecosystem have an opportunity to thrive.





## BUILDING ON A FOUNDATION

Whether in its teaching, research, community or operational activities, SFU's faculty, staff and students have long worked to promote and develop practical means by which SFU's diverse activities—whether academic or operational—reflect many of the goals and outcomes that now appear more formally in this Plan.

Although the implementation of this Plan will entail new activities in every portfolio, one important purpose is to bring together and make more visible what are now broadly distributed academic, research and other activities already taking place at SFU. Existing work that addresses “sustainability” now occurs across all Faculties and within many administrative and operational departments.

These diverse activities are the result of many people's professional interests and personal commitments and are expressed in degree programs, academic specializations, research projects, community outreach programs and day-to-day personal activities that contribute incrementally to creating a more sustainable culture.

Below each outcome is a section that provides illustrative examples that represent activities already underway at SFU that offer foundations upon which future activities can be built or extended, and may assist those reading and working with the Plan to understand how it may be implemented.





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# GOAL 1

# ENGAGING STUDENTS

To provide a supportive learning environment and diverse learning opportunities that enable all students to gain the knowledge, critical capacities, research skills and civic understanding required to become engaged global citizens and leaders in the transition to sustainable communities worldwide.

## CONTEXT

SFU can make its greatest contribution to bringing about a sustainable culture through the strategic use of its academic resources. Research and teaching are already underway in every Faculty that explicitly address ecological, economic and social sustainability. Inventorying sustainability-related teaching and research will assist in future planning and allow us to better understand both our current activities and gaps we need to address.

Incorporating opportunities to engage with sustainability concepts, issues and practices across the disciplines will contribute to student awareness of the essential interconnectedness of economic, ecological and social sustainability and reinforce the importance of seeking solutions that take account of them. Opportunities for students to collaborate with operational staff and others through experiential learning (e.g., Living Lab program) will enable them to work on “real world” issues while engaging more deeply with the University and external bodies.

## OUTCOME 1



SFU ensures students have multiple opportunities to be exposed to sustainability concepts as part of their curricular and co-curricular activities at the University

## OUTCOME 2



SFU creates enhanced opportunities for student involvement in sustainability operations on our campuses

## OUTCOME 1

SFU ensures students have multiple opportunities to be exposed to sustainability concepts as part of their curricular and co-curricular activities at the University

### STRATEGY 1

Complete an inventory of current academic and other opportunities for students and develop recommendations for improvements and/or additions

### STRATEGY 4

Integrate environmental, economic and social sustainability into existing and new student leadership and career training programs at SFU

### STRATEGY 2

Embed environmental, economic and social sustainability concepts, principles and practices across undergraduate and graduate programs

### STRATEGY 5

Develop funding mechanisms and processes to incentivize the embedding of environmental, economic and social sustainability into curriculum and co-curriculum at SFU

### STRATEGY 3

Provide incentives (training and support) for faculty to integrate sustainability into course design

## Building on a Foundation

Many current programs exemplify how this outcome can be achieved, including Change Lab, Semester in Dialogue, the Certificate in Sustainable Community Development, City Studio, and the Faculty of Environment. Students who volunteer with, work for and participate in programming offered by the student non-profit society **Sustainable SFU** improve their personal sustainability literacy, learn how to be effective organizational and community change advocates and contribute to practical projects on campus (e.g., the Learning Garden on the Burnaby campus).

## OUTCOME 2

SFU creates enhanced opportunities for student involvement in sustainability operations on our campuses

### STRATEGY 1

Complete an inventory of current opportunities for students and develop recommendations for improvements and/or additions

### STRATEGY 2

Develop a Living Lab Program coordinated jointly by staff from operational, academic and research departments

## Building on a Foundation

It is a common theme in student convocation speeches that the speakers learned as much outside as inside classrooms. SFU students have many opportunities to build real world sustainability skills outside the classroom at SFU. A number of experiential education courses make use of the University's grounds and buildings as the site of "living lab" activities and collaborate with SFU staff to carry out projects and to explore and propose solutions to operational issues.

# GOAL 2 | ENGAGING RESEARCH

SFU will promote the development of research initiatives at SFU that strengthen our understanding of the complexities of, and interconnections among, ecological, economic and social sustainability and developing and applying ecologically responsible research practices.

## CONTEXT

Research offers one of SFU's most powerful engines for addressing the profound global ecological, economic and social challenges posed by climate change. SFU researchers participate in individual and collaborative scholarly efforts across the disciplines and are engaged with communities at home and abroad. Our Strategic Research Plan leverages its strengths and partnerships to build institutional capacity in key thematic areas and earn SFU the respect to lead regional and national research initiatives.

For SFU to lead transformative sustainability research, we must develop a research culture in which economic, ecological and social sustainability are valued both as subjects of varied and essential enquiry and as basic tenets of research practice. For example, the development of diverse low-carbon economies will require the best efforts of researchers in many fields, including the development, testing and application of sustainable practices and technologies.

### OUTCOME 1



SFU supports and encourages sustainable research practices at SFU

### OUTCOME 2



SFU makes sustainability a key research priority and communicates this priority internally and externally

### OUTCOME 3



SFU connects research programs with external communities to contribute to, and learn from, sustainability solutions locally and globally

## OUTCOME 1

SFU supports and encourages sustainable research *practices* at SFU

### STRATEGY 1

Identify major impacts of research carried out at SFU on environmental, economic, and social sustainability

### STRATEGY 3

Establish incentives for using environmentally and socially benign processes, equipment and materials in research projects and experiments

### STRATEGY 2

Develop guiding principles to assist with the design of environmentally, economically and socially sustainable research projects and experiments

## Building on a Foundation

SFU's **Green Labs Program** works with building occupants and lab users on the Burnaby campus to reduce energy use and waste associated with research practices and equipment. In its third year, the program includes a Green Labs Certification Program for use in all labs at SFU. **SFU's Hazardous Waste Management Programs** work to ensure the health and safety of researchers, to ensure compliance with legislation, to set requirements for procurement, handling, storage, transportation and disposal of hazardous materials, and to ensure researchers have appropriate training.

## OUTCOME 2

SFU makes sustainability a key research priority and communicates this priority internally and externally

### STRATEGY 1

Catalog and publicize sustainability research

### STRATEGY 4

Enhance existing research clusters on sustainability

### STRATEGY 2

Integrate sustainability into future research plans

### STRATEGY 5

Increase sustainability-related research opportunities for undergraduate and graduate students

### STRATEGY 3

Identify and support current, new and emerging opportunities for sustainability research, including partnerships with the private sector, governments and civil society

### STRATEGY 6

Identify and highlight sustainability research in VP Research communications channels

## Building on a Foundation

Research is carried out on sustainability-focused and -related topics in all Faculties and departments at SFU. **Peter Dickinson** in English explores how topics, including climate change, are taken up in the work of playwrights. **Tim Takaro** in Health Sciences investigates links between toxic environmental exposures and disease, including the connection between asthma and the health effects of climate change.

## OUTCOME 3

SFU connects research programs with external communities to contribute to, and learn from, sustainability solutions locally and globally (Connects with **Goal 3 - Outcome 3**)

### STRATEGY 1

Conduct an inventory to identify SFU's current engagement with external communities to contribute to, and learn from, sustainability solutions

### STRATEGY 3

Develop an Alumni in Sustainability Research network to connect alumni with SFU research teams

### STRATEGY 2

Coordinate and manage the connection between SFU's research program and external communities to increase and improve sustainability-related knowledge transfer and knowledge translation

## Building on a Foundation

**Stephanie Bertels** in the Beedie School of Business researches and works with businesses to identify means to embed sustainability into organizational culture. **Lyn Bartram** and her students in Interactive Arts and Technology contributed to "West House" a model sustainable home developed by SFU faculty and students showcased at the "Vancouver 2010 Olympic Games." West House is now installed on a City of Vancouver-owned site as a technology showcase, research and development test bed and "living lab."

# GOAL 3 | ENGAGING COMMUNITIES

To develop partnerships and maximize the capacities of SFU's three campuses in ways that enhance the ecological, social and economic well-being of communities locally and globally. In this regard, SFU will demonstrate its leadership and commitment to the underlying principles of human rights and sustainable development.

## CONTEXT

Universities have a leadership role in disseminating what they learn about social, economic and ecological sustainability and how this knowledge can be implemented in a range of communities. Sustainability and "engagement" share fundamental common values in their emphases on mutuality and reciprocity.

The University will engage its communities to define and share a sustainable culture. Creating sustainable communities requires that we clarify and deepen our knowledge of what "sustainability" means and collaborate on the development of practical solutions that enable us to live sustainably.

### OUTCOME 1



SFU provides opportunities for community members to engage with, and participate in, the University's sustainability initiative

### OUTCOME 2



SFU improves public understanding of sustainability through an expanded range of educational opportunities for external community members

### OUTCOME 3



SFU connects with external communities to co-develop and demonstrate solutions for local and global sustainability-related problems

## OUTCOME 1

SFU provides opportunities for community members to engage with, and participate in, the University's sustainability initiative

### STRATEGY 1

Survey the community to identify the most appropriate and effective ways to engage them in SFU's sustainability initiative

### STRATEGY 2

Include opportunities for community engagement in future sustainability planning processes

### STRATEGY 3

Establish annual SFU community engagement events

### STRATEGY 4

Expand and support, through funding, staffing and recognition, current and new community engagement programs on campus (e.g., Sustainability Ambassadors, Peer Educators, etc.)

### STRATEGY 5

Develop a community recognition program to reward participation in SFU's sustainability initiative

## » Building on a Foundation

The award-winning **Sustainability Ambassador Program**, run by the Sustainability Office, engages staff in sustainability education, capacity building and culture change programming. In collaboration with Student Services, the Office is launching a new **Sustainability Peers** program to build sustainability literacy among students. The creation of the SFU Sustainability Network in 2011 has strengthened sustainability relationships on campus and provided community members an informal outlet for participation, collaboration and co-learning.

## OUTCOME 2

SFU improves public understanding of sustainability through an expanded range of educational opportunities for external community members

### STRATEGY 1

Establish a baseline for public understanding of sustainability and develop recommendations to improve understanding through SFU programs

### STRATEGY 3

Offer sustainability-related low-cost and accessible Continuing Studies programs, public lectures and community workshops

### STRATEGY 2

Establish new sustainability-related community engagement events and activities for the public in the three municipalities where SFU's campuses are located

### STRATEGY 4

Integrate sustainability into current university community engagement programs and events (e.g., Philosophers' Café)

## Building on a Foundation

SFU's Public Square "establishes Simon Fraser University as the go-to convener of serious and productive conversations about issues of public concern." Issues related to sustainability have figured prominently among early offerings. Continuing Studies offers inexpensive, accessible and practical learning opportunities to the general public, and includes Certificate programs in Sustainable Community Development, Dialogue and Civic Engagement, and Restorative Justice.

## OUTCOME 3

SFU connects with external communities to co-develop and demonstrate solutions for local and global sustainability-related problems (Connects with Goal 2 - Outcome 3)

### STRATEGY 1

Establish SFU's role in leading and building capacity for university sustainability programs across Canada in keeping with SFU's signing of the Talloires Declaration in 1991

### STRATEGY 2

Establish a strategic and ongoing effort to communicate SFU's sustainability goals and accomplishments to the SFU community and external communities

### STRATEGY 3

Develop partnerships with local municipal and regional governments working on sustainable community development to better connect current work being done by the municipalities and the University

### STRATEGY 4

Develop partnerships with businesses and not-for-profit organizations to co-generate solutions, prototypes and grant applications to better connect current work being done by these organizations and the University

### STRATEGY 5

Integrate sustainability principles and practices into event planning, marketing and communications activities

### STRATEGY 6

Collaborate with research communities across Canada to develop sustainability solutions for shared IT facilities

## » Building on a Foundation

The Maple Ridge Environmental School opened in 2011 and is a partnership among community groups, School District 42, and SFU's Faculty of Education that integrates place-based, ecological and imaginative education principles to connect students with the natural and human world. City Studio engages students in the development of "greenest city" solutions and prepares them to be sustainability leaders. The City of Vancouver directly benefits from the concrete academic contributions of SFU students.

## GOAL 4

### LEVERAGING INSTITUTIONAL STRENGTH: OPERATIONAL LEADERSHIP

SFU will enhance understanding of sustainability among the SFU community in order to integrate sustainability into SFU's administrative and operational planning systems, policies, processes and activities.

#### CONTEXT

SFU draws great benefit from having engaged and committed academic and support staff. Employees, like students, increasingly expect SFU to exemplify proactive and responsible action on matters as fundamental and interdependent as ecological, economic and social sustainability. This is especially true within a research institution that values analysis, critical thinking and a commitment to high ethical behaviour.

SFU will model the change to a sustainable culture. Whether through the instruments of governance, the use of its human and fiscal resources, or its operational principles and practices, SFU will show operational leadership in addressing sustainability.

#### OUTCOME 1

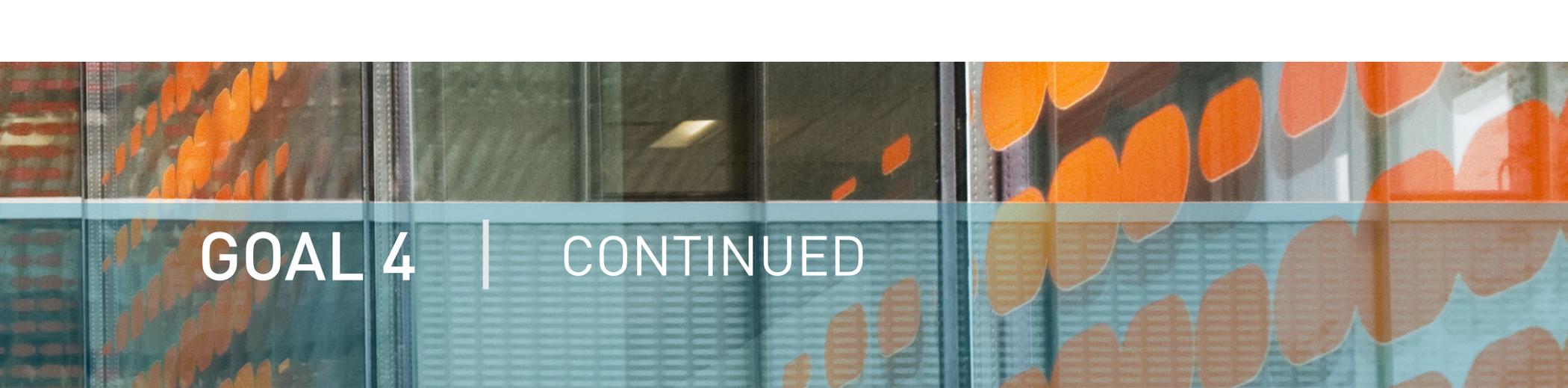


SFU integrates sustainability concepts, language and criteria into core governance, planning and accountability structures

#### OUTCOME 2



SFU enhances staff comprehension of basic sustainability concepts, practices and programs at SFU as well as staff participation in advancing sustainability at SFU



# GOAL 4 | CONTINUED

## OUTCOME 3



SFU develops and employs sustainability guidelines and procedures in key financial and administrative services operations

## OUTCOME 4



SFU establishes a diverse, secure and adequate source of long-term funding to support SFU's sustainability initiative

## OUTCOME 5



SFU improves the environmental footprint of University operations through optimizing energy use, reducing greenhouse gas emissions, eliminating toxic inputs, and reducing and diverting waste from landfills

## OUTCOME 6



SFU has ecologically, socially and economically sustainable transportation options for students, staff and faculty

## OUTCOME 1

SFU integrates sustainability concepts, language and criteria into core governance, planning and accountability structures

### STRATEGY 1

Conduct an inventory of core governance, planning and accountability structures along with renewal/revision dates and their overall impact on University sustainability efforts

### STRATEGY 2

Enhance sustainability governance by annually reporting on sustainability concepts, principles and activities and their connection to University governance and achievement of the strategic vision

### STRATEGY 3

Enhance sustainability planning by integrating sustainability principles and practices into key institutional planning documents and key decision-making processes

### STRATEGY 4

Advance sustainability practices by developing and implementing a comprehensive policy and procedure framework to provide direction and guide administrative activities across the University

### STRATEGY 5

Integrate sustainability requirements into accountability and reporting structures based on priorities identified in the core structures inventory

### STRATEGY 6

Communicate to landlords and fellow tenants that sustainability is a key priority for SFU and integrate sustainability language into future leases, agreements and ongoing building renovations

### STRATEGY 7

Enhance collaboration and communication by measuring and reporting on progress towards operational sustainability goals

## Building on a Foundation

The SFU Sustainability Advisory Committee was established in 2005. In 2008, SFU approved its Sustainability Policy GP 38. In 2011 sustainability became one of SFU's six Guiding Principles. The Senior Sustainability Council and Sustainability Office were established in 2012, in part to develop a Sustainability Strategic Plan and facilitate its communication and implementation. With this Plan, Sustainability is established within the University's Planning Framework.

## OUTCOME 2

SFU enhances staff comprehension of basic sustainability concepts, practices and programs, as well as staff participation in advancing sustainability at SFU

### STRATEGY 1

Establish a baseline for staff understanding of sustainability and develop recommendations for improving this understanding through SFU programs

### STRATEGY 3

Integrate sustainability into staff reporting processes in administrative units

### STRATEGY 2

Develop new training programs, courses and opportunities for staff to enhance their understanding of sustainability

## » Building on a Foundation

SFU's Sustainability Office recently launched the **Talking Sustainability Project**, which focuses on improving sustainability literacy within the SFU community and encouraging direct engagement in SFU's sustainability planning processes. All new employee orientation sessions include a sustainability literacy module; each month new employees learn about sustainability and how SFU is contributing to sustainable community development.

## OUTCOME 3

SFU develops and employs sustainability guidelines and procedures in key financial and administrative services operations

### STRATEGY 1

Investigate the requirements and process to become a signator to the UN Principles on Responsible Investment as a means to incorporate sustainability into decisions regarding investments

### STRATEGY 3

Develop sustainable procurement guidelines for purchasers in departments/units to place sustainability at the forefront of the University's supply chain

### STRATEGY 2

Use systems and technologies that foster effective and efficient IT resource use and enhance collaboration and communication across the SFU community

### STRATEGY 4

Source Fair Trade certified products for use in Ancillary Services, including dining facilities and the SFU Bookstore

## » Building on a Foundation

Sustainability criteria were applied in the Request for Proposals for the new Print Services contract. As the result of initiatives led by Ancillaries, SFU recently earned Fair Trade Campus Designation, and the new Dining Services contract specified several sustainability initiatives that include tray-less dining, local food procurement and healthier food options.

## OUTCOME 4

SFU's University-wide sustainability initiative has a diverse, secure and adequate source of long-term funding

### STRATEGY 1

Enhance and stabilize sustainability funding by creating an endowment fund for collaborative cross-unit projects (including those with longer term Return on Investment [ROI])

### STRATEGY 3

Include financial support for SFU's sustainability initiative as a fundraising priority

### STRATEGY 2

Create a community sustainability seed-fund to financially support sustainability projects initiated by staff, faculty and students at SFU

## Building on a Foundation

The establishment of the Sustainability Office included continuing operational funding as well as one-time funding to support new and existing initiatives and to launch new programs. SFU's ongoing participation in BC Hydro's Continuous Optimization Program helps to fund energy conservation projects in registered buildings.

## OUTCOME 5

SFU improves the environmental footprint of University operations through optimizing energy use, reducing greenhouse gas emissions, eliminating toxic inputs, and reducing and diverting waste from landfills

### STRATEGY 1

Reduce environmental, social and economic impacts of SFU's built infrastructure and associated occupant behaviour within buildings

### STRATEGY 2

Exceed the BC mandate to reduce Greenhouse Gas Emissions by 18% below 2007 levels by 2016

### STRATEGY 3

Divert a minimum of 70% of waste from landfills by 2015

### STRATEGY 4

Identify and eliminate water pollution and waste on the Burnaby campus

### STRATEGY 5

Ensure SFU's grounds management contributes to enhanced biodiversity and food production and is free of toxic outputs

### STRATEGY 6

Apply right-sizing guidelines and make fleet purchasing and renting choices based on the lowest emission options available

## Building on a Foundation

SFU has achieved an 8% reduction in greenhouse emissions since its baseline year of 2007 despite the growth in building footprint of over 13%. SFU now has several green buildings, including the renovated Shrum Chemistry Building, the Technology and Science Complex buildings, the Saywell-Blusson Complex and the Segal Centre at SFU Vancouver. The Zero Waste Committee is working with Metro Vancouver to develop common standards for public space waste reduction stations to improve waste diversion infrastructure and community education.

## OUTCOME 6

SFU has ecologically, socially and economically sustainable transportation options for students, staff and faculty

### STRATEGY 1

Develop a sustainable transportation plan for SFU

### STRATEGY 3

Identify and develop systems that support low emission travel for conferences, fieldwork and international field school study

### STRATEGY 2

Enhance opportunities for members of SFU to engage in commuting practices that contribute to sustainability

## Building on a Foundation

SFU students pioneered Translink's U-Pass Program, carpooling incentives exist for staff, faculty and students, and electric vehicle charging stations have been installed on the Burnaby campus and at the Community Trust (UniverCity). As a result, the number of parking spaces on the Burnaby campus has been reduced by 28% since 2003. A new Committee will address sustainable mobility issues.