

**YORK UNIVERSITY  
ANNUAL SUSTAINABILITY  
REPORT 2012-2013**

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# President's Message



It is my distinct pleasure to introduce the first university-wide Annual Sustainability Report for York University. This report builds on previous incarnations of the President's Sustainability Council Annual Report,

with the addition of an Environmental Sustainability Report from our Campus Services and Business Operations (CSBO) department, which is found in Section 2. In keeping with our commitment to be

a leader in sustainability and to work as a community to reduce our environmental footprint, this new resource illustrates the progress we have made towards becoming one of the greenest universities in Canada and, indeed, the world.

Our concerted efforts over the past decade have fostered a culture of sustainability that continues to flourish on our two campuses. Today, sustainability is a core value at York. In addition to pursuing innovative research and teaching in this area, we continue to expand our on-campus efforts to make York a healthier, more efficient, and more sustainable place to work, learn, and live. We have conserved energy, increased waste diversion, improved our building operations, enhanced alternative transportation options, and reduced our greenhouse gas emissions. These accomplishments support our research and teaching mission by lowering operational costs and increasing efficiency, efforts that we must continue to support and strengthen in the months and years to come.

Our efforts are being recognized. In November of 2012, York received the Smart Commute Regional Employer of the Year award for our commitment to improving alternative transportation solutions for members of the York community. We were also named one of

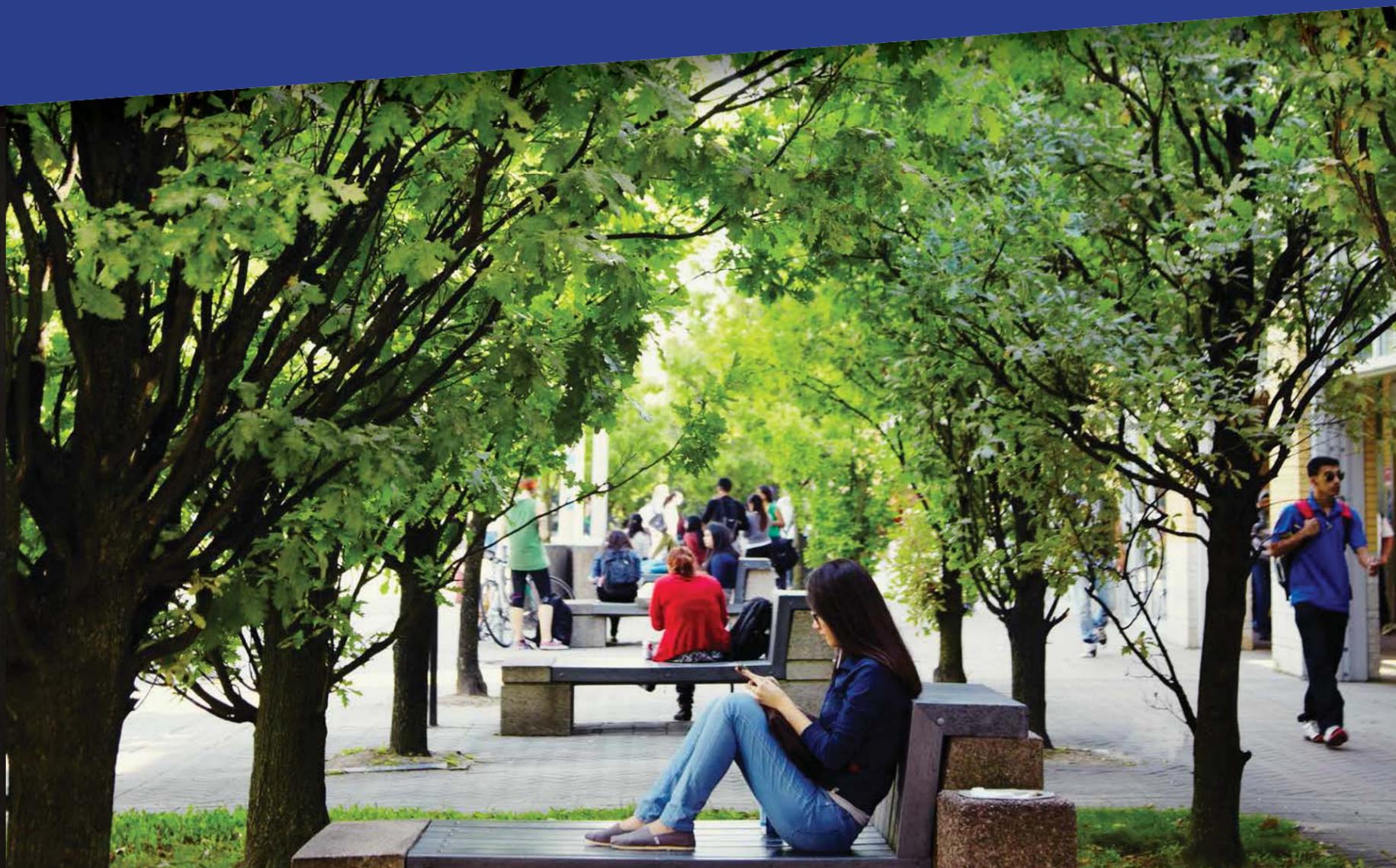
Canada's Greenest Employers in 2013, and we consistently rank in the top 10% of schools in the UI GreenMetric World University Ranking on sustainability.

Every member of the York community has contributed to our success. We are fortunate to have so many committed environmental ambassadors and innovators here at York. I would like to acknowledge our colleagues who serve on the President's Sustainability Council for their dedicated efforts, leadership, and contributions to this report, as well as the many student, staff, faculty, and alumni leaders who drive our greening efforts. Thank you for all you do to safeguard the well-being of the planet today and for future generations.

Sincerely,

Mamdouh Shoukri,  
President & Vice-Chancellor

# Executive Summary



At York University, sustainability is one of our core values, and it is an ongoing commitment of our community of students, faculty and staff to be leaders in teaching, research, and applied sustainability. We consistently strive to be the greenest university in Canada.

The President's Sustainability Council (PSC), PSC working groups, and many other champions of sustainability at the University have been working diligently to advance the recommendations contained in previous annual reports, while at the same time developing and proposing new recommendations herein. Progress on past recommendations can be found throughout this report.

New recommendations for 2013 are as follows, by working group:

## **Administrative and Organizational Structure**

2013-1: Register for and participate in the STARS program, and provide the additional administrative and financial resources necessary for participation.

2013-2: Develop a pilot initiative on signage on a specific sustainability initiative, in conjunction with relevant staff persons, in order to study the potential effectiveness of signage and social marketing in changing behaviour and enhancing campus sustainability.

## **Social Justice and Human Rights**

2013-3: Investigate current practices on campus, best practices at other post-secondary institutions, and the possibility of becoming certified by Fair Trade Canada to be a "Fair Trade University".

2013-4: Expand the unconferences to proactively include participation of students, faculty and staff.

2013-5: Invite committees, ad-hoc working groups, and other stakeholder groups to present to the committee once per year to ensure collaboration and consideration of social justice and human rights values (e.g. Access York, Community Safety, YUDC, etc.).

2013-6: On an ongoing basis, the President's Sustainability Council shall identify, monitor, and where possible, help to strengthen implementation of the York University Secondary Plan and Keele Campus Master Plan with respect to social justice and human rights considerations embodied in these documents (amended from two previous recommendations: 2012-9 & 2009-22).

## Campus Operations and Development

2013-7: Work should focus on better aligning heating, ventilation and air conditioning systems with programmed space use within buildings (e.g. classroom use), and on opportunities for further reductions through other community engagement initiatives, behavior modification and process changes.

2013-8: Efforts should also aim at monitoring the renewable energy market for cost effective technologies that are compatible with York's physical footprint and energy grid.

2013-9: In the 2013-2014 year, the Res Race to Zero program should be expanded to commence in September, engaging students in a broader program of sustainability, including water, waste, stewardship, and community involvement.

Conclusive evidence of the presence of the Emerald Ash Borer at Keele campus was established in the Spring of 2012. A program of assessing all Ash trees was completed in Summer of 2012. The inventory included a rating of all the trees, and those that could be saved were earmarked for a multi-year treatment program aimed at reversing the devastation posed by the insect infestation.

2013-10: The treatment program should be continued over the Summer of 2013.

2013-11: An overall tree inventory was commenced for Keele Campus in Summer 2012, and should be completed in 2013. An overall tree inventory for Glendon Campus should also be undertaken and completed in 2013.

The York University Master Plan for the academic lands includes policies for the protection of all major open spaces, including the four woodlots. Background technical studies have been completed assessing conditions and making recommendations for woodlot management.

2013-12: An assessment of the recommendations of these technical reports should be conducted in 2013-2014, including community consultation and identification of resource requirements for implementation.

2013-13: Considerable interest has created the proposal to pilot a Farmers Market on Keele campus as a collaboration between and among CSBO Food Services, Regenesis@York, the PSC Student Subcommittee and other campus partners.

2013-14: A University strategy is required for more effective management of cigarette butts which are presently being discarded by smokers in gardens, rockery, walkways and other common spaces. This might include a program of expanding the tobacco waste units on campus, and a communications program to inform smokers of the need to properly "bin their butts".



# Introduction



This Annual Report is intended to serve as a review of the key activities of the President's Sustainability Council (PSC) during May 1, 2012 - April 30, 2013, assess our progress on past recommendations (aimed at enhancing campus sustainability), as well as offer new recommendations.

The PSC is an advisory body to the President, with a mandate to help advance sustainability initiatives on our campuses. The Council is made up of students, staff, administrators, and faculty. We are committed to a holistic and equitable approach to taking action that recognizes the full consequences and benefits of what we do.

Our long term perspective acknowledges our responsibility to be innovators and to continually work as a community to reduce our ecological impact. Our vision of sustainability and details about our mandate are provided on our website ([www.yorku.ca/sustainability/](http://www.yorku.ca/sustainability/)). Membership of the PSC during 2012-2013 can be found in Appendix-B.

In addition, our previous annual reports (including all the recommendations which were accepted by President Shoukri) can be found at [www.yorku.ca/sustainability/annualreports](http://www.yorku.ca/sustainability/annualreports). Since its inception, the Council has, as much as possible, followed a consensus-based process for decision-making. The Council met eight times between May 1, 2012 - April 30, 2013; the agendas and minutes of these meetings are posted on the Council website ([www.yorku.ca/sustainability/psc](http://www.yorku.ca/sustainability/psc)). The Student Sub-committee also held regular meetings in order to ensure integration of the concerns and priorities of York University students into campus sustainability initiatives.

The PSC has four "working groups," each of which has met regularly throughout the year. The working groups are organized around four themes, capturing the broad scope of sustainability issues at York:

- Administrative and Organizational Structure
- Curriculum
- Social Justice and Human Rights
- Campus Operations and Development

Working groups are coordinated by Council members and, unlike PSC meetings, participation is open to the broad York community. During 2012-2013, the working group coordinators were: Ijade Maxwell Rodrigues and Ross McMillan (Administrative and Organizational Structure); Rhonda Lenton and Alice Pitt (Curriculum); Noel Badiou, Sue Levesque, Pavel Graymason and Annette Dubreuil (Social Justice and Human Rights); and Steve Dranitsaris and Chris Wong (Campus Operations and Development).

While the next sections of this report provide a comprehensive review of PSC's accomplishments for 2012-2013, the following are five highlights:

1. Sustainability Office: In response to a 2012 PSC motion, York's President, Mamdouh Shoukri, requested that we develop a Business Plan for the possible establishment of a York University Sustainability Office.
2. Following extensive consultation within and outside York, research on best practices and models at other universities, and debate and discussion within the PSC, we submitted a detailed Business Plan at the end of January 2013. Should the Business Plan be accepted, the

Sustainability Office will help further advance York's sustainability initiatives and actively foster a pan-University culture of sustainability. Guided by the PSC, the Sustainability Office would coordinate and help implement PSC recommendations. For more detail and the full Sustainability Office business plan, see: Appendix C.

3. **Advisory Committee on Responsible Investment:** Last year, the President approved an important PSC recommendation to create a University advisory committee on responsible investment. This year, in consultation with the Vice-President Finance and Administration, the terms of reference for this advisory committee were drafted and accepted by the PSC. The advisory committee will soon be constituted. It will include student, faculty and staff representation, provide a forum to discuss and express opinions on responsible investment, and offer advice to the University administration through the Vice-President Finance and Administration.
4. **Unconferences:** the PSC's Social Justice and Human Rights Working Group, in collaboration with several partners including the Centre for Human Rights and the Institute for Research and Innovation in Sustainability, successfully organized three "unconferences" during 2012-2013 on water, food, and climate justice. An unconference allows participants to determine the agenda themselves at the start of the day within the scope of

a particular topic. The three unconferences proved an effective way to engage the wider York University community on some important and contemporary sustainability issues.

5. **Energy Conservation:** The Yorkwise Energy Management Program continues to post impressive reductions in energy use, as York has now exceeded its target of 25% reduction in energy use over the 2006-2007 baseline.
6. **York Named One of Canada's Greenest Employers:** In April 2013, York was named one of Canada's Greenest Employers. The University was named along with 54 other organizations in a competition organized by the editors of Canada's Top 100 Employers project. This is excellent news, reflective of the hard work and excellent progress that York has been making on sustainability for several years.

Ilan Kapoor,  
*Chair, President's Sustainability Council*



# Report from the PSC Student Sub-Committee



The Student Sub-Committee has continued to give students and student groups an opportunity to give input on the direction of the President's Sustainability Council and provide networking opportunities for students interested in sustainability issues.

Similar to previous years, the Executive held open meetings about once a month with the objective to evaluate and discuss how the Sub-

committee could facilitate and assist the involvement of students in sustainability issues at York University, as well as discuss sustainability issues that are of importance for the work of the PSC working groups.

With respect to growing the sustainability culture and reaching more students around campus, the Sub-committee has been working on an outreach plan to expand our network of student clubs and associations.

The main objective is to communicate with these groups and present their concerns and solutions to the PSC. We feel this is a great way to engage the student body, as well as give more students a louder voice to speak about sustainability issues. An information package is currently in the works and will be handed over to the new incoming PSCSS executive team.

A few changes were made in Summer 2012 to the governance document of the PSCSS. Our executive council was reduced from two chairs to one and from four student representative positions to two. It was felt that a smaller core executive would function more effectively and be able to focus more on core objectives.

In November 2012, the PSCSS chair, Canina Clifford, announced her resignation to pursue a new position as a sustainability assistant at the Office of the President, working alongside the Sustainability Engagement and Sustainability Project Coordinators. Subsequently, an election was held and a new chair, Nader Miradolbaghi, was elected. Allison Floroff and Kita Navalyal were elected as student representatives. Other changes included Samantha Point stepping down from her outreach position in December, with Joseph Yako being appointed to that position as of January 2013. Bushra Noreen took up the role of Secretary.

Subsequently, Bushra updated all our social network information regarding meetings and announcements.

The majority of the work conducted by the Executive has focused on making our meetings and communications more effective and efficient. We have better utilized our social networks by posting events and meetings on our Facebook and YU Connect pages. The Sub-committee has also continued to follow the format of standardized meeting agendas, making time in each meeting for introductions, approval of minutes, working group updates, and upcoming events.

Although PSCSS general meetings have not been as consistently well-attended as the Sub-committee would have liked, a few dedicated members continue to coordinate events and participate in sustainability initiatives on campus. The Sub-committee participated in a number of events this past year. These include: National Sweater Day; PSC/IRIS/CHR "unconferences" and speaker events; water bottle phase-out forums; and other sustainability related events.

The Student Sub-committee is passionate and committed to upholding sustainability issues at York University and looks forward to continue giving voice to all York students.

# Progress on Recommendations

From the 2009, 2010 & 2011-2012 Reports



The following is a summary of progress on recommendations accepted by President Shoukri in the 2009, 2010/2011, and 2012 Annual Reports. The PSC has also prepared a table that summarizes progress on each of the recommendations, using icons that depict the status of each recommendation (complete, significant progress, work begun, or not yet started). That table is included as Appendix A.

#### Administrative and Organizational Structure

The Administrative and Organizational Structure Working Group held five meetings throughout the academic year. Topics covered included: sustainability assessment; green levy; branding/signage/social marketing on sustainability; and, sustainability awards.

The following is an update on the active PSC recommendations from 2009 to 2012 that are relevant to this working group:

2012-1: Given that the Planning, Budgets and Accountability report (PBA) is no longer printed, which had included a Campus Services and Business Operations (CSBO) Sustainability Report, we recommend that future Sustainability reports be more comprehensive. The York University Sustainability report should include specific University sustainability goals with data and progress on those goals, along with a report from the President's Sustainability Council. This approach is currently being done at other Canadian Universities.

Progress: Completed. The 2013 Sustainability report contains data and progress on sustainability goals.

2012-2: We recommend that the University consider adding new policies, modifying existing policies, or develop guidelines for the community to reflect best practices in the following areas of sustainability:

- Procurement
- Food
- Paper
- Water

Progress: Significant progress. Background research and best practice reviews were conducted in each of these areas during 2011-2012. Draft policies on procurement and paper have been developed for discussion and consideration. The development of a food policy is on hold, pending the completion of food surveys by YFS and York Food Services. In addition, the President approved the PSC motion to phase out the sale of bottled water and, with the YFS, pledged for it to be in place by September 2015.

2010-1, 2010-5, 2009-6, & 2009-7: Community Engagement.

2010-1: Implement a pilot project for student engagement in summer 2011.





2010-5: Create a strategy that details how the PSC and PSCSS will engage the York community to establish greater awareness of sustainability, the work of the PSC, as well as opportunities for engagement.

2009-6: Establish a community of Sustainability Ambassadors.

2009-7: Continue to develop and implement opportunities for student engagement in collaboration with the PSCSS.

Progress: Completed (but ongoing). The Sustainability Coordinators have been active in creating opportunities for the York community to become engaged in sustainability, including the Sustainability

Ambassadors initiative (with over 60 volunteers so far), a Green Office program, and many outreach events. Additionally, during the past year, two work/study Sustainability Assistants assisted with those efforts and maintained a high visibility for York's sustainability efforts by tabling every Thursday during the academic year in the RED Zone in Vari Hall. These efforts have been guided by a comprehensive communications plan.

The communications plan for York University Sustainability is fluid and has been in ongoing development. Using it, the Sustainability Coordinators create dialogue and messaging for our internal

and external audiences, including via a full social media and web presence that has been created for that purpose. The plan includes objectives, strategies, approaches, key messages, and suggested means of evaluation to measure our progress. As part of this plan, the Sustainability Coordinators have communicated using various and diverse means, including Yfile articles, outreach events and a weekly RED Zone presence, plus the aforementioned new sustainability website and a thorough and active social media strategy. We hope to continue to expand on these activities in the coming year (see Appendix C).

The Sustainability Ambassadors are volunteer community champions who primarily use the importance of role modeling to learning in the affective domain. In other words, by demonstrating peer leadership and some change management skills, coupled with knowledge of ways to get involved with sustainability at York, the over 60 Sustainability Ambassadors, as a group, are one of the drivers for the gradual process of culture change that has as its foundation the changing of values and motivations in the community. An essential component of the success of this initiative is the past, current, and future significant efforts that York University has put into, or plans to put into, being ever more sustainable. In addition, a further responsibility of Sustainability Ambassadors is also to be, where appropriate and relevant, advocates for the Green Office program in their areas; thus, these two community engagement initiatives are inherently linked.

The Green Office program assists offices across the University in incorporating sustainable practices into day-to-day operations, and recognizes those offices that are already making a commitment to sustainability. Participating offices complete a checklist of key categories (Energy, Waste, Transportation, Purchasing, and Change) that includes information and tips on how to 'green' their practices to reduce their environmental impacts. The program is open to anyone with office space, including students, faculty and staff, as well as external organizations working at any York University campus location. Submitted checklists are scored, and participating offices will receive certification as a Green Office at York. Eighteen offices have completed the program, with more offices signing up on an ongoing basis. Green Office certification is good for one year after the submission date, and is helpful in increasing participation in sustainability programming to improve our overall performance on a number of key environmental indicators. The Green Office program has been featured in Yfile and on the York community radio station, CHRY.

There were over a dozen significant outreach events this year organized on behalf of the PSC (not including minor events as well as the many events organized by various campus partners). Highlights of those dozen events are: a student led concert in Vari Hall for Earth Hour, a Fair Trade Fair (in collaboration with Fair Trade Toronto and OPIRG), Sustainability Club Fair, the Silly Sweater Photo Competition in honour of National Sweater Day, a Glendon Forest Nature Walk, and a

celebration of World Water Day. In addition, in the fall of 2012, we again invited Soka Gakkai International (SGI) to bring their “Seeds of Hope” poster exhibit to York. The exhibit focuses on global sustainability initiatives and individual and community level action, and sustainability staff and student volunteers conducted outreach tabling in Vari Hall to accompany the exhibit and engage the community on sustainability issues.

The Social Justice and Human Rights working group also oversaw the organization of 3 “unconferences” during the year, on climate change, food and water. The unconference format is flexible and allows participants to come and go from the event at their convenience, to participate based on their availability and interest. The SJ&HR working group is planning to organize additional unconferences for the upcoming year (see recommendation 2013-4).

The Sustainability Assistant: Leadership (more focused on event planning and peer leadership) and the Sustainability Assistant: Mobilization (more focused on social media content and promotions) were two new student work study positions created for the 2012-2013 academic year. The primary focus of the positions was collaborative and fivefold:

1. Help create a culture of sustainability among fellow York students
2. Plan, promote, and implement sustainability themed events

3. Create a social media presence for York University's sustainability efforts
4. Recruit and facilitate a volunteer EcoTeam of undergraduate peer leaders
5. Maintain a public presence for York University sustainability efforts by tabling weekly at the RED Zone.

In addition, the sustainability website: a page dedicated to ‘green’ campus maps, which highlights the sustainability features of the Keele and Glendon campuses including transportation infrastructure (public transit and cycling), waste (recycling, composting) and water refill stations.

Lastly, as of this report, the PSCSS, with the assistance of the Sustainability Engagement Coordinator, has completed development of an outreach strategy for the PSCSS. Given the turnover in PSCSS membership due to the annual elections cycle, there is still work to do in implementing that (or a revised) strategy.

In addition to the work of the Sustainability Coordinators, Student engagement also continues to be focussed largely with IRIS, Regensis@York, in Res Race to Zero, and through CSBO student placements.

2010-4: Create a President’s Sustainability Award that would recognize efforts of an individual or team that initiates, adopts and/or fosters a culture of sustainability.

Progress: Work has begun. Over the course of this academic year, the working group reviewed green awards programs from several universities and organizations from across Canada and around the world. With many successful examples to guide us, the working group agreed that the development of a green awards program can be an effective way of celebrating and recognizing sustainability on campus. A draft framework document was created (see Appendix D) which will assist in the establishment of an awards program for 2013-14.

2010-2: Compile a list of University policies and procedures that are related to sustainability. The list will be reviewed to see if there are any opportunities for modification, and the list of relevant policies and procedures will be posted on the sustainability website.

Progress: Completed. We reviewed several York University policies that relate to sustainability, including the policies on:

- Sustainability
- Capital Projects
- Brand Stewardship Procedures > Code of Conduct for Licenses
- Procurement of Goods and Services
- Vehicle Idling on Campus
- Surplus Assets Disposal
- Physical Accessibility

- Employment Equity
- Board Policy on Investments

Policies can be found at: [www.yorku.ca/univsec/policies/](http://www.yorku.ca/univsec/policies/) and [www.yorku.ca/secretariat/board/committees/investment/documents/20110101-SIPP.pdf](http://www.yorku.ca/secretariat/board/committees/investment/documents/20110101-SIPP.pdf).

We then reviewed best practices on campus sustainability policies and procedures from members of the Association for the Advancement of Sustainability in Higher Education (AASHE). Based on the results from this first stage, the working group identified and researched best practices in the following areas:

- Food
- Green Building
- Paper
- Procurement
- Waste
- Water

Food - Ten policies and/or guides on sustainable and fair trade food from other universities and organizations were reviewed. Food policies are typically driven by issues such as human and environmental health, social justice, and local economic development. Most food policies focus on engaging stakeholders, such as consumers (students, staff and faculty), as well as vendors and producers, and aligning policy with

other sustainability initiatives, such as procurement, energy, waste, and grounds. Policies should also incorporate some means to monitor and evaluate impact.

Based on this review and initial discussions with the Director, York Food Services, it is suggested that York continue to pursue the development of a food policy that incorporates sustainability principles such as local food, organic food, and fair trade food. However, it is important that the Student Centre and York Lanes food providers be included in these discussions for maximum impact.

Green Building - The development of 'green' building standards is a work in progress. Currently, all new University buildings are built to LEED certification standards.

Paper - Six paper policies from universities, municipalities and NGOs were reviewed. Paper policies typically focus on a few key concepts, such as procurement (high recycled content, unbleached or non-chlorine bleached, third party certification), use (default printing to double sided, permitting and encouraging students to submit double sided assignments, providing financial incentives for duplex

printing, tips for document layout and printing to reduce paper) and demand reduction (encouraging the use of digital documents such as e-newsletters and web-based assignments).

The paper policy review and sample guidelines have been circulated to UIT, Printing Services, PRASE and Procurement for review and comment.

Procurement - Nine sustainable procurement policies (including statements, guidelines, and policies) were reviewed. Generally the policies describe each university's commitment to sustainable procurement and a framework within which each university will incorporate more environmentally and socially responsible practices into procurement processes.

The review and a sample policy has been shared with Procurement Services, and is currently being considered by the Office of the Vice-President, Finance and Administration.

Waste - Standard Operating Procedures on waste can be found on the CSBO website, and CSBO is currently rolling out a program to deal with cigarette waste on campus. The idea of a waste policy was discussed with the Director, Custodial and Grounds and Glendon Facilities Services. A formalized, comprehensive, multi-faceted waste management and diversion program was created and has been operational since the mid-1990s; this was expanded in 2010 with the ZeroWaste initiative which establishes broader and more aggressive goals; further policy in

this area was seen as redundant.

Water - Policies from 12 universities on key areas such as water conservation (typically through 'green' building technology and landscaping), education and engagement, and water bottle policies (i.e. phase out of the sale of bottled water, expansion of hydration stations, and commitment to free access). It was agreed that discussions on a water policy should wait as developing a relevant water policy is part of the plan for phasing out the sale of bottled water by 2015, as recently approved by the President. Additionally, as part of the phase out plan, the community will be asked to voluntarily phase out the purchase of disposable bottled water ahead of schedule; relevant communications strategies for community engagement related to water are thus in concurrent development.

2010-3: Encourage University divisions and departments to integrate sustainability into their Integrated Resource Plans.

Progress: Significant progress. We have been working with the Integrated Resource Planning office to assist us in advancing the sustainability agenda at York University. The University will be updating its Divisional and unit plans in the summer of 2012 and there will be an explicit reference to sustainability in one of the five strategic priorities. We expect that the plans that will be submitted will include specific reference from each Division and unit as to how they will advance the culture of sustainability at York.



2009-8: Undertake and Support a Sustainability Assessment Project.

Progress: Completed. The 2009 PSC Annual Report included a recommendation on undertaking a sustainability assessment project. In response to this recommendation, a pilot of the AASHE STARS Planning, Administration and Engagement Module was completed in the summer of 2012, featuring over 70 indicators on campus sustainability. The results of the pilot were presented to both the working group and the PSC, leading to a new recommendation on full participation in the STARS program.

2009-9: Engage in a review of sustainability administration models with a view to identifying the most suitable model for York.

Progress: Completed. The administrative working group supported the preparation of a business plan to outline the strategies, goals and the rationale for establishing a permanent Sustainability Office with committed funding. The Business plan was requested by the President in response to the motion tabled by the PSC in January 2012. The Business Plan was submitted to the President on January 31, 2013 for consideration for the 2013-14 budget cycle.

### Curriculum

The curriculum working group was not active as this year and did not meet; however, much work regarding sustainability and the curriculum was done offline.

The following is an update on the active PSC recommendations from 2009 to 2012 that are relevant to this working group:

2012-3: The Office of the Vice-Provost Academic will facilitate the enhancement of sustainability in curricular contexts through existing academic planning mechanisms and aligned University committees.

Progress: Work has begun. As identified in the 2011 PSC Annual Report, the employment of existing academic planning mechanisms ensures collegial governance on academic planning and curriculum development/changes. The implementation of the York University Quality Assurance Procedures allows a coordinated mechanism for development of new academic programs, changes/modifications to existing programs and ongoing review of existing programs. As is the case of new academic programs and cyclical program reviews, the process requires participation of external reviewers (individuals with scholarship expertise in the area) and discussion among academic colleagues on aspects of the program including learning outcomes, curriculum mapping, student demand and how the program addresses societal and/or employer needs. Given our broad understanding of sustainability, which includes values of social responsibility, social justice and equity, the Vice-Provost Academic continues to be involved in discussions with academic colleagues through the Academic Standards, Curriculum and Pedagogy Committee (a committee of University Senate) on policy matters pertaining to academic bridging and access programs. At the time of the preparation of this report,

the Committee brought forward a new Policy and Guidelines on Bridging Programs that subsequently was passed by Senate. This new policy significantly advances York's commitment to accessible post-secondary education and recognizes a range of academic bridging options.

2012-4: The Vice-Provost Academic will undertake to discuss with the new Vice-Provost Students the creation of a Working Group, involving students, faculty and staff, with a mandate to explore and foster co-curricular intellectual interest in issues of sustainability.

Progress: Work has begun. Over the past year, the University experienced several senior-level administrative changes affecting progress on this recommendation. In July 2012, Dr. Janet Morrison was began her term as the new Vice-Provost Students and in December 2012, Dr. Alice Pitt assumed the role of interim Vice-Provost Academic. While there are no significant details to report at this time, a meeting has been scheduled between both Vice-Provosts to discuss the development of a Working Group, involving students, faculty and staff, with a mandate to explore and foster co-curricular intellectual interest in issues of sustainability.

2010-6: Cultivate intellectual interest in sustainability among students and faculty through symposia and/or key events.

Progress: Significant progress. In addition to robust curricular offerings, the University also encourages a campus environment that cultivates

intellectual interest in sustainability among undergraduate and graduate students, faculty, staff and community members. Through various conferences/symposia, public talks and events, York's Faculties, academic units and organized research units, sustainability continues to be a topic of considerable interest. Listed below are examples of some of the events held over the past year:

- Un-conference Series on Water, Food and Climate
- Focus on Sustainability Film Festival
- 2012 Res Race to Zero competition
- Doing (and Being) Queer in Environmental Studies: Research and Visibility
- Green Music Workshop
- Re-Igniting Critical Race: A Symposium on Contemporary Accounts of Racialization in Canada
- Undermining Development? CIDA, NGOs and the Extractive Sector
- Brazilian Studies Seminar Series
- Green Development Law in Canada: New Forms of Property or the Same Old Dirt?
- IRIS Annual Research Showcase
- Community Energy Planning: Operational Challenges
- Celebrating Humanitarianism: The Ideology of Global Charity
- Nations Talk, Cities Act
- Sustainable Energy Initiative Seminar Series
- Evolution of Responsible Investment: Navigating Complexity

2010-7: Bring forward discussion of sustainability to the Teaching & Learning Working Group on Technology Enhanced Learning in order to identify strategies to embed sustainable practices in course design and teaching practices across the University.

Progress: Work has begun. The University continues to explore strategies to embed sustainable practices in course design and teaching practices across the University. Through the Process Re-Engineering and Service Enhancement (PRASE) Office progress continues to be made on the University-wide printer rationalization project with aims to reduce and "right-size" the number of personal printers, fax machines and other single-purpose print devices on campus thereby improving efficiencies and reducing negative environmental impacts. Over the past year, under the leadership of the Associate Vice-President Teaching & Learning, progress has been made towards the development of an eLearning Strategy. From Fall 2011 until early 2012, in collaboration with the Office of Institutional Research and Analysis, a pan-University online survey was conducted to ascertain the type of eLearning employed in York courses and to establish baseline data. Over time and as indicated in the University Academic Plan, York will be able to enhance its capacity for eLearning and offer undergraduate and graduate students more options for electronic delivery of academic instruction. Furthermore, the Academic Technology Advisory Working Group, co-chaired by York's Associate Vice-President Teaching and Learning and the Chief Information Officer, will be advancing eLearning

at York. This Working Group, among its activities, will also be looking at eLearning management systems with the plan to strengthen York's capacity to make academic resources/tools more available on-line thus reducing paper waste (e.g. course materials, documents sharing).

2010-8: Explore the opportunity, perhaps in collaboration with relevant faculty members, to: a) undertake research to identify how other post-secondary institutions nationally and internationally support sustainability in the curriculum; and b) conduct key informant discussions internally and externally to identify opportunities for new or enhanced academic offerings related to sustainability that meet emergent workforce needs.

Progress: Work has begun. The Office of the Vice-Provost Academic, under the leadership of Vice-Provost Academic Alice Pitt, has started to review different ways that other universities support sustainability, community engagement and access to post-secondary education within their academic enterprise. Specifically, the review includes looking at curricular innovations (including alignment with degree level expectations and student learning outcomes) and models for coordination and governance. The Vice-Provost Academic also participates on Senate and other academic committees that allow for collegial exploration and discussion of these topics.

The University is committed to expanding its academic offerings and some of the new programs developed over the past year are

related to sustainability and meet current and emergent workforce needs. Examples of new programs include the BA/BSc in Global Health, Graduate Diploma in Health Management and BSc Electrical Engineering. Further, the University is building upon its long history of program collaboration with Seneca College and created the York Seneca Partnership (YSP). Over the next two years, the YSP will be identifying and supporting new College-University collaborations, including (but not limited to) program collaborations with environmental sustainability and human/social services features.

2009-10: Request that the Academic Policy, Planning and Research (APPRC) and the Vice-President Academic and Provost make sustainability a major strategic feature in the White Paper and the new University Academic Plan.

Progress: Completed. In both the White Paper, Building a More Engaged University: Strategic Directions for York University 2010 - 2020, and the University Academic Plan 2010-2015: Enhancing Academic Quality in a Globalized World, sustainability has been embedded as feature.

2009-11: Develop a greater focus on sustainability in the York curriculum.

Progress: Work has begun. Since the 2011 PSC Annual Report, several new academic programs have been developed and/or are under development at York, many of these programs have sustainability either as a core feature of their program curriculum or as an element

within certain academic courses. Over the past year, University Senate has approved new programs such as the BA and BSc in Global Health (Faculty of Health), a unique interdisciplinary, cross-Faculty program that allows undergraduate students to develop knowledge and competencies through concentrations in global health policy, management and systems, global health promotion and chronic disease management, global e-health, and global health and the environment. Other Faculties have also successfully extended their Faculty's expertise in and focus on sustainability to inter-institutional partnerships resulting in new academic program collaborations that will allow more students to develop critical understanding of sustainability issues. In addition, over the past year, the University approved the creation of a new Faculty of Engineering, the Lassonde School of Engineering. This new Faculty envisions a new way and modern kind of engineering, Renaissance Engineering, where graduates will combine traditional technical skills of engineering with creativity and social and environmental awareness required to respond to the challenges of a changing, technological world.

In keeping with York's capacity to develop partnerships and collaborations, the University has also developed new academic collaborations over the past year and many of these new collaborations capture York's academic strengths in sustainability and commitment to accessible post-secondary education. York's Faculty of Education partnered with Ryerson University's School of Early Childhood Studies,

combining undergraduate degree programs of both institutions to create a new dual credential program which will allow students to earn concurrently their York Bachelor of Education and Ryerson BA in Early Childhood Education. This concurrent program supports the development of future primary/junior elementary teachers with a strong background in children's development and commitment to inclusion, social responsibility and sustainability. Through funding support from the Ontario Ministry of Citizenship and Immigration's Bridge Training Program for Internationally-Educated Professionals, York has expanded its academic offerings to support the academic learning, sector-specific language skills and experiential education of recent immigrants seeking careers in land-surveying, human resources management, business and finance, and healthcare interpreting.

2009-12: Work with the relevant faculty members/offices to design and implement a survey about sustainability within existing York curriculum.

Progress: Work has begun. As outlined in the 2011 PSC Annual Report, the ability to collect precise quantitative data about sustainability within existing York curriculum through mechanisms such as a University-wide survey continues to be a complex challenge. In consultation with the Office of Institutional Research and Analysis, the ability to survey faculty, staff and students requires a clear definition of sustainability. In keeping with the President's Council on Sustainability, the preference has been to support a comprehensive and broad understanding of

sustainability, one that is not limited to environmental sustainability but also encompasses principles of social justice, civic engagement, community health and well-being. As a result, the Office of the Vice-Provost Academic continues to work closely with the President's Office in using the "snapshot" method, established in 2011, to identify the number and range of sustainability-related courses available through York's undergraduate and graduate degree courses. This past year, by conducting keyword searches (e.g. sustainability, environment, equity) of course titles, the University is proud of the breadth of courses offered (over 300 courses offered during the 2012-2013 academic year) across many Faculties/departments. The Office of the Vice-Provost Academic has also been identified to participate in a new initiative, led by the Office of Institutional Research and Analysis, to create a small working group to identify items of potential institutional research and survey interest. Given the University's commitment to sustainability, the possibility of establishing more effective strategies or mechanisms to measure our academic progress in this area will be brought forward for discussion with the new institutional research working group.

2009-13: Include sustainability in more courses and academic programs throughout the University.

Progress: Work has begun. The University continues to make progress in fostering greater academic interest in sustainability through its courses, academic programs, academic innovations and inter-institutional collaborations. As mentioned above, the University offers

over 300 sustainability-related courses across Faculties/programs. Also, the York University Quality Assurance Procedures (YUQAP) has now been fully implemented and brings a new coordinated, institutional capacity to guide the development of new academic programs, modifications to existing programs and the cyclical review of all graduate and undergraduate programs. This quality assurance process, now a provincial requirement of all Ontario universities, allows a framework for academic units to align, more effectively, their program curriculum with the current and emerging needs of today's students. This past year, the Office of the Vice-Provost Academic has also asked all academic programs (graduate and undergraduate) to review and refine their programs' student learning outcomes, taking into consideration and mapping how required and elective courses within a program help students achieve their learning outcomes (e.g. critical thinking, analytical skills, transferability of skills). It is expected that all York programs will have clearly articulated student learning outcomes by 2013 and this will further support the University's ability for curricular integration of key priorities such as experiential education, sustainability and community engagement.

York has also seen promising curricular changes resulting in enhancement of sustainability-related curriculum through its use of existing program development/review processes at the Faculty and Senate levels. This year, the Graduate Program in Theatre Studies submitted a proposal, which was subsequently approved by Senate,

to modify elements of its program in order to align with the Theatre Department's and Faculty of Fine Arts declared research emphases in sustainability and community outreach/engagement. The University also continues to be provincial leader in accessible post-secondary education, student mobility and credit transfer and this unique position has also led to the University's involvement in several system-level change initiatives. York is an active member on Council of Educators Toronto, a city-wide consortium involving all Toronto post-secondary institutions with the aim of improving access to post-secondary education among youth and young adults from marginalized communities. York is also an active participant on various research projects and academic initiatives supported by the Ontario Council on Articulation and Transfer, a provincial organization that supports student mobility, credit transfer and College/University collaboration.

2009-14: Encourage and support the development of non-degree offerings in sustainability.

Progress: Work has begun. The development of non-degree offerings in sustainability is complementary to the University's overall activities to enhance sustainability in the curriculum. In addition to the implementation of several new bridging programs for Internationally-Educated Professionals (funded by the Ontario Ministry of Citizenship), which support the academic and employment success of recent immigrants, York has also identified, as one of its academic priorities, the creation and expansion of an institutional approach to continuing

education and professional development in its 2012 Strategic Mandate Agreement submission to the provincial government. Given the University's interdisciplinary strength in sustainability and sustainability-related curricular offerings, this has the potential to generate new, innovative non-degree studies and certificates.

2009-15: Provide students with more opportunities to do research and work on campus sustainability projects.

Progress: Work has begun. As identified in both the White Paper and University Academic Plan, experiential education remain an academic priority and the goal is to ensure that all students at York will be able to benefit from experiential learning (which includes involvement in community-based learning and research) as part of their academic experience. The 2012 year marked the second year of the Academic Innovation Fund (funded through the Office of the Vice-President Academic & Provost) continued to support several projects that incorporate research opportunities for students. The Environmental Studies Internship Program is a collaboration between the Faculty of Environmental Studies and York's Career Centre and offers opportunities for BES students in their 3rd and 4th years of study to gain valuable field-related knowledge and develop employability skills in sustainability. To support future opportunities, representatives from the President's Sustainability Council have also reached out to and met with several of the new Faculty Experiential Education Coordinators (e.g. Liberal Arts & Professional Studies, Health) to explore new ways

for students to engage in campus-related research and/or experiential education opportunities.

Several other projects funded through the Academic Innovation Fund also support students' involvement in campus sustainability initiatives. Prof. Anders Sandberg's project, The Alternative Campus Tour at York University, engages students (as well as community members) to examine critically the notions of 'campus space' and 'community' by encouraging students to experience and re-conceptualize University space. In addition, several AIF funded projects provide unique opportunities for York students to take their learning beyond the traditional classroom and participate in community-based research and outreach projects with local and global communities. Examples of such projects include the New Opportunities for Innovative Student Engagement for Social Change (NOISE); developing a 'Community Centric' Action Plan for Experiential Education; Experiential Education in the Faculty of Health: Engaging Undergraduates, Faculty and Community; and Intercultural Learning through Virtual and On-Site Exchanges (York students with refugee and displaced migrant students).

#### Social Justice and Human Rights

During 2012-2013, the PSC Working Group on Social Justice & Human Rights held eight monthly meetings. At these meetings, the working group discussed many complex and interconnected issues. Necessarily,

much of the work done was to investigate, assess, and reframe past recommendations. That ongoing work is notably a core function of the Social Justice and Human Rights working group especially, because it is at the nature of that work that it is often never truly completed.

The working group also had a mid-year change in that Sue Levesque resigned as co-chair (to Noel Badiou, Director, CHR) as she left her role as Director of the TD Community Engagement Centre. Annette Dubreuil (Coordinator of IRIS) and Pavel Graymason (Sustainability Engagement Coordinator) both assisted as co-chairs on an interim basis, but a new co-chair will need to be selected for 2013-2014.

The following is an update on the active PSC recommendations from 2009 to 2012 that are relevant to this working group:

2012-5: Strengthen York U's messaging to showcase diversity and equity as a key York U commitment. Specifically, the messaging should be highlighted in student, faculty and staff recruitment materials and York U's external webpage.

Progress: Not yet started. While much work is complete towards laying the groundwork for this recommendation, including around food policy, recruitment materials, and website accessibility, the recommendation identifies "highlighting" those efforts, for which work has not yet begun.

2012-6: Create further opportunities for campus wide discussion, especially with students, to solicit input about SJ&HR issues in a sustainability context.

Progress: Significant progress. There were three unconferences, several Earth Hour events, a Fair Trade Fair, and the XAO - Expressions against Oppression week hosted by YFS.

2012-7: York U communicates regularly with the neighbouring communities using plain language and various accessible means to promote opportunities to connect with the campus (for example, events, facilities, etc.).

Progress: Significant progress. The TD Community Engagement Centre in particular has published an e-newsletter that is widely disseminated in the Jane/Finch community.

2012-8: Continue to explore viable mechanisms to promote and expand opportunities for community use of space our campuses.

Progress: Work has begun. There have been multiple fruitful conversations with the Temporary Use of University Space office.

2012-9: Monitor, and where possible, strengthen the social justice and human rights considerations in the implementation of the York University Secondary Plan.

Progress: Amended. See new recommendation, 2013-6.

2012-10: Continue to support and monitor progress related to previous SJ&HR recommendations in past PSC reports recognizing that several of the 2011/12 recommendations are refinements of previous recommendations based on the progress and new information gathered.

Progress: Completed (but ongoing). This recommendation would be just “complete” but for the ongoing nature of social justice work. However, much progress has been made because of this continued focus and the committee feels that there perhaps should be a new category added to PSC Annual Report progress reports: “completed, (but ongoing)”. This is recommended so as not to lose sight of past recommendations that need continued monitoring as well as the resultant benefits that the community outreach inherent in such monitoring can bring.

2010-9: Establish an assessment model for community investments, including time, financial, in-kind and other resource allocations.

Progress: Not yet started.

2010-10: Develop the York University-TD Community Engagement Centre (CEC) as a hub for York’s various academic and non-academic outreach and engagement activities.

Progress: Completed (but ongoing). Work so far includes:

Expanding employment and enrollment recruitment sessions at TD-CEC

and with TD-CEC partners; Recruitment Services in Human Resources will continue to partner with the York University-TD Community Engagement Centre at York Gate Mall so that the University has representation at future employment events. In addition, Recruitment Services is continuing to identify groups for outreach presentations in the area surrounding York on an ongoing basis.

Outreach presentations in Jane & Finch and other adjacent communities have included participation in a job fair/information session at the Jane Finch Mall sponsored by the Elspeth Heyworth Centre for Women; and a presentation and skills building session at the Next Steps Employment Centre (operated by the Toronto District School Board) in Vaughan.

Creating more opportunities to educate local community agency/support staff (such as youth workers, job developers, faith leaders) recognizing their important role as key influencers within the community for youth/residents interested in post-secondary education;

Building/enhancing current mentoring activity between York students and local youth (including WAY, partnering with Teacher candidates, and through nursing student placements in local schools and at Black Creek Community Health Centre); and,

Developing capacity to host and support more York students who are high achieving local secondary school grads.

2010-11: Explore policies and procedures at other institutions with a

view to developing the best practices for improved community access to York, including access to events such as college speakers’ series, the March Gala, public workshops, and fine arts performances.

Progress: Completed. For example, Colleges and Faculties utilize community resources and expertise in their research interest and bring that back to the community through ‘academic labour’. That has allowed us to continue to form ties and relations to this community and enhance the perception of York University to be included as part of the overall sense of the word ‘community’.

2010-12: Develop an electronic portal for external groups to understand York engagement opportunities and make requests for York resources and services.

Progress: Not yet started.

2010-13: Develop promotional materials for local neighbourhoods and other underrepresented communities that outline programs, admissions, scholarship, financial aid and engagement opportunities.

Progress: Completed. Recruitment has developed significant materials and outreach efforts for local neighbourhoods.

2010-14: In collaboration with the Harry Sherman Crowe Housing Co-Op, explore creation of on-campus employment opportunities for HSC Co-Op youth and residents (e.g. social enterprise, summer employment).

Progress: Work has begun. Robert Castle (Office of the VP Finance and Administration) continues to build a close liaison with the Harry Crowe Co-op as a member of the Co-op Board. Early discussions have taken place in regard to Recruitment Services in Human Resources working with the Co-op on periodic employment outreach presentations, in partnership with CSBO (for maintenance, custodial, grounds jobs, etc.). This is intended to provide Co-op residents with an overview of the types of employment opportunities available at York and how to apply. Another initiative to strengthen linkages between the Co-op and York University is an interface being explored with the School of Social Work for student learning experiences that would provide support to families and youth in need.

2010-15: Explore a program for workplace training opportunities, for example, through internships, skilled trade apprenticeships and other employment training in collaboration with local partners and community initiatives, including systems and support for faculty and staff to participate in supervision.

Progress: Significant progress. For the past five years, CSBO-Maintenance has accepted up to two high school co-op placements in trades areas. With CUPE 1356 (trades, grounds and custodial workers), we continue this partnership with the Board of Education and provide workplace literacy and, through the HR Technical Learning Centre, computer literacy.

Additionally, co-op students from community colleges, architecture and engineering students-in-training, and students in York's Faculty of Environmental Studies have been given postings in CSBO - Planning & Renovations, Facilities Development and Campus Planning.

The intent with the introduction of the Change Academy (AIF) - is to include students in the process and we are at the early stages of exploring whether Schulich MBA students and MHRM students could participate in the change academy as an experiential course as part of their curriculum.

2010-16: Advocate, with the City of Toronto, the Toronto Region Conservation Authority and other partners, for the construction of a physical link across the Black Creek, to enhance pedestrian and bicycle access to York University.

Progress: Significant progress. A physical link has been created across the Black Creek by way of a pedestrian/bicycle path that was paved in summer 2011 and is part of the Finch Hydro Corridor Trail that runs from G. Lord Ross Park through to Norfinch Drive. There is a crosswalk on Jane Street just north of York Gate Mall.

The City of Toronto Secondary Plan for York's Keele Campus also references a physical link to the communities west of the Black Creek ravine. This remains a longer-term objective that may have significant financial and environmental implications for the City and the TRCA.

2009-15: Enhance York's resource commitment to existing initiatives such as those identified in the Inventory of Community Engagement (Office of University Events and Community Relations).

Progress: Completed. The Inventory evolved into what is now the work of the TD Community Engagement Centre.

2009-17: Improve access to York facilities such as the library system, buildings, and sports complexes and laboratories. In particular, a number of days each year should be designated as "community use days" for specified facilities (with streamlined approval process and waived or significantly reduced fees for facility use).

Progress: Completed. The working group felt that this recommendation is the same as, 2012-8. Accordingly, further progress reports should be in response to, 2012-8.

2009-18: Assess and develop outreach initiatives to attract qualified applicants for part-time and full-time employment from communities-in-need surrounding York.

Progress: Completed. The following are a few initiatives specifically to achieve representation of the four designated groups: Women, Visible Minorities, Aboriginal Peoples, and Persons with Disabilities as part of York's commitment under the Federal Contractors Program.

2009-19: Through the Division of Advancement (formerly York Foundation) encourage donor programs that enhance bursaries and awards for local residents.

Progress: Work has begun. These donor programs have been encouraged, but there has not been much progress made in that regard, as far as the working group could discover.

2009-20: Encourage deliberate outreach efforts with local secondary schools by each Faculty and department.

Progress: Completed.

2009-21: Coordinate bridging and transitional programs and explore opportunities for ongoing budget support to these programs.

Progress: Significant progress. There are many programs of note: Admissions does a monthly workshop with TD-CEC; there is transition year program run by Brenda Spotton Visano (LA&PS program, 40 students); ACMAPS helps transition students once they arrive by a successful pilot project for 20 students (AIF) including a non-credit course on how to succeed at University, which they would like to increase for the 1600 new mature students each year; there are bridging programs run by Andrea O'Reilly and Maureen Haig; and, there is also ongoing work in progress by the VPA's office at coordinating all the aforementioned programs.

2009-22: Support and implement the policies of the updated York University Secondary Plan, specifically as they relate to housing, community services and facilities.

Progress: Amended. See new recommendation, 2013-6.

2009-23: Support the ongoing work of the President's Advisory Committee on Human Rights and help bridge this work with York's sustainability initiatives.

Progress: Completed, but of an ongoing nature. Additionally, it should be noted that as the chair of the working group also sits on PACHR (as Director of the Centre for Human Rights) the lines of communication are especially reinforced. If that ceased to be the case, the approach taken for supporting PACHR would need to be revised.

#### Campus Operations and Development

During 2012-2013, the PSC Working Group on Campus Operations & Development held three meetings. At these meetings, there were presentations and discussion on the following:

- Green IT
- Food and Food Services
- Farmer's Market
- New Master Plan for the Keele Campus
- Energy Conservation & Energy Management

- Waste, Recycling, Composting and Emerging Waste Management Issues
- Woodlots and the Glendon Forest
- Phase out of Sale of Bottled Water (status update on actions)

The following is an update on the active PSC recommendations from 2009 to 2012 that are relevant to this working group:

2012-11: Implement a three-year plan to phase out the sale of bottled water at the University, with the phase-out to be complete by September 2015. Steps in this plan include:

- Assess current state of public drinking water infrastructure
- Address deficiencies of existing infrastructure
- Engage community through participation, promotion & education
- Improve access/wayfinding to public drinking water
- Reduce bottled water use from administrative areas
- Coordinate phase-out with University Food Services, York Lanes and York University Student Centre
- Establish access to drinking water as an element of York University's standards for new buildings
- Expand water bottle refill stations
- Establish a University policy on sale of bottled water on campus



Progress: Significant Progress. Actions to assess and improve the campus drinking water infrastructure have been undertaken by the Office of the Vice-President Finance and Administration and the Department of Campus Services & Business Operations. These include:

- Completing an inventory of the locations and conditions of the 194 public water fountains on the keele campus;
- Introducing 64 water bottle refill stations (4 at glendon, 60 at keele), some combining a drinking fountain, most with water chillers;
- Establishing a new building standard requiring water bottle refill stations in public areas in all new construction and major renovations;
- Developing a map that identifies water refill stations on campus;
- Installing signs for drinking fountains and water refill stations in high pedestrian traffic areas.

Additionally, a community engagement strategy has been developed by a working group led by the PSC Sustainability Engagement Coordinator which includes objectives, details and anticipated outcomes. Administrative offices have been asked (through announcements, communications and directives) to stop using bottled water for office use, meetings and events and to convert to office coolers and water pitchers/dispensers for meetings, conferences and office use. All of CSBO's food services contracts (eateries and vending machines) now have the phase-out embedded and water bottle refill stations will be

considered when renovating food outlets. York Lanes (York University Development Corporation) and the Student Centre have also started to embed the phase-out in all lease renewals.

2012-12: Create a University advisory committee on responsible investment that includes student and employee members. The Committee should provide a forum to discuss and express opinions on responsible investment and, from time to time, to provide advice to the University administration through the Vice-President Finance and Administration. The VPFA is responsible for formulating recommendations for decision by the Board of Governors of York University, through its Investment Committee.

Progress: Significant progress. Terms of reference for the York University Advisory Committee on Responsible Investment (YUACRI) were established in consultation with the Vice-President Finance and Administration and these were accepted by the President's Sustainability Council.

The committee will consist of three faculty members, three students and three administrative staff including the Assistant Vice-President Finance & CFO and the University Treasurer.

The scope of the Advisory Committee's work includes:

- Advice about investments where investment managers can actively engage;

- Identification of companies who may be involved in activities contrary to the University's principles and beliefs, where active engagement by York's investment managers would be warranted;
- Advice about circumstances in which stocks held by the University may cause social or environmental injury;
- Advice on proxy voting guidelines, including areas in which the University should invoke proxy voting; and
- Identification of like-minded organizations, shareholder groups or coalitions, with which the University could potentially affiliate or become a member.

2010-17: All University contracted, non-franchised food service outlets that serve coffee and tea provide its customers with at least one option of fair trade certified coffee and tea at all times; that information on fair trade be displayed; and that these options are priced so that cost alone will not be an overriding factor in consumer selection. This approach, as a principle, should be extended to include other fair trade commodities (for example, sugar and cocoa) where this becomes feasible.

Progress: Significant progress. As reported in the 2010 PSC Report, this has been implemented for University (CSBO Food Services) operations. Food Services continues to support the sale of Fair Trade coffee and Rainforest Alliance tea, including Las Nubes, at all of its non-franchised locations, line priced with other coffee/tea and to monitor for, and implement, more sustainable products in its eateries whenever

feasible, including locally grown and processed foods and cage free eggs.

In 2012-2013 the Food Services web site was enhanced to enable users to search for locations offering Fair Trade coffee and cage free eggs.

2010-18: Request the York University Development Corporation and the York University Student Centre to take the same approach with their contracted tenants and embed the requirement for a similar fair trade certified coffee and tea option in leases of food service operators within their respective premises. This approach, as a principle, should be extended to include other fair trade commodities (for example, sugar and cocoa) where this becomes feasible.

Progress: Significant progress. York University Development Corporation (YUDC) and York University Student Centre have been asked to follow similar practices employed by Food Services in requiring Fair Trade certified coffee/tea to be offered when selecting tenants, plus work with existing tenants to formalize this arrangement. Many of the coffee-oriented tenants in these buildings already offer Fair Trade certified coffee and Rainforest Alliance certified teas in the normal course of their business.

2010-19: The University should give preference to suppliers who can meet or exceed predetermined "green" specifications. Procurement Services could include in their Request for Proposal (and other "RFx" procurement documents) criteria/specifications from suppliers that

could be quantified on responses received As a starting point to be able to test this recommendation, Procurement Services should focus on goods that are easily measurable and have accepted industry standards, such as appliances (EnergyStar, Energuide), paper (FSC - Forest Stewardship Council) and vehicles (fuel efficiency, hybrid/alternate fuel technology).

Progress: Significant progress. In the last year, Procurement Services implemented a new on-line buying system called Sm@rtBuy which reduces processing time by 90% on transactions put through the system. Currently there are 19 catalogue suppliers. This also eliminates paper purchasing requisitions and paper invoices thus in turn reducing use of paper and requiring less storage space for documents.

In addition, in order to enhance the vendor verification process, a new data management software called QCsolver was implemented to house and track documentation on suppliers categorized as high risk. This again eliminates the paper collection and storage of documents. This software is also being utilized to conduct the collection of documentation for the Request for Supplier Qualification process which can potentially be up to four storage boxes per project which have now been totally eliminated from the process.

Since the multifunctional devices (photocopier/printer/fax) also have fax capability we have been able to eliminate fax machines in offices throughout the campus at the time their photocopiers are replaced.

A sample of environmental sustainability language presently used in RFPs is as follows:

All submissions shall include information on environmental commitments as they pertain to:

- Product manufacturing process
- Shipping
- Packaging
- Recycled content
- Low VOC
- Durability
- Maintenance requirements (cleaning program)
- FSC wood products (if applicable)
- End-of-use pick-up program
- Regional materials

All submissions shall list environmental programs to which there is an affiliation or is initiated by the Manufacturer and all third-party certifications (e.g. Greenguard, Cradle to Cradle Certification, Ecologo, etc.).

A sample of efforts to improve sustainability practices in bidding submissions is as follows:

"In the interest of supporting York's sustainability initiative to reduce waste and extraneous use of natural resources, York is requesting the following:

1. That submitted Proposals be submitted on two-sided recycled paper, where possible; and
2. That Proponents refrain from using excess and unnecessary packaging when shipping or mailing Proposals.”

Among other sustainable approaches in the University's procurement practices are:

1. In June 2011, Procurement Services changed York's paper supplier to Lyreco for cost savings and a much larger catalogue of eco-friendly paper products. Additionally, Lyreco is SFC Chain of Custody certified.
2. Copiers are for a term of 60 months which, according to the industry, is the expected useful life of the machine, in order to reduce the number of used copiers from 36 month rentals going to landfills. All new copiers are Energy Star 1.0 compliant and come with additional “green” features.
3. Cold Beverage Vending Machines (CBVM) are Energy Star Certified; a select few are Energy Star tier 2. CBVMs are installed with Energy Misers which power down the unit when not in use (i.e. sleep mode) and installed with SEED active monitoring. This allows real-time communication of a CBVM stock level and allows the delivery truck to only carry the required restocking materials. Delivery trucks are small vans and not fully stocked transport

trucks; thereby reducing the carbon emissions associated with the restocking service.

4. Dell Desktop and Laptops are Gold, Energy Star 5.2 standard. Server boxes on Dell computers are recycled.
5. Staples (vendor of office supplies) provides green substitutes for 22 products.
6. Calstone (vendor of office, classroom and lab furnishings) recycles furniture and materials used in furniture in the manufacture of new.
7. Biodegradable cable pulling lubricants.
8. Supplier submission binders are reused by staff and students.
9. The lighting contract (a collaborative venture with the Education Municipal Purchasing Group) included participation in the “Take Back the Light” program for recycling of fluorescent tubes.

2010-20: Develop a York-University-wide Green IT program that would, among other initiatives, include the following:

1. Develop and issue a series of green IT guidelines to be adopted by all IT units across the institution;

Progress: Significant progress. Work on this initiative is continuing. UIT consults with its clients and identifies opportunities that will reduce

energy and use of paper. Examples of this include the implementation of Sm@rtBuy (on-line purchasing system) and the Time Managing Support System (payroll, attendance tracking/reporting, etc.) where thousands of monthly paper transactions are being replaced by electronic transactions.

2. Further explore and, where practical, adopt virtualization technology and cloud computing as means of achieving efficiencies and energy consumption reductions;

Progress: Significant progress. Adopting virtualization technology is standard practice for all new and upgraded systems unless there are specific requirements that preclude it. Over 60% of the servers managed by UIT are virtualized. While UIT added approximately 170 new servers over the year, the total physical server count was reduced by 50.

3. Establish institution-wide standards for the management of IT infrastructure, servers requiring spaces with specialized utilities, and other considerations;

Progress: Significant progress. UIT provides standardized data-centre services for use by UIT, other IT groups, and researchers. This allows optimal use of space, power and cooling resources. Use of these standard services is encouraged but voluntary.

4. Work with Procurement Services to establish and adopt minimum power efficiency standard for all new computer hardware;

5. Work with Procurement Services and the Waste Management department to develop a procurement process that requires consideration and adoption of life-cycle assessment for computer hardware purchases and in-house mechanisms to collect, recover and ensure that end-of-life computer equipment are recycled responsibly.

Progress: Significant progress. UIT has set up procurement standards that will constantly be updated to reflect the most current available energy efficient hardware. EPEAT (Electronic Product Environmental Assessment Tool) registered computer desktops, laptops, and monitors must meet an environmental performance standard for electronic products. We currently purchase “Gold-registered” which reduces waste and increases recyclability of waste. Gold-registered features 10 percent post-consumer recycled plastic in its chassis and small form factor comes in recyclable packaging. To help reduce energy costs, minimum procurement standards now include Energy Star 5.0-compliant desktops with 90% efficient power supply, Energy Smart Power Management settings, high efficiency processors, and the latest chip technology that increase per watt performance.

6. Develop and implement a centralized workstation power management initiative for all laboratory (and “computer common”)



workstations, as a way to reduce power consumption from these workstations, beginning with the approximately 2,000 laboratory workstations managed by UIT;

Progress: Significant progress. UIT-managed computer labs are power-managed so they are powered only when in use, or during application/software updates.

7. Phase out desktop printers in favour of an environment of duplex and network printers only.

Progress: Work has begun. The University's PRASE initiative (Process Re-engineering and Service Enhancement) is furthering this initiative. UIT does discourage use of a local desktop printer approach. Utilization of networked printers not only reduces energy costs, but also consumables, and the packaging of both the consumables and the actual printers. Greater savings will be realized upon wide deployment of the leased multi-function networked all-in-one units (that integrate all functions of printers, fax, copiers, and scanners).

2009-24: Develop a York-specific green standard for the development and construction of all new buildings and building renovations.

Progress: Significant progress. LEED is presently being used as the base York standard, whether a project is to be certified or not. Many green standards are being legislated and this trend will continue in the future. CSBO is updating its standards to integrate sustainable materials, approaches and practices. Twenty-five standards are now approved and appear on the CSBO web site, with several others in draft or development.

<http://www.yorku.ca/csbo/planningrenovations/building-standards/index.html>

2009-31: Establish policies and practices to reduce emissions of greenhouse gases and other pollutants from vehicles, for example through establishment and enforcement of a "no idling" policy for all vehicles on York's campuses.

Progress: Significant progress. A University Guideline on Vehicles Idling on Campus has been approved and issued. CSBO has collaborated on awareness campaigns with the Idle Free York Club; has established a standard operating procedure for its fleet operators which places restrictions on vehicle idling; and continues to work with transit agencies to reduce unnecessary idling of buses.

2009-7: Develop a York University policy or framework aimed at governing campus food service operations in a more coordinated fashion that enables and supports the implementation of sustainable practices at a much greater degree than is presently possible.

Progress: Work has begun. CSBO has held discussions with the York University Student Centre and the York University Development Corporation (which operates York Lanes) around developing a clear framework for the coordination of food services on campus. Some progress has been achieved regarding the 2010 Fair Trade Coffee & Tea recommendation and there is a willingness to share information and coordinate service hours, but there is reluctance by the Student Centre and YUDC to collaborate fully on an institution-wide food service strategy in regard to food choices and tenant selection.

By the end of April 2013, CSBO Food Services will have engaged a consultant to assist with the development of a Keele Campus Food Service Master Plan. The scope of work for the study will include, among other things, an assessment of the food operations of each of the three food service jurisdictions and the impact each has on the other and the total campus market, as well as an assessment of, and recommendations for, campus food service policies and governance practices. It is anticipated that recommendations will be presented to senior leadership for consideration in the Winter 2014 term.

2009-11: Establish a formal role for the Yorkwise program in relation to the Sustainability Council.

Progress: Completed. Yorkwise has been phased out and integrated into the PSC.

2009-18: Provide students with more opportunities to do research and work on campus sustainability projects.

Progress: Significant progress. IRIS has a formalized working relationship with CSBO that provides research/learning opportunities for students and research support for CSBO.

2009-27: Establish an institution-wide program that enhances “e-waste” recycling practices in all academic departments and administrative units, and locate drop boxes throughout the Keele and Glendon campuses to facilitate broader community participation.

Progress: Completed. Through CSBO, e-waste is picked up from loading docks by a contractor who provides removal and responsible disposal (ISO 2000 cert.). The CSBO Waste Management web site identifies loading docks and instructions. Individual pick-up can also be arranged for special circumstances by issuing a Service Request to CSBO. During the annual student residence move-out, a collection bin specific for e-waste is provided. UIT and IT departments recycle e-waste following bulk upgrades. Glendon campus also participates in this program.

2009-28: Identify and implement policies, plans and incentives to substantially reduce the consumption of paper at York by adopting practices of double-sided printing on all multiple-paged documents and encouraging students to print and submit double sided papers and assignments.

Progress: Significant progress. Since 2010, there have been several initiatives which have been focused on employees reducing photocopy through double-sided printing and use of electronic communication over printed documents. Paper consumption has certainly been reduced from the increase in use of electronic teaching and learning materials. CSBO Printing and Mailing Services have played an important role in advocating these types of behavioural changes in order to promote sustainability and reduce client costs.

2009-29: Implement a clear, comprehensive and coordinated program that is aimed at increasing the level of recycling and composting.

Progress: Significant progress. The ZeroWaste program was launched in June 2010 to build on York’s long standing recycling initiative which had achieved a 58% waste diversion ratio since its inception in 1990. ZeroWaste now provides organic waste containers in all kitchenettes in buildings and has introduced communal “tri-bins” in offices so that individual staff and faculty empty their individual waste bins. By becoming responsible for removing their own waste, employees have a greater awareness of the waste they produce and custodians can



more effectively focus their energy on the cleaning of common areas such as corridors, washrooms and classrooms. Stand-alone garbage bins have been removed and replaced with more tri-bins both in common areas inside buildings and outdoors on campus.

More outdoor organic digesters and battery recycling bins have been located around campus (see ZeroWaste web site for a map of locations).

Also, new types of materials are being captured for recycling, in participation with Stewardship Ontario and through other diversion programs.

FreeStuff is an initiative between and among Housing Services, Residence Life and Waste Management. In April, FreeStuff tables are set up in each of the University’s undergraduate residences. Vacating students were encouraged to share unwanted items prior to moving out of residence for the summer. At the end of the month, all remaining items were donated to the Oasis Clothing Bank. In 2012, over 1,700 kg of clothing, books, household and electronic items were collected.

2009-30: Provide a larger selection of products made from 100% recycled materials in the University Bookstore.

Progress: Significant progress. There is now a wide range of such products clearly identified throughout the store.



2009-31: Establish a program to reuse office furniture, when/where feasible, and if not, items should be offered by sale/donation to the York community, community charities, and organizations.

Progress: Completed. Wherever possible, CSBO procures modular furniture to facilitate re-use to the extent possible. CSBO also has a desk/furniture recycling agreement in place with one of its suppliers, Calstone. The University policy on disposal of surplus assets specifies that surplus furniture is to be allocated to other departments to decrease waste and maximize the life cycle of the University asset prior to considering its disposal. Unwanted items may also be donated to a non-profit organization for re-use through arrangement with Procurement Services.

2009-32: Support (and if possible increase support for) organizations focused on traffic demand management, the promotion of transit use and other alternate modes of transportation, and like sustainable transportation initiatives.

Progress: Significant progress. CSBO Transportation Services continues to undertake transportation demand assessments; to liaise with municipal and regional public transit agencies in coordinating, adjusting and expanding public transit service to campus (now with 1,800 bus trips daily to campus and the GO train service to communities north to Barrie); and, in conjunction with Smart Commute Black Creek, to promote alternatives to single occupant motor vehicles. Additionally, there has been continuous improvement with the

campus shuttle services, including the evening shuttle service to The Village (residential community south of the Keele campus), the shuttle service to the GO Train station east of the campus, and the inter-campus shuttle to Glendon. Current plans include expanding ZIPcar at the Keele campus, assessing the potential of AutoShare, investigating the opportunity to provide electric cars with charging capability via solar power on site and acquiring a new VanGo shuttle bus to improve service to community members with physical disabilities.

2009-33: Develop a University food services policy that protects the investments made in campus food operations by restricting on-campus catering and food service provision to caterers and food service providers that are contracted, permitted or otherwise authorized by the University's Food Services office.

Progress: Work has begun. As discussed under a previous recommendation, a consultant will be engaged by CSBO-Food Services to develop a Food Services Master Plan for the Keele Campus which is anticipated to lead to a clear framework for food service planning, coordination and delivery on campus.

2009-34: Improve the University's marketing of the range of available food services on both campuses, for example through website improvements, and better signage.

Progress: Significant progress. A new Food Services web site is now in place which features a sortable/searchable list of all food outlets

on campus with available food types included (e.g. Vegan) as well as links to Google Maps to help students find outlets that are focused on healthy food choices. The web site includes a variety of healthy eating tips (from Toronto Public Health) and identifies healthy menu items at each location. A new food services brochure was developed to issue to all students when they get their YU-cards and also for prospective students and parents at student recruitment events. The feasibility of signage continues to be explored, but there are concerns about directing community members and visitors to outlets that may not be open, considering the variation in hours of operation evenings, weekends, holidays and summers.

2009-35: Expand and enhance the availability of sitting/common space for use by students (both indoors and outdoors) and improve access to microwaves, water-bottle refilling stations and sinks for those that bring food from home or want to refill water bottles.

Progress: Significant progress. Discussions continue between the leadership of the York University Student Centre and the University administration regarding a second student centre on campus that would provide much needed social, study, club and prayer space. A student referendum to finance this initiative is planned for Fall 2013.

The Office of VPFA and CSBO have worked collaboratively to identify a number of spaces in common areas that can be furnished with seating and electrical plug-in, in order to provide more seats for student social

and study use. Examples of new spaces created over the past year include 051 McLaughlin, the old Oscar's space; three alcoves on the third floor of McLaughlin College; corridor benches in Founders College; and the 2nd floor foyer of the York Research Tower. Additionally, the Office of VPFA is near completion of a campus directory of student common and study spaces (including hours of access) to be posted on the University web site.

64 water bottle refill stations have been installed on the University's two campuses and a building standard established to include water refill stations in all new construction and major renovations.

2009-36: Compile and analyze studies of the natural features of the University's two campuses, establish a York inventory of natural features and develop a comprehensive plan for protecting and enhancing York's endowment of natural features.

Progress: Significant progress. The new Master Plan for the Keele campus identifies the natural features and the Master Planning process included the development of woodlot management plans for each of the woodlots. CSBO will evaluate the potential cost of implementing these plans and will seek community input. Tree inventories will be conducted for both Glendon and Keele campuses during summer 2013. In an effort to protect the ash trees on the Keele campus, an Emerald Ash Borer (EAB) program was initiated during 2012 and will proceed over the next several years.

2009-37: Continue to develop ecologically progressive plans and procedures to guide campus landscaping and grounds management practices.

Progress: Significant progress. The University curtailed pesticide use long before the city by-law was established. As a long-standing member of Landscape Ontario, the University ascribes to best practices in its landscaping and grounds management.

2009-38: Integrate relevant research and studies into grounds management and other areas of campus operations by establishing formal opportunities with straightforward processes for the engagement of students (for example, through course-related research projects, internships, paid work, or volunteer opportunities).

Progress: Significant progress. CSBO and IRIS have hired students, created Graduate Assistantships and internships, and taken on volunteers. This arrangement is anticipated to continue. Studies in recent years have included food, student engagement, accessibility, transportation and electric vehicles.

2009-39: Continue to position the University to manage its carbon footprint more effectively through the implementation of the energy management program and other initiatives; and expand efforts to engage the community in prudent energy conservation practices in order to sustain, and possibly improve, the targeted reduction in energy consumption and emissions.

Progress: Significant progress. With the five-year investment in the Yorkwise Energy Management Program concluding, efforts will now focus on sustaining reductions in energy consumption. This will place greater emphasis on community engagement andW behaviour

change. On the operations side, process improvements will be pursued to optimize use of spaces in buildings and reduce energy consumption at times spaces are not in use.



# New Recommendations

The following new recommendations are grouped thematically according to the Council's four priority themes of: a) administrative and organizational structure; b) curriculum (note: there are no new recommendations from this working group); c) social justice and human rights; and d) campus operations and development. The recommendations are presented as initiatives and actions that could be implemented over the short term (12 months), medium term (1 to 3 years) and longer term (3+ years).

## Administrative and Organizational Structure

### Sustainability Assessment

In 2009, the Administrative working group of the President's Sustainability Council recommended that York University conduct a pilot module of the AASHE STARS (Sustainability Tracking Assessment and Rating System) framework. Since the discontinuation of the 'Green Report Card,' STARS is the most comprehensive, transparent, and robust sustainability assessment tool available. With approximately

335 institutions currently participating (212 having completed and submitted the assessment) STARS is also the most widely used framework for institutions of higher learning, and has a high rate of renewal (163 renewals thus far). The framework is also relevant to the Canadian context, with 26 Canadian institutions currently participating from 7 provinces (including 7 from Ontario).

After consulting with York staff as well as staff from other participating STARS institutions during the spring of 2012, the Planning, Administration and Engagement (PAE) module was selected for the pilot, which the Sustainability Project Coordinator conducted during the summer of 2012. Over 20 staff members were contacted via email, phone and in person. York achieved a score of 51.75% on the module, which is slightly below average, but would improve with plans to pursue some of the credits in the module (i.e. committee on responsible investment, farmers market, sustainability plan, etc.). Extrapolated over the entire assessment, the pilot assessment indicated that York would likely earn at least a STARS Silver rating (for more information

on STARS ratings, please see here: <https://stars.aashe.org/pages/about/rating.html>).

The STARS framework provides considerable and valuable insight into the potential gaps in sustainability policy, programs and performance measurement for institutions of higher learning. As York moves forward with a variety of sustainability initiatives under the guidance of the President's Sustainability Council, the ability to measure performance in key indicators, and to compare progress with other institutions, would prove to be a highly valuable management tool.

The cost of registration is \$900 US, as of April 2013, and institutions have one year to complete and submit the assessment from the date of registration. Once completed and submitted, institutions receive a STARS rating that is valid for 3 years. To reduce the impact on staff time as much as possible, the STARS assessment could be completed with the assistance of student interns or volunteers wherever practical.

2013-1: Register for and participate in the STARS program, and provide the additional administrative and financial resources necessary for participation.

## Branding/Signage/Social Marketing on Sustainability

The Administrative working group initiated a number of discussions on sustainability signage and messaging. This started with a look at best practices from other universities and organizations with a view to considering how York can improve the way we communicate sustainability to the University community. Staff members from other departments and working groups were also invited to participate in these discussions. The working group agreed that it would be useful to initiate a pilot program to study the potential benefits of signage and social marketing on a specific issue in campus sustainability. This pilot initiative would be conducted in conjunction with Communications and Public Affairs and relevant departmental staff members (depending on the pilot issue that is selected). If endorsed by the PSC, the specific issue or campaign would be discussed and selected at a future working group meeting.

2013-2: Develop a pilot initiative on signage on a specific sustainability initiative, in conjunction with relevant staff persons, in order to study the potential effectiveness of signage and social marketing in changing behaviour and enhancing campus sustainability.



## Social Justice and Human Rights

### Fair Trade

Fair Trade is a complex ethical issues faced by the University that the committee feels should be studied further to assess whether Fair Trade, either as policy or standard practice, can and should be adopted by the University.

2013-3: Investigate current practices on campus, best practices at other post-secondary institutions, and the possibility of becoming certified by Fair Trade Canada to be a “Fair Trade University.”.

### Unconferences

The SJ&HR working group organized three “unconferences” this year, in addition to our meetings (see: PSC recommendation #6, 2012). An unconference is a participant-driven event where attendees actively create the agenda. The events are flexible, allowing participants to attend only those sessions that they have the time for or interest in, and the group felt that they were an effective way to engage the wider York University community.

2013-4: Expand the unconferences to proactively include participation of students, faculty and staff.

Community Partners and the SJ&HR Working Group

The SJ&HR working group is inherently community driven and, as such, a lesson learned from this year is that the group needs to have an intentional plan for inviting community partners to the meetings. Because of the complexity and interconnectedness of the issues relating to sustainability and social justice and human rights, the working group no longer considers continuing in an ad hoc manner effective.

2013-5: Invite committees, ad-hoc working groups, and other stakeholder groups to present to the committee once per year to ensure collaboration and consideration of social justice and human rights values (e.g. Access York, Community Safety, YUDC, etc.).

Amended: SJ&HR Working Group Recommendations to the Master Plan

Regarding past PSC recommendations 2012-9 and 2009-22: neither of these two recommendations seem directly relevant any longer, nor is the work on them “completed”. Due to York’s rapid growth, there remains an ongoing need to actively consider social justice and human rights considerations, especially in terms of how they relate to University-wide sustainability efforts (and not just environmental efforts), in terms of the implementation of York University’s Master Plan. Thus, the recommendation is to combine the aforementioned two previous recommendations into the following, amended recommendation:

- On an ongoing basis, the President’s Sustainability Council shall identify, monitor, and where possible, help to strengthen implementation of the York University Secondary Plan and Keele Campus Master Plan with respect to social justice and human rights considerations embodied in these documents.

### Campus Operations and Development

Energy: The Yorkwise Energy Management Program exceeded the targeted 25% reduction in energy use, improved overall environmental performance and renewed aging infrastructure, all in the context of considerable campus building expansion. Although retrofits and equipment upgrades have yielded greater efficiency, efforts must continue to sustain and, in fact, sharpen reductions in energy and utility consumption.

- Work should focus on better aligning heating, ventilation and air conditioning systems with programmed space use within buildings (e.g. classroom use), and on opportunities for further reductions through other community engagement initiatives, behavior modification and process changes.
- Efforts should also aim at monitoring the renewable energy market for cost effective technologies that are compatible with York’s physical footprint and energy grid.

Res Race to Zero: Since its inception, Res Race has engaged first-year undergraduate student residents in the prudent use of energy, and has

aimed at demonstrating the significance of even minor adjustments to behavior. The program picks up in second term, and culminates in a “race” in March.

- In the 2013-2014 year, the Res Race to Zero program should be expanded to commence in September, engaging students in a broader program of sustainability, including water, waste, stewardship, and community involvement.

Woodlots: Conclusive evidence of the presence of the Emerald Ash Borer at Keele campus was established in the Spring of 2012. A program of assessing all Ash trees was completed in Summer of 2012. The inventory included a rating of all the trees, and those that could be saved were earmarked for a multi-year treatment program aimed at reversing the devastation posed by the insect infestation.

- The treatment program should be continued over the Summer of 2013.
- An overall tree inventory was commenced for Keele Campus in Summer of 2012, and should be completed in 2013. An overall tree inventory for Glendon Campus should also be undertaken and completed in 2013.

The York University Master Plan for the academic lands includes policies for the protection of all major opens spaces, including the four woodlots. Background technical studies have been completed assessing conditions and making recommendations for woodlot

management.

- An assessment of the recommendations of these technical reports should be conducted in 2013-2014, including community consultation and identification of resource requirements for implementation.

Farmer’s Market: Considerable interest has created the proposal to pilot a Farmers Market on Keele campus as a collaboration between and among CSBO Food Services, Regensis@York, the PSC Student Sub-committee and other campus partners.

Tobacco Waste: Tobacco waste is a growing concern, mainly due to toxicity of the cigarette butts, leaching toxins into the soil and ground water. This it’s is a human and environmental health issue, and it detracts from the quality of the University’s public areas.

14. A University strategy is required for more effective management of cigarette butts, which are presently being discarded by smokers in gardens, rockery, walkways and other common spaces. This might include a program of expanding the tobacco waste units on campus, and a communications program to inform smokers of the need to properly “bin their butts.”.



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# Appendix A

Progress at a glance, PSC 2009-2012  
Report Recommendations



## Progress on the 2012 President's Sustainability Council Annual Report Recommendations

### A. Administration and Organizational Structure

Recommendations	Status	Implementation Guidelines
Given that the Planning, Budgets and Accountability report (PBA) is no longer printed, which had included a CSBO Sustainability Report, we recommend that future Sustainability reports be more comprehensive. The York University Sustainability report should include specific University sustainability goals with data and progress on those goals, along with a report from the President's Sustainability Council. This approach is currently being done at other Canadian Universities.		Ongoing
We recommend that the University consider adding new policies, modifying existing policies, or develop guidelines for the community to reflect best practices in the following areas of sustainability: <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Food</li> <li>• Paper</li> <li>• Water - A water policy is part of the approved motion to phase out the sale of bottled water and is expected to be in place by September 2015.</li> </ul>		Medium

### B. Curriculum

Recommendations	Status	Implementation Guidelines
The Office of the Vice-Provost Academic will facilitate enhancement of sustainability in curricular contexts through existing academic planning mechanisms (e.g. quality assurance, development of learning outcomes) and aligned University committees (Community Safety Committee).		Medium

### B. Curriculum

Recommendations	Status	Implementation Guidelines
The Vice-Provost Academic will undertake to discuss with the new Vice-Provost Students the creation of a Working Group, involving students, faculty and staff, with a mandate to explore and foster co-curricular intellectual interests in issues of sustainability.		Medium

### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
Strengthen York U's messaging to showcase diversity and equity as a key York U commitment. Specifically, the messaging should be highlighted in student, faculty and staff recruitment materials and York U's external webpage.		Medium
Create further opportunities for campus wide discussion, especially with students, to solicit input about SJ&HR issues in a sustainability context.		Short
York U communicates regularly with the neighbouring communities using plain language and various accessible means to promote opportunities to connect with the campus (for example, events, facilities, etc.)		Short
Continue to explore viable mechanisms to promote and expand opportunities for community use of space on campus.		Medium
Monitor, and where possible, strengthen the social justice and human rights considerations in the implementation of the York University Secondary Plan.	Amended	See 2013 - 6

### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
Continue to support and monitor progress related to previous SJ&HR recommendations in past PSC reports recognizing that several of the 2011/12 recommendations are refinements of previous recommendations based on the progress and new information gathered.		Ongoing



### D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
<p>It is recommended that the University create an advisory committee on responsible investment that includes student and employee members. The Committee should provide a forum to discuss and express opinions on responsible investment and, from time to time, to provide advice to the University administration through the Vice-President Finance and Administration. The VPFA is responsible for formulating recommendations for decision by the Board of Governors of York University, through its Investment Committee.</p> <p>The scope of the Advisory Committee's work might include:</p> <ul style="list-style-type: none"> <li>• Advice about investments where investment managers can actively engage;</li> <li>• Identification of companies who may be involved in activities contrary to the University's principles and beliefs, where active engagement by York's investment managers would be warranted;</li> <li>• Advice about circumstances in which stocks held by the University may cause social or environmental injury;</li> <li>• Advice on proxy voting guidelines, including areas in which the University should invoke proxy voting; and</li> <li>• Identification of like-minded organizations, shareholder groups or coalitions, with which the University could potentially affiliate or become a member.</li> </ul>		Short

Legend			
Completed	Significant Progress	Work Has Begun	Not Yet Started
			

## Progress on the 2010 President's Sustainability Council Annual Report Recommendations

### A. Administration and Organizational Structure

Recommendations	Status	Implementation Guidelines
Implement a pilot project for student engagement in sustainability in the summer of 2011.		Short
Compile a list of University policies and procedures that are related to sustainability. The list will be reviewed to see if there are any opportunities for modification, and the list of relevant policies and procedures will be posted on the Sustainability Website.		Short



### A. Administration and Organizational Structure

Recommendations	Status	Implementation Guidelines
Encourage University divisions and departments to integrate sustainability into their Integrated Resource Plans.		Short
Create a President's Sustainability Award that would recognize efforts of an individual or a team that initiates, adopts and/or fosters a culture of sustainability.		Medium
Create a strategy that details how the Council and the Student Sub-Committee will engage the York community to establish greater awareness of sustainability, the work of the Council, as well as the opportunities for engagement.		Short

### B. Curriculum

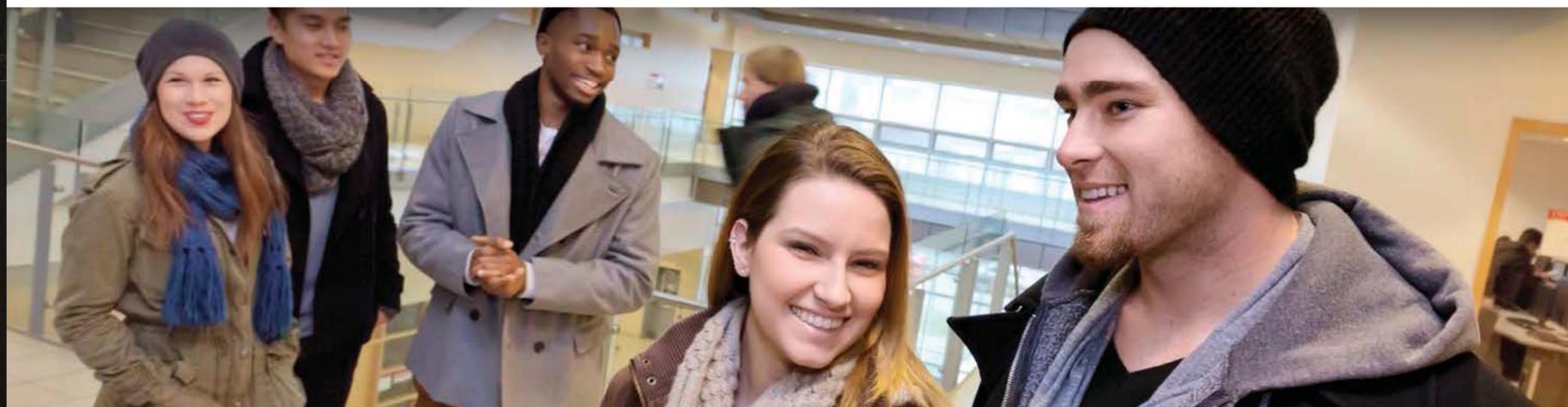
Recommendations	Status	Implementation Guidelines
Cultivate intellectual interest in sustainability among students and faculty through symposia and/or key events.		Short
Bring forward discussion of sustainability to the Teaching & Learning Working Group on Technology enhanced Learning in order to identify strategies to embed sustainable practices in course design and teaching practices across the University (for example, use of electronic assignment drop-box).		Short

### B. Curriculum

Recommendations	Status	Implementation Guidelines
<p>Explore the opportunity, perhaps in collaboration with relevant faculty members, to:</p> <ol style="list-style-type: none"> <li>Undertake research to identify how other post-secondary institutions nationally and internationally support sustainability in the curriculum; and</li> <li>Conduct key informant discussions internally and externally to identify opportunities for new or enhanced academic offerings related to sustainability that meet emergent workforce needs.</li> </ol>		Short

### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
<p>Establish an assessment model for community investments, including time, financial, in-kind and other resource allocations.</p>		Medium



### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
<p>10. Develop the York University-TD Community Engagement Centre (CEC) as a hub for York's various academic and non-academic outreach and engagement activities, by:</p> <ol style="list-style-type: none"> <li>Expanding employment and enrollment recruitment sessions at CEC and with CEC partners;</li> <li>Creating more opportunities to educate local community agency/support staff (such as youth workers, job developers, faith leaders) recognizing their important role as key influencers within the community for youth/residents interested in post-secondary education;</li> <li>Building/enhancing current mentoring activity between York students and local youth (including WAY, partnering with Teacher candidates, and through nursing student placements in local schools and at Black Creek Community Health Centre); and</li> <li>Developing capacity to host and support more York students who are high achieving local secondary school grads.</li> </ol>		
<p>Explore policies and procedures at other institutions with a view to developing the best practices for improved community access to York, including access to events such as college speakers' series, the March Gala, public workshops, and fine arts performances.</p>		Ongoing
<p>Develop an electronic portal for external groups to understand York engagement opportunities and make requests for York resources and services.</p>		Medium

### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
Develop promotional materials for local neighbourhoods and other underrepresented communities that outline programs, admissions, scholarship, financial aid and engagement opportunities.		Medium
In collaboration with the Harry Sherman Crowe Housing Co-Op, explore creation of on-campus employment opportunities for HSC Co-Op youth and residents (e.g. social enterprise, summer employment).		Medium
Explore a program for workplace training opportunities, for example, through internships, skilled trade apprenticeships and other employment training in collaboration with local partners and community initiatives, including systems and support for faculty and staff to participate in supervision.		Medium
Advocate, with the City of Toronto, the Toronto Region Conservation Authority and other partners, for the construction of a physical link across the Black Creek, to enhance pedestrian and bicycle access to York University.		Long

### D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
All University contracted, non-franchised food service outlets that serve coffee and tea provide its customers with at least one option of fair trade certified coffee and tea at all times; that information on fair trade be displayed; and that these options are priced so that cost alone will not be an overriding factor in consumer selection. This approach, as a principle, should be extended to include other fair trade commodities (for example, sugar and cocoa) where this becomes feasible.		Short

### D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
Request the York University Development Corporation and the York University Student Centre to take the same approach with their contracted tenants and embed the requirement for a similar fair trade certified coffee and tea option in leases of food service operators within their respective premises. This approach, as a principle, should be extended to include other fair trade commodities (for example, sugar and cocoa) where this becomes feasible		Short
The University should give preference to suppliers who can meet or exceed predetermined “green” specifications. Procurement Services could include in their Request for Proposal (and other “RFx” procurement documents) criteria/specifications from suppliers that could be quantified on responses received As a starting point to be able to test this recommendation, Procurement Services should focus on goods that are easily measurable and have accepted industry standards, such as appliances (EnergyStar, Energuide), paper (FSC - Forest Stewardship Council) and vehicles (fuel efficiency, hybrid/alternate fuel technology).		Medium

#### Legend

Completed	Significant Progress	Work Has Begun	Not Yet Started
			

D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
<p>Develop a York-University-wide Green IT program that would, among other initiatives, include the following:</p> <ol style="list-style-type: none"> <li>1. Develop and issue a series of green IT guidelines to be adopted by all IT units across the institution;</li> <li>2. Further explore and, where practical, adopt virtualization technology and cloud computing as means of achieving efficiencies and energy consumption reductions;</li> <li>3. Establish institution-wide standards for the management of IT infrastructure, servers requiring spaces with specialized utilities, and other considerations;</li> <li>4. Work with Procurement Services to establish and adopt minimum power efficiency</li> <li>5. standard for all new computer hardware;</li> <li>6. Work with Procurement Services and the Waste Management department to develop a procurement process that requires consideration and adoption of life-cycle assessment for computer hardware purchases and in-house mechanisms to collect, recover and ensure that end-of-life computer equipment are recycled responsibly;</li> <li>7. Develop and implement a centralized workstation power management initiative for all laboratory (and "computer common") workstations, as a way to reduce power consumption from these workstations, beginning with the approximately 2,000 laboratory workstations managed by UIT; and</li> <li>8. Phase out desktop printers in favour of an environment of duplex and network printers only.</li> </ol>		Short to Medium

Progress on the 2008 - 2009

President's Sustainability Council Annual Report Recommendations

A. Administration and Organizational Structure

Recommendations	Status	Implementation Guidelines
Establish opportunities for broad-based discussion of this report, including opportunities for constructive feedback.		Short
Develop a York University policy statement on sustainability.		Short
Dedicate resources to the Sustainability Council to enable fulfillment of its objects.		Short
Establish a formal role for the Yorkwise program in relation to the Sustainability Council.		Medium
Establish a community of Campus Sustainability Ambassadors.		Short
Continue to develop and implement opportunities for student engagement in collaboration with the President's Sustainability Council Student Sub-Committee.		Short

### A. Administration and Organizational Structure

Recommendations	Status	Implementation Guidelines
Undertake and support a Sustainability Assessment Project.		Short
Engage a review of sustainability administration models across Canadian and international institutions of higher education, with a view to identifying the most suitable model for York.		Short for the review only

### B. Curriculum

Recommendations	Status	Implementation Guidelines
Request that the Academic Policy, Planning and Research Committee (APPRC) and the Vice-President Academic and Provost make sustainability a major strategic feature in the White Paper and the new University Academic Plan.		Short
Develop a greater focus on sustainability in the York curriculum.		Medium
Work with the relevant faculty members/offices to design and implement a survey about sustainability within the existing York curriculum.		Medium

### B. Curriculum

Recommendations	Status	Implementation Guidelines
Include sustainability in more courses and academic programs throughout the University.		Medium
Encourage and support the development of non-degree offerings in sustainability.		Medium
Provide students with more opportunities to do research and work on campus sustainability projects.		Medium

### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
Enhance York's resource commitment to existing initiatives such as those identified in the Inventory of Community Engagement (Office of University Events and Community Relations)		Medium
Improve access to York facilities such as the library system, buildings, and sports complexes and laboratories. In particular, a number of days each year should be designated as "community use days" for specified facilities (with streamlined approval process and waived or significantly reduced fees for facility use).		Medium

### C. Social Justice and Human Rights

Recommendations	Status	Implementation Guidelines
Assess and develop outreach initiatives to attract qualified applicants for part-time and full-time employment from communities-in-need surrounding York.		Short
Through the York Foundation encourage donor programs that enhance bursaries and awards for local residents.		Medium
Encourage deliberate outreach efforts with local secondary schools by each Faculty and department.		Medium
Coordinate bridging and transitional programs and explore opportunities for ongoing budget support to these programs.		Medium
Support and implement the policies of the updated York University Secondary Plan, specifically as they relate to housing, community services and facilities.	Amended	See 2031-6
Support the ongoing work of the President's Advisory Committee on Human Rights and help bridge this work with York's sustainability initiatives.		Short

### D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
Develop a York-specific green standard for the development and construction of all new buildings and building renovations		Short
Establish an institution-wide program that enhances "e-waste" recycling practices in all academic departments and administrative units, and locate drop boxes throughout the Keele and Glendon campuses to facilitate broader community participation.		Short
Identify and implement policies, plans and incentives to substantially reduce the consumption of paper at York by adopting practices of double-sided printing on all multiple-paged documents and encouraging students to print and submit double sided papers and assignments.		Short
Implement a clear, comprehensive and coordinated program that is aimed at increasing the level of recycling and composting.		Short
Provide a larger selection of products made from 100% recycled materials in the University Bookstore.		Medium
Establish a program to reuse office furniture, when/where feasible, and if not, items should be offered by sale/donation to the York community, community charities, and organizations		Short

D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
Support (and if possible increase support for) organizations focused on traffic demand management, the promotion of transit use and other alternate modes of transportation, and like sustainable transportation initiatives.		Short
Establish policies and practices to reduce emissions of greenhouse gases and other pollutants from vehicles, for example through establishment and enforcement of a "no idling" policy for all vehicles on York's campuses.		Medium
Develop a York University policy or framework aimed at governing campus food service operations in a more coordinated fashion that enables and supports the implementation of sustainable practices at a much greater degree than is presently possible.		Short
Develop a University food services policy that protects the investments made in campus food operations by restricting on-campus catering and food service provision to caterers and food service providers that are contracted, permitted or otherwise authorized by the University's Food Services office.		Short
Improve the University's marketing of the range of available food services on both campuses, for example through website improvements, and better signage.		Short
Expand and enhance the availability of sitting/common space for use by students (both indoors and outdoors) and improve access to microwaves, water-bottle refilling stations and sinks for those that bring food from home or want to refill water bottles.		Medium

D. Campus Operations and Development

Recommendations	Status	Implementation Guidelines
Compile and analyze studies of the natural features of the University's two campuses, establish a York inventory of natural features and develop a comprehensive plan for protecting and enhancing York's endowment of natural features.		Medium
Continue to develop ecologically progressive plans and procedures to guide campus landscaping and grounds management practices.		Short
Integrate relevant research and studies into grounds management and other areas of campus operations by establishing formal opportunities with straightforward processes for the engagement of students (for example, through course-related research projects, internships, paid work, or volunteer opportunities).		Short
Continue to position the University to manage its carbon footprint more effectively through the implementation of the energy management program and other initiatives; and expand efforts to engage the community in prudent energy conservation practices in order to sustain, and possibly improve, the targeted reduction in energy consumption and emissions.		Medium

Legend

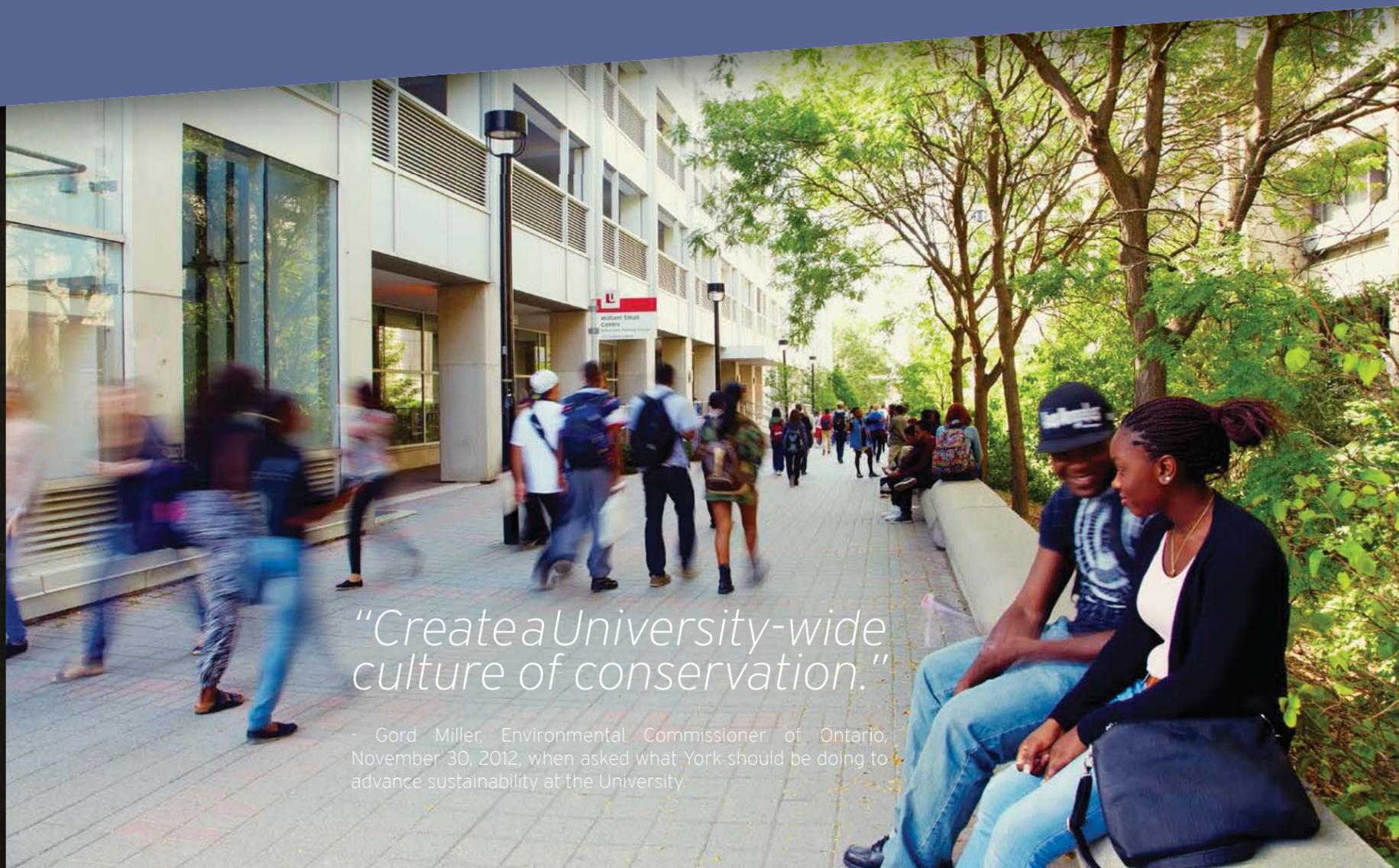
Completed	Significant Progress	Work Has Begun	Not Yet Started
			

# Appendix B

## President's Sustainability Council 2012-2013 Membership

Nicole Arsenault ( <i>on leave</i> )	Manager, Transportation & Student Services
Noel Badiou	Director, Centre for Human Rights
Anthony Barbisan	Director, YU-Card & Food Services
Dawn Bazely	Director, IRIS
Gary Brewer	Vice-President, Finance & Administration
Rose Celebre	Administrative Assistant
Steve Dranitsaris	Senior Executive Officer, Finance & Administration
Bushra Noureen	Student Representative
Richard Francki	AVP - Campus Services and Business Operations
Bob Gagne	Chief Information Officer
Anne Stebbins	GSA Representative
Pavel Graymason	Sustainability Engagement Coordinator, Office of the President
Safiyah Husein	York Federation of Students Representative

Ilan Kapoor ( <i>Chair</i> )	Professor, Faculty of Environmental Studies
Rhonda Lenton	Vice-Provost Academic
Ijade Maxwell Rodrigues	Chief of Staff, Office of the President
Ross McMillan	Senior Advisor, Policy, Assessment and Aboriginal Affairs
Stephanie Michelle	Administrative Assistant
Nader Mirabdolbaghi	Student Representative
Janet Morrison	Vice-President Students
Yvette Munro	Academic Programs & Planning Officer
Andrew Plunkett	Sustainability Project Coordinator, Office of the President
Helen Psathas	Senior Manager, Environmental Design and Sustainability
Noel Sturgeon	Dean, Faculty of Environmental Studies
Chris Wong	Director, Transportation and Master Planning, YUDC
Carol Yorkden-Chamberlain	Glendon College
Douglas Young	Associate Professor, Dept. of Social Science



*"Create a University-wide culture of conservation."*

- Gord Miller, Environmental Commissioner of Ontario, November 30, 2012, when asked what York should be doing to advance sustainability at the University.

### 1. Introduction

The Business Plan contained in this document for a York University Sustainability Office has several elements. As a starting point, it is important to appreciate that much of the details and especially the specific stories of our many sustainability champions over the years have been left out as they are simply too many to tell, but, certainly, the work of the proposed Sustainability Office is very much standing on the shoulders of giants.

Additionally, York University is currently going through a period of exciting change that focusses on much more than merely sustainability. From the PRASE initiative to the new "my time" branding campaign and from the cutting edge research of our faculties and organized research units to the unique and passionate make up of our student body, York is well positioned for a strong future, both near and long term. It is in this heady context of innovation and change and because of our rich history of sustainability leadership that the authors of this plan believe that the time is ripe to found a permanent Sustainability Office at York University.

This plan, then, will discuss, in brief, York's sustainability history,

what other Canadian Universities are doing, as many already have sustainability offices, as well as a similarly brief overview of the large body of research that exists around the business case for sustainability in general.

Following those pieces, this plan will detail a proposed mission, vision, and principles of the Sustainability Office, with subsequent sections on policy framework, benefits, roles and responsibilities, staffing, financials, and accountability and reporting.

To begin with, it is essential to note that the President's Sustainability Council (PSC) defines a sustainable university as one "that enhances the ecological functioning of its campuses; models knowledgeable, active and responsible global citizens; and does so within an integrated, long-term framework of full-cost economic and environmental accounting. Features of a sustainable university include a long-term perspective, a holistic outlook, acceptance of limits, focus on place and active involvement in problem-solving" (Source: President's Sustainability Council report, 2008). Also, the PSC has been meeting since 2007 and released its third report in August of 2012. In January of 2012, the PSC passed the following motion:

*“The PSC requests that the President provide permanent resources/funding to help advance York’s sustainability initiatives and to actively foster a pan-University culture of sustainability. We request that (1) in the immediate, funds be secured to maintain the two full-time staff positions beyond Fall 2012; and (2) funds/resources be provided in the near future to set up a campus Sustainability Office. Overseen by the PSC, the Sustainability Office would coordinate and help implement PSC recommendations. It would have a permanent full-time staff (including the above-mentioned 2 positions), as well as possible student work positions. Details about provision (2) above will be developed by the PSC in the next few months and will be included in the PSC 2011-2012 Annual Report recommendations.”*

The President was supportive of the PSC motion and agreed to continue funding for 2012-2013. He requested that the PSC formulate a business plan by January 2013 to seek permanent funding. This business plan is the response to the President’s request.

The following work went into the process of writing this plan:

- A comprehensive analysis of sustainability office best practices
- Research on sustainability models from other universities
- Review of articles and reports on non-academic sustainability models and the business case for sustainability
- Community input garnered from multiple visioning sessions, a

- drop-in comment box, and email submissions
- Review of the President’s Sustainability Council reports
- Research on the history of sustainability at York University
- Feedback gathered directly from the current membership of the PSC and PSCSS (President’s Sustainability Council and President’s Sustainability Council Student Sub-committee)
- Discussions with sustainability staff at several other Canadian universities with sustainability offices
- Review of AASHE research and resources (Association for the Advancement of Sustainability in Higher Education)
- Referencing of multiple webinars and presentations by experts in the field
- Analysis of student learning theory and best practice
- Integration of Social Change model of leadership (already championed by Student Community and Leadership Development)
- Analysis of engagement theory and best practice
- Analysis of best practices at York University

A clear theme that emerged from this process is that the University needs a central point of connection that will develop and enhance synergies between University departments and staff champions, faculty research and teaching, and student engagement and leadership. As a central entity, the Sustainability Office would inform and collaborate, stimulate and coordinate new initiatives, and be an ongoing demonstration of York University’s commitment to sustainability.

This document, therefore, demonstrates how a Sustainability Office would complement and enhance the work that is currently already underway in regards to sustainability. Importantly, the office would not replace any current structures, but would add to them in much needed ways, such as:

- As a core focus, assist with creation and implementation of PSC recommendations.
- Work closely with the PSC as a front-line point of contact in the wider York community, providing an open and accessible presence for the PSC. As such, continually seek the community’s wishes on where to focus our collective sustainability efforts as part of an ongoing and entrenched dialogue.
- Further engage the York Community, broadly speaking, on sustainability by: responsive communications, events, activities, collaborative projects, volunteer and involvement opportunities, and open community dialogue both online through social media and in person.
- Celebrate and support the many and varied sustainability efforts led and championed by community members.
- Encourage integration of sustainability programs and methods into University activities while maintaining or improving efficiency and cost-effectiveness.
- Provide services that support and promote sustainability through partnerships, initiatives, projects, communications and other

activities to support academic, economic, engagement and operational needs of the University.

- Promote and support sustainability in the wider York community by building partnerships and engendering collaborative projects.

## 2. Background - A Brief History Of Sustainability At York University

York University has a long history of sustainability-related leadership. From the Faculty of Environmental Studies and other academic programs on sustainability, to numerous student-led initiatives on the environment, purchasing and social justice, to sustainability programs on waste, energy and transportation in Campus Services and Business Operations (CSBO), York has demonstrated an ongoing commitment to teaching, research and action on sustainability that goes back more than 40 years.

Founded in 1968, the Faculty of Environmental Studies (FES) was the first of its kind in North America. The FES program pioneered interdisciplinary, student-centred learning, which to this day continues to encourage linkages between theory and practice, combining a variety of disciplines such as the sciences, social sciences, humanities, and urban planning. With Bachelors, Masters, and PhD programs, FES offers an extensive array of education and research opportunities in a wide variety of topics relating to sustainability.

In addition to FES, York has many other academic programs that focus on sustainability, which include: Learning for a Sustainable Future in

the Faculty of Education, the Centre for Atmospheric Chemistry and program in Conservation Biology in the Faculty of Pure and Applied Sciences, Environmental Law courses through the Osgood Hall Law School, Sustainable Theatre courses in the Faculty of Fine Arts, and the Centre of Excellence for Responsible Business at the Schulich School of Business. Currently, York University offers approximately 350 undergraduate and graduate courses that relate to environment and sustainability.

York is also home to the Institute for Research and Innovation in Sustainability (IRIS), an interdisciplinary University-wide research institute that is a focal point for the sustainability-related activities of all ten faculties at York. Building on the success of the former York Centre for Applied Sustainability, IRIS encourages interdisciplinary collaboration by bringing academics together to tackle real-world challenges such as climate change, invasive species, water management, and environmental education.

York's achievements in sustainability are not limited to research or the classroom, however. Through its Campus Services and Business Operations department (CSBO), York has implemented a variety of successful initiatives on energy conservation, transportation, food, green building, and waste management, which have helped the University significantly reduce its environmental footprint over the past decade. Specific achievements include:

- Approximately 60% of waste diverted from landfill, thanks to the ZeroWaste program, a comprehensive recycling and composting initiative in York's Waste Management department
- Approximately 75% of campus commuters using alternative transportation (walking, cycling, carpooling, public transit) due to improvements in transportation services and infrastructure (priority bus lanes, new bus routes, new cycling infrastructure) through York's Transportation Services department, and new residential development adjacent to the Keele campus facilitated by the York University Development Corporation (YUDC)
- Approximately 25% reduction in energy use over the past five years, thanks to a University-wide energy retrofit program in York's Energy Management department, and a green building strategy that has seen the design and construction of several new campus buildings to green building standards over the last ten years through York's Facilities Development and Planning and Renovations departments
- Approximately 30% of all food served by Food Services outlets on campus is sourced locally

Based on the above success, York University ranks consistently high in international surveys on university sustainability such as the Green Report Card and GreenMetric World University ranking. For example, for two years in a row York scored first in Canada on the GreenMetric survey (2010 and 2011). York slipped slightly to third for 2012 though,

which perhaps shows the need to continue to strive for a leadership role in Sustainability.

York's students have also demonstrated tremendous passion and success in sustainability. Student focused initiatives include:

- Several dozen sustainability related student groups
- Res Race to Zero, a behavior change initiative championed in Undergraduate Residence by York students
- The Sustainable Purchasing Coalition (which later became the PSCSS with the formation of the PSC)
- A consistently strong commitment to sustainability by the York Federation of Students, particularly around issues of social justice

Building on this broad foundation, York created the President's Sustainability Council (PSC) in 2008. The PSC is an advisory body to the President with responsibility for providing input and recommendations on how to advance York University's sustainability initiatives, projects, and practices and to provide oversight of the required actions from approved recommendations. It is also a mechanism through which to support and enable York students, faculty and staff to participate meaningfully in the planning and implementation of York University's sustainability policies, initiatives, projects and practices. It serves to foster the integration of knowledge and issues about sustainability into research, education and application.

In early 2011, the PSC applied to the Academic Innovation Fund for funding aimed at creating two new sustainability staff positions. This application was successful, and in September of that year, the Sustainability Engagement Coordinator and Sustainability Project Coordinator were hired. The ensuing 14 months saw the coordinators work with the PSC and working groups to advance a number of recommendations from the PSC annual reports, including the creation of Sustainability Ambassador and Green Office programs, research on best practices in sustainability policies, a number of outreach events, and the creation of a new sustainability website.

In January of 2012, the PSC approved a motion requesting permanent resources/funding to help advance York's sustainability initiatives and to actively foster a pan-University culture of sustainability. This funding is intended to maintain the two coordinator positions, and to also establish a campus sustainability office. The President was favourable in his response to this motion, and requested that a business plan for ongoing funding be developed and submitted by January of 2013. This business plan, of which this background section forms a part, is designed to 'make the case' for a York University Sustainability Office.

Considerable research and consultations have gone into the creation of this business plan. While building on multiple pre-existing sources, including a report to the PSC in 2009 on Canadian University Sustainability Models, the Sustainability Coordinators, assisted by several other community members who graciously contributed their

time and efforts, discovered several examples and best practices of on campus sustainability efforts, referenced further on in this section. Additionally, in November 2012, members of the York community gave their input on a draft version of the plan. Community members included several members of the PSC, all current members of the PSCSS, several additional staff and students, including representation from the YFS, plus a retiree.

#### Sustainability Offices At Other Canadian Universities

It is important to appreciate that York is not alone in its drive to be more sustainable; many other Canadian Universities (at least 18 public, comprehensive, post-secondary institutions) have established successful sustainability offices, and these offices have generated

significant benefits for their institutions. These benefits include enhanced student, faculty, and staff recruitment, engagement, and retention, significant cost savings, efficiencies, and innovative solutions, and significant reputational successes for impactful leadership in external and internal media, social media, surveys and awards. Many sustainability offices have also coordinated submissions to STARS, the Sustainability Tracking, Assessment, and Rating System developed by the Association for the Advancement of Sustainability in Higher Education (AASHE). Through participation in STARS, universities have the opportunity to review their sustainability performance through an extensive suite of indicators, and compare performance against other institutions of higher learning across North America.



#### Canadian Universities with Sustainability Offices

University	Funding Model	Link
Dalhousie University	Base funded	<a href="http://www.dal.ca/dept/sustainability.html">www.dal.ca/dept/sustainability.html</a>
McGill University	Base funded (\$800,000 Sustainability Projects Fund is 50/50 levy and base funded)	<a href="http://www.mcgill.ca/sustainability/">www.mcgill.ca/sustainability/</a>
McMaster University	Base funded	<a href="http://www.mcmaster.ca/sustainability/">www.mcmaster.ca/sustainability/</a>
Memorial University	Base funded	<a href="http://www.mun.ca/sustain/">www.mun.ca/sustain/</a>
OCAD University	Base funded	<a href="http://www.ocadu.ca/about_ocad/sustainability.htm">www.ocadu.ca/about_ocad/sustainability.htm</a>
Queen's University	Base funded (Sustainability Trust project fund supported by alumni gifts)	<a href="http://www.queensu.ca/sustainability">www.queensu.ca/sustainability</a>
Simon Fraser University	Base funded	<a href="http://www.sfu.ca/sustainability/office.html">www.sfu.ca/sustainability/office.html</a>
Sir Wilfred Laurier University	Base and levy funded through \$5/yr levy	<a href="http://www.wlu.ca/sustainability">www.wlu.ca/sustainability</a>
Thompson Rivers University	Base funded. \$100k/yr Sustainability Grant Fund through ancillary parking fees.	<a href="http://www.tru.ca/sustain">www.tru.ca/sustain</a>
Trent University	Base funded. \$1.25/yr levy for student projects and \$2/yr levy for campus trail maintenance.	<a href="http://www.trentu.ca/sustainabilityoffice/">www.trentu.ca/sustainabilityoffice/</a>
University of Alberta	Base funded. Green Grants program funded by sale of reusable beverage containers and alumni gifts.	<a href="http://www.sustainability.ualberta.ca/">www.sustainability.ualberta.ca/</a>
University of British Columbia	Base funded	<a href="http://www.sustain.ubc.ca/">www.sustain.ubc.ca/</a>
University of Calgary	Base funded	<a href="http://www.ucalgary.ca/sustainability/">www.ucalgary.ca/sustainability/</a>
University of Guelph	Base funded. Energy retrofit program funded 50/50 by student levy and matching base funds.	<a href="http://www.pr.uoguelph.ca/sustain/home/">www.pr.uoguelph.ca/sustain/home/</a>
University of Ottawa	Base funded	<a href="http://www.sustainable.uottawa.ca">www.sustainable.uottawa.ca</a>
University of Prince Edward Island	Base funded	<a href="http://www.sustainability.upei.ca">www.sustainability.upei.ca</a>
University of Toronto	Base funded. Office initially launched with support from external grant.	<a href="http://www.sustainability.utoronto.ca">www.sustainability.utoronto.ca</a>
University of Victoria	Base funded	<a href="http://www.uvic.ca/sustainability/">www.uvic.ca/sustainability/</a>
University of Winnipeg	Base funded. \$2/yr levy to fund student bike shop.	<a href="http://www.uwinnipeg.ca/index/sustainability-about">www.uwinnipeg.ca/index/sustainability-about</a>

The following is a brief overview of the external research gathered that informs this business plan.

### The Business Case For Sustainability

There is an increasing body of knowledge forming on the positive impacts of sustainability on 'the bottom line.' In 2009, the MIT Sloan School of Management conducted an extensive survey of over 1500 corporate executives on business and sustainability. The survey results led to the following conclusions:

*The more people know about sustainability, the more thoughtfully they evaluate it and the more opportunity they see in it. Crucially, the more experienced the business leader was with sustainability, the more effective they were in finding a financial benefit (immediate or incremental)... Companies will need to develop new capabilities and characteristics, including the ability to operate on a system-wide basis and collaborate across internal and external boundaries; a culture that rewards and encourages long-term thinking; capabilities in the areas of activity measurement, process redesign, and financial modeling and reporting; and skills in engaging and communicating with external stakeholders. (Source: The Business of Sustainability, MIT Sloan Management Review, 2009)*

Current research points to a number of positive benefits of sustainability-focused management in large businesses and



organizations, including:

- Return on Investment (benefits, in general)
- Enhanced reporting/measuring/management
- Conservation/efficiencies
- Enhanced brand value
- Increased revenue
- Perceived value
- Communication of successes
- Optimized processes/SOPs
- Coherent strategies
- Long-term thinking

*(Sources: Building a Sustainability Business Case, www.cloudapps.com; Building the Business Case for Sustainability, Justin Yuen and Michael Sadowski; Your Fantastic Sustainability Business Plan: Four Areas of Focus, Geoff Barnaby, 2009; The Sustainable Business Case, Oliver Salzmann, Aileen Ionescu-Somers, and Ulrich Steger; and The Sustainable Organization - The CEO's Perspective, Accenture Consulting, 2012)*

### Systems Thinking

Systems thinking is a process that analyzes the relationships between components within a system. In a large organization, it can be a useful tool to understand and promote organizational change, by analyzing how changes in one component might affect, or complement, changes

in another. Core principles include:

- Understanding relationships, connections and interdependencies
- Understanding the dynamics of change and feedback loops
- Identifying strengths and envisioning positive outcomes
- Understanding core issues rather than superficial solutions
- Identifying leverage points.

In terms of organizational sustainability, systems thinking can assist departments in identifying synergies, interdependencies, and in general, opportunities and barriers to change. It can also improve communications between departments, to create a shared understanding of where an organization wants to go, and how to get there. A Sustainability Office at York could incorporate systems thinking principles into project planning and analysis that could then assist the University in identifying, analyzing and pursuing opportunities for collaborative organizational change.

### Engagement

More fulsomely than the pursuit of "better promotion", engagement can additionally mean engendering the following five 'social qualities' in community members (Source: Managing with the Brain in Mind, by David Rock):

- Status
- Certainty
- Autonomy

- Relatedness
- Fairness

Accomplishing that means we must adopt a personal style of interacting with others that will preserve or bolster the status of others and that is collaborative. In this, we must address the need for certainty, and create decision-making processes, strategies and programs that allow for autonomy and that attend to fairness. (Source: October 2011 presentation to AASHE by Leith Sharp, Chair, Sustainable Futures Academy, Harvard).

As a frontline presence, a Sustainability Office is well positioned to truly engage the community on a central issue, value, and community driven initiative - sustainability.

#### Opportunity Vs. Responsibility

York University has an opportunity to leap ahead as a Canadian sustainability champion, building on many past successes while embracing the challenges ahead. In Six Key Lessons on Mapping Out a Business Case for Sustainability Initiatives, David Bent notes that “fundamentally, corporate sustainability is about exploring the next way your company will be successful, because almost all the things you currently rely on -- energy, supply chain, consumers, investors, regulation -- are going to change” (Source: Bent, 2009). Further, the MIT Sloan Review added that “once companies begin to act aggressively, they tend to unearth more opportunities, not less.”

(Source: The Business Case of Sustainability, MIT Sloan, 2009).

#### The non-financial return on investment

Although businesses and organizations often focus on the bottom line reasons to pursue sustainability, there are a number of non-financial benefits that can be realized by post-secondary institutions, including:

- Increased recruitment of green-conscious students
- Lower carbon emissions
- Donor-affinity/increased giving to green projects
- Town-gown relations
- Enhance school pride
- Positive publicity with the local, regional or national media
- Uniquely differentiate themselves from competitors
- Attract the interest of top job candidates
  - A Canadian survey found that 78% of the respondents “given a choice would leave their current job in favor of a greener workplace” (\*Source: Creating a Sustainable HR Function for the Future”, Liz Pellet, 2012 webinar)
- Attract consumers in the rapidly-growing green marketplace
- Transform their companies into industry leaders
- Create brand distinction and recognition
- Create significant competitive advantage
- Enhance employee satisfaction
- Build credibility with stakeholders



- Create engagement opportunities
- Enhanced positive visibility in external community
- Attract potential investors/donors
- Bolster University teaching and research goals with robust co-curricular partnerships, projects, and initiatives
- Engenders a culture of sustainability
  - For example, there are benefits to the institution around “The Star Model”\* in the five inter-connected areas of Strategy,

Structure, Process, Rewards, and People (\*Source: Designing Dynamic Organizations, Jay R. Galbraith, Amy Kates, and Diane Downey, 2001)

- Reassures community members concerned with the risk of ignoring or not acting on sustainability issues
- Provides additional qualitative success measures
- Bolsters perception of the effectiveness of institutional communications

- Strong link between “philanthropy” and “shareholder value”
- Assists the Higher Education mission to create educated global citizens
- Will allow the University to be most responsive to needs for change and innovation by providing a touch point for sustainability related discussion and action for all members of our wider community
- Raise awareness by increasing outreach
- Enhance student engagement
- Unlock the creativity of the community
- Improve the image of the University
- Protect the environment

*(Sources: Higher Ed Impact, July 2011, & The ROI of Going Green, Anne Clark, & Six Key Lessons on Mapping Out a Business Case for Sustainability Initiatives, David Brent, & Embedding Sustainability In Organizational Culture, by the Network for Business Sustainability and Canadian Businesses for Social Responsibility, & ACPA Sustainability Task Force: Student Learning Outcomes Assessment Materials Guidebook, American College Personnel Association (ACPA), & Sustainability Matters, ed: Matteo Tonello, for The Conference Board, & President’s Sustainability Council Visioning Sessions - feedback given by York community members).*

#### Proposed Mission, Vision, Principles

The proposed mission of the York University Sustainability Office is:

To foster a collaborative, University-wide culture of sustainability that enriches York’s environmental resilience, equity and social justice, and economic buoyancy both for the near future and for coming generations.

The York University Sustainability Office will be guided by the PSC vision:

*York University strives to be a leading post-secondary institution for sustainability. Our community of students, staff, and faculty is committed to a holistic and equitable approach to taking action that recognizes the full consequences and benefits of what we do. Our long term perspective recognizes our responsibility to be innovators and to continually work as a community to reduce our ecological impact.*

The proposed principles of the York University Sustainability Office are (from the 2008 PSC Annual Report):

- Long-term perspective
- Holistic outlook
- Acceptance of limits
- Focus on place
- Active involvement in problem solving

The proposed indicators for evaluating the performance of the office are:

- Level of stakeholder involvement and engagement
- Degree of integration of sustainability
- Experiential education partnerships
- Progress on PSC recommendations and, generally, sustainability at York University

#### Policy Framework

The York University Sustainability Policy guides the work of the Sustainability Office:

1. In keeping with its subscription to the Talloires Declaration, York will work towards being a sustainable university. A sustainable university is one that enhances the ecological functioning of its campuses; models knowledgeable, active and responsible global citizens; and does so within an integrated, long-term framework of full-cost economic and environmental accounting. Features of a sustainable university include a long-term perspective, a holistic outlook, acceptance of limits, focus on place and active involvement in problem-solving.
2. York will bring vision, scholarship and high ethical standards to achieving and maintaining institutional leadership in sustainable operations and community engagement.
3. Progress will be monitored, and measurable goals will be explored and adopted where feasible.

York will draw upon the abilities and expertise of the University community to promote practices that maximize the beneficial effects and minimize the harmful impacts that may arise out of its operational, academic and research activities.

Priority will be given to identifying ways of improving the long-term quality and regenerative capacity of the environmental, social and economic systems that support the University’s activities and needs.

4. York will strive to be at the forefront of sustainability research and education and will use its capacity and expertise to promote sustainability within and beyond the University, with its alumni, governments and the surrounding communities. As part of these efforts, there will be an ongoing program of communication to the York community reporting on progress and achieving goals as they relate to sustainability.

York will encourage the active engagement of all members of the University community in issues of sustainability and will support sustainability awareness in the greater community.

Priority will be given to developing opportunities to collaborate on sustainability initiatives among students, academic and administrative units across and beyond the University.

The Sustainability Office will also support York University’s

Strategic Priorities in the following proposed ways:

- Academic quality, research and teaching
  - Provide/enhance experiential education opportunities through the TREES program (Teaching, Research, and Experiential Education in Sustainability - which is an initiative devoted to creating and enhancing co-curricular opportunities for York University students to engage in sustainability, as it relates to their curricular studies)
- Student success
  - Provide peer leadership, volunteer and work study opportunities
- Work with York Federation of Students (YFS), Graduate Student's Association (GSA), college councils and student clubs to advance sustainability
  - Provide a Graduate Assistant (GA) position that will work closely with several aspects of the Sustainability Office
- Community engagement
  - Sustainability Ambassadors, Green Office program, sustainability website, social media presence and specific engagement initiatives (i.e. water bottle phase-out)
  - Support the President's Sustainability Council Student Subcommittee (PSCSS) by providing shared office space for the PSCSS (shared with the part time work-study student staff).

- Support and work to enhance existing connections to the wider York Community, for example with the Jane/Finch community and family centre, Toronto Region Conservation Authority, Glendon Forest stewardship, Smart Commute, etc.
- Act as a central nexus that will stimulate new initiatives by building collaboration across the University.
- Valuing people
  - Collaborate with and support PRASE initiative
  - Partner with Better Workplaces, for example there are strong synergies between the "rewards and recognition" efforts and the Green Office program
- Resource integration and sustainability
  - Provide front line presence and serve as a resource for York University's collective sustainability efforts

#### Benefits

The 2008 PSC report recommended a review of sustainability models at Canadian universities be undertaken to identify the most suitable model for York. That initial report was submitted in 2009, and informed an ongoing discussion that led to the application for AIF funding and the subsequent creation of the two Sustainability Coordinator positions. Building on the early research and ongoing discussions within the PSC, the past year has seen extensive research conducted on current examples from other post-secondary institutions, recognized organizational best practices, and numerous comments received

during the November 2012 visioning process.

The cumulative results of this ongoing research identify significant potential for a Sustainability Office at York, which could facilitate the following tangible benefits:

- Advance PSC recommendations
- Enhance institutional knowledge on sustainability
- Address community concerns, questions and suggestions
- Provide frontline presence demonstrating York's sustainability efforts and values
- Provide opportunities for involvement and engagement to the whole York community
- Enhance student leadership experience and training opportunities
- Help build capacity and momentum for transformational change at the institution
- Raise awareness through student and community engagement on applied sustainability
- Sponsor and support community-led projects
- Coordinate between departments to bridge disciplines, break down silos, promote synergies and enhance efficiency
- Connect student and faculty research with on-campus applied sustainability through experiential education (e.g. UBC Seeds program)
- Maintain continuity for various sustainability projects and engagement efforts

- Promote "the "sustainability lens" [that] can highlight opportunities for efficiency that will improve performance and competitiveness" (Carey and Parsons, 2009, p.1)
- Collect and analyze data for a Sustainability Audit (e.g. STARS)
- Enhance the University's reputation through the promotion and celebration of our achievements in sustainability
- Enhance recruitment and retention efforts to help attract high calibre students (e.g. Schulich's high profile commitment to sustainability)
- Attract and retain employees - recent research suggests that three-fourths of workforce entrants regard social responsibility and environmental commitment as important criteria in selecting employers (Why Sustainability is Now the Key Driver in Innovation, Harvard Business Review, September 2009, p. 10.)

At many schools, sustainability offices were created because research and teaching on sustainability had outpaced action on campus, and the university administration recognized a sustainability office as an opportunity to lead by example and engage their community. "It is the engagement of your students and staff that will bring about long term improvements" (Anyangwe, 2011, p.1).

In addition, a sustainability office will help contribute to a culture shift within the university. As Paul Rowland, Executive Director of the Association for the Advancement of Sustainability in Higher Education (AASHE) said "The question to address now is: How do you get from

everyone doing their own thing to an integrated community of practise?" (as cited in "A Road Map" 2011 p.7). The Sustainability Office has the potential to help facilitate this integration.

Additionally, a Sustainability Office at York would amplify, assist, and build on the work of several other areas at the University. Some of these key linkages are:

**Better Workplaces (BW)** - There exists a clear connection between the work of the BW initiative and the work of a Sustainability Office. Most clearly in the area of rewards and recognition, for instance through the Green Office program, but across the initiative broadly speaking, there are clear ways that the Office would support BW, for example:

- Recent (2012) high-level research presented in a research report for the Society of Human Resources Management, Business for Social Responsibility (BSR), and Aurosoorya consulting, concludes that Human Resources and Sustainability are actually natural partners. The top positive outcomes from sustainability initiatives, according to the report (Source: [http://www.shrm.org/Research/SurveyFindings/Articles/Documents/11-0066\\_AdvSustainHR\\_FNL\\_FULL.pdf](http://www.shrm.org/Research/SurveyFindings/Articles/Documents/11-0066_AdvSustainHR_FNL_FULL.pdf)), are:
  - Improve employee morale
  - More efficient business processes
  - Stronger public image
  - Increased employee loyalty, and

- Increased brand recognition
- In her webinar presentation "Creating a Sustainable HR Function for the Future", 2012, Liz Pellet argues that greening HR functions can have multiple significant benefits. She points out that:
  - A Canadian survey found that 78% of the respondents "given a choice would leave their current job in favor of a greener workplace."
  - And, that some sustainability "incentives" may be appealing to employees and potential employees, some of which could include:
    - Recycling efforts, such as the ZeroWaste initiative developed by CSBO
    - On-site farmers markets
    - Green commuting vouchers
    - Organic dry cleaning
    - Reward and recognition program incentives, such as the Green Office program already in place at York

**The Centre for Student Community and Leadership Development (SCLD)** - Significant work is already in progress to assist and partner with SCLD in a number of areas targeted around student leadership and engagement:

- Continue to support and assist with Res Race to Zero in undergraduate residences (the ResRace to Zero is a collaboration between ResLife and SCLD, CSBO (and, previously, YorkWISE),

Communications and Public Affairs, and the VPFA's office)

- Collaborate with the York Orientation Director's Association (YODA), made up of executives from each college council, to incorporate sustainability into Frosh Week by:
  - Recruit Sustainability Ambassadors from incoming students
  - Train YODA members on sustainability related issues and York's efforts, values, and policies relating to sustainability
  - Work with YODA Chair to "green" upcoming Frosh Week events
- Train RedZone (<http://redzone.yorku.ca/>) student ambassadors on sustainability, do the Green Office program with them, and sustainability related outreach tasks made part of their work
- Weekly space set aside for sustainability in the RedZone booth in Vari Hall during Fall/Winter terms
- Create a Green Groups certificate, similar to the Green Office program but directly targeted at student groups, regardless of if they have offices
- Plan to have all EcoTeam student peers take SCLD's leadership certificate training courses

**PRASE** - a number of synergies exist between the PRASE initiative and the potential work of a Sustainability Office. For example, through the Printer Rationalization initiative, PRASE is in the process of conducting an institutional-wide assessment of printing infrastructure, with a view to identifying opportunities for streamlining the procurement and

operation of printers and copiers. That will reduce the costs associated with printing and copying, but will also reduce the University's environmental footprint through the introduction of "green" printing practices (energy efficient technology, double-sided printing etc.)

- Sustainability staff have reviewed current best practices in green printing, developing guidelines which are now being communicated to end users to further reduce paper and energy use at the University via the Green Office program and the sustainability tips in Yfile

**CSBO** - Campus Services and Business Operations deliver a wide variety of key sustainability programs on campus. In areas such as waste management, energy management, transportation, housing, food services, green building, procurement and others, York demonstrates an ongoing commitment to leadership in sustainability.

- A Sustainability Office would continue to support these important initiatives by providing assistance in student engagement, research on best practices and policies, and support in the coordination and delivery of initiatives.

- As an example of all three of those ways a Sustainability Office will work to support CSBO, in 2012 Housing Services and Waste Management collaborated on a joint initiative with Student Community and Leadership Development (SCLD) and the Sustainability Coordinators to engage students in

undergraduate residences to reduce the waste generated during the move out period. The “FreeStuff” initiative resulted in over 1,700kg of items collected and donated to charity (a 40% increase over the previous year), and all partners met again in late 2012 to plan improvements to the process for 2013, including the addition of an online “reYUse” app.

**Centre for Human Rights** - The work of a Sustainability Office aligns closely with that of the Centre for Human rights, as, for example, social responsibility is one of the three elements of the triple bottom line theory of sustainability - which is: economy, ethics, and environment. The United Nations Global Compact asks companies to “embrace universal principles” and overtly describes the relationship between human rights and the environment (<http://www.unglobalcompact.org/>). The Talloires Declaration, which York signed in 2002, also explicitly connects “inequitable and unsustainable production and consumption patterns”. Current synergies include:

- Plan annual Fair Trade Fair
- With the community, explore human rights aspects to environmental challenges, such as the right to “...safe, clean, accessible and affordable drinking water...” (UN resolution 64/292, 2010)
- Sustainability Engagement Coordinator Co-Chairing Social Justice and Human Rights working group of the PSC with Director of CHR
- Actively help promote CHR events and campaigns

**IRIS** - Sustainability Coordinators collaborated with IRIS on a number of events, including the Seeds of Hope exhibits, Earth Hour, and the “Unconference” on climate change. The IRIS coordinator was also instrumental in the successful delivery of the visioning sessions on sustainability held in November 2012. There will continue to be ongoing opportunities for collaboration on sustainability events that will contribute to building a culture of sustainability on campus.

- The two Sustainability Coordinators also share a seat on the IRIS Executive.

**Pledge to Phase Out the Sale of Bottled Water** - The Sustainability Engagement Coordinator is currently facilitating efforts to engage the York community around the President's pledge, due to come into effect September 2015.

**Student Groups** - Several and varied relationships with student groups have been fostered by the Sustainability Coordinators (some examples being: NetImpact, Green Campus Coops, BESSA, Maloca Community Garden, Maison Verte, OPIRG, and, of course, YFS), and continuing to do so will be a core part of how the Sustainability Office can support the community.

**Connections to Wider Community** - Support and enhance existing relationships with wider York community, such as:

- Jane/Finch Community and Family Centre
- Toronto Region Conservation Authority

- Glendon Forest stewardship
- SmartCommute (North Toronto - Vaughan)

Highlights of successes at York since the hiring of the two full time

Sustainability Coordinators in September 2011 include:

- Sustainability Ambassadors initiative launched
- Green Office program launched
- New sustainability website, developed and maintained
- Social media presence created
- FreeStuff program implemented (in collaboration with CSBO (Housing Services and Waste Management) and SCLD (Res Life))
- Sustainability pledges developed
- Regular “Green Tips”
- Multiple engagement and outreach events held
- Raised institutional profile as a sustainability leader
- TREES (Teaching, Research, and Experiential Education in Sustainability) developed and piloted with one class
- Green maps developed in collaboration with VPFA, CSBO and Communications and Public Affairs
- Drafted the consolidated 2012 PSC Annual Report
- STARS pilot module completed (in collaboration with multiple departments)
- Greenmetric surveys completed and submitted in 2011 and 2012, with subsequent positive coverage in local and national news

media (in collaboration with CSBO, OIRA, Communications and Public Affairs, and other departments).

Building on these successes, the proposed Sustainability Office would have the following staff functions: manage front-line presence; coordinate, plan, and implement engagement efforts; and, provision of project management support.

#### 4. Roles/Responsibilities

Emerging from the results of the benefit analysis above, the Sustainability Office could provide a number of key services, including:

Provide an open and accessible introductory/front-line presence for the PSC:

- Work with the President's Sustainability Council to recommend goals, policies, procedures, standards, and initiatives relating to sustainability on our campuses, and then work with the relevant stakeholders (to a given recommendation) to ensure those recommendations - once approved - are achieved
- Undertake research and analysis on best practices and lessons learned in campus and organizational sustainability policies and procedures
- Network with other post-secondary institutions to keep abreast of best practices
- Coordinate strategic internal and external communications on

sustainability

- Oversee the work of student staff and volunteers within the Sustainability Office
- Respond to inquiries, concerns, and questions from internal and external stakeholders
- Maintain the recently developed sustainability website ([www.yorku.ca/sustainability](http://www.yorku.ca/sustainability))

#### Engagement

- Raise awareness on sustainability on our campuses by communicating with internal and external stakeholders on York's efforts, plans, challenges, and opportunities
- Facilitate engagement efforts and engender a continually growing collaborative culture of sustainability at York University by supporting sustainability champions including students, faculty, staff, alumni, retirees, and external/wider community members
- Develop campaigns, events and other strategic communications (using official Facebook page, Twitter, [www.yorku.ca/sustainability](http://www.yorku.ca/sustainability) website, [www.sustainability.blog.yorku.ca](http://www.sustainability.blog.yorku.ca) blog, etc.)
- Create volunteer opportunities and build leadership capacity in the community
- Coordinate Sustainability Ambassadors
- Act as a central nexus to stimulate - and help coordinate when requested/relevant - new initiatives

#### Project Support and Implementation

- As identified by the PSC, help to advance sustainability projects
- Collaborate with other departments on specific programs and projects on energy conservation, transportation, purchasing and waste management
- Link student research and coursework with campus greening projects (e.g. TREES program)
- Coordinate/assist with developing York University's annual sustainability report
- Support ongoing sustainability assessment (e.g. STARS, GreenMetric, etc.)

While the Sustainability Office will help coordinate and stimulate sustainability efforts across campus, it will get regular direction from the PSC. The PSC will function, therefore, as a kind of Steering Committee, having a say in the overall direction and activities of the Sustainability Office. The Coordinators will report directly to the Chief of Staff in the Office of the President. The other staff in the Office will report to the Sustainability Engagement Coordinator.

The Sustainability Office also will have a broader responsibility to the York University community as a whole. The Office will honour and celebrate all sustainability efforts within the wider York community and will regularly seek to support and explore possible points of collaboration with other University Offices, staff, retirees, faculties,

students and student groups, and alumni. The Office will also work to develop relationships with the wider York community, in recognition that our on campus efforts remain deeply interconnected with the surrounding communities and the land on which York's campuses sit.

#### Staffing Model

In 2011, the PSC requested and received AIF funding, resulting in the hiring in September 2011 of a Sustainability Engagement Coordinator and a Sustainability Project Coordinator. In September 2012, upon expiry of AIF funding, the University committed to one-time only funding for the two positions for an additional year, during which time the business plan would be researched, developed and submitted by January 2013. Additionally, approved and hired in September 2012 were two YES part-time student positions, the Sustainability Assistant: Leadership and Sustainability Assistant: Mobilization. These four positions are responsible for: identifying and implementing ways in which students can participate, learn and engage in sustainability initiatives on campus; identifying and supporting sustainability projects that are outlined in the PSC Annual Reports; maintaining a consistent community presence for sustainability at York; facilitating student centred initiatives, building interactions with and between students, and, assisting in the ongoing development of learning and assessment strategies.

Given its above-mentioned record of accomplishments and successes

(see pp. 14-15), it is proposed the current staffing model be replicated in the Sustainability Office, with some minor adjustments/additions. The proposed York University Sustainability Office will thus have the following staffing model (student staff and the Administrative Assistant to report to the Sustainability Engagement Coordinator; both Coordinators to report to the Chief of Staff in the Office of the President):

- Two full time staff: the Sustainability Project Coordinator and the Sustainability Engagement Coordinator
- One 0.6 FTE Administrative Assistant (21 hours/week)
- Two part time Undergraduate YES work-study students (10hrs/week x 2 = 20, Fall/Winter terms)

#### Accountability and Reporting

In order to maintain transparency, accountability, and responsiveness, the Sustainability Office will provide a yearly public report as part of York's annual sustainability report. A Sustainability Office update would also be a standing item on every PSC meeting agenda. Additionally, the Sustainability Office would be subject to a five-year senior level renewal cycle to ensure the Office is meeting its goals, broadly speaking, while maintaining its continuing value to the University.

#### Financial Plan

The PSC has discussed various funding options for a Sustainability Office (base funding, student levy, external funding, etc.), having

examined what other universities with sustainability offices have done (see p. 5). After weighing various options, we propose a step-wise funding strategy with a long-term base funding-student levy mix, supplemented with external funding and revenues from the sale of re-usable water bottles:

1. In the immediate future (2013-14), the Sustainability Office would be funded through base funding.
2. Starting immediately, the PSC will work with York students and student groups (YFS, GSA) for the creation of a student levy \*\* (please see following page) designed to empower and enable student driven sustainability projects across our community. Any student levy will be contingent upon a successful student referendum. If approved, the student levy could help support the student work study positions within the Sustainability Office, as well as help fund student-led sustainability initiatives and projects across campus.
3. In the short term, the Sustainability Coordinators (and in the medium and long-term, the Sustainability Office) will seek out external donors to provide funds for sustainability initiatives. Typically, these gifts are earmarked for specific projects and not for staff or core operational/programming costs. These efforts, embarked on in close partnership with the Division of Advancement, would also include creating avenues to seek alumni

donations specifically around and for sustainability.

Note that, in the case of many other sustainability funds, universities are not eligible to apply. Over the past five years it has also become much harder for Canadian universities to acquire non-project based funding, at least in terms of that funding's connection to university Sustainability Offices. To date, the Sustainability Coordinators have explored external funding through the Honda Canada Foundation, Great Lakes Community Fund, CN Ecoconnexions, and the Aviva Community Fund (the latter a joint application with IRIS and the Jane Finch Community and Family Centre). Many funds will have additional calls for applications in 2013, and Sustainability staff members will continue to work with the Division of Advancement to aggressively identify potential sources of external funding and make consistent efforts requesting gifts.

4. The Sustainability Office would also continue to explore other funding options in collaboration with other University partners. While there is potential for other funding sources, they are varied and most likely based on building partnerships after the establishment of an Office. As such, we will continue to develop these funding sources as opportunities present themselves.

#### Draft Budget

Expenses	Amount	Notes
Staff Salary and Benefits		
Sustainability Coordinators	153,433	Based on CPM Salary Range - Grade D (x 2)
Administrative Support Staff	35,880	0.6 FTE or 21 hrs/wk
Work Study Students	1,923	2 students x 10 hrs/wk, Fall and Winter terms, assuming continued cost sharing through the Work/Study program
Training/Conferences	5,800	Campus workshops, conference fees, travel expenses
Outreach and Promotion	5,127	Including \$1000 for Work/Study events
Supplies	4,900	Office supplies, printing/copying, IT
Telephone	1,440	
	208,503*	

#### Funding

Revenue	2013-2014	2014-2015	2015-2016	Steady State
Total**	208,503	208,503*	208,503*	208,503*
Base Funding	100%	90%	85%	80%
External Funding***	0%	4%	6%	8%
Donations***	0%	6%	9%	12%

\*Amount does not include potential increases to expenses due, for example, to inflation, York pay scale changes, loss of work/study funding, etc.

\*\* There are ongoing discussions about the possibility of a new student levy to fund sustainability. The ongoing nature of that discussion is very much in flux with concerns about undue financial costs to students and with other alternative proposals put forward. Accordingly, the possibility of providing partial funding for a Sustainability Office via a student levy is not accounted for in this funding proposal.

\*\*\* The Sustainability Office would work closely with the Division of Advancement on seeking any external funding or alumni donations, both to defer to their expertise and pre-existing relationships, while also ensuring funding for the Office is uniquely available and not bled from other deserving areas of the University.

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# Appendix D

## Draft Framework for Sustainability Awards *(for discussion)*



The York University President's Sustainability Leadership Awards recognize students, faculty, staff, alumni and other community members who are contributing to making York a leading University on sustainability in Canada. The awards are intended to highlight and celebrate sustainability initiatives and champions in key focus areas such as energy conservation, waste reduction, alternative transportation, green purchasing, and community engagement.

**Eligibility Criteria:** Anyone from the York University community can nominate any other individual or group for consideration. For the purposes of the award, the York U community is defined as students, faculty, staff members, alumni and vendors.

**Nomination Process:** The nomination period opens on November 1, 2013 and all applications must be received by January 8, 2014. Nominations can be submitted online at [www.yorku.ca/greenawards](http://www.yorku.ca/greenawards) (or similar).

**Review Period:** Applications will be reviewed during the month of February and final decisions on awards will be made by February 28, 2014.

**Review Committee:** Applications will be reviewed by a committee of 5, including 2 students, 1 faculty member and 2 staff members. The review committee will be established through an open call conducted by the President's Sustainability Council.

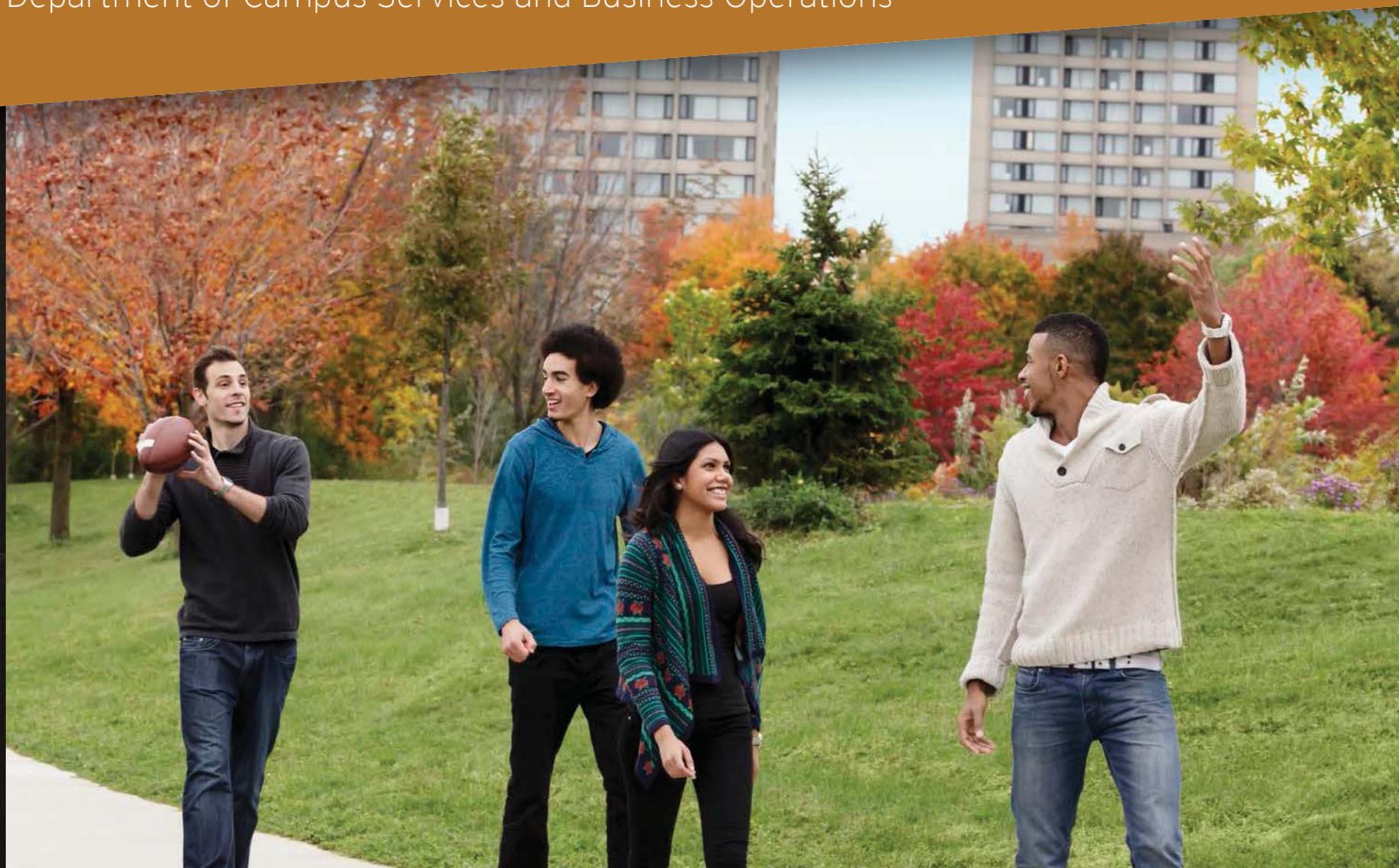
**Evaluation Criteria:** Nominees will be considered for the President's Sustainability Leadership Awards based on their demonstrated leadership in sustainability in one or more of the key focus areas (energy, waste, transportation, purchasing, engagement) specifically through the following criteria:

- The overall impact of the nominee's contributions to sustainability, including the depth (how significant the contribution is) and breadth (how widespread, collaborative and/or replicable the contribution is).
- Degree of innovation and originality
- How the individual or group went 'over and above the call of duty' (additional time and resources committed that were not part of their job description or academic program).

**Announcement of Awards:** Award winners will be announced during 'Earth Week'.

# Environmental Sustainability Report 2012-2013

Department of Campus Services and Business Operations



In 2002, York University made a public commitment to sustainability and became an official signatory of the Talloires Declaration, a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. On April 25, 2011, the York University Board of Governors approved a Policy on Sustainability, further committing all York students, faculty and staff members to act in a manner that promotes and supports the objectives of environmental sustainability. The Office of the Vice-President Finance and Administration, through the Department of Campus Service and Business Operations (CSBO), is responsible for the creation and management of the built environment. Specifically, CSBO is responsible for supporting the University's Mission by managing the physical resources, security and ancillary services of the institution in a fiscally responsible manner. CSBO sets administrative and operational protocols, standards, and accountability measures that drive the development, operation, and effective delivery of services for academic buildings and related infrastructure. The aim is to create and sustain an accessible, safe and healthy campus environment for all community members.

This Environmental Sustainability Report provides an overview of CSBO's operational activities, initiatives and strategies relating to sustainability, including a number of associated performance indicators.

### [Sustainable Approaches to Campus Development and Management](#)

Creating a sustainable future for facilities, services and operations contributes to the creation of a sustainable campus and community for all students, faculty and staff, both current and future. CSBO has adopted a number of standardized procedures and practices aimed at effectively reducing York's ecological footprint. CSBO staff is required to continuously explore opportunities for greater efficiencies, while managing projects and services in a way that minimizes harm to the environment. Management and staff are required to stay current in best practices with respect to sustainability within each operating unit. The role of the Environmental Design and Sustainability Unit within CSBO is to bring focus to sustainable approaches within the department, as well as to coordinate with campus wide sustainability initiatives, including those from the Institute for Research and Innovation in Sustainability (IRIS), and the President's Sustainability Council. This work includes initiatives that promote sustainability

awareness, community consultation, campus stewardship and positive behavior change to improve the overall campus community.

#### Central Utility Plant and the Energy Management Program (EMP)

CSBO provides heating, cooling and power to all academic, administrative, retail, and residences on campus. In order to accomplish this, high pressure steam is generated for heating and chilled water for cooling, and these are delivered by way of underground service tunnels to mechanical rooms in each building. From there, heating and cooling is distributed to the various heating, ventilating, and air conditioning (HVAC) units within each building. Power is also generated and distributed through a 10 megawatt co-generation plant and associated high voltage electrical distribution system on campus. The concept behind co-generation is to increase resource efficiency and lower operating costs. Co-generation uses a single fuel source, natural gas, to produce electricity and heat. Co-generation is more efficient, less expensive and more environmentally responsible than purchasing electricity and heat separately, because it makes use of the “waste” heat that would normally be expelled in the process. In York’s case, for every 1 kilowatt of electricity which is produced, approximately 1.6 kilowatts of heat is generated. York’s co-generation plant has two gas turbines. Each turbine turns a generator that produces approximately 5,000 Kilowatts of electricity at 13.8 kilovolts. The plant produces approximately 60% of the Keele campus’ electricity requirements. The remaining 40% is purchased. The heat recovered

from the co-generation plant is used to heat campus buildings during winter, warm domestic hot water, heat the swimming pool at the Tait McKenzie Centre, and produce cold water, via an absorption chiller, to cool campus buildings in the summer (also known as tri-generation).

Work has continued this year on the most significant of CSBO’s sustainability initiatives -- the implementation of the \$40 million Energy Management Program (EMP), which has included a comprehensive overhaul of the University’s energy infrastructure as well as audits, retrofits and upgrades to building fixtures and systems. For the past several years, MCW Custom Energy Solutions, a Toronto based solutions firm, has worked with CSBO on implementing the initiative. The prime objectives of this program have been to decrease the University’s energy consumption by 25%, as well as to improve teaching, learning and working environments and advance the University’s broader environmental sustainability goals. Results have been very positive as (weather normalized) savings have been confirmed at over 25% relative to the University’s baseline building footprint in 2006, when the program commenced. This reduction represents sufficient energy to supply more than 4,500 homes with electricity for one year.

Additionally, CSBO has pursued and received, approximately \$ 2.6 million in incentives from programs offered by York’s several energy partners, including \$97,000 this year from Enbridge. The reductions in energy consumption from renewing building systems, installing better performing windows and heat reflective panels and energy

conservation practices (e.g., shutting down or reducing systems when classrooms/buildings are not in use) have had an immediate impact in lowering the campus’ energy needs. Electricity conservation and demand management incentive programs have been recently extended by the Ontario Power Authority (OPA) by one year to the end of 2015. All incentive grants from York’s several energy partner programs have been reinvested into more energy related improvements.

During the past year, work proceeded on the Keele campus with interior lighting retrofits, upgrades to HVAC systems and improvements to the central utility plant. Keele campus cooling infrastructure underwent extensive renovations to reduce water consumption by upgrading with more efficient materials. Water line leak testing was completed to ensure that buried infrastructure was intact with no leaks. Water conservation was addressed with upgrades focused on office and staff areas where faucet aerators, low flow toilets and urinal tank controls have been piloted. Work also continues on classroom and other HVAC scheduling optimization, with a significant year over year improvement in January, February and March of 2013.

Major upgrades to the boilers were completed at the Glendon Campus and this has resulted in reduced water, electricity and natural gas consumption. The new boilers are more efficient with better controls and variable speed fan motors. Old water pumps were also replaced with higher efficiency equipment, resulting in a reduction of water use. Water line testing was also completed at Glendon to ensure no leaks

were present in buried lines.

In addition to upgrades, retrofits and better controls, work continues on reinforcing the need for conservation. Engagement activities with York community members continued this year. Programs included “Unplug”, aimed at staff and faculty and “Res Race to Zero”, which is aimed at first year student residents. Messaging focuses on awareness and that even minor adjustment to behavior has a significant effect on resource use and ecological impact.

#### Infrastructure, New Facilities and Renovations

CSBO has adopted a sustainable building strategy that considers design efficiency, broader use of day lighting, water efficiency, energy conservation and performance, reduction in emissions, materials and resources, green construction practices, indoor environmental quality and site re-naturalization. York’s early dedication to sustainable building is evidenced through past achievements and several building design awards and distinctions. This approach continues to be applied to all new construction.

CSBO’s Planning and Renovations Unit gives consideration to the reuse/recycling of existing spaces and materials in all of the over 200 renovation projects it completed this past year. In the case of new construction, the use of environmentally appropriate sourced materials and supplies is the standard. Design and development guidelines now incorporate a statement of commitment to sustainable solutions,

and require due consideration to energy efficient lighting , retrofits, upgrades to HVAC, efficient water usage, use of materials free of volatile organic compounds (VOC), minimized inflexible interiors (use of partitions and open concept for office designs, where possible), use of light sensors, exterior sun shades and canopies. Particular attention is paid to the standardization of construction materials with the aim of improved operational efficiency over the life of the renovated area. CSBO is also testing low VOC roofing materials and their viability from an operational, economic and environmental standpoint.

CSBO procures modular furniture to facilitate re-use to the extent possible. University surplus furniture is allocated to other departments to decrease waste and maximize the life cycle of University assets prior to considering disposal, which is undertaken in accordance with the University policy on the disposal of surplus assets. Through arrangements with Procurement Services, unwanted items may also be donated to non-profit organizations for re-use.

Major renovations, infrastructure and capital works this year focused on the completion of projects which demonstrate a sustainable approach in planning, design and execution:

#### **Life Sciences Building**

Approximately 15, 330 sq. m. of research, laboratory and teaching facilities, expansion of existing science infrastructure, partial green roof to address on-site storm water management capability, awarded

the Canadian Green Building Council's LEED Silver certification; the unique lightweight "bubble" deck reduces the amount of required concrete, thereby reducing required use of a material that is resource heavy to produce.

#### **Ignat Kaneff Building, Osgoode Hall Law School**

Major renovation of the existing 178,370 sq. m building, plus new addition of 2,323 sq. m; new entrance and façade, upgrade to existing services; reworking of the existing library; significant recycling and reuse of existing building components, targeted for LEED Silver Commercial Interiors (CI) certification.

#### **Glendon Centre of Excellence**

Approximately 26,000 sq. m., the renovation makes use of an existing single loaded corridor in York Hall 'A' Wing in order to allow greater use of existing infrastructure; also included are new classrooms, seminar rooms, art studio, labs, a 300 seat auditorium, and the creation of a proper front entrance to the Glendon campus; sustainable design approach and building construction includes an upgrade and renewal of utility plant fixtures and distribution systems to reduce energy consumption; the design applied considerable access to views and day lighting techniques to ensure connectivity to the natural ravine environment.

#### **"The Green"**

Previously known as the "Osgoode-Atkinson Green", this large outdoor public space south of the Ross Building and north of The Pond and Sentinel Roads intersection -- the University's convocation site for many years and then the staging area for the Osgoode Hall Law School renovation project -- this south "gateway" into the inner campus this past year was recaptured as a protected green space: expansive open grass areas allow informal sports and casual recreation: extensive seating walls along planted perennial gardens along the perimeter of the park; improved lighting is the new exterior LED lighting standard, which targets energy efficiency, longevity and overall improved lighting; storm water is managed on site, exterior stairs have been replaced with an accessible path, and plant materials are native, drought resistant and hearty to local conditions.

#### **Infrastructure Improvements**

Massive phased programs to renew or improve utility lines, backflow prevention, fire alarms systems, public address systems and exterior lighting were continued this year, contributing to a healthier, safer environment for all community members. The expansion of the public address system will assist as one more tool for mass and immediate emergency communication to all academic buildings on campus; expansion and improvement of campus exterior lighting, including the commencement of a phased conversion to LED lighting, has the

benefit of creating safer exterior areas, with the benefit of long life and low energy use. There are over 3,400 exterior lights at Keele campus, and the aim of the Lights Out Program is to ensure that no more than 3% of those are malfunctioning at any time. This is achieved by weekly audits and reporting.

#### **Toronto York Spadina Subway Extension (TYSSE)**

The construction of the subway extension is being coordinated by the Toronto Transit Commission (TTC), however, CSBO has taken an active role, along with York University Development Corporation (YUDC), to ensure that the design of the York University Station and the Pioneer Village (Steeles West) Station, are mindful of the objectives of campus development; the expanded transit network will provide a fully accessible, sustainable mode of transportation to campus, and the current continuous row of transit buses within the Common will be moved to the north of the campus, freeing up another important green space for the community, while enhancing transportation services. Both stations are being built to the City of Toronto Green Building Standards. During 2012-2013, significant progress was made by the tunnel boring machines along the line of the subway extension and excavation for the subway stations. Work will now focus on the completion of detailed landscape designs for public outdoor areas associated with the stations to ensure that the spaces compliment York's plans and CSBO Grounds management practices.

### **East Office Building (EOB) Relocation**

In order to commence early works for the Pan Am Stadium site, the EOB (5,600 sq. m) required demolition and its 200 occupants needed to be relocated. This was a 'fast track' project with multi-phases and multiple buildings (7 different locations) which required creative application (design & construction). Many component parts of the EOB that could be reused were harvested prior to demolition, including doors, hardware and building materials. Occupants were relocated to renovated, underused existing spaces and one off-campus leased location; newly renovated areas featured the introduction of daylight and the use of materials that are recycled, and or new materials that were locally or regionally sourced.

### **Pan-Am Stadium, Early Works**

In order to prepare the site for the Pan Am Stadium Project, York University undertook an environmental impact study, considering the diversion of Ian Macdonald Blvd. and the condition of the soil prior to disturbance. To make way for the stadium, new underground sewers and storm lines were created, in addition to a realignment of the road. This work was completed using sustainable practices, including the creation of new adjacent loading, unloading and accessible parking spaces, which were created with permeable pavers as the surface treatment. The porous surface allows surface water to enter the joints in between pavers, where it is stored, eventually infiltrating back into

the soil subgrade, thereby assisting with storm water management.

### **Pan-Parapan American Games Athletics Stadium**

The new Pan Am Track and Field Stadium is being constructed by Infrastructure Ontario, in consultation with Toronto 2015 (Pan-Parapan American Games organizing committee) and York University. The stadium is targeted to be certified LEED Silver. Consisting of a building structure and field of play, the facility will serve as a link and gateway into the centre of the Keele campus from the future Pioneer Village Subway Station. In the "legacy" condition (to be owned and operated by the University), the stadium will accommodate 3,500 seats with 8,000 sq. m. of functional space, including change rooms and athletic therapy rooms, ticketing, coaches' offices, concession stands and multi-purpose lounges. The stadium will have a world class International Association of Athletes Federation (IAAF) certified track (one of three in North America) and will serve as a feature venue for the 2015 Pan-Parapan American games where 42 nations will compete. The stadium is designed to minimize the environmental impact on the surrounding site, as it directly abuts the historic Boyer Woodlot, and is very close to the York University Observatory. Efforts have focused on the protection of the woodlot during construction and on the restoration plans for the buffer lands between the woodlot and track. The stadium ownership will revert to York University for use, following the completion of the games.



### **Lassonde School of Engineering Building**

To be completed August 2015 this 15,750 sq. m. building, to accommodate studies in the disciplines of electrical, mechanical and civil engineering, will be constructed on the Library Parking Lot just northeast of and overlooking the Campus Arboretum and Stong Pond, an open green space and storm water management facility created by the University. The site is slightly elevated, offering future occupants a view of the Black Creek watershed and adjacent lands. The building is being designed with the most sustainable engineering principles and practices, and is targeted as a LEED Gold certified facility.

### **New Student Centre Building**

Discussions are in the final stages with representatives of the Board of Directors of the York University Student Centre on site selection for a second Student Centre building. The new facility, likely 13,500 sq. m, in area, is required to better serve the expansive student community and to more adequately house student clubs and organizations. A campus site is being examined in a central, highly visible and easy to access area. The proponents' aspiration is to deliver the most sustainable student centre in Canada, including efficient energy, photovoltaic elements and a green roof. A student referendum to fund this capital project is to take place in late 2013.

## Transportation

Transportation Services encourages commuting to the University through alternatives to the single occupant motor vehicle and supports the use of public transit, carpool, biking and walking. The goal has been to reduce the demand for parking and increase awareness of alternative sustainable methods of transportation. The commuter modal split has been dramatically altered in the past 10 years from the use of predominantly single occupant vehicles to alternative, more sustainable modes of travel. Currently, there are approximately 2,577 (see Note 1.)daily bus trips at the Keele campus, servicing the needs of students, faculty, staff and visitors, making it one of the largest transit hubs in the country. Over 80% (see Note 2) of commuters travel to York on a daily basis using sustainable means of travel.

Viable alternatives continue to be promoted and expanded with the collaboration of Smart Commute, North Toronto Vaughan. These have included the expansion of mass transit options offered by Brampton Transit, GO Transit (buses and GO Train service), and York Region Transit/Viva buses. Key initiatives include the development of a carpool program and designated carpool parking spaces, together with an expanding car sharing program with Zipcar, continuous improvements to campus shuttle services including an increase in service on the Glendon-Keele Shuttle, an increase in evening shuttle service to The Village (residential community south of the Keele campus), the acquisition of a new shuttle bus for VanGO to improve

service to community members with physical disabilities, and, the expansion of existing cyclist infrastructure.

The arrival of the Toronto-York Spadina Subway extension in 2016 will improve mass transit to and from the campus, will re-distribute both TTC and regional buses to several nodes along the subway route, and will thereby reduce significantly the amount of bus traffic on the University's Keele campus. The extended subway line will have six new stations and will be the first to cross regional boundaries into York Region and connect to existing public transit in the area.

Notes:

1. Daily transit trips number includes York University Shuttles, TTC, GO Transit, YRT, Viva and Brampton Zum; data is provided by each agency. Smart Commute,
2. North Toronto 2012 Baseline Commuter Survey for York University.

## Grounds Improvement and Management

The principle of sustainability in Grounds operations has been a driving force in the creation of all new landscape designs. Sustainable practices include the use of low maintenance shrubs, drought resistant and native plants, the increase of naturalized open space areas, the elimination of irrigation where used previously, the use of mulch in planted areas for water retention and weed control, and the use of porous hard surface materials such as interlock pavers (which are

reusable, offer better durability than asphalt/concrete and improve water infiltration). Grounds management has adopted the goal of reducing chemical and pesticide usage wherever possible. Organic fertilizer is the fertilizer of choice for most applications. CSBO continues to provide ongoing support to faculty and student inspired improvements to the site, including the Maloca Community Gardens, the annual Arbor Day Tree Planting, and the Faculty of Environmental Studies garden.

The presence of the Emerald Ash Borer was identified at the Keele campus and, as a result, a program was initiated to assess and rate every Ash tree on campus. The inventory, completed in Spring 2013, included a rating of all the trees, and those that can be saved have been earmarked for a multi-year treatment aimed at reversing the devastation posed by the insect infestation. This program is continuing over Summer 2013. Also during the Summer of 2012, an overall tree inventory was initiated for both the Keele campus and Glendon Campuses and this is scheduled for substantial completion by the end of Summer 2013.

## Waste Reduction and Recycling

In 1990, York University adopted a goal of achieving a 50% waste reduction by the year 2000. To meet this goal, a comprehensive, multi-faceted waste management and diversion program was formalized in the mid-1990s. The program experienced early success

and, in response, a more ambitious goal was set to reach a 65% solid waste recycling ratio by the year 2013. By the end of 2008 a 58% recycling ratio was achieved. In June, 2010, the University launched its ZeroWaste program, to build on existing waste diversion, promote more awareness of unnecessary waste, and to introduce the expanded program of organic waste collection. These initiatives have helped achieve a current diversion rate of 66%.

“Co-mingling” initiatives have brought greater efficiencies to the collection and distribution of waste, paper and glass/metal/ plastic materials. A tri bin system has been introduced and has proven to be successful in both indoor and outdoor locations. Improvements inside buildings have focused on standardizing the bins and locations within central areas in order to increase awareness and ease of use. This has lowered the requirement for daily, individual office pick-up and resulted in a reduction in the amount of office related garbage. The exterior tri bin “in ground” system has proven to capture a greater quantity of paper and plastic recyclables. The need for regular maintenance has been greatly reduced by virtue of the compaction and storage capabilities in this system. Food digesters have been placed throughout the campus in close proximity to all buildings in order to promote individual organic recycling, and individual collection bins have been placed in all office kitchen areas.

Waste Management has set up e-waste and battery bin collection at all loading docks to enhance the recycling practices and has hired an ISO

certified contractor to responsibly dispose of these materials.

A tobacco waste management program is currently being rolled out by CSBO to engage community members to properly “bin their butts” and eliminate or better manage tobacco waste on campus walkways, gardens and other common spaces. Toxic materials from the cigarette filters leach into soil and ground water.

Housing Services, Residence Life and Waste Management have collaborated to create a “FreeStuff” initiative.

At the end of the academic year, when resident students are moving out, “FreeStuff” tables are set up in each of the University’s undergraduate residences and students are encouraged to share unwanted items prior to moving out of residence for the summer. At the end of the residence move-out, all remaining items are donated to the Oasis Clothing Bank and non-perishable foods are donated to the York Federation of Student’s Food Bank. In 2013, students diverted 12,000 kg of clothing, books, household and electronic items from landfill sites - a 150% increase over the previous year.

### **Custodial Services**

ZeroWaste also introduced a University wide “Green Cleaning” program, which was piloted during 2009 and has now become the benchmark for institutional cleaning. The first phase of the program took place within the York Research Tower (now the Kaneff Tower) as a LEED

component. The program expanded to all buildings at both campuses in the summer of 2010. The major elements of the program include: certified green cleaning product usage and dispensing; communal waste receptacles; hand dryers in high use areas; entrance matting; HEPA-filter equipment; and microfiber cloths and mops. HEPA (high efficiency particulate air) are high-efficiency filters that can filter air particulates up to 99.97%.

### **Storm Water Management**

The University continues to practice effective storm water management in conjunction with campus improvements. The objective is to manage storm water on site to the extent possible, and continuous improvements are made with each major redeveloped area. The storm water management system of the Keele campus, which was constructed in several phases since the 1960’s, was improved to meet the current City of Toronto requirements of the City’s Wet Weather Flow Management (WWFM) Guidelines by constructing the Tennis Canada Pond in 2004 and improving the Stong Pond in 2007.

The City of Toronto Secondary Plan for York University’s Keele campus, adopted in December 2009, places key importance on storm water management and incorporates provisions requiring predetermined site wide and site specific storm water management plans prior to any new development. For more recent developments, York University has also implemented storm water management techniques such as vegetated

roofs, rainwater harvesting for irrigation or toilet flushing, permeable pavement, grass swales, bio-swales, surface storage, underground storage in large diameter pipes or tanks, dry ponds, catch basins with sumps and traps, and oil/grit separator units.

To further improve the storm water runoff from the Campus to the local creeks, York regularly inspects and cleans the storm water management systems, including yearly street sweeping and catch basin cleaning. CSBO also implements a tree/shrub planting program to increase the re-naturalization of key areas of the Campus.

A study of the sediment in Stong Pond some years ago revealed that the only contaminant of significance was salt from campus roads, paths and parking lots where it had been used to aid snow and ice clearing. To address this, and in order to help reduce the amount of salt used, sander units have since been outfitted with a “pre-wetting” application system. The system applies a soluble ice melting solution to dry sand/salt which is applied to roadways. The solution activates the melting process and keeps the sand/salt particles in place on a road area. In this way, less sand/salt product is required, contamination of runoff is reduced, safety for drivers and pedestrians is enhanced and, fewer resources are spent keeping roads, paths and parking lots clear of ice and snow.

### **Bookstores, Printing and Mailing Services**

York University’s Printing Services operation first received printer

certification in 2008 from the Forest Stewardship Council (FSC) Canada, which is an international certification and labeling system that guarantees that forest products purchased come from responsibly managed forests and verified recycled forests. FSC forests are certified against a strict set of environmental and social standards. Fibre from certified forests is tracked to the consumer through a “chain of custody” certification system. The certification was renewed in 2012-2013 after an external audit was completed. Printing Services has played an important role in advocating behavioural changes in order to promote sustainability and reduce client costs by double-sided printing and encouraging the use of electronic communication over printed documents.

York has been a North American leader in the publication of course kits as a more efficient alternative to high volume book orders. Since 2008, the production of course kits has been carbon neutral as York contributes approximately 2 cents per kit to buy local renewable energy and support for other projects, such as tree planting, through Zerofootprint. Printing Services offers the carbon neutral program to other printing, on request.

FSC certification, carbon offsetting for course kits and new, more energy efficient machinery, has made York’s Printing Services a leader in sustainability on campus. This is particularly significant because, as an industry, printing is historically high in resource use and emissions. The customer service staff at both Printing and Mailing Services offer

advice to the community aimed at minimizing waste and making appropriate choices when developing projects requiring paper for programs or mailings.

The Bookstore offers a line of 'green' products which include products made from 100% recycled materials and BPA (Bisphenol A) free water bottles, and these are popular with customers. The Bookstore has continued to charge \$.15 cent for plastic bags, even though the City of Toronto withdrew its requirement to do so. Proceeds from this initiative support York University's Annual Arbor Day. The Bookstore at both campuses produces and sells its own 99 cent reusable, woven fabric shopping bags, promotes the use of reusable bags and discourages the use of plastic bags.

The Bookstore develops alternates, including e-books, used textbooks, and both an on-line and in-store book rental program in order to mitigate the high cost of course books and materials.

Mailing Services continues to work towards the conservation of energy output and to help reduce the ecological footprint of the University. While the volume of mail coming into and going out of the University continues its downward trend, the number of buildings and delivery dynamics of the ever-changing campus continues to be a challenge. To address this and in order to continue to provide an accurate, efficient and economical service, Mailing Services has attempted to do more deliveries by foot routes, lessening the use of vehicles.

Other initiatives to reduce the volume of unnecessary mail and streamlining delivery output include:

- The use of an automated address cleaning service, so that departments doing large mail-outs can have their addresses verified prior to mailing to minimize returns and number of pieces mailed;
- Fostering of closer working relationships with departments such as human resources to support accurate address records so that returns and multiple deliveries are minimized;
- Advocating for the development of guidelines for responsible communication at the university; these would encourage the use of electronic mail and other digital messaging tools whenever possible.

### **Campus Safety and Security**

Safety is an important aspect of a sustainable environment. York University is committed to providing a safe and welcoming environment for all students, faculty, staff and visitors. This goal is incorporated into the University's planning, design and operations strategies. Security Services is comprised of dedicated personnel working within a community-based model of service, that is, one which operates in partnership with all stakeholders in order to provide inclusive solutions to a broad range of security matters. In the Fall of 2012, all Security personnel received specialized training and were equipped with

personal protective gear and authorized to make a citizen's arrest where necessary. Additionally, a new protocol for security bulletins that includes the email delivery of bulletins to students, faculty and staff was introduced.

With respect to sustainability, the Pro Active Cycling Team (PACT) program continues with ten specially trained security officers receiving advanced cycling training, serving both the Keele and Glendon campuses. This program continues to reduce vehicle fuel costs and emissions assisting in reducing York University's ecological footprint.

Security Services utilizes multiple levels of resources and technology, including closed circuit Television (CCTV), electronic access alarm monitoring and automated report and dispatch logging systems. There are over 600 CCTV cameras in locations around the Keele and Glendon campuses. Blue Light Emergency phones are strategically located throughout both campuses enabling 24 hr. contact with Security Services. In 2012-2013, an additional 17 new emergency "Blue" phones were added to the network on the University's campuses, which represents a 50 per cent increase. For emergency assistance, indoor Safety Phones have been installed in all lecture halls, large classrooms and in foyers and corridors of academic buildings on both campuses. There are 70 LCD community messaging screens on the Keele campus, which have the capability of an immediate override for emergency notification. A public address system is now being expanded into all campus buildings to enhance emergency mass notification. York's

access control program ensures appropriate control of keys in order to secure the property and assets of the University, while increasing the safety of York community members.

Security Services promotes Crime Prevention through Environmental Design (CPTED) to make it more difficult and less rewarding for offenders to commit crime. CPTED is a multi-disciplinary approach to deterring criminal behavior through prudent environmental design. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts by giving consideration to how the physical environment is designed, created, improved and/or maintained. For example, in landscaped areas, consideration is given to appropriate levels of lighting and sightlines that are clearly within view of adjacent public areas. CPTED reviews are undertaken for all new capital projects and renovations. CSBO is currently managing the University's investment of \$400,000 in outdoor lighting upgrades, which includes a notification email to report burned out lights: [lightout@york.ca](mailto:lightout@york.ca)

The University has launched a new website "Safer Together" and a new mobile application "The YorkU Safety App", designed for York community members to provide quick access to all campus security resources, including the York Security Services, the Toronto Police and emergency line and other key services such as goSAFE and the **Campus Shuttles**

The goSAFE safe evening walking escort program has been expanded

to provide improved services to meet the demands of community members. Additionally, Transportation Services has expanded shuttle service with three routes into The Village, a residential community south of the Keele campus.

York is dedicated to an inclusive process of community consultation on all issues related to safety and security. In this regard, there is a Community Safety Council which has broad representation from the community, and is mandated to advise the President of the University.

### Food Services

CSBO's Food Services has been improving sustainable practices within its eateries. All of CSBO's food services contracts (eateries and vending machines) include a phase-out of the sale of bottled water, and water bottle refill stations will be considered when renovating food outlets. Additionally, Food Services' caterers provide options for water dispensers or pitchers for meetings and events.

Food Services' locations operated by Aramark have implemented a number of sustainable initiatives and practices:

#### Local & Sustainable Purchases

- 28% of purchases local (Ontario), Sustainable (Seafood) or Fair (Fair Trade, Rain Forest Alliance)
- 23% of produce grown locally
- Coffeecompany - 100% Fair Trade certified coffees

- York's own Las Nubes coffee served at all non-franchised locations as well as Rain Forest Alliance Certified Teas
- All shell eggs are cage-free
- Sustainable Seafood Strategy - 95% by end of 2013
- Focus on Vegetarian / Vegan options

#### Greener Operations

- Food Waste Reduction Program, average 10% reduction, Sept 2012- April 2013
- Support for York University's Zero Waste program
- Lug a Mug Program \$0.15 discount - 9,234 redemptions, Sept 2012- April 2013

#### Education & Engagement

- Local & sustainable food themed events at all Aramark locations, in particular Stong and Winters Residences
- Monthly features including farmers produce and ingredients (e.g. Features in September—apples from Ontario farmers)

Food Services is working with a consultant to develop a "Food Services Master Plan" for the Keele campus. It is expected that this framework will provide a clear direction for service planning, coordination and delivery on campus, taking York's sustainability goals into consideration.

Food Services has partnered with Regenesi@York, the President's Sustainability Council Student Sub-Committee and other stakeholders

on the proposal to pilot a Farmer's Market at the Keele campus in 2013-2014.

### Stewardship

#### Land Use Policy

York collaborated with the City of Toronto Planning Department on a Secondary Plan for the Keele campus, which was approved by City Council in 2009. An overarching objective of the plan is to create a multifaceted approach to sustainability. Detailed land use policy pertaining to Natural Environment, Environmental Stewardship and Sustainable Design, will guide the redevelopment of both academic and non-academic uses on the basis of the following principles:

- Growth to be compact and incorporated as in-fill, where possible;
- Maintenance and strengthening of the campus' heritage features, including lands adjacent to the Black Creek, all natural woodlots and open spaces;
- Growth to give consideration to the expansion of regional rapid transit networks as the key means of further improving modal split of commuters to campus;
- Campus-wide storm water management systems to detain and improve run-off before discharging into the adjacent watercourse.
- This past year, detailed work continued on the completion of a detailed plan for the academic areas of the campus. Led by YUDC, the Master Plan satisfies the requirement of the York University

Secondary Plan for a core area precinct plan. The Master Plan is framed under seven overarching 'pillars':

1. Enhance safety on campus
2. Enhance student life
3. Accommodate growth
4. Respond to momentum for change
5. Become a leader in sustainability
6. Re-interpret the campus setting
7. Enhance community links.

Strategic direction is provided through three lenses for physical features that are considered important for a coordinated program of campus building:

1. Pedestrians first
2. Greening York University
3. Infilling the York University campus

### Maintaining Campus Lands and Services

CSBO strives to effectively provide consistent, predictable, integrated services to support the core academic and research mission of the University, all while enhancing the quality of life for University members and visitors to the site. Two of the guiding principles in this work have been:

- The integration of sustainable principles in decision making, and
- The provision of accountability frameworks and reporting practices, in service of creating an environment which promotes stewardship.

Attention has been focused on the creation of standards and on reporting mechanisms that accurately reflect the improved state of campus conditions. These have encompassed strategies to improve energy usage, on-site storm water management, expansion of waste streams to include organics, extensive recycling programs, green building, and various green initiatives within all ancillary operations, including housing, food services, parking, printing and the bookstore.

Rationalizing desirable and sustainable levels of service and related standards is critical to the long-term stewardship of the site. This continues to be challenging as resources have been tested by the economic downturn yet, demand for service is up because of new development.

#### Public Engagement

An important companion element in all sustainability related initiatives is communication to the community. In the past, resources have limited for outreach to staff, faculty and student



community members, but expanded student internships, greater use of graduate assistants, and more active participation in faculty research, including work with University advisory bodies, committees and research units, has heightened the impact CSBO has had on creating and sustaining positive change. While specific priorities vary, overarching support for the expansion of sustainability and quality of life on campus continues to call community members to action.

Over the last few years, CSBO's Environmental Design and Sustainability Office has focused primarily on energy conservation, in support of York's broader Energy Management Program, through the Res Race to Zero (resident students) and "Unplugged" (faculty and staff) initiatives and on waste management, through the promotion of ZeroWaste and support for initiatives such as the 20-minute campus clean up. Work expanded this year to include focus on tree inventories on both campuses, with a view to setting the foundation for programs to protect the historic woodlots and natural areas on both campuses.

### Environmental Performance Indicators

#### Energy Consumption

Energy efficiency at the Keele campus is assessed by measuring energy consumed per square meter of built space. This metric also incorporates energy utilization by York's Central Utilities Building (CUB).

The CUB utilizes electricity, natural gas and water to produce thermal utilities, including heating (steam); cooling (chilled water) and power (electricity). The power is produced by natural gas turbine engines in York's 10 Megawatt cogeneration plant.

Cogeneration represents a cleaner, more efficient and less costly means of producing electricity than the use of simple cycle power generation and conventional heating boilers. It recovers waste heat to produce steam that is used for heating and cooling. York can produce up to 10 MW from cogeneration, or approximately 60% of typical annual consumption.

Variations from year to year in electricity and natural gas consumption reflect careful management of comparative electricity to natural gas costs in the marketplace. As electricity prices in the marketplace escalate relative to natural gas, the University relies on its cogeneration units to produce electricity which will increase its consumption of natural gas. When natural gas prices escalate, the University assesses the economic advantage of purchasing electricity directly from the marketplace. The overall downward trend in energy utilization is reflected in Consumption per student (megajoules per capita) and in Per cent Reduction since 2007.

#### Atmospheric Emissions

The general decline in carbon dioxide emissions per capita experienced between 2007 and 2009 can be attributed to the implementa-

tion of the University's energy performance measures, less adverse weather conditions and lower utilization of the cogeneration units. Annual atmospheric emissions represent the direct emission of CO<sub>2</sub> from York University based on oil and gas burned, including the operation of the cogeneration plant. Adopting cogeneration as a means of producing in-house electricity has increased York's direct emissions since the two units were installed (in 1997 and 2003). However, the emissions are less than the emissions that would result through the production of an equal volume of electricity by other electricity producers in the province (using a mix of coal, oil, natural gas, hydraulic, nuclear). The increases in per capita emissions in 2010 and 2011 reflect the University's increased reliance on the cogeneration plant for electricity production due to sharp escalation of electricity costs in the marketplace. Emissions per capita decreased again in 2012 as a result of gas to electricity purchase cost optimization and the fact that the cogeneration units were shut down for maintenance for extended periods of time.

### **Water Consumption**

Water consumption has an environmental impact in terms of the overall availability of natural resources for societal use as well as the costs associated with municipal infrastructure delivery and maintenance costs. Water consumption figures are based on actual meter readings of all main water meters. Fluctuation in water consumption per capita can be influenced from year-to-year by weather and by

the associated amount of water used for cooling tower makeup, and irrigation of sport fields, gardens and lawns. Since 2009, there have been inconsistencies in the reporting of water consumption from City of Toronto Water, which reflects ongoing recalibration of its metering processes and billing time frames. The average trend over the past five years has been a decrease in per capita consumption reflecting introduction of water conservation measures and more responsible behaviours of consumers on campus. Water consumption may increase over the next few years as the University promotes the phase-out of the sale of bottled water on campus by September 2015 in favour of the use of tap water, and introduces more water bottle refill stations. This may have been a contributing factor to the increase in per capita consumption in 2012-2013.

Variations from year to year in electricity and natural gas consumption reflect careful management of comparative electricity to natural gas costs in the marketplace. As electricity prices in the marketplace escalate relative to natural gas, the University relies on its cogeneration units to produce electricity which will increase its consumption of natural gas. When natural gas prices escalate, the University assesses the economic advantage of purchasing electricity directly from the marketplace. The overall downward trend in energy utilization is reflected in Consumption per student (megajoules per capita) and in Per cent Reduction since 2007.

### **Waste Production And Recycling**

The Solid Waste Production category includes all non-recyclable waste. Recyclables at York include: glass, newspaper, fine paper, plastic, metal, concrete, plant material, furniture, oil, batteries, aluminum cans, tires, computers, fluorescent light bulbs, corrugated cardboard packaging and organic waste. The recycling program at York continues to be successful in diverting major amounts of waste produced on site from landfills.

Waste production has decreased and recyclables have increased appreciably since co-mingling and other new recycling initiatives were introduced in 2005. The launch of the University's ZeroWaste program in 2010, including an expanded program of organic waste collection, and promotion of greater consumer awareness, have helped increase the University's waste diversion rate in 2012-2013 to 66%, thereby surpassing the established goal of 65% by 2013.

### **Biodiversity**

Tree and shrub plantings were undertaken as components of projects and landscape improvements in various exterior locations of the campuses. On Arbor Day, York Is U and other student volunteers continued their tradition of adding to green areas on both campuses, including areas adjacent to existing woodlot areas. A wider variety of native trees, shrubs and plants are used, and particularly those which have shown success over repeated years of tracking survival

in local conditions. The amount of planting varies from year to year, depending to some extent on the amount of redevelopment and new construction. Fertilizer is applied in order to maintain healthy turf and certain garden areas. Factors which influence the annual applications include condition of turf, weather patterns, and traffic. Additional applications may be required in any given year in order to maintain an acceptable standard of growth, and as a result, there are fluctuations within the amounts of fertilizer used in any one year. Beginning in 2008, conditions required a return to a higher level of fertilizer application in order to sustain healthy turf and gardens. The dramatic drop in fertilizer use in 2012-2013 is largely the result of the reconstruction of one natural turf sports field in 2012 and the University's decision to install artificial turf in place of natural turf in the York Stadium in 2013.

Pesticides and herbicides are limited in use to control such pests as insects and mice. Continuing efforts to minimize their use lessen environmental impacts and potential harm to research work conducted.

### **Transportation**

The commuter modal split in 2012-2013 was approximately 20/80 per cent single occupant vehicle to other means of commuting, including public transit. This compares to 35/65 per cent in 2009-2010 and 65/35 per cent in 1998 when York's first "green plan" for parking and transportation was developed. The trend continues toward the use

of public transit for commuting to campus. In Fall 2009, the York University Busway opened, making it much quicker for TTC buses to travel between the University's Keele campus and Downsview Station. There has been a 134 per cent increase in the number of transit bus trips serving the Keele campus daily, from 1,100 in 2004 to 2577 in 2012 (counts performed in September each year). More dramatic is the comparative change since 1999 when there were only 575 bus trips to the Keele campus daily. The increase in bus trips in 2012 is attributable in part to the TTC increasing the frequency of buses to and from Downsview Station in order to maintain transit schedules and better accommodate demand and predicted delays from construction related to the subway extension. There has also been an increase in the number of students living closer to campus and walking or cycling from the Village (the residential community immediately south of the campus) and this has significantly increased the number of trips provided by the University's Campus Shuttles. In 2007, CSBO introduced Zipcar, a car sharing company on campus, to complement

the other transportation initiatives. There are over 800 members of the York community who have joined this new program.

A continued rise in the use of transportation modes other than a single occupant vehicle (transit, carpooling, cycling) will further reduce harmful vehicle emissions that contribute to poor air quality and increased greenhouse gases.

Reducing single occupancy vehicle use also lessens traffic congestion and the land-intensive demand for parking on both campuses. The University will continue to advocate for and encourage commuting to the University in sustainable ways.

### Safety

Safety is an important aspect of a sustainable environment. Benchmark information that illustrates the safe and peaceful environment of the University campus, relative to the surrounding city community is presented in Figure 8.



Figure 1: Energy Utilization (Keele and Glendon Campuses)

Ratio of total amount of energy used:	Unit of Energy	2005	2006	2007	2008	2009	2010	2011	2012
Electricity (purchased from Toronto Hydro, including Glendon)	MegaJoules	17,148,153	18,324,764	16,138,642	14,745,614	22,684,176	17,351,723	14,912,682	17,422,184
Natural Gas (cogeneration, heating, & tri-generation cooling)*	MegaJoules	1,076,200,260	1,390,970,933	1,494,660,948	1,235,591,948	998,028,034	1,088,358,828	1,169,238,628	1,056,068,938
Oil (used when gas is not available, longer term diesel generator)	MegaJoules	4,524,216	0	2,419,866	0	161,742	0	3,812,904	522,321
<b>Total</b>	<b>MegaJoules</b>	<b>1,097,872,629</b>	<b>1,409,295,698</b>	<b>1,513,219,455</b>	<b>1,250,337,562</b>	<b>1,020,873,952</b>	<b>1,105,710,551</b>	<b>1,187,964,214</b>	<b>1,074,013,443</b>
Student population at York (fiscal year)		51,420	51,819	51,989	53,205	54,237	54,507	54,507	54,590
<b>Consumption per student (megajoules per capita)</b>		<b>21,351</b>	<b>27,197</b>	<b>29,107</b>	<b>23,500</b>	<b>18,822</b>	<b>20,286</b>	<b>21,795</b>	<b>19,674</b>
<b>Ratio of energy used per square metre:</b>									
<b>Total Gross Square Metres (GSM) Keele Campus &amp; Non-York</b>		713,734.76	746,634.70	747,201.53	747,201.53	751,880.91	763,649.85	765,354.85	784,897.54
<b>Total Gross Square Metres (GSM) Glendon Campus</b>		42,752.25	42,752.25	42,752.25	42,752.25	42,752.25	42,752.25	42,752.25	46,866.95
<b>Total gross Square Metres (GSM) Plant</b>		<b>756,487</b>	<b>789,387</b>	<b>789,954</b>	<b>789,954</b>	<b>794,633</b>	<b>806,402</b>	<b>808,107</b>	<b>831,764</b>
Electricity	MJ/Sq.M	23	23	20	19	29	22	18	21
Gas	MJ/Sq.M	1,423	1,762	1,892	1,564	1,256	1,350	1,447	1,270
Oil (used when gas is not available)	MJ/Sq.M	6	0	3	0	0	0	5	1
<b>Consumption per GSM</b>	<b>MJ/Sq.M</b>	<b>1,451.3</b>	<b>1,785.3</b>	<b>1,915.6</b>	<b>1,582.8</b>	<b>1,284.7</b>	<b>1,371.2</b>	<b>1,470.1</b>	<b>1,291.2</b>
<b>Per cent reduction since 2007 (includes leased space &amp; Auxiliary units)</b>		<b>NA</b>	<b>NA</b>	<b>0.0%</b>	<b>17.4%</b>	<b>32.9%</b>	<b>28.4%</b>	<b>23.3%</b>	<b>32.6%</b>

\* Does not include diesel used for routine emergency power generation  
Energy Utilization is reported on the calendar year to align with other legal regulatory requirements. Student population used is as at December of the year reported.

Source: Department of Campus Services and Business Operations

Figure 2: Annual Carbon Dioxide Equivalent Emissions Per Capita (student population) Keele Campus

	Unit	2005	2006	2007	2008	2009	2010	2011	2012
Total amount of carbon dioxide equivalent emitted*	Kg/year	68,368,000	65,838,000	71,058,000	63,819,000	47,309,000	51,161,000	56,041,000	50,234,000
Student population at York (fiscal)		51,420	51,819	51,989	53,205	54,237	54,507	54,507	54,590
<b>Carbon Dioxide Equivalent emissions per capita</b>	<b>Kg/Capita</b>	<b>1,330</b>	<b>1,271</b>	<b>1,367</b>	<b>1,199</b>	<b>872</b>	<b>939</b>	<b>1,028</b>	<b>920</b>
<b>Per cent reduction since 2007 (includes leased space and auxiliary units)</b>		<b>NA</b>	<b>NA</b>	<b>0.0%</b>	<b>12.2%</b>	<b>36.2%</b>	<b>31.3%</b>	<b>24.8%</b>	<b>32.7%</b>

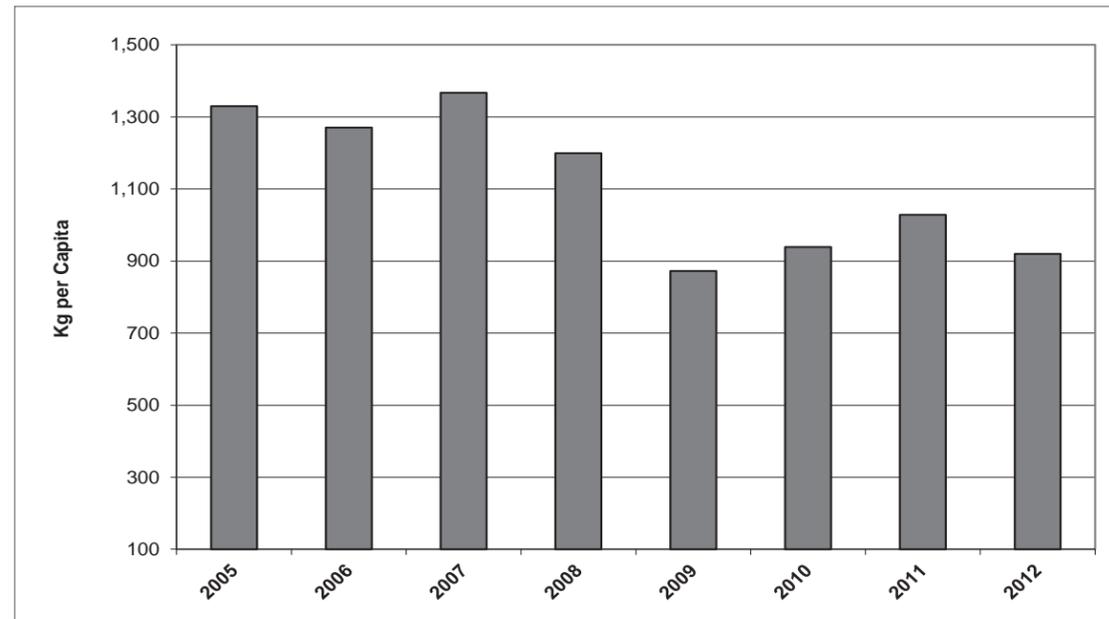
\* Direct combustion including CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O from natural gas and oil; not including purchased electricity, fleet, or emergency power generators

Results are very dependent on cogeneration utilization and natural gas prices relative to electricity prices

Carbon Dioxide Emissions are reported on the calendar year to align with other legal regulatory requirements. Student population used is as at December of the year reported.

Source: Department of Campus Services and Business Operations

Figure 2A: Annual Carbon Dioxide Equivalent Emissions Per Capita (student population) Keele Campus



Direct combustion including CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O from natural gas and oil; not including emissions from purchased electricity, fleet, and emergency power generators

Results are very dependent on cogeneration utilization and natural gas prices relative to electricity prices.

Source: Department of Campus Services and Business Operations

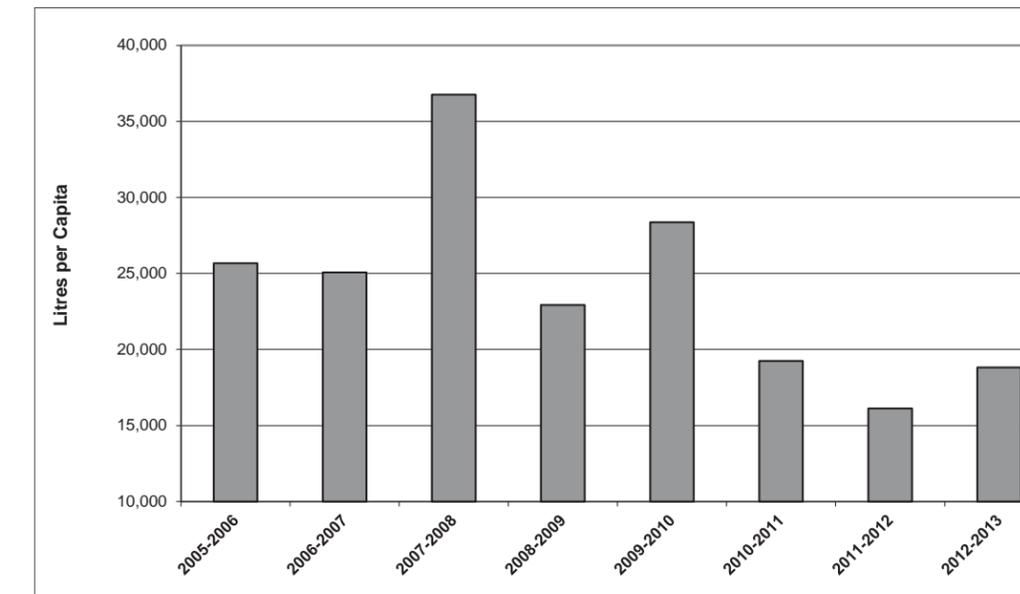
Figure 3: Annual Water Use - Water Used per Capita (student population)

	Unit	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Total amount of water used - Keele	Litres/yr	939,798,000	1,233,638,000	1,831,534,700	1,122,123,992	1,456,978,000	985,635,270	775,988,500	1,027,527,814
Total amount of water used - Glendon	Litres/yr	69,841,000	68,177,000	73,523,000	69,834,890	52,432,260	57,788,000	102,770,000	54,213,520
Total amount of water used	Litres/yr	1,009,639,000	1,301,815,000	1,905,057,700	1,191,958,882	1,509,410,260	1,043,423,270	878,758,500	1,027,527,814
Student population at York		50,691	51,420	51,819	51,989	53,205	54,237	54,507	54,590
<b>Water used per capita (student population)</b>	<b>Litres per Capita</b>	<b>25,677</b>	<b>25,061</b>	<b>36,764</b>	<b>22,927</b>	<b>28,370</b>	<b>19,238</b>	<b>16,122</b>	<b>18,823</b>

Figures are approximate due to City of Toronto Water recalibration of metering and billing time frames

Source: Department of Campus Services and Business Operations

Figure 3a - Annual Water Use - Water Used per Capita (student population)



Figures are approximate due to City of Toronto Water recalibration of metering and billing time frames

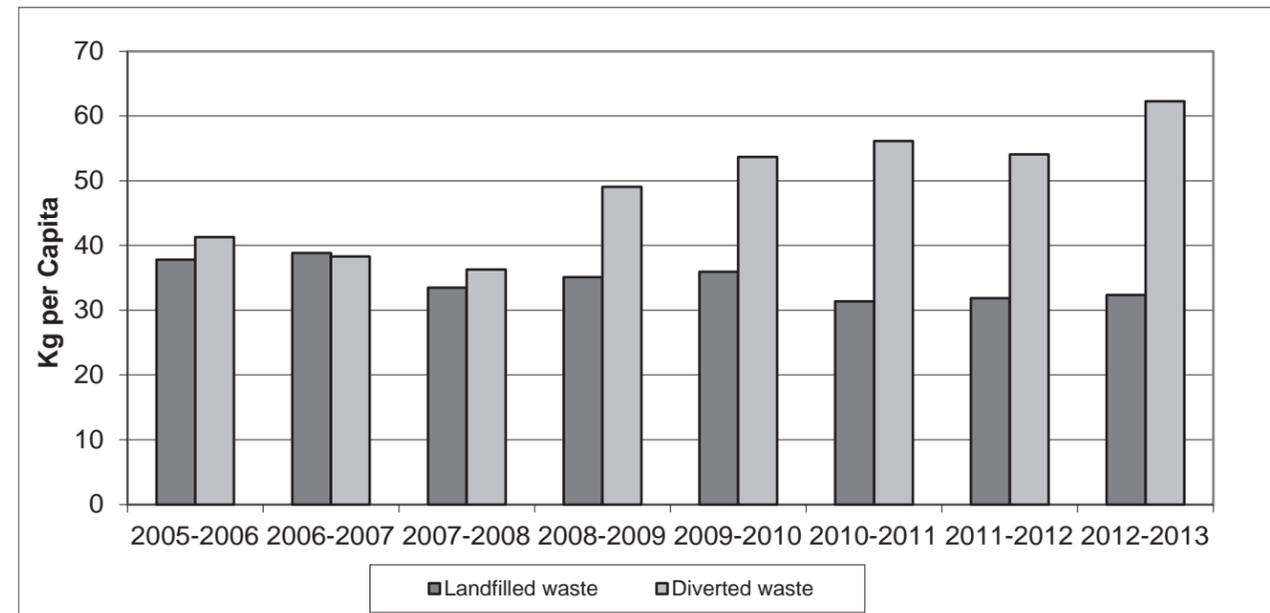
Source: Department of Campus Services and Business Operations

Figure 4: Waste Production and Diversion per Capita (student population)

		2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Landfilled waste	Kg	1,915,000	1,997,110	1,997,100	1,826,000	1,911,000	1,702,010	1,737,100	1,767,000
Diverted waste	Kg	2,092,000	1,969,450	2,163,900	2,549,000	2,856,000	3,044,910	2,946,120	3,399,000
Student population at York		50,694	51,420	59,685	51,989	53,205	54,237	54,507	54,590
Landfilled waste per capita	Kg/Capita	37.78	38.84	33.46	35.12	35.92	31.38	31.87	32.37
Diverted waste per capita	Kg/Capita	41.27	38.3	36.26	49.03	53.68	56.14	54.05	62.26
% of all waste being diverted from landfill	%	52%	50%	52%	58%	60%	64%	63%	66%

Source: Department of Campus Services and Business Operations

Figure 4A: Waste Production and Diversion per Capita (student population)



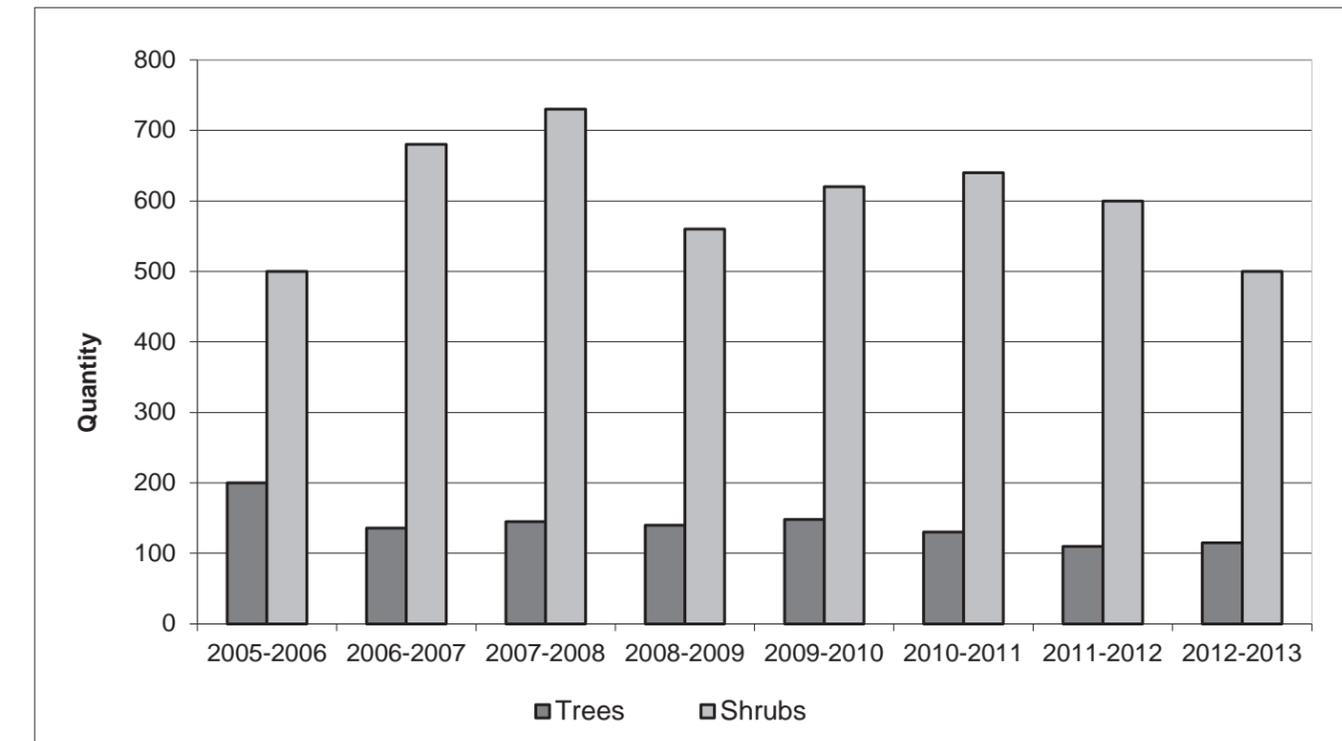
Source: Department of Campus Services and Business Operations

Figure 5: Grounds Management / Native Species & Shrubs Planted

		2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Trees		200	136	145	140	148	130	110	115
Shrubs		500	680	730	560	620	640	600	500
Total Amount of Fertilizer Used	Kg	18250	9,400	12,000	19,040	17,000	16,000	17000	6818
Total Amount of Herbicides and Pesticides Used	Kg	2	1	1	1	1	1	1	1

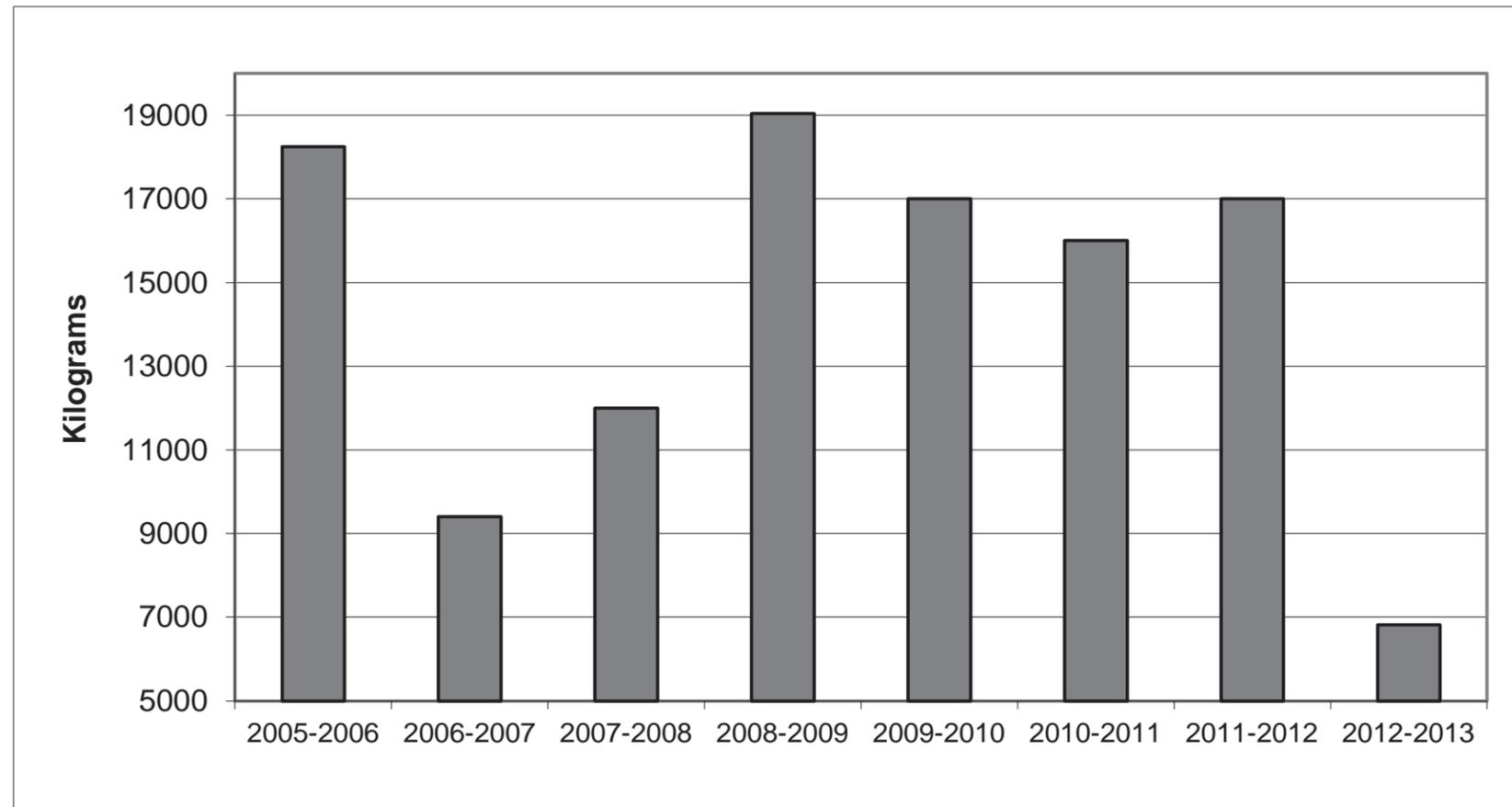
Source: Department of Campus Services and Business Operations

Figure 5A: Number of Native Species and Shrubs Planted



Source: Department of Campus Services and Business Operations

Figure 5B: Total Amount of Fertilizers Used



Source: Department of Campus Services and Business Operations

Figure 6: Transportation

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Number of Parking permits issued	14,289	15,757	14,833	12,634	12,215	10,573	10,893	12,583
Number of Carpool permits issued annually	439	494	449	334	387	404	490	593
Student population at York	50,691	51,420	51,819	51,989	53,205	54,237	54,507	54,590
<b>Number of parking permits per 1,000 students</b>	<b>281.88</b>	<b>306.44</b>	<b>286.25</b>	<b>243.01</b>	<b>229.58</b>	<b>194.94</b>	<b>199.85</b>	<b>230.50</b>
<b>Number of carpool permits per 1,000 students</b>	<b>8.66</b>	<b>9.61</b>	<b>8.66</b>	<b>6.42</b>	<b>7.27</b>	<b>7.45</b>	<b>8.99</b>	<b>10.86</b>
<b>Number of buses serving campus daily</b>	<b>1,516</b>	<b>1,650</b>	<b>1,685</b>	<b>1700</b>	<b>1700</b>	<b>1750</b>	<b>1750</b>	<b>2574</b>

Source: Department of Campus Services and Business Operations

Figure 7: Safety and Security - Per Capital Comparison of York University Incidents to City of Toronto

	Crimes Against Persons per 1,000 Population							
	2005	2006	2007	2008	2009	2010	2011	2012
City of Toronto*	13	13	12	12	11	11	11	n.a.
Toronto Police 31 Division*	17	17	17	16	16	14	16	n.a.
York University	3	3	2	2	2	2	2	2

\* Data drawn from Toronto Police Annual Statistical Report; 2012 Report Not Available at publication time  
Source: Department of Campus Services and Business Operations

	Property Crimes per 1,000 Population							
	2005	2006	2007	2008	2009	2010	2011	2012
City of Toronto*	42	43	41	39	37	33	32	n.a.
Toronto Police 31 Division*	38	40	41	36	33	28	31	n.a.
York University	13	12	11	9	11	9	7	10

\* Data drawn from Toronto Police Annual Statistical Report; 2012 Report Not Available at publication time  
Source: Department of Campus Services and Business Operations

Source: Department of Campus Services and Business Operations

