

# SUSTAINABILITY PLAN

2015–2020



LIFE.CHANGING

The goals and values of Royal Roads University speak directly to sustainability – especially in how integral it is to our university brand. The sustainability plan is integrated into our business plan, a key component of moving forward as Royal Roads continues to grow and expand its student base worldwide.

## INTRODUCTION

**At Royal Roads University, environmental sustainability is not only intrinsically linked to our teaching and research mandate, it is a challenge that calls for the kind of interdisciplinary and collaborative problem-solving at which we excel.**

We see climate change as one of the most critical challenges of our time. Achieving the targets in this sustainability plan highlights the environmental leadership needed to meet this challenge. We exemplify our desire to live in harmony with the traditional lands and peoples of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) families, the friends of the Hatley Park National Historic site, our staff, faculty and students, our alumni and citizens of the Westshore community.

Royal Roads University is reducing its impact on climate change. We will meet the B.C. government legislated target of reducing greenhouse gas emissions (GHGs) in the B.C. public sector by 33 per cent by 2020; we will work to meet our Board of Governors' target of reducing GHGs by 50 per cent by 2020 and we will achieve a platinum level ranking in the Sustainability Tracking, Assessment & Rating System (STARS) of the Association for the Advancement of Sustainability in Higher Education (AASHE) – the highest rating possible among universities and colleges in North America.

The sustainability plan will allow us to measure our success. We will track our performance and determine our return on

investment for sustainability through the plan's 10 areas of focus.

Our commitment to sustainability has long been reflected in our policies such as the Environmental Stewardship Policy of 2000, the Corporate Social Responsibility Policy of 2005, and we bring these commitments to the table in partnership documents such as the Talloires Declaration on Climate Change signed in 2007, and the University President's declaration in 2008.

Royal Roads University's first sustainability plan (2008) clearly demonstrated to the community our commitment to environmental sustainability and mitigating climate change.

Welcome attention came from energy and utility companies, the B.C. government and granting agencies, which enabled us to complete a full energy audit and conduct building energy retrofits throughout the campus. As described in the Energy & Emissions area of focus, the results of these retrofit activities have been excellent. We reduced our GHG emissions by 22 per cent in 2013 and are well on our way to achieving a 29 per cent reduction in 2015.

At the same time as the university undertook retrofits, Bachelor of Science in Environmental Science (BSc-ES) students submitted the university sustainability activity results to the STARS ranking of AASHE, and Royal Roads achieved a silver star – the first university in Canada to do so. In 2013, this silver was turned to gold, based on improvements in operations

efforts, increased sustainability focused curriculum and for the implementation of new sustainability initiatives on campus.

**We connect people, ideas and experiences to change lives and the world.**

This sustainability plan is nested in the overall strategic direction of the university. The Office of Sustainability has the lead responsibility to implement the plan, in collaboration with the academic, operations and community relations divisions of our university, under the leadership of the Royal Roads executive team.

**We are leaders and partners creating an enduring prosperity. Transformation in career and life results from our teaching and research applied to solve problems and create opportunities in the world.**

The Office of Sustainability provides support for student projects, community partnerships and research projects at Royal Roads and within the community.

## TARGET AREAS

### 1. Energy & Emissions

- Reduce greenhouse gas emissions (GHGs) by 11 per cent by 2020
- Reduce energy use within our existing built environment by 10 per cent in order to maintain current usage level per unit area, to account for growth of the campus.
- Ensure new construction is built to LEED gold (or equivalent) standard
- Take further action to reduce GHGs by 50 per cent by 2020

### 2. Paper & Printing

- Reduce printing by 20 per cent
- Reduce single-sided printing to 20 per cent by 2020

### 3. Composting & Recycling

- Achieve 80 per cent waste diversion rate
- Achieve a 20% increase in composting
- Continue to expand our network of branded compost and recycling stations on campus
- Provide recycling orientation training to all new students, faculty and employees

### 4. Water Conservation

- Maintain current water usage level
- Expand our network of water bottle filling stations
- Include our message of water conservation in orientation for new students, staff and faculty.

### 5. Purchasing

- Work towards 100% environmentally responsible purchasing by 2020
- Achieve a 11% reduction in fleet vehicle emissions and fuel consumption by 2020
- Establish a sustainable procurement policy

### 6. Transportation

- Reduce the number of single occupant vehicles used to commute to campus by 13 per cent by 2020
- Achieve a 10 per cent increase in the use of alternative commuting options by 2020
- Promote options, develop incentive programs and improve amenities for environmentally friendly and safe commuting.

### 7. Stewardship

- Continue practicing responsible and sustainable stewardship in collaboration with the Xwsepsum and Lekwungen families and the neighbouring Scia'new and T'Sou-ke families, as well as the communities of the Westshore.
- Develop and implement a five-year plan for the removal of invasive plant species on the campus core.
- Study and protect the ecological significance of the campus lands, with special recognition of the rare Garry Oak ecosystem
- Create outdoor learning space on campus

### 8. Curriculum & Research

- Continue to directly sponsor at least one applied learning student project per year
- Seek out and support interdisciplinary learning opportunities and continue to provide students with projects that address real world sustainability challenges.

### 9. Engagement

- Increase campus-wide sustainability engagement through participation in 100 per cent of the orientation programs on campus, for both new employees and students
- Implement a strategic sustainability communications plan
- Create a sustainability team on campus composed of staff, faculty and student representatives
- Increase the number of sustainability activities/projects supported by the Office of Sustainability annually

### 10. Community Partnerships

- Continue to create and nature partnerships and provide opportunities for student projects and cooperative work experiences within the Westshore and Greater Victoria communities.



## ENERGY & EMISSIONS

Royal Roads University achieved carbon neutrality in 2010 through the purchase of carbon offsets as mandated by the Province of B.C.'s Carbon Neutral Government program.

The university has achieved a reduction in energy usage of 26 per cent and a reduction in GHG emissions of 22 per cent while expanding our built environment and educational programs.

We have attained these reductions by implementing energy efficiency retrofits throughout the campus, eliminating the use of fuel oil in our buildings, and through energy conservation efforts by our campus community.

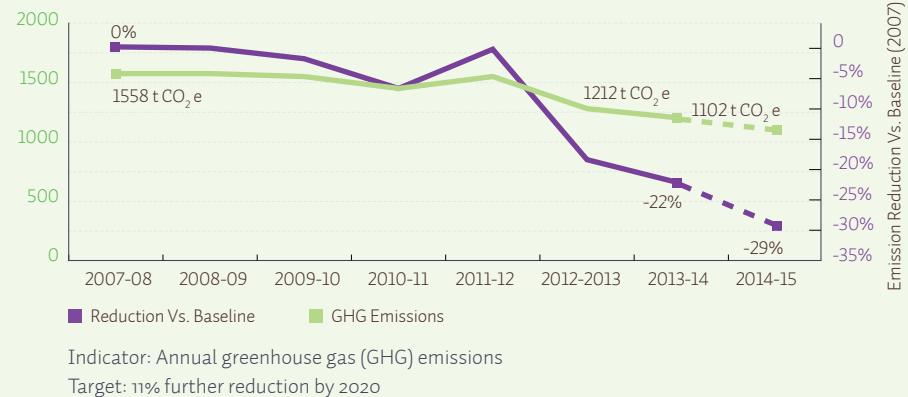
Through the province's newly formed Carbon Neutral Capital program, Royal Roads has received funding to install additional energy efficiency technologies. These retrofits will further reduce the overall GHG reductions to 29 per cent compared to our 2007 emissions baseline.

Over the next five years we will rely on our campus and community partnerships to build on our success towards further reductions in our energy consumption and GHG emissions.

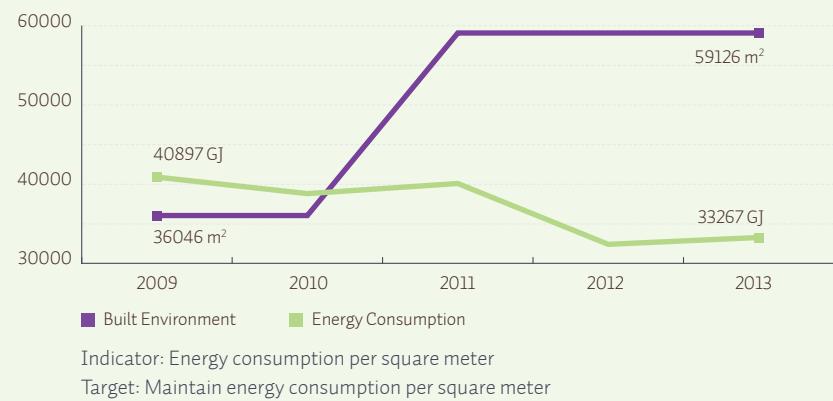
## Energy conservation started as a team culture and continues to prosper.

— Stewart Ralph, Director, Physical and Environmental Resources

Royal Roads University GHG Emissions (t CO<sub>2</sub>e) and Emission Reductions vs. 2007 Baseline (%) for 2007-2013 and Projected Reductions from CNCP Projects (dashed lines).



### Energy consumption (GJ) and area of built environment (m<sup>2</sup>)



## OUTCOME

We acknowledge that the energy we use to heat our buildings and power our classrooms has an impact on the environment. Our ultimate goal is to mitigate the extent to which our activities contribute to the changes in our global climate change.



## PAPER & PRINTING

In 2011, the IT-Services department at Royal Roads implemented quarterly notifications of the amount of printing use by staff and faculty. These reminders to staff and faculty have led to a 39 per cent reduction in paper use on campus.

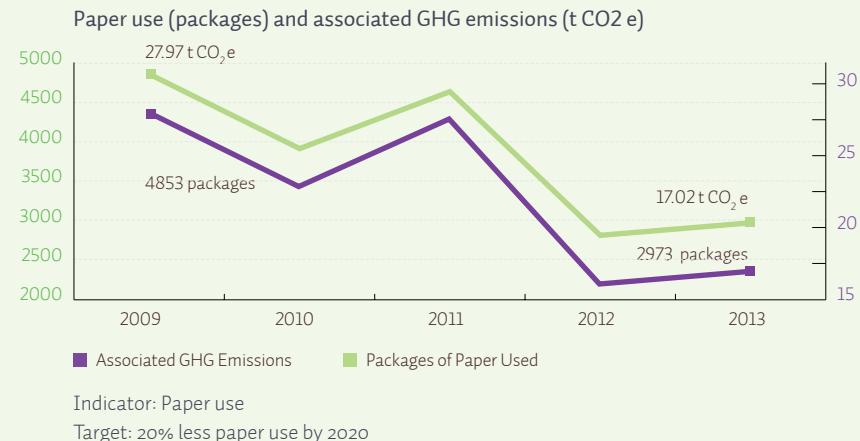
Paper used for campus printers is made up of 30 per cent recycled content. Paper used for special purposes is certified by the Forest Stewardship Council (FSC) and made up of 100 per cent recycled content.

Royal Roads students access their course materials, collaborate on course work, submit assignments and receive feedback electronically through Moodle. This online learning platform eliminates the need for printed documents.

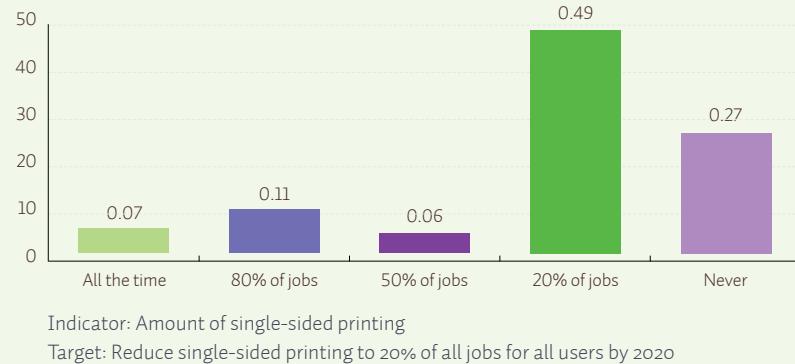
Over the next five years we, will reduce paper use through social marketing programs targeting single-sided printing, and we will seek out alternative paper products with lower GHG emissions to further reduce the environmental impact associated with paper use on campus.

## We have made great strides in reducing paper use and will continue to do more.

—Cecelia David, Manager, Computer Services and Helpdesk



### Percent of staff using single-sided printing in 2013 based on frequency



## OUTCOME

Paper manufacturing requires inputs of water, fuel and energy, which ultimately release GHGs into the atmosphere. To mitigate these environmental effects, we will reduce our paper use and substitute lower environmental impact paper.



**Our custodial staff are proud of their established track record in green cleaning and recycling.** —*Darren Gardham, Supervisor, Custodial/Housekeeping Services*

In the interest of environmental responsibility and in being a good neighbour, we continue to explore ways to lower our impact on the local community.

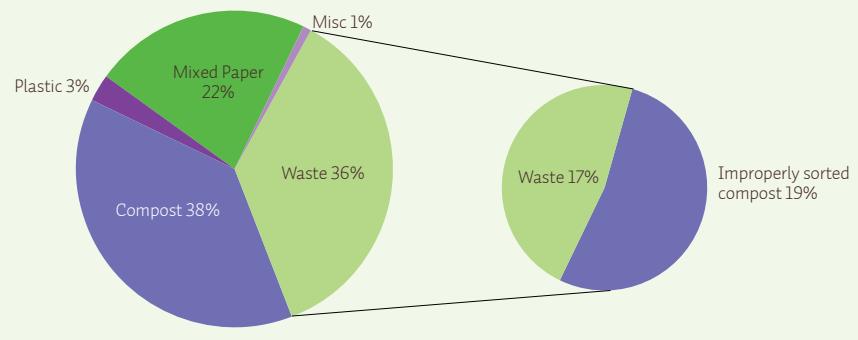
Royal Roads has been in partnership with reFUSE Resource Recovery since 2002, and together we have diverted over 400 tonnes of kitchen-based compost from landfill. At the same time, all organic garden waste generated through grounds maintenance of our National Historic site is composted on site.

Waste diversion is a growing priority for the university. Royal Roads' current waste diversion rate is 63 per cent. When we reach our target of 80 per cent diversion, we will save \$7,000 annually on waste disposal.<sup>1</sup>

Based on the recommendations provided from applied learning projects by Bachelor of Science in Environmental Science and Bachelor of Business Administration in Sustainability and International Business students, the university has invested in new Royal Roads branded compost and recycling sorting stations that are instantly recognizable and easier to use.

In doing so, an introduction to waste diversion and our new sorting stations is now a prominent component of orientation programs for all students, staff and faculty. By continuing to educate our community on the importance of waste diversion, we will establish correct composting and recycling sorting as a cultural norm here on campus.

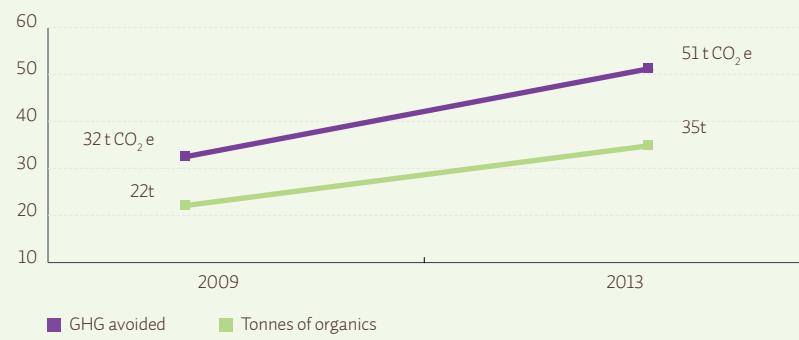
Breakdown (%) of waste streams at RRU



Indicator: Waste diversion

Target: an 80% diversion rate

Amount of organics composted (t) and associated GHG emissions avoided (t CO<sub>2</sub> e)



Indicator: Compost diverted from landfill

Target: a 20% increase in composting

## OUTCOME

Solid waste disposal is recognized as a major source of methane and nitrous oxide gas emissions, both of which are considered dangerous GHG gases. Many of these emissions result from the decomposition of organic materials within a landfill. Diverting organic waste from the landfill offers Royal Roads an opportunity to reduce its environmental footprint.

<sup>1</sup>The Palindrome Group (2013). RRU 2013 Waste Audit, Bachelor of Science in Environmental Science major project study.



## WATER CONSERVATION

In the spirit of environmental stewardship, Royal Roads University is committed to conserving and protecting fresh water sources on campus and in surrounding communities.

Since 1996, our overall water consumption is down 27 per cent despite the growth in our on-campus community and built environment over the same period. However, the financial cost of the water we use is up 43 per cent, providing an additional incentive to conserve water.

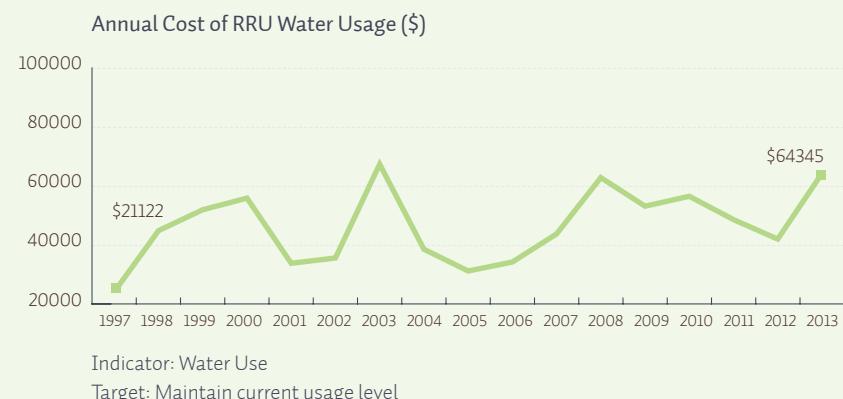
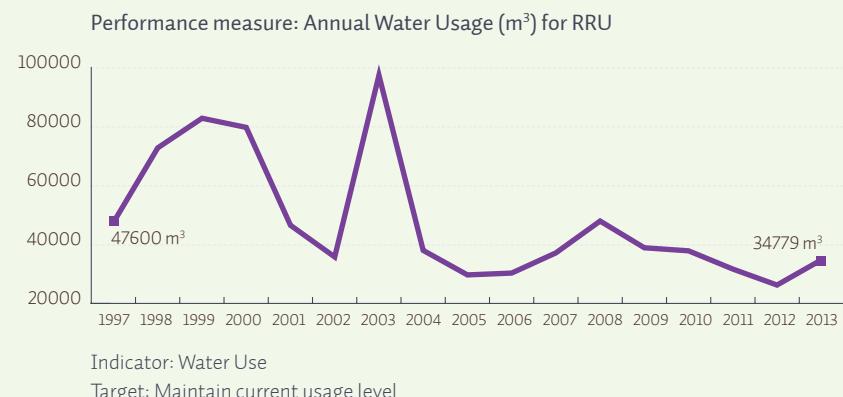
Water conservation is a priority in both our natural and built environments. For example, we employ a closed loop irrigation system fed by a local groundwater in the gardens and grounds. The water used in the washrooms in the Learning and Innovation Centre building is supplied by a rainwater catchment system, which saves 160,000 L of freshwater annually. Low-flow showerheads and toilets installed in the Recreation Centre and higher efficiency laundry equipment in the residencies also reduce water usage.

Royal Roads is also working towards the reduction of bottled water on campus. New water bottle filling stations have been installed on campus, and orientation for new students, staff and faculty now includes our message of water conservation.

As the university continues to grow, our conservation efforts will become even more important. We will work to ensure that our commitment to water conservation is reflected in new construction on campus and in the upgrades made to the existing built environment at Royal Roads.

We will increase our water self-sustainability by monitoring and conserving our water usage.

—Paul Allison, Supervisor, Gardens and Grounds



## OUTCOME

Freshwater is a vital resource and is worth protecting. Global climate change is projected to reduce water quality and threaten freshwater ecosystems by altering the timing and magnitude of streamflows.<sup>3</sup> Reducing water consumption will help to preserve the freshwater supply here on Vancouver Island for generations to come.

<sup>3</sup>IPCC Working Group III (2014). Climate change 2014: Impacts, adaptation, and vulnerability.

## PURCHASING

Royal Roads University is a member of the Administrative Service Delivery Transformation (ASDT) Initiative and the Joint Procurement Consortium which provides post-secondary institutions in BC with procurement opportunities that improve efficiencies and reduce costs. In addition, Royal Roads staff have taken the initiative in sourcing and purchasing 'green' products whenever feasible. From paper, office supplies and equipment to cleaning supplies and appliances, most of the products we buy are an environmentally friendly choice.

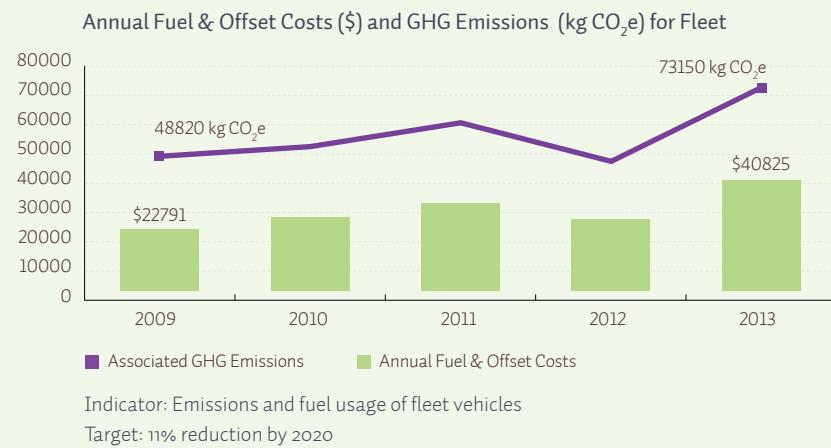
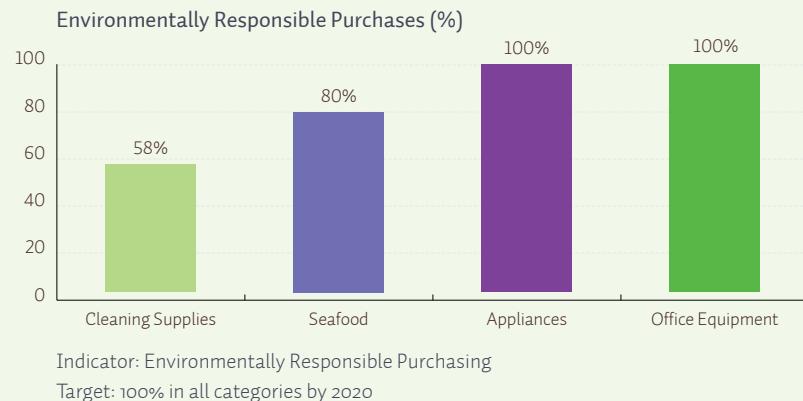
Truffles Catering, our food services provider at the Habitat Café and at events, received gold certification for their sustainable practices from the Vancouver Island Green Business Certification organisation. Some of Truffles' practices include the use of 100 per cent compostable to-go containers, recyclable or compostable food packaging and 'green' cleaning products.

Fleet vehicle fuel consumption and associated emissions have increased over the last five years, and represent an opportunity for improvement. We will work to ensure that new fleet vehicle purchases have better fuel economy than the vehicle replaced.

Moving forward, we will establish a sustainable procurement policy as mandated by the university's Corporate Social Responsibility Policy. Such a procurement policy will include developing a vendors' code of conduct, and will allow for the exploration of centralized purchasing for the university.

Our purchasing practices reflect our commitment to environmental, social and economic sustainability.

—Nancy Wilkin, Director,  
Office of Sustainability



## OUTCOME

Royal Roads accepts the responsibility as a consumer to influence positive change within the market by demanding products that are produced in a more environmentally and socially responsible manner. Sourcing more sustainably produced goods will mitigate the impact of our university's operations and will help to increase demand for these products within the supply chain.



## TRANSPORTATION

Royal Roads is committed to improving transportation options that reduce greenhouse gas emissions.

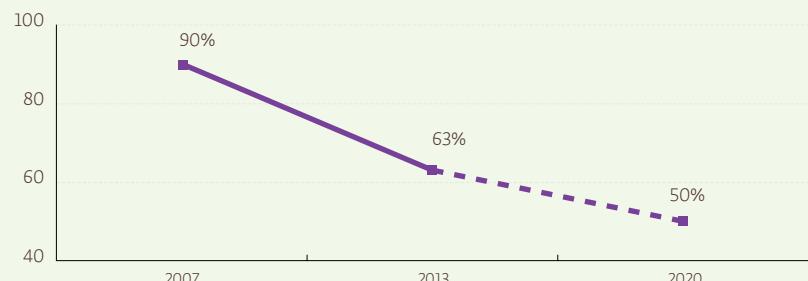
— Branden Kellar, BSc in Environmental Science Graduate

On-road transportation is responsible for 58 per cent of the GHG emissions produced annually in the province of B.C.<sup>4</sup> In an effort to address this issue, the students, staff and faculty from Royal Roads are changing the way they travel to campus. Increases in carpooling, public transit use and active transportation (cycling and walking) have led to a 43 per cent reduction in single occupant vehicle (SOV) travel to campus since 2007.

Through the leadership of the Royal Roads University Student Association (RRUSA), full time on-campus students now receive a Universal Transit Pass (U-Pass), which provides full access to public transit at a reduced cost. In addition, our Recreation Centre now offers a low-cost bicycle rental program for the campus community and greater monetary investments have been made in cycling and pedestrian infrastructure. Applied learning projects from the Bachelor of Commerce and Bachelor of Science in Environmental Science programs will continue to inform the university's transportation policy and program development.

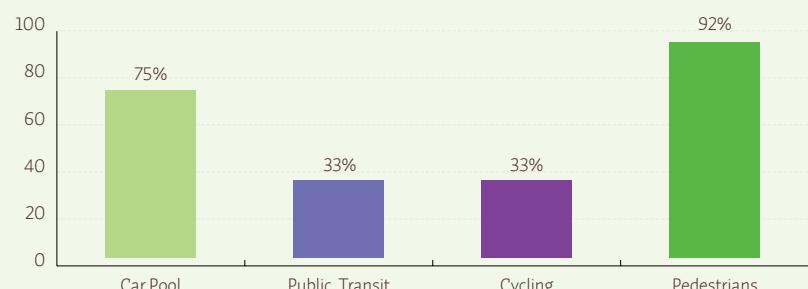
Over the next five years, we will continue to promote options, develop incentive programs and improve amenities for environmentally friendly and safe commuting. We will update Royal Roads' parking policy to reflect our commitment to reducing the environmental impact of our transportation choices.

Portion (%) of RRU community travelling to campus in single occupant vehicles in 2007 and 2013 and our target for 2020



Indicator: Transportation mode split  
Target: 13% further reduction by 2020

Increase in the use of alternative commuting options (%) in 2013 vs 2007 baseline



Indicator: Use of alternative transportation modes  
Target: 10% increases in alternatives by 2020

## OUTCOME

Greenhouse gas emissions have been recognized by the International Panel on Climate Change as one of the main drivers of global climate change. Royal Roads University aims to reduce the impact of our community's commute on the atmosphere.

<sup>4</sup>B.C. Government (February 10, 2014). Community energy & emissions inventory for the Capital Regional District. Retrieved from [http://www.env.gov.bc.ca/cas/mitigation/ceei/RegionalDistricts/Capital/ceei\\_2010\\_capital\\_regionaldistrict.pdf](http://www.env.gov.bc.ca/cas/mitigation/ceei/RegionalDistricts/Capital/ceei_2010_capital_regionaldistrict.pdf)



## STEWARDSHIP

# RRU maintains the integrity of several onsite ecosystems to promote environmental learning.

—Dr. Jonathan Moran, Associate Professor, School of Environment and Sustainability

One of the goals of the Royal Roads University Strategic Direction is to be “a leader for sustainable stewardship of our historic lands.” In keeping with the theme of the sustainability plan to live in harmony with the land and the community, this goal takes on special significance in this sustainability plan.

The history of the Royal Roads land begins with stories from the Xwsepsum (Esquimalt) and Lekwungen (Songhees) families who once lived on these lands to harvest for food, medicine and clothing. These families shared the land resources with the Scia’new (Beecher Bay) and T’Sou-ke (Sooke) families. Traditionally, guests were treated with respect, kindness and generosity, knowing guests would not take more than they needed. We are grateful to the Xwsepsum and Lekwungen ancestors and their families who have made it possible for us to continue to work, live and learn on these lands.

“By protecting the ecological and historical integrity of the Hatley Park National Historic site, we honour the ways of knowing and being, and our diverse contributions to the site.”

**Asmanahi Antoine, Indigenous Education and Student Services Manager**

Sneq’wa e’lun (Blue Heron House) was created for the Indigenous Education and Student Services (IESS) office, and to provide a home away from home for Indigenous students, faculty and staff. The IESS office works closely with the local First Nation communities’ Chiefs and Elders to assist Royal Roads to weave traditional knowledge and ways of being into our daily lives.

## Responsible stewardship will raise the significance of the ecological, historical and ancestral importance of Royal Roads University lands.

Over the next five years we will continue practicing responsible and sustainable stewardship in collaboration with the Xwsepsum and Lekwungen families and the neighbouring Scia’new and T’Sou-ke families, as well as the communities of the Westshore.

### Initiatives that foster stewardship:

- The Community Relations and Advancement department and the Office of Sustainability are collaborating with a team of staff and faculty to raise the significance of “sense of place” in the Teaching and Learning model of Royal Roads University. A Bachelor of Science in Environmental Science student team will do a major project on this subject in 2015 which will include an assessment of building an outdoor classroom on campus and a labyrinth by 2020.
- Also in 2015, another team of Bachelor of Science in Environmental Science students will work on a five-year plan for the removal of invasive plant species on the campus core. The School of Environment and Sustainability faculty will also begin studying the ecological significance of the campus lands, with special recognition of the rare Garry Oak Ecosystem.
- The Esquimalt Lagoon Stewardship Initiative (ELSI) is a broad coalition of community and environmental groups working together to protect, enhance and restore Esquimalt Lagoon and the Coburg Peninsula. The university is

grateful to have the support of so many volunteers in the community protecting the ecosystems and species of the Royal Roads lands, which support a Migratory Bird Sanctuary, fish bearing streams, rare and endangered ecosystems and species.

- The Commemorative Statement guides all activities on campus for the Hatley Park National Historic Site and is supported by our heritage committee which includes representation from the military, acknowledging the rich history of the Royal Roads Military College. Friends of Hatley Park have dedicated many volunteer hours and funds to restoring important historical assets on the National Historic Site.
- With so many significant sites on campus, there is a need for interpretative materials throughout Royal Roads University and a comprehensive “Landscape Plan” demonstrating the diversity of landscapes and ecosystems on campus. This work will be completed over the next five years.

## OUTCOME

Protecting the ecological, historical and ancestral significance of Royal Roads University lands and waters is essential to the university’s stewardship responsibilities and to the future well-being of all members of our community and future generations.



## CURRICULUM & RESEARCH

Sustainability is a central pillar in all our programs and is exemplified by our student research projects — *Dr. Steve Grundy, Vice President, Academic and Provost*

Sustainability education begins with our Royal Roads orientation package. We provide new students, staff and faculty with information on our conservation, transportation options, compost, recycling and resource recovery initiatives. Our goal is to introduce these sustainability opportunities so that new members to our community can fully and freely participate in the programs we offer designed to reduce personal environmental impact and improve health and wellness.

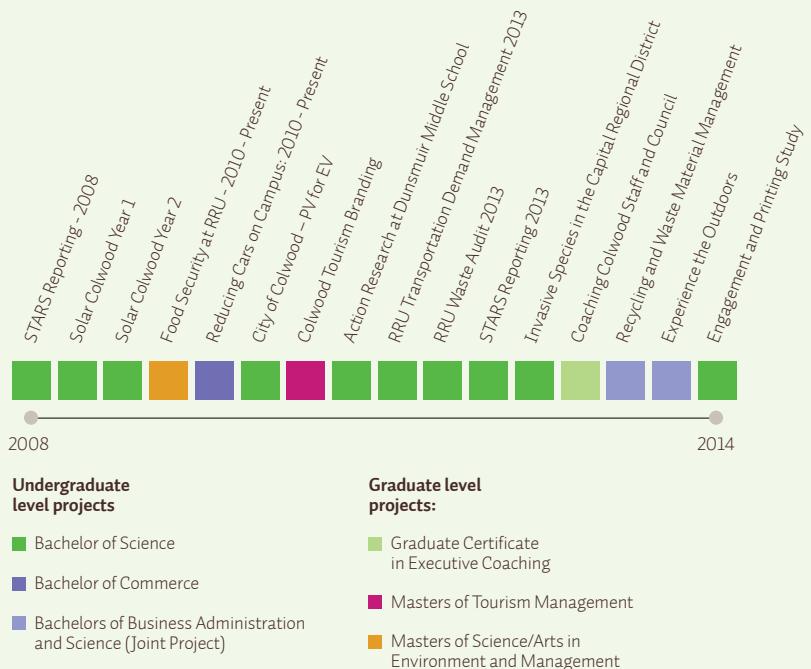
Since 2008, the Office of Sustainability has sponsored and supported 16 applied learning projects addressing sustainability issues facing the university, our local community and the region.

In 2013, a joint interdisciplinary research project focussing on sustainability was conducted by students from the Bachelor of Business Administration in Sustainability and International Business and Bachelor of Science in Environmental Science programs and was the first of its kind here at Royal Roads.

Funding for graduate level research at Royal Roads has grown by 37 per cent over the last five years. Sustainability research conducted by faculty has also increased, with 26 per cent more faculty undertaking research of social and natural systems related to sustainability over the same period.

The Office of Sustainability will continue to seek out new opportunities that support interdisciplinary learning and we will continue to provide students with projects that address real world environmental challenges.

Research projects sponsored by the Office of Sustainability 2008-2014



## OUTCOME

Humanity faces a new set of challenges. We need solutions that span the academic disciplines. Research by our faculty expands our knowledge of natural and social systems, where student projects deal directly with the real world challenges that face our local to global communities. By integrating sustainability learning into all programs at Royal Roads, we are providing the leaders of tomorrow with a common language for the dialogues that will lead us to solutions.

## ENGAGEMENT

Sustainability engagement as a group concept has been present at Royal Roads since the sustainability advocacy group Campus Green (2009-10) and the Student Sustainability Committee (SSC). Alongside the Royal Roads University Student Association (RRUSA) and Student Services, the Office of Sustainability supports the SSC in organizing many green-focused events and in increasing student sustainability ambassadorship.

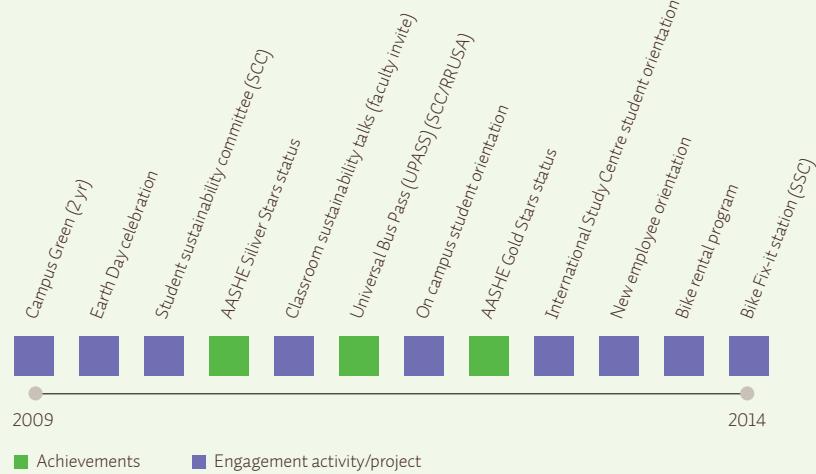
Further, Continuing Studies at Royal Roads offers over 300 courses that connect the university to the community to enhance personal growth and provide broader perspectives on how we can live and work together toward a more sustainable future.

The Office of Sustainability regularly posts Royal Roads sustainability related news and initiatives on Crossroads. A number of articles featuring success in sustainability at Royal Roads and within the local community have appeared in the Goldstream Gazette, the Times Colonist, the Green Scene and on several social media outlets and websites.

Recently, the profile of sustainability initiatives on campus has been raised in student orientation for our academic programs and as part of orientation for all new employees. Such engagement activities, opportunities and stories align with the results of the 2014 Royal Roads Cultural Values Assessment (CVA). The Office of Sustainability plans to increase employee and student engagement, provide continuity across school terms and encourage culturally diverse perspectives about nature and sustainability.

**Staff, faculty, and students are involved in sustainability actions – right across the campus.** —Lynn Joly, Associate Vice President, Human Resources

Ongoing collaborative sustainability engagement activities/projects



Indicator: Number of Engagement Activities/Projects

Target: To increase the number of sustainability activities/projects supported by the Office of Sustainability

## OUTCOME

The combined efforts of a well-represented sustainability team, a sustainability communications plan and participation in all campus orientation programs will create collaborative initiatives and diverse perspectives that champion, engage and increase sustainability awareness in our Royal Roads community.



## COMMUNITY PARTNERSHIPS

The Office of Sustainability works with Royal Roads Communications and Advancement (CA) and has forged many community partnerships over the past five years. For example, a Memorandum of Understanding (MOU) has been signed with Sooke School District #62 supporting a Nature Kindergarten program, in which kindergarten children use university grounds as their nature classroom and playground.

Further, the growth of our new partnerships with the Vancouver Island Economic Alliance and the Convening Action for Vancouver Island group, have resulted in the university's participation in the Vancouver Island 2065 initiative.

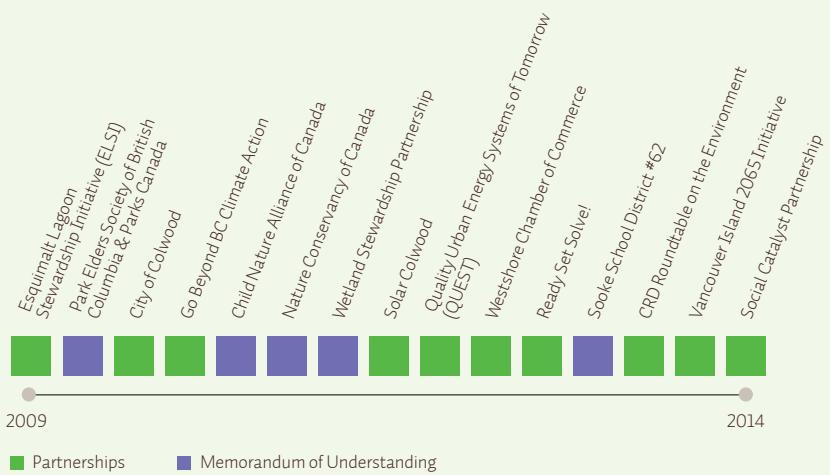
Under the banner of social enterprise, the CA department and Office of Sustainability have worked together with the Social Catalyst Partnership, which includes organizations such as VanCity, United Way of Greater Victoria, Volunteer Victoria, Community Planning Council, Uvic, Camosun College and Synergy Enterprise.

Royal Roads University and the department of Indigenous Education and Students Services are collaborating to build a sustainable, respectable working relationship with the Xwsepsum (Esquimalt), Lekwungen (Songhees), Scia'new (Beecher Bay), and T'Sou-ke (Sooke) Nations by creating opportunities for ongoing conversations to build innovative ideas that benefit students, faculty, staff and their communities. Royal Roads University's vision is that "we connect people, ideas and experiences to change lives and the world." Community partnerships with the university's Office of Sustainability and CA exemplify this vision.

## Solar Colwood is a shining example of a successful community partnership.

— Judith Cullington, Former City of Colwood Councillor

### On-going sustainability-focused community partnerships



Indicator: Number of sustainability-focused community partnerships

Target: Continue to create and nature partnerships and provide opportunities for student projects and cooperative work experiences within the Westshore and Greater Victoria communities.

## OUTCOME

Partnerships strengthen Royal Roads University's positive reputation and further the opportunities for students and faculty to undertake research and projects on real world challenges that can result in direct benefits to the local and global communities.

## LOOKING FORWARD

**"As a public university, we not only provide educational services to students from over 60 countries, we have an added responsibility to protect these lands for generations to come, and to live in harmony with the land and the community."**

**Allan Cahoon, President, Royal Roads University**

As our university looks forward to increasing student enrolment numbers and with the construction of a new academic building, we will make a concerted and collaborative effort to meet the targets of the sustainability plan. As the previous five years have shown, the square metres of building space has increased, as did the student numbers, even though the energy and emissions continued to decrease. The key to this success was the requirement to build at a LEED gold level. Our commitment to building at this level, or equivalent will need to continue into the future at Royal Roads University.

Bachelor of Science in Environmental Science student projects completed in 2015 will provide Royal Roads with a five-year invasive species plan and research to foster the sense of place in our Teaching and Learning Model. Such projects are opportunities for collaboration with and incorporating Indigenous and Metis traditional knowledge into Royal Roads management practices – key elements in our quest to live in harmony with the community and the environment at Royal Roads.

Royal Roads University is on track to meet the provincially legislated target of a 33 per cent

GHG emissions reduction by 2020. We will work toward meeting the board of governors' target of a 50 per cent reduction by 2020 – the latter will require an investment into new data on alternative sources of power for the university, and in the potential of linking to the proposed Colwood Resource Recovery Centre. New initiatives in composting and recycling will meet the 80 per cent diversion rate target for waste on campus. Outside recycling bins will be added to the recycling infrastructure, as well as consistent branding throughout the buildings. In addition, recycling education and the very popular Recycle Olympics will be held annually for all students, staff and faculty.

As the on-campus student population grows at Royal Roads, the bus service will need to improve to meet the demand created by the student U-Pass. An online Royal Roads carpooling forum will be established next year, improving the ability of students, staff and faculty, to connect for ride sharing. We will increase campus cycling infrastructure such as covered bike racks, bike fix-it stations, ventilated lockers and pedestrian/bike pathways. We will also expand the successful bike rental program. With the rising value of bikes on campus, there is a demand growing for secure bike storage on campus, thus a business case will be completed over the next year to determine the feasibility of this initiative, with its implementation in 2016.

In 2016/17, we will submit our third report to AASHE for ranking with STARS, with a plan to move from the current gold ranking to platinum.

Such a ranking should be possible with the success in meeting the targets outlined in the ten focus areas in the new sustainability plan.

To foster a sustainable, respectable working relationship with the local nations, Royal Roads University acknowledges the historical aspects of this area. We will look at what the university can do today, and with the support of the nations' provide protocol and historical teachings. The foundation of this work is an on-going reconciliation framework that bridges between the academic institutions and the nations.

**The work we do today will impact the next generations to follow.**

Royal Roads University has been a leader in sustainability. Substantial progress has been made in meeting our goals of the first sustainability plan. This new sustainability plan sets targets for our continued sustainability success, by establishing the baseline for moving forward with continued excellence.

**For more information please contact:**

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