

University of Victoria – 2009 Carbon Neutral Action Report

Executive Summary



The University of Victoria (UVic) is committed to advancing sustainability in all areas of its operations, particularly as it relates to action to address climate change. As one of the initial signatories of the 2008 President's Climate Change Statement of Action for Canada, UVic is committed to addressing the climate change challenge by setting measurable targets and developing effective plans to ultimately reduce GHG emissions. Recognizing the inherent link between climate action and promoting sustainability, UVic has built its carbon neutral commitments and activities into a broader sustainability framework.

The University of Victoria's 2007 Strategic Plan "A Vision for the Future – Building on Strength" identified sustainability as a priority for the institution. In the spring of 2009, the UVic adopted a comprehensive Sustainability Policy establishing an overarching framework that serves to assist the University community in incorporating sustainability into planning and decision-making.

Also in 2009, following an extensive consultation process, the University completed a comprehensive *Sustainability Action Plan: Campus Operations 2009-2014* which includes aggressive emission reduction targets and an energy reduction strategy. The action plan also includes goals and actions in eight interrelated topic areas including: Energy and Climate, Transportation, Purchasing, Governance, Decision-making and Sustainability Resources, Buildings and Renovations, Grounds, Food and Urban Agriculture, Waste Management, and Water Management. The action plan builds on past successes with sustainability and provides a framework for collaboration, shared understanding, and action.

Inspired by an ambitious vision, each topic area is guided by a number of goals that relate to achieving carbon neutrality. These include:

1.0 Energy and Climate



Vision: A campus that utilizes renewable energy sources for all of its energy needs

Goals:

- Become carbon neutral by 2010
- Reduce campus electricity consumption by 20% by 2015
- Increase the renewable energy portfolio
- Reduce greenhouse gas emissions by 20% over 2007 baseline by 2015
- Quantify the risks to university resources and infrastructure associated with global climate change by 2015

2.0 Transportation



Vision: A campus that has sustainable travel options for every campus community member and acts as a hub in a regional sustainable transportation network

Goals:

- Increase bus use, cycling, and carpooling to 70% of campus modal split by 2014
- Reduce the number of fleet vehicles that consume fossil fuels to 40% of total vehicle fleet
- Quantify the emissions generated by university business-travel annually starting in 2012 to assist in developing reduction strategies
- Work with neighbouring municipalities on linked transportation strategies to more than double the per capita proportion of bicycle use by 2014

3.0 Purchasing



Vision: All major purchasing decisions are made using a triple-bottom-line decision making framework

Goals:

- Utilize a triple bottom line framework for major purchasing decisions by 2010
- By 2012, establish a regional or provincial sustainability purchasing initiative to incubate ideas and support for sustainability purchasing policies and practice
- Increase the purchase of local goods and services

4.0 Governance, Decision-making and Sustainability Resources



Vision: A university that integrates sustainability issues into decision making and utilizes innovative funding mechanisms to further advance sustainability efforts

Goals:

- Implement a campus sustainability communications strategy by the end of 2009
- Publish a sustainability report card with quantitative indicators annually beginning in 2011
- Provide organizational systems and resources to implement and monitor this action plan
- Host special events which promote the exchange of sustainability knowledge among our campus community members

5.0 Buildings and Renovations



Vision: A campus where all facilities are built or renovated to meet current green building standards and act as physical tools of education for both the campus and broader community

Goals:

- 100% of all capital building projects and major renovations will utilize an integrated approach to building planning, design, construction and operations
- 100% of all new buildings will be constructed and certified as LEED Gold
- 50% of major renovation projects will be registered in the LEED rating system

6.0 Campus Grounds, Food and Urban Agriculture



Vision: An organically landscaped and managed campus that enhances biodiversity and offers healthy, local and diverse food choices

Goals:

- Review and assess the opportunities for locally produced and other “low impact” food options to be made available on campus
- Create a program to coordinate and support academic study and research in our campus landscapes by 2010

7.0 Waste Management



Vision: A zero waste institution

Goals:

- A streamlined, standardized, and consolidated Waste Management operating model by 2010
- A waste diversion rate of 75% by 2012 and a construction demolition waste diversion rate of greater than 75%

8.0 Water Management



Vision: The University is an innovator in water use reduction, recovery, reuse and stewardship practices

Goals:

- Reduce water consumption by 25% through conservation and innovation by 2015
- Expand the system and use of treated waste water on campus

Overview

Actions Taken to Reduce Greenhouse Gas Emissions in 2009

UVic's commitment is holistic – we strive to integrate sustainability into our teaching, research, campus operations and community partnerships. This approach allows us to find synergies across disciplines and departments to find solutions to complex issues such as climate change. In 2009, various initiatives were taken to reduce GHG emissions as outlined in the “Steps Taken in 2009” section of the Carbon Neutral Action Report.

Highlights include:

- Developed a Request for Expressions of Interest for a Campus Integrated Energy Master Plan that will focus on conservation, efficiency and the use of renewable energy sources.
- Established an Energy Manager position responsible for the development of a comprehensive energy management, monitoring and data analysis program including identifying, assessing, and implementing opportunities for reducing electricity, fuel usage, water consumption, along with an assessment of renewable and alternate energy opportunities.
- Under the Knowledge and Infrastructure Program, initiated renovations to six campus buildings averaging 40 years of age to improve safety, reduce maintenance requirements, and improve the thermal performance and energy efficiency of older buildings.
- Established energy consumption baseline data (2009 GHG inventory) while initiating development of a sustainability indicator framework and report card.
- UVic has two new certified LEED Gold buildings (Medical Sciences and Engineering & Computer Sciences), and has two other new buildings awaiting LEED Gold certification (Social Sciences & Math and Administrative Services Building). In 2009, work was completed on one Gold-level targeted LEED building (First Peoples House) and substantial progress was made on building another Gold level targeted LEED building (106 Bed Residence). New buildings exemplify the latest in energy efficient green building technology including features such as:
 - Natural ventilation systems
 - Renewable energy technologies
 - Low-E reflective glazing and daylighting
 - Energy efficient fume hoods
 - Energy efficient lighting
 - Locally sourced building materials
 - Use of concrete with high fly-ash content
 - Energy consumption offset with Green Power Certificates
- Assessed geothermal energy as an option for the planned Athletics and Recreation facility.
- Established a multi-stakeholder Sustainability Advisory Committee to advise on the implementation of the *Sustainability Action Plan for Campus Operations* and engage the wider campus community.
- Initiated the development of a Sustainability Action Team framework, in preparation for rolling out a grassroots energy demand management strategy involving students, faculty and staff.
- Continued with the use of 100% post-consumer recycled paper for all standard office uses.
- Advanced the use of online collaboration tools, online document libraries and mandatory paperless payroll system greatly reducing paper consumption.
- As an academic institution, we have offered extensive climate action/sustainability education and awareness activities including, but not limited to: courses, lectures, workshops, seminars, green building tours, publishing editorials and other media, as well as hosted a variety of forums and events.

Highlights of other key sustainability initiatives include:

- Installed three new state-of-the-art video conferencing facilities.
- Expanded cycling facilities including showers and lockers, covered bike parking, bike lockers, and a “Bike Kitchen” cyclist service station.
- Expanded partnership with the Victoria Car Share Co-op offering free memberships to staff and student family housing, while maintaining support for an attractive subsidized staff bus pass program, as well as the student UPass.
- Developed a carbon calculation methodology to calculate the GHG implications of supplies and equipment coming to campus to inform purchasing decisions.
- As part of the Integrated Stormwater Management Plan, campus Sustainable Development Guidelines, and LEED Gold commitments, all new landscaping has showcased innovative low impact development/stormwater management best practices. New buildings feature: multiple green roofs, stormwater detention ponds/rain gardens, permeable paving, erosion and sediment control plans, xeroscaping, and many are built on former parking lots.
- Established a new Waste Reduction Coordinator position who is working with campus stakeholders and contractors to dramatically increase waste diversion rates.
- Expanded office and food services composting programs resulting in achievement of over 80% food waste diversion rate.
- Initiated a water fountain retrofit program to increase their use in an effort to curb bottled water consumption on campus.
- Supported a program to host monthly community recycling events (Pacific Mobile Depot) for items not accepted in the blue box recycling program.

Plans to Continue Reducing Greenhouse Gas Emissions 2010-2012

UVic recognizes that sustainability is a journey and that the path to achieving a sustainable, carbon neutral campus will require a long term commitment from the campus community. The *Sustainability Action Plan: Campus Operations 2009-2014* and the Carbon Neutral Action Report provide a framework for collaboration, shared understanding, and action.

For more information on the steps planned to continue reducing greenhouse gas emissions, please refer to the “Steps Planned” column of the Carbon Neutral Action Report and the *Sustainability Action Plan: Campus Operations 2009-2014* by visiting www.uvic.ca/sustainability.



**University
of Victoria**

A handwritten signature in black ink, appearing to read 'Kristi Simpson'.

Kristi Simpson
Associate Vice-President, Financial Planning & Operations
University of Victoria

University of Victoria - 2009 Carbon Neutral Action Report

Actions Towards Carbon Neutrality

The actions listed below contribute to a reduction in greenhouse gas emissions from sources for which public sector organizations are responsible under the carbon neutral government regulation of the *Greenhouse Gas Reduction Targets Act*.

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Mobile Fuel Combustion (Fleet and other mobile equipment)							
Vehicle fuel efficiency							
Replace vehicles with more fuel-efficient models	Ongoing/In Progress	8	% of vehicles are fuel- efficient models	Two hybrid vehicles have been added to the campus motor pool fleet, as well as two entirely electric trucks (MIGHT). The facilities management utility vehicle fleet has been moving toward an emissions-free fleet with over 60% electric vehicles. Fuel efficient fleet management is also combined with an ever-increasing staff bicycle fleet program.	Reduce the number of fleet vehicles that consume fossil fuels to 40% of total vehicle fleet. Expand hybrid vehicles and other low emission technologies (eg: bikes, gators, scooters) in UVic fleet and motor pool rentals.	2000	No End Date (Continuous)
Replace larger vehicles with smaller models according to fleet "right-sizing" principles	Ongoing/In Progress			Fleet purchasing decisions go through an evaluation process managed through a third party in an effort to down-size fleet. Extensive use of electric "gators" for operational activities that previously employed vehicles. Mail services has implemented a "foot fleet" program using push carts instead of trucks.	Fleet purchasing decisions include "right-sizing" principles as common practice.	2000	No End Date (Continuous)
Perform regular fleet maintenance to improve fuel-efficiency	Ongoing/In Progress	100	% of vehicles are subject to regular maintenance for fuel efficiency	Annual fleet maintenance program in place for both motor pool and operational fleet vehicles.	Investigate need/opportunity to implement a bi-annual maintenance program	2010	2011
Replace small maintenance vehicles with more fuel-efficient models	Ongoing/In Progress	70	% of small maintenance vehicles are fuel-efficient	Implemented an equipment fleet maintenance program. Used 5% biodiesel for equipment, tractors, generators and applicable fleet vehicles.	Expand hybrid vehicles and other low emission technologies (eg: bikes, gators, scooters) in UVic fleet and motor pool rentals. Review campus landscape standards and management practices, including the use of mowers and blowers.	2000	No End Date (Continuous)
Behaviour change program							
Provide fleet driver training to reduce fuel use	In Development			Fleet operators encouraged to shut vehicles off when stopped	Host a fuel-efficient driver training workshop for all fleet operators	2011	No End Date (Continuous)
Introduce anti-idling policy and/or raise anti-idling awareness for fleet drivers (e.g., signs, stickers, messages)	Ongoing/In Progress			75% of loading zones have "Idle Free" signs. Promoted CRD Anti-idling bylaw at outreach events (stickers, brochures).	Install CRD Anti-idling bylaw signs in high-traffic areas. Display CRD anti-idling bylaw outreach materials at parking meters.	2010	2011
Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings)							
Planning/management							
Enrol in a building energy benchmarking program (e.g., GREEN UP)	In Development			Established an energy manager position responsible for the development of a comprehensive energy management, monitoring and data analysis program including identifying, assessing, and implementing opportunities for reducing electricity, fuels, water consumption, and assessment of renewable and alternate energy opportunities.	Energy Manager position to assess and possibly initiate building benchmarking program.	2010	No End Date (Continuous)
Reduce office space (square meters) per employee	Ongoing/In Progress			In 2006, UVic adopted campus sustainable development guidelines that include a commitment to accommodate more floor space within a smaller building footprint	Plans to revisit space standards and to pilot "open office" environments.	2006	No End Date (Continuous)

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Install a real time metering system (e.g. Pulse, Reliable Controls, Houle Controls)	Ongoing/In Progress	45	% of buildings have a real time metering system installed	45% of buildings on campus have hydro meters installed providing real-time data to energy management software. All of the largest, prominent campus buildings are metered.	Pilot a system to install energy metering information visible to campus users in building foyers. Investigate feasibility of sub-metering building natural gas use from the hydronic district heating system.	1990	2012
Owned buildings							
Establish energy performance baseline for owned buildings	In Development			Established an energy manager position responsible for the development of a comprehensive energy management, monitoring and data analysis program including identifying, assessing, and implementing opportunities for reducing electricity, fuels, water consumption, and assessment of renewable and alternate energy opportunities.	Energy Manager position to assess and develop energy performance baselines.	2011	2012
Register for performance labelling/certification for commercial interiors of owned buildings (e.g., LEED CI)	In Development			As per campus sustainable development guidelines, all interior renovations meet LEED CI standards	Examining feasibility of registering major interior renovation projects with LEED CI where possible	2006	No End Date (Continuous)
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress			UVic currently has two new certified LEED Gold buildings (Medical Sciences and Engineering & Computer Sciences), and has four other new buildings targeting LEED Gold (Social Sciences & Math, Administrative Services Building, First Peoples House and 106 Bed Residence)	Goal: 100% of all new buildings will be constructed and certified as LEED Gold and 50% of major renovation projects will be registered in the LEED rating system	2009	No End Date (Continuous)
Incorporate integrated design process into new construction or during renovations of owned buildings	Ongoing/In Progress			As per campus sustainable development guidelines, utilizing an integrated design process for new construction and renovations is standard practice on campus. Integrated design process guidelines are being written into construction contract requirements.	Goal: 100% of all capital building projects and major renovations will utilize an integrated approach to building planning, design, construction and operations. Plans to develop/document a consistent, collaborative planning, design and operational feedback loop for new construction and renovation projects.	2006	No End Date (Continuous)
Incorporate a refrigerant management strategy into regular building management/maintenance to reduce fugitive emissions	Ongoing/In Progress			Refrigerant management strategy meets or exceeds national Ozone-Depleting Substance (ODS) regulations	Develop refrigerant consumption data reporting system for SMARTTool GHG inventory.	2009	No End Date (Continuous)
Complete energy retrofits on existing, owned buildings	In Development			Knowledge Infrastructure Program (KIP): UVic is receiving \$42.5 million through the Canada-British Columbia Knowledge Infrastructure Program to renovate six campus buildings averaging 40 years of age. Renovations will improve safety, reduce maintenance requirements, and improve the thermal performance and energy efficiency of UVic's older buildings through building envelope retrofits and energy control system upgrades. Also participating in BC Hydro's Energy Manager program which will play an integral role in assessing building retrofit opportunities.	In initial stages of commissioning an Integrated Energy Management Master Plan that will focus on conservation, efficiency and use of renewable energy sources. UVic is also participating in the BC Hydro Continuous Optimization Program whereby larger buildings are "retrocommissioned" to identify activities that attempt to reduce energy use through low-cost operational and maintenance changes. Further, plans are underway to develop a Building Condition Assessment framework that would prioritize building renovation/retrofit projects.	2010	No End Date (Continuous)
Retrofitting owned buildings							
Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Ongoing/In Progress			Extensive mechanical system upgrades included in the KIP program (six older buildings)	A mechanical system upgrade strategy will be assessed by the Energy Manager and is linked to the Continuous Optimization Program. Plans to disconnect domestic hot water heating from district energy heat loop so that heat loop does not have to run in the summer months.	2009	2012

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Upgrade lighting systems during retrofits	Ongoing/In Progress	90	% of retrofits (captured above) had lighting systems upgrades	As part of lighting retrofit program, T8 florescent bulbs are replaced with the 30% more efficient T12 bulbs	Currently piloting use of LED bulbs for external lighting with plans for broader use. Extensive lighting system upgrades under the KIP renovation program. Plans to install motion sensors in all lunchrooms and washrooms on campus. Plans to install daylight sensors in all foyers and hallways.	2000	No End Date (Continuous)
Upgrade/adjust control systems during retrofits	In Development			36% of buildings have DDC controls that are monitored/controlled from centralized LAN network	KIP program/Continuous Optimization Program/included in Energy Manager portfolio	2007	No End Date (Continuous)
Improve building insulation (including windows) during retrofits	In Development			Extensive building envelope upgrades included in the KIP program (six older buildings)	KIP program will continue until 2012	2010	2012
Install an on-site renewable energy demonstration project	Ongoing/In Progress			Several new buildings utilize heat pumps for building heating demand, including the Engineering & Computer Sciences building that recovers heat from the nearby Aquatics Research Facility. The Mckinnon gym utilizes 173 solar panels to heat the swimming pool. Parking ticket dispensers are powered by solar panels. Since 2001, UVic has invested in green power certificates which directly promote solar, wind, biomass, wave, micro-hydro and landfill gas capture projects. To date, UVic has offset over 8.2 million kWh of electricity, including over 100% of the energy consumed by new LEED buildings over their first two years.	The integration of geothermal energy is planned for the new Athletics and Recreation facility (2011)	1990	No End Date (Continuous)
Leased buildings							
Develop a green lease policy that requires green features to conserve energy be included in all lease negotiations	In Development			While conducting 2009 GHG inventory, university-owned properties were made aware of university and provincial climate action goals	Encourage all university-owned entities and properties to develop sustainability action plans	2011	No End Date (Continuous)
IT power management							
Install power management software which shuts down computers outside of regular business hours	In Development			Student computing labs (computers, printers and lights) are shut down outside of business hours. Investigating business case and feasibility of various computer power management software packages for office environments. Computer power management pilot project in process - monitoring power use to establish baseline (competition between FGMT and University Systems).	Investigate opportunities to establish a minimum system back-up schedule to allow computers to shut off during non-business hours while enabling necessary network maintenance processes. Moving toward central storage for local data eliminating the need for local backup and thus allowing computers to shut off each night.	2008	2011
Implement server virtualization	Ongoing/In Progress			The two data centres centralize resource needs providing efficiency of scale. The new data centre (EDC2) was built in 08/09. Administratively, over 200 servers have been virtualized on 12 host servers. Where ever possible, servers are virtualized except for "production" applications.	The new data centre is currently at 25% capacity and will continue to be used to host new and existing computing resource needs.	2006	No End Date (Continuous)
Apply auto-sleep settings on computer monitors and CPUs	In Development			Investigated barriers to setting auto-sleep settings on CPUs (IT back-up requirements)	Work with campus technical support groups and other stakeholders to set auto-sleep settings on CPUs and monitors - need to overcome challenges with back-up requirements.	2010	2011
Remove stand-alone printers, copiers, and/or fax machines and install multi-function devices	Ongoing/In Progress			Transitioning all office environments to multi-function devices (MFD). Since 2007, went from 210 stand-alone copiers to 75, while deploying 140 new MFDs.	Continue to deploy multi-function devices as part of fulfilling requests for new equipment	2007	No End Date (Continuous)
Apply auto-sleep settings on printers, copiers, fax machines, and/or multi-function devices	In Development			All classroom (and some meeting rooms) video data projectors are equipped with time/motion sensors that shut down device after a short period of inactivity.	Work with campus technical support groups and Sustainability Action Teams to apply auto-sleep settings campus-wide	2010	No End Date (Continuous)

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Replace computers with ENERGY STAR models during regular computer upgrades	Ongoing/In Progress		UVic currently has a variety of makes and models of computers on campus and it has been a past practice to purchase ENERGY STAR products. New computer RFP currently being tendered - includes ENERGY STAR requirements and life-cycle waste responsibilities (EPEAT Gold).	As part of new computer purchasing contract, all computers on campus will be ENERGY STAR models	2010	No End Date (Continuous)
Appliances and electronic devices						
Replace refrigerators with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress		Past and current purchasing practice to purchase all ENERGY STAR products	Develop a set of requirements for new appliances/equipment/lights to meet or exceed ENERGY STAR or equivalent type standards	2011	No End Date (Continuous)
Replace other appliances or electronic devices with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			Develop a set of requirements for new appliances/equipment/lights to meet or exceed ENERGY STAR or equivalent type standards	2011	No End Date (Continuous)
Replace desk lamp incandescent bulbs with compact fluorescent (CFL) bulbs or source more efficient desk lamps for future purchases	In Development			Plans to develop a requirement to use compact fluorescent light bulbs for any office or housing unit that uses personal task lighting	2011	No End Date (Continuous)
Behaviour change program						
Help staff reduce personal energy use through "workstation tune-ups"	In Development		Researched, assessed existing resources, consulted and developed a program to facilitate Sustainability Action Teams across campus.	Develop office energy efficiency program including computer and other appliance power management, virtual meeting options, closing windows and blinds, turning off lights, etc.	2010	No End Date (Continuous)
Ask staff to unplug electrical equipment or switch off power bars when not in use	In Development			Will be addressed as part of planned office energy efficiency program	2011	No End Date (Continuous)
Ask staff to close blinds at end of work day to reduce heating/cooling demands	In Development			Will be addressed as part of planned office energy efficiency program	2011	No End Date (Continuous)
Encourage staff to use air dry setting on dishwashers	In Development			Will be addressed as part of planned office energy efficiency program	2011	No End Date (Continuous)
Provide tips to staff on saving energy in the office while working outside of regular business hours	In Development			Will be addressed as part of planned office energy efficiency program	2011	No End Date (Continuous)
Provide reminders for turning off lights (e.g., signs, stickers, messages)	In Development		As a long-time BC Hydro Power Smart Partner, Uvic has participated in a number of "turn the lights out" behaviour change programs.	Expand efforts; to be addressed as part of planned office energy efficiency program.	2011	No End Date (Continuous)
Promote hot water conservation	In Development			Will be addressed as part of planned office energy efficiency program	2011	No End Date (Continuous)
Other Stationary Fuel Combustion and Electricity Actions						
Develop and implement an energy strategy that focuses on conservation, efficiency and the use of renewable energy sources for the Gordon Head Campus	In Development		In initial stages of commissioning an Integrated Energy Management Master Plan and hiring an Energy Manager	Complete Integrated Energy Management Master Plan and initiate implementation.	2010	2012
Conduct a review of the existing central heating plants and distribution infrastructure on campus	In Development		In initial stages of commissioning an Integrated Energy Management Master Plan and hiring an Energy Manager	Complete Integrated Energy Management Master Plan and initiate implementation.	2010	No End Date (Continuous)
Investigate the potential for integrated resource recovery, should the CRD proceed with a sewage treatment program in close proximity to campus	In Development		Developed a Letter of Understanding with the CRD to jointly explore mutually-beneficial sewage treatment technology including opportunities for integrated resource recovery.	Investigate as opportunities arise	2009	No End Date (Continuous)

University of Victoria - 2009 Carbon Neutral Action Report

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Assess the operational needs for weekend use of buildings and limit heat requirements	In Development				Planned	2011	No End Date (Continuous)
Concentrate evening classes in a few buildings	In Development				Planned	2011	No End Date (Continuous)
Install laundry lines in cluster and family student housing	In Development				Planned	2010	2011
Retrofit machines and equipment to power down/off during non-use hours	In Development				Planned	2010	No End Date (Continuous)
Supplies (Paper)							
Paper Type							
Purchase 100% post-consumer recycled paper	Ongoing/In Progress			Conducted a comprehensive analysis of paper @ 10-100% recycled content paper campus-wide and subsequently implemented a purchasing practice to purchase 100% recycled content for standard office paper as per Chief Purchasing Officer's order	Continue to expand the amount of paper products purchased with 100% recycled content (where available), as well as FSC certified products where not available.	2005	No End Date (Continuous)
Printer/document settings							
Switch networked printers and photocopiers to automatic double-sided	Ongoing/In Progress			All computing lab print jobs default to double-sided printing	Work with campus technical support groups and Sustainability Action Teams to set office printers and copiers to double-sided campus-wide. Also promote the use of "n-up" printing (multi-page per sheet)	2008	No End Date (Continuous)
Apply "print and hold" settings to networked printers to eliminate unclaimed print jobs	Ongoing/In Progress			All computing lab print jobs are held pending the user coming up to the printer and releasing their print job to pay for it	Encourage through Sustainability Action Team framework	2000	No End Date (Continuous)
Reduce default margin size in standard document templates (e.g., letters, briefing notes, forms, etc.)	In Development				Encourage through Sustainability Action Team framework	2011	No End Date (Continuous)
Electronic media in place of paper							
Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Complete	100	% of staff workstations with software installed	All workstations are capable of accessing online collaboration tools (SharePoint, Moodle, Blackboard, etc).		2005	No End Date (Continuous)
Use electronic document library for filing common documents	Ongoing/In Progress			Implemented electronic document library and management system for many major departmental functions (accounting, student registration, purchasing, etc)	Encourage wider use of electronic document libraries	2005	No End Date (Continuous)
Post materials online that were previously printed	Ongoing/In Progress			Extensive list of examples across campus of moving from paper to online (departments hosting entire administrative functions on SharePoint, faculty hosting entire courses online (including assignment/exam submission), student registration entirely web-based (including transcript archives), Web requisition system, online P-Card billing, accounting cheque reimbursements, FAMIS work order submissions, printing orders, phone bills, etc)	Continue to post materials online that were previously printed	1995	No End Date (Continuous)
Switch to an electronic payroll notification system in place of paper pay stubs	Complete			Mandatory paperless payroll notification system for pay stubs and optional paperless T4 notification system in place.		2009	2009
Behaviour change program							

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress		Training on a range of collaborative tools available through University Systems. The percentage of staff and faculty who use these collaboration services can't be determined easily, however, there are over 1500 sites dedicated to the use of online collaboration tools that are being used by virtually every department and entity on campus.	Plans to institute a formal collaboration position to further encourage the use of electronic collaboration tools across campus.	2011	No End Date (Continuous)
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	Ongoing/In Progress		In the process of developing a paperless Board of Governors and Senate meeting framework (SharePoint). All committee meeting agendas are sent electronically. Exchange mail and calendaring service, as well as other MS Office applications offer users the ability to interact with SharePoint more easily and hold paperless meetings.	Implement paperless Board of Governors and other committee meeting framework via SharePoint	2009	No End Date (Continuous)
Encourage re-use of scrap paper	Ongoing/In Progress		Recycled paper re-use program in place through Printing Services whereby recycled paper is exchanged for note pads	Promote note pad paper recycling program through Sustainability Action Teams	2011	No End Date (Continuous)

University of Victoria - 2009 Carbon Neutral Action Report

Actions to Reduce Provincial Emissions and Improve Sustainability

The actions listed below contribute to a reduction in greenhouse gas emissions from sources that fall outside of the reporting requirements defined in the carbon neutral government regulation of the *Greenhouse Gas Reduction Targets Act*. Public sector organizations can optionally use this section to report on actions that will help British Columbia meet its provincial greenhouse gas reduction targets, engage the public, and improve environmental sustainability across all aspects of their organization.

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year	
Business Travel							
Policy and budgeting							
Create a low-carbon travel policy or travel reduction goal	In Development			Goal: quantify the emissions generated by university business travel annually starting in 2012 to assist in developing reduction strategies	2012	No End Date (Continuous)	
Virtual meeting technology							
Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.)	In Development		Available through Continuing Studies on a cost recovery basis. Investigating barriers (privacy concerns) preventing significant adoption.	Work with University Systems and other stakeholders to overcome barriers to broader utilization of web-conferencing software.	2010	No End Date (Continuous)	
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Ongoing/In Progress		Three new state-of-the-art video conferencing rooms were installed in the new Social Sciences & Math building to provide high-definition video conferencing services for the campus community. The new video conferencing rooms complement the existing portfolio of video conferencing rooms already in use across campus. Information brochures were produced to spread the word about the service. Utilization has gone up from an average of 5 to 15 video conferences per month, including some course delivery.	Work with University Systems to reduce barriers to use of video conferencing (eliminate cost recovery requirement). Promote video conferencing through education and awareness.	2008	No End Date (Continuous)	
Behaviour change program							
Train staff in video-conferencing or provide technical support for video-conferencing set-up	Ongoing/In Progress	100	% of staff are trained in video-conferencing or have access to technical support	All staff and faculty have access to technical support for video-conferencing (currently cost recovery)	Work with University Systems to reduce barriers to use of video conferencing (eliminate cost recovery requirement). Promote video conferencing through education and awareness.	2010	No End Date (Continuous)
Encourage carpooling to meetings	Ongoing/In Progress			Given that the vast majority of staff/faculty meetings are on campus and that off-campus travel is mainly by air, vehicle business travel has not be a focus area. However, UVic does have dedicated carpool parking in preferred locations.	See actions related to "Commuting to and from home"	2005	No End Date (Continuous)
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Ongoing/In Progress			As a community unto itself, UVic exemplifies a compact, complete community servicing thousands of students, faculty and staff thereby eliminating the need to travel all together. UVic offers free staff/office memberships for the carshare coop. It also offers an attractive staff bus pass subsidy. Campus Security and Facilities Management have a large fleet of bicycles that are actively utilized.	See actions related to "Commuting to and from home"	2005	No End Date (Continuous)
Other Business Travel Actions							
Low carbon RFPs for travel-related services (airlines, service vehicles)	In Development			Purchasing contract in place for non-employee business travel bookings (business guests flying to and from UVic) to measure and report on the total kilometers for each flight.	Currently drafting RFP (summer 2010) for ground transport services (rental vehicles, service vehicles) that will incorporate a low carbon evaluation standard.	2010	2011
Deploy web-phone technology to encourage telephone meetings	Complete			UVic is the first university in the world to offer a free web-phone service		2010	2010

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Education, Awareness, and Engagement						
Team-building						
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	In Development		There are a range of office-based sustainability "teams" on campus, from departmental committees to active individuals. Researched, assessed existing resources, consulted stakeholders and developed a program to facilitate creation of Sustainability Action Team framework across campus.	Develop and expand Sustainability Action Team program across campus.	2009	No End Date (Continuous)
Provide resources and/or dedicated staff to support teams	In Development		Our Sustainability Action Plan for Campus Operations (2009-2015) makes reference to the creation of Sustainability Action Teams across campus, supported by the Office of Campus Planning and Sustainability staff and budget.	Sustainability Action Teams will be managed by a Sustainability Coordinator (full time staff position) with support from other members of the Office of Campus Planning & Sustainability, and student interns, and other staff from across campus.	2009	No End Date (Continuous)
Providing behaviour change education/training to teams (e.g., community-based social marketing)	In Development		Research begun on best practices from other post-secondary institutions and governments on social marketing, toolkits, newsletters, seminars, workshops, etc.	Hold "lunch & learn" training sessions, with an emphasis on peer-to-peer education. Develop social marketing materials, toolkits, discussion boards, newsletters, email distribution lists and other online resources.	2009	No End Date (Continuous)
Awards/Recognition						
Establish a sustainability/green awards or recognition program	In Development		Researched reward and recognition programs at other institutions and those already existing on campus.	Modify President's Distinguished Service Award program to include sustainability criteria. Work with Human Resources on creation of staff award in sustainability leadership. Create smaller award program within Sustainability Action Teams to recognize workplace achievements.	2009	2011
Staff Professional Development						
Support green professional development (e.g., workshops, conferences, training)	In Development		Staff participate in many different kinds of professional development programs and training programs, including those focused on sustainability.	Encourage more staff across campus to participate in professional development and training programs focused on sustainability by widely publicizing opportunities as they become available. Also work with the Human Resources department on development of new staff conference to include sessions on sustainability.	2009	No End Date (Continuous)
Staff awareness/education						
Provide education to staff about the science of climate change	Ongoing/In Progress		Ongoing information provided through lectures, seminars, workshops, Continuing Studies courses, in our campus newspaper, The Ring, and daily media reports.	Ongoing information provided through lectures, seminars, workshops, Continuing Studies courses, in our campus newspaper, The Ring, and daily media reports.	2000	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress		Ongoing information provided through lectures, seminars, workshops, Continuing Studies courses, in our campus newspaper, The Ring, and through poster around campus and our staff portal, Usource and email distribution lists.	Ongoing information provided through lectures, seminars, workshops, Continuing Studies courses, in our campus newspaper, The Ring, and through poster around campus and our staff portal, Usource and email distribution lists.	2000	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Ongoing/In Progress		The UVic sustainability portal (www.uvic.ca/sustainability) and other sections of the UVic website provide detailed information on how to save energy, reduce waste, travel more sustainably, etc. Tips are also included in the UVic newsletter "The Ring".	Launch new sustainability website in 2010 with more comprehensive and user-friendly content. It will include a section on the Sustainability Action Team program, with toolkits on how to green the office and travel sustainability to work. It will include a discussion forum for news and tips on sustainability. Continuously update and enhance over the coming years.	2010	No End Date (Continuous)
Provide sustainability education during new staff orientation	In Development		Basic review of staff orientation materials and programs.	Update staff orientation handbook(s) with sustainability information, and have presentations on sustainability become a regular part of new staff orientation workshops.	2010	No End Date (Continuous)

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Client/public awareness/education						
Provide education to clients/public about the science of climate change	Ongoing/In Progress		Ongoing information provided through lectures, seminars, workshops, Contuning Studies courses, publishing editorials in local and national news outlets, research reports, and conducting media interviews.	Ongoing information provided through lectures, seminars, workshops, Contuning Studies courses, publishing editorials in local and national news outlets, research reports, and conducting media interviews.	1990	No End Date (Continuous)
Provide education to clients/public about the conservation of water, energy, and raw materials	Ongoing/In Progress		Ongoing information provided through lectures, seminars, workshops, Contuning Studies courses, publishing editorials in local and national news outlets, research reports, and conducting media interviews.	Ongoing information provided through lectures, seminars, workshops, Contuning Studies courses, publishing editorials in local and national news outlets, research reports, and conducting media interviews. Also plan to hold public conference on campus sustainability in 2011.	1990	No End Date (Continuous)
Provide green tips on client/public website or in newsletters	Ongoing/In Progress		The UVic sustainability portal (www.uvic.ca/sustainability) and other sections of the UVic website provide detailed information on how to save energy, reduce waste, travel more sustainably, etc. The campus newsletter, The Ring, also frequently publishes articles and tips on greening the campus.	Launch new sustainability website in 2010 with more comprehensive and user-friendly content. It will include a section on the Sustainability Action Team program, with toolkits on how to green the office and travel sustainability to work. It will include a discussion forum for news and tips on sustainability. Continously udpate and ehance over the coming years. Continue to publish articles and briefs in the campus newsletter, The Ring, on campus sustainability initiatives and how people can get involved.	2006	No End Date (Continuous)
Other Education, Awareness, and Engagement Actions						
Host Bike to Work Week and Day on campus	Ongoing/In Progress		Work with local Bike to Work Week Society each spring to host week long events and cycling safety courses to promote cycling as a means to get to work and class each spring. Also host Bike to Work Day in the fall.	Work with local Bike to Work Week Society each spring to host week long events and cycling safety courses to promote cycling as a means to get to work and class each spring. Also host Bike to Work Day in the fall.	2003	No End Date (Continuous)
Host UVic Green Drinks	Ongoing/In Progress		Twice a year, host a UVic Green Drinks event for staff, faculty, students and community members to network informally and learn more about sustainability initiatives on campus.	Twice a year, host a UVic Green Drinks event for staff, faculty, students and community members to network informally and learn more about sustainability initiatives on campus.	2007	No End Date (Continuous)
Work with student groups across campus to promote sustainability	Ongoing/In Progress		Meet with student groups regularly to develop ways they can work with the UVic administration on promoting climate change and other sustainability initiatives on campus. Interviewed regularly by the student newspaper and radio station regarding sustainability on campus.	Meet with student groups regularly to develop ways they can work with the UVic administration on promoting climate change, and other sustainability initiatives on campus. Interviewed regularly by the student newspaper and radio station regarding sustainability on campus. Partnering on projects such as community recycling, water fountain upgrades, urban agriculture and sustainable investing and purchasing policies.	2009	No End Date (Continuous)
Other Sustainability Actions						
Water Management						

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Introduce a stormwater management landscape strategy (e.g., vegetated roofs, permeable paving, rain gardens, bioswales)	Ongoing/In Progress		As part of the Integrated Stormwater Management Plan (2004), campus Sustainable Development Guidelines, and LEED Gold commitments, all new landscaping has incorporated/showcased innovative low impact development/stormwater management best practices. New buildings feature: multiple green roofs, stormwater detention ponds/rain gardens, permeable paving, xeroscaping and many are built on former parking lots. Supported experiential learning program involving restoration design projects for campus. Successfully obtained Trees for Tomorrow grant to implement House Post restoration project.	<ul style="list-style-type: none"> ◊ Implement House Post restoration project near Student Union Building ◊ Continue to implement stormwater management best practices in all new and existing developments on campus ◊ Implement standards to ensure that every new development has no net increase in rainwater runoff ◊ Participate in regional/community watershed planning initiatives ◊ Restore and enhance creeks and/or water features in natural areas on campus ◊ Convert landscaped areas to bioswales and natural detention ponds where possible 	2009	No End Date (Continuous)
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	Ongoing/In Progress		With the support of the CRD, a fixture replacement program is underway whereby all construction and renovation projects include fixture replacements as part of the project scope.	<ul style="list-style-type: none"> ◊ Continue to retrofit all toilets, faucets and taps to low-flow options ◊ Develop a program to retrofit all housing units on campus to utilize water efficient equipment (showers, dishwashers, faucets, laundry machines, etc.) 	2009	No End Date (Continuous)
Put in place a potable water management strategy to reduce potable water demand of building-level uses such as cooling tower equipment, toilet fixtures, etc. and landscape features	Ongoing/In Progress		New buildings employ systems that emphasize water and energy conservation and efficiency including: connection to treated water water system for flushing toilets, dual flush/low flow toilets and other water efficient fixtures. Irrigation system is calibrated with weather data.	<ul style="list-style-type: none"> ◊ Expand campus treated wastewater system to irrigation purposes ◊ Install rain barrels at family and cluster housing ◊ Ensure that irrigation systems are monitored and controlled by evapo-transpiration sensing systems 	2007	No End Date (Continuous)
Waste Management						
Develop a plan for implementing a streamlined, standardized and consolidated waste management system that expands existing recycling and waste diversion efforts.	Ongoing/In Progress		Created a new staff position of Waste Reduction Coordinator. Issued an RFP for a new waste haul contract to have in place by mid 2010 that will greatly increase waste pick up and sorting efficiency and allow for more effective measurement of waste and recycling materials. The haulers will also make less trips to campus, reducing the GHG footprint. Entered "Recyclemania" to measure our waste diversion rates against other post secondary institutions in North America.	Work with new waste haul company to increase efficiencies in waste sorting, collection and measurement.	2009	2010
Develop clear, consistent education and infrastructure for recycling and composting.	Ongoing/In Progress		Completed recycling pilot in 5 buildings to test new sorting and signage systems.	Continue to increase the waste diversion rate through many initiatives including expanding new recycling sorting system and signage to all buildings across campus. Create more/new standardized signage for composting, batteries and styrofoam collection systems. Create compost drop off map and "compost your coffee cup" posters consistent with other signage design and messaging.	2009	2011
Expand the number of outdoor composting stations.	Ongoing/In Progress		Developed strategies to expand current composting collection systems.	Increase the number of compost drop stations outside buildings around campus. Develop strategies with building managers and janitors to add new compost drop stations to the inside of some buildings such as the Student Union Building.	2009	2011
Host community electronics and specialty plastics recycling events on campus.	In Development		Created proposal to host a monthly community recycling drop off event on campus where people can bring electronics and other items they cannot recycling in the neighbourhood blue box system.	Begin hosting monthly Pacific Mobile Depot event on campus run mostly by student volunteers.	2010	No End Date (Continuous)
Develop a waste management planning and resource recovery system for large scale campus events.	In Development		Reviewed current event policies and guidelines for opportunities to add waste reduction and other sustainability elements.	Create "green event" planning guidelines in consultation with event planning staff. Source portable recycling station design and purchase.	2010	2011

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Establish new programs to educate the campus community about the importance of waste management.	In Development		Reviewed current system and procedures for opportunities to improve campus systems.	Include office waste reduction in all Sustainability Action Team toolkits and information sessions. Consider creating a waste reduction sub-committee of the Sustainability Advisory Committee. Improve signage and education about recycling in student residences.	2010	No End Date (Continuous)
Require double sided printing where possible and practical for all university documents.	Ongoing/In Progress		Double sided printing defaults set in all computer laboratory and library printing systems. New printers all have default double sided printing feature set.	Continue to review campus procedures inside individual departments through managers and Sustainability Action Teams to expand double sided printing policies.	2009	No End Date (Continuous)
Expand programs to reduce the amount of hazardous waste generated on campus.	Ongoing/In Progress		Followed policy that supplies and equipment purchased through UVic Purchasing Services must meet Industrial Health and Safety CSA standards. Conducted annual hazardous waste review and found zero hazardous waste into the surrounding waste water and landfill systems.	Continue to follow federal and provincial guidelines to manage hazardous waste from cradle to grave. Create 2010 hazardous waste audit. Remove asbestos from some older buildings during building renovations.	2009	No End Date (Continuous)
Review pricing structures on coffee and tea purchases across campus in an effort to reduce the number of disposable hot drink cups sold.	In Development		Reviewed current pricing systems with café managers and made suggestions on how to reduce disposable cup usage through pricing incentives and disincentives.	Change coffee and tea pricing across campus so that reductions are offered for use of a personal cup, and an additional fee is charged when a disposable cup is purchased.	2009	2010
Develop procedures to reduce waste during student move in and move out periods in student residence complexes.	In Development		Meetings and research done into current systems at campus student residences with residence coordinators and janitors.	Create and implement new move out procedures to reduce "dumping" of unwanted large items such as electronics and furniture. Have Canadian Diabetes Association clothing drop off boxes installed in various locations. Investigate having a Salvation Army pickup truck onsite to collect unwanted electronics, appliances and furniture for use by charity. Investigate student run program to collect unwanted, reusable large items for distribution to new students moving in in the fall. Upgrade waste collection areas with better signage.	2009	2011
Retrofit water fountains across campus with spouts to allow for easy refilling of reusable water bottles.	In Development		Worked with student groups to create a plan to retrofit most popular fountains on campus.	Continue to work with students and plumbing staff to select most suitable fountains to retrofit. Retrofit up to ten fountains and several washroom sink areas with spouts. Create new signage for water bottle refilling stations.	2009	2010
Reduce waste going into landfill from campus dining facilities.	Ongoing/In Progress		All garbage and recycling bins removed from the floors of the dining areas on campus. Trays are cleared by staff who sort all food waste into composting, and recycle all bottles, cans and hard plastic in kitchen areas. Result is 80% of food waste on campus is composted.	More dining areas and cafes will be using trays only that will be sorted by staff to maximize food waste being composted, and recyclable items being properly recycled.	2008	No End Date (Continuous)
Procurement (non-paper supplies)						
Develop quadruple bottomline framework that integrates life cycle analysis into all major purchasing decisions.	Ongoing/In Progress		Integrate full cost accounting principles into Requests For Proposals sent to prospective vendors for major purchasing contracts such as computers, waste management and food services. Require prospective vendors to reduce packaging, and remove product from campus for recycling (computers and electronics) at the end of its useful life.	Continue to integrate quadruple bottomline thinking into all major purchasing decisions in food, electronics, supplies and services. Also begin using a carbon calculator to estimate the amount of greenhouse gas emissions included in the creation and shipment of equipment and supplies coming to campus. Request suppliers reduce number of deliveries to campus each week by consolidating orders.	2008	No End Date (Continuous)
Assess availability of Fair Trade food and beverage products on campus.	Ongoing/In Progress		Contracts with food suppliers reviewed for possible addition of Fair Trade elements. All purchases of coffee used in dining areas and main campus café are Fair Trade.	Continue to investigate viability of more Fair Trade food items on campus.	2009	No End Date (Continuous)
Increase purchasing of local goods and services.	Ongoing/In Progress		Efforts made in all purchasing decisions, where feasible, to purchase from local suppliers, in particular from local food producers.	Continue to purchase from local suppliers whenever feasible, in all purchases.	2007	No End Date (Continuous)
Require food suppliers to use reusable packaging in delivery of products.	Ongoing/In Progress		Meat, poultry and baked goods are all delivered in reusable, washable containers.	Continue to expand the number of products delivered in reusable, washable containers.	2008	No End Date (Continuous)
Require suppliers to consolidate orders and reduce the number of delivery trips made to campus each week.	Ongoing/In Progress		Arrangements made with regular suppliers include food wholesalers, to make 2-3 trips to campus a week instead of 5.	Continue to seek new arrangements with suppliers of all products to reduce the number of deliveries made to campus each week.	2007	No End Date (Continuous)
Buildings and Renovations						

University of Victoria - 2009 Carbon Neutral Action Report

Action	Status (as of 12/31/09)	Performance Indicator (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Establish a policy to reuse materials where possible and divert construction and demolition debris from landfills and incineration facilities	In Development		Examining opportunities to expand construction demolition waste diversion rates through including demolition waste diversion rates in construction contracts and incorporating demolition waste in planned on-campus waste transfer station.	Goal: Achieve a construction demolition waste diversion rate of greater than 75%	2010	No End Date (Continuous)
Establish building audit system and prioritization list for renovations	In Development			Plans are underway to develop a Building Condition Assessment framework that would prioritize building renovation/retrofit projects.	2010	2012
Commuting to and from home						
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Ongoing/In Progress		All new buildings since 2006 on campus must have shower facilities. Showers available in nine buildings for use by students and staff, and some also have lockers.	Continue to plan for showers and lockers in all new buildings.	2007	No End Date (Continuous)
Provide secure bicycle storage.	Ongoing/In Progress		Planned purchase of new bike lockers and covered bike parking around campus. Conducted bike storage survey to assess needs.	Purchase 28 new bike locker spaces. Research and install new covered bike parking in several areas around campus, including the main library.	2005	No End Date (Continuous)
Create a self-service bike repair kiosk.	Ongoing/In Progress		Finalized project plan and begin construction of the "bike kitchen" near Student Union Building.	Officially open "bike kitchen" in spring. Promote cycling repair courses. Promote use of facility for basic repairs and maintenance to cycling community	2007	No End Date (Continuous)
Expand space and support for the UVic SPOKES (free bicycle loan) program.	In Development		Reviewed plans to support the SPOKES program with volunteers.	Increase sponsorship of the SPOKES program by the university. Develop a closer working relationship with the Office of Campus Planning & Sustainability.	2005	No End Date (Continuous)
Increase the number of staff purchasing subsidized bus passes each month.	In Development		Reviewed current systems and identify ways to enhance the system.	Plan to add the subsidized bus pass to staff cards to swipe on the bus and offer more flexible purchasing options. Consider creating a "bus buddy" program to encourage more people to try taking public transit. Launch awareness program of benefits of taking transit over personal automobile each day.	2008	No End Date (Continuous)
Increase the number of staff joining the Victoria Car Share Co-op employee program.	Ongoing/In Progress		Promoted the free employee membership program in the car share co-op through email listserves, website and posters. Added new vehicle parked at the Family Student Housing complex.	Plan for more aggressive marketing of the program to staff through different listserves, at events, in new staff orientation materials and posterings.	2008	No End Date (Continuous)
Promote ride share software.	In Development		Initial discussions started	Update UVic participation in Jack Bell van pool online software to match staff looking to share rides to work. Promote software aggressively to campus staff through list serves, new employee orientation, websites, etc.	2007	No End Date (Continuous)
Conduct bi-annual traffic survey.	In Development		Plans underway	Conduct update to traffic study in 2010 and again in 2012. Use data to create new transportation demand management strategies.	2010	2012
Create new cycling master plan.	In Development		Initial discussions started	Work with consultants and campus community to create a new cycling master plan in 2011 for campus to enhance the safety, efficiency and	2010	2012
Work closely with BC Transit to review bus schedules and routes to maximize efficiency and usefulness to the campus community.	Ongoing/In Progress		Ongoing discussions	Participate directly in the Victoria Regional Transit 25 year Master Plan process to assess campus transit improvements.	2010	2011
Grounds and Urban Agriculture						
Support campus community garden	Ongoing/In Progress		Installed new bulletin board covered sign for the garden to display information to members. Waiting list for new members continued to grow. Garden workshops offered on site.	The university administration will work closely with the community garden collective on plans for possible move of the garden to a new site in 2011 or 2012.	2005	No End Date (Continuous)
Create new community garden in Family Student Housing complex	In Development		Initial meetings held with stakeholders to assess possible site locations.	Location for new garden selected and garden site will be constructed by grounds staff. Management plan to be created and plots allocated to qualifying residents.	2009	No End Date (Continuous)