

Executive Summary

Royal Roads University (RRU) was founded in 1995 as a special purpose university - with a commitment to create access for working people to applied and professional programs through online delivery and on campus residencies. Sustainability is one of the founding pillars of the university, that also include leadership, conflict resolution and entrepreneurship. In December of 2008 the Royal Roads University released its Sustainability Plan which represents the long-term vision of sustainability at the university. The Plan is divided into five key initiatives: Greenhouse Gas Management (with a target of 50% reduction from 2007 levels by 2020, in addition to being carbon neutral by 2010); Going "Grid-Positive", (after reaching a target of going "off-grid" by 2018); Transportation Demand Management (creating a pedestrian friendly campus); Ecological-Sensitive Siting and Heritage Conservation (only allowing development on disturbed areas); and University Stewardship (Campus Green). These five initiatives include research, education and engagement activities that have occurred at the university in the past and all relate in some manner to achieving carbon neutrality in the future. Greenhouse gas management includes an ongoing annual inventory of all greenhouse gas emissions and developing plans to reduce these emissions through the creation of an institutional climate action plan. The university also has plans to create its own energy through alternative energy technology. The Waste and Energy Resource Recovery Centre would create enough heat and electricity for Royal Roads University and can provide heat and electricity to the neighbouring community. This Centre would reduce the emissions created by transportation of wet organic waste off-campus and eliminate the emissions associated with purchased electricity and heat. Last year a Transportation Demand Study was completed to provide a baseline on transportation issues at the university. Plans are being made to decrease the amount of single occupancy vehicles (currently at 90%) and the emissions associated by this travel. Work is being done directly with BC Transit to look at improving service to the campus. The vision of the Sustainability Plan is to create a campus that promotes education and research on sustainability, creating a place to study, work and live that is unrivalled in the world, and creating a climate neutral, grid positive campus, serving the nearby fast growing community of the Westshore.

Greenhouse gas management includes an ongoing annual inventory of all greenhouse gas emissions produced by the university's operations (facilities and fleet) and developing plans to reduce these emissions through the creation of an institutional climate action plan.

The university also has plans to create its own energy through alternative energy technology, the Waste and Energy Resource Recovery Centre would create enough electricity for Royal Roads University and can provide electricity to the neighbouring community. The Centre would reduce emissions created by transportation of wet organic waste off-campus and eliminate the emissions associated with purchased electricity and heat.

Transportation Demand Management studies have been completed to provide a baseline on transportation issues at the university. Plans are being made to decrease the amount of single occupancy vehicles and the emissions associated by this travel.

As a further testimony to the University's commitment to sustainability a new Gold Leed academic building is being constructed on the current location of 2 active parking lots. These lots will not be replaced after the building is completed. Alternative transportation including carpooling, rideshare, transit and bicycle are being enhanced. The next capital project planned for the campus is the Bateman Centre Wetland Restoration Project. This wetland project will provide the setting for the Bateman Centre for Environmental Education - which will be a Living Building - under Leed standards. These projects will serve the wider community, with an anticipated 50,000 to 100,000 visitors annually. On the academic level, there is a current masters student conducting research on campus regarding the carbon sequestration potential of the wetland. The results of this research are expected in the Spring of 2010. If successful with a grant application, there will be a number of masters and doctorate research projects undertaken as part of the Wetland Restoration Project. The School of Management at the University is currently reviewing it's MBA program, with a view to creating a sustainability thread throughout the program. The students in the Bachelor of Commerce program are designing a new recycling container for the campus, and a business analysis is being undertaken on the university's waste management program.

Objectives

At Royal Roads University the Board of Governors sets administrative and academic policy and the president - who is the chief executive officer of the university - administers its operation. In January of 2008, goals were approved by the Board of Governors in regard to reducing greenhouse gas emissions which include: by 2020 reduce net greenhouse gas emissions by 50 per cent from 2007 levels; be climate neutral by 2010; go "off-grid" by 2018 (self sufficient in energy, waste, water), and learn from our experiences to identify best practices and be a leader in sustainability. The Board also approved principles to guide planning and decision-making practices. The principles relating to reducing greenhouse gas emissions include: reduce, reuse, recycle; ensure compact efficient footprint; practice active and passive green building design; use local and sustainable resources.

Royal Roads University has signed on the Talloire's Declaration which recognizes the stabilization of human population, adoption of environmentally sound industrial and agricultural technologies, reforestation, and ecological restoration are crucial elements in creating an equitable and sustainable future for all humankind in harmony with nature. It also recognizes that Universities have a major role in the education, research, policy formation, and information exchange necessary to make these goals possible. It then identifies ten statements that University presidents, rectors and chancellors will commit their institutions to meeting. The subject of these statements relates to the BC's Climate Action Plan: Increase awareness of environmentally sustainable development; create an institutional culture of sustainability; educate for environmentally responsible citizenship; foster environmental literacy for all; practice institutional ecology; involve all stakeholders; collaborate for interdisciplinary approaches; enhance capacity of primary and secondary schools; broaden service and outreach nationally and internationally; and maintain the movement.

The University and College Presidents' Climate Change Statement of Action for Canada is a document that recognizes climate change and the responsibility of universities and colleges to commit to climate change action. Royal Roads University is one of the six creators and original signatories of the Statement of Action. The five climate change actions state: we will exercise leadership by reducing emissions of greenhouse gases in collaboration with our communities; we will develop measurable targets using research and science; we will develop achievable and practical plans to achieve reduction targets; we will put in place rigorous assessment and measurement procedures; and we will fully disclose and be accountable for our actions. The action items are then supported by six specific parameters that will be taken by institutions in the pursuit of the five climate change actions. These are:

1. Initiate the development of a comprehensive plan to reduce greenhouse gases by creating a planning body that includes students, staff, faculty, researchers, administrators and other partners to set emission reduction targets in accordance with each institution's jurisdiction.
2. Within one year of signing this document, complete a comprehensive inventory of all greenhouse gas emissions on each campus.
3. Within two years of signing this document, set targets and develop an institutional climate action plan that engages each institution's research, education and operations into a comprehensive strategy that catalyzes solutions for climate change.
4. While the comprehensive plan is being created, immediately implement selected tangible actions to reduce greenhouse gas emissions.
5. Make action plans, inventories and periodic progress reports publicly available for review and comment.
6. Work cooperatively with governments, civil society, the business community and other institutions of higher learning to contribute to global climate change actions in recognition of our responsibility for equitable solutions.

The Environmental Stewardship Policy was created in October of 2000. The Environmental Stewardship Policy was created in October of 2000. This policy ensures that procedures, personnel and processes are in place to develop and maintain high standards of environmental stewardship. Royal Roads University is committed to being a global leader in sustainability through innovative strategies which foster the protection and preservation of the environment. Degree programs are offered which incorporate studies of environmental sustainability as one of their principal tenets. The operations of the university must reflect the highest standards of sustainability and environmental consciousness. Progress toward policy objectives will be reported to the Board of Governors by the President each year.

The Royal Roads University Policy on Corporate Social Responsibility was developed in January of 2005 to ensure the university operates in an economically, socially and environmentally responsible manner while recognizing the interests of its stakeholders. This includes: Business practices which are sound, ethical and accountable; Academic programming, service to society, and equitable treatment of learners, employees and partners; and Conducting the University's activities in an environmentally sustainable manner.

The Environmental Heritage and Stewardship Committee was created in 2007 to support the goals that were set out in the corporate strategic plan, the three-year business plan, the annual operating plan and the DND lease requirements. The committee provides oversight of the governance and guiding principles related to the manner in which the university operates on the Hatley Park campus while addressing all heritage and environmental sustainability concerns. The committee is responsible for the oversight and integration of:

- Setting targets and monitoring progress to those targets
- Setting policy for approval by the Executive
- Stakeholder management as related to all heritage and environmental sustainability issues and practices at the university
- Satisfying all regulatory and legal requirements per their mandate
- Development and implementation of a campus-wide environmental management system (including heritage)
- Attracting funds to the university in support of environmental and heritage stewardship
- Environmental Management System planning
- Producing an annual "progress to sustainability" report including monitoring and review of the campus master plan

The committee is chaired by the Associate Vice President & Chief Informational Officer and consists of: members of the executive, vice presidents and associate vice presidents, deans, school directors, departmental program heads, managers and a student representative. The committee meets every two months and all records generated by the committee will be managed and coordinated by the chair.

Centre for Non-Timber Resources conducts applied research and does development to support the wise use of natural resources as a way to diversify and sustain rural and resource-dependant economies. In partnership with First Nations, other communities, industry, all levels of government, and a wide range of other organizations the Centre for Non-Timbre Resources help to better understand and to improve the contribution of the natural products and services to livelihoods, employment-and income-generation, and sustainability. Through their Buy BCwild annual directory the Centre provides local renewable products that can be harvested without disturbing timber resources, which are known to sequester carbon.

Continuing Studies is a Office at the university which provides green learning curriculum to staff, faculty, alumni and the public. Classes are offered year-round to increase the knowledge base of people in and outside of the Royal Roads Community. These classes are discounted to staff. One of the legislated purposes of the University is to support and serve the local community and the Continuing Studies Program provides the most direct service to the community.

The School of Environment and Sustainability offers a Bachelor of Science in Environmental Management and Environmental Science, a Graduate Diploma and Graduate Certificate in Environmental Education and Communication and a Certificate in Environmental Practice.

The School of Management is currently reviewing their Masters of Business Administration Program to include sustainability learning throughout the program, as opposed to a single course of the past.

Part 1: Actions Taken to Reduce Greenhouse Gas Emissions in 2008

Overview

Royal Roads University has taken measures in the past to purchase environmentally friendly products, replace equipment with more efficient options and encourage employee engagement in environmental education, knowledge sharing and discussion. In the calendar year of 2008 these activities continued. Although environmental champions have always existed within staff and faculty departments at the university an effort was made this year to have an Open Space Forum (December 2008) where the new Sustainability Plan was released and explained to staff, faculty, and learners. Those in attendance, which was a group of over 200 people had an opportunity to join self-formed groups and have a discussion about the many topics that fall under the term sustainability, including greenhouse gas emissions reduction. These groups identified the issues and then created action items which included necessary steps that must be taken; useful contacts or individuals that may provide expertise and desired outcomes. This information helped to provide a baseline of the issues that engage employees and provided an opportunity for actions to be identified. The information from the forum and a video were made available to staff and faculty through the University's on-line newsletter - Roadspiel.

Royal Roads University has been using a virtually chemical-free cleaning system (Green Seal certified) on campus for 9 years. They have received recognition in Waste Reduction for their cleaning system by the Canadian Association of University Business Officers. The system which utilizes microfiber cloth for cleaning most surfaces through the campus buildings has been tested by independent labs in the United States and determined to be more effective in removing bacteria from surfaces than cotton mops or chemical cleaners (99.42% effective at removing bacteria from smooth surfaces). This is possible through the tiny microscopic pockets which create electro static cleaning when dry and capillary cleaning when wet. This system is used in combination with other chemicals on an as needed basis. Three of these chemicals are green-sealed products: Oxygenic, Neutramax and Benefit which together with the micro-fibre system create a virtually chemical-free and environmentally friendly and healthy atmosphere. The Physical & Environmental Resources Department also purchased green-sealed certified paper towel, toilet paper and both compostable and biodegradable plastic bags (this latter practice began in 2008).

Habitat Catering & Food Services provides food and beverage services to the university and made a commitment to reduce the amount of resources they are using through continuing to support composting, purchasing compostable utensils, and upgrading dishwashers to units that use less water and energy.

One new golf club cart and two maintenance E-Gators were added to the fleet in 2008. All three of these vehicles run off an electric battery greatly reducing greenhouse gas emissions that would be created by a gasoline vehicle performing the functions that the new electric vehicles perform. New policy was passed to give staff, faculty access to use the electric golf carts for on-campus transportation, reducing the emissions generated by the use of their personal fossil fuelled vehicles.

Maintenance of water fixtures including repairing leaks in 41 fixtures, replacing 20 showerheads and 17 faucets ensures water is both available and conserved where possible. Other equipment, 1 refrigerators, 2 dishwashers, and a natural gas oven were replaced to increase their efficiency or to replace non-working appliances.

216 desktop computers were replaced and server virtualization continues to be used at the university. The Information Technology Department continues to upgrade equipment to meet energy efficient standards. The IT Department has also committed to buying all 30% post-consumer paper for printing, photocopying and faxing wherever necessary. Stand alone printers and fax machines have been replaced with multi-functional devices where appropriate and as the budget permits.

1.1 Mobile Fuel Combustion

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Replaced # of TYPE OF VEHICLE with MORE EFFICIENT VEHICLE/Hybrid	Complete		In 2008, 1 electric club cart and 2 electric John Deere utility Gators were purchased. The existing non-fossil fuel fleet consists of 17 electric battery golf carts, 2 John Deere electric utility Gators and 1 electric battery-powered Nissan pick-up truck.
Provided driver training to reduce fuel use	Complete		For fleet vehicles.
Initiated new fleet maintenance program (could include – changing filters, checking tire pressure, regular check-ups)	Complete		Encouraged through discounted bus pass for staff/faculty, the ProPass. Complete - Encouraged through the carpooling policy which provides discounted parking passes for carpooling staff, faculty and learners.
Established anti-idling behaviour change program (e.g. signs, stickers, messages)	Complete		Created the Golf Cart Use Policy to reduce greenhouse gas emissions and increase health and safety linked with transportation by staff, faculty and learners on campus.
Adopted a travel policy	Complete		The Travel Policy was updated.

1.2 Stationary fuel combustion and electricity			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Supplied power bars – to turn off power to non-essential items when not in use (e.g. phone chargers)	Complete		Power bars supplied where needed.
Replaced # computers with EnergyStar models	Complete		216 IBM desktop computers replaced with Energy-Star rating IV computers. This is done as part of a 3-year lease where 1/3 of the computers get replaced per year.
Turned off lights in unused rooms	Complete		This is done by many staff, faculty and learners. Small reminder stickers were placed on light switches several years ago.
Replaced Refrigerators (EnergyStar rated appliance)	Complete		1 refrigerator replaced with energy-star refrigerator on the 2nd floor of the Nixon student Lounge in September 2008
Replaced other appliances (with EnergyStar rated appliance)	Complete		1 Natural Gas Warming Oven (Salamander) was replaced in the cafeteria on September 2008. Complete - 2 dishwashers were replaced with new energy efficient models in Habitat Café.
Installed multi-function devices (and removed stand-alone printers/faxes)	Complete		Stand alone printers/faxes were replaced with multi-functional devices where budget permitted and as needed.
Replaced standard bulbs with CFLs	Complete		In 2007, all standard bulbs were replaced with compact fluorescent lights where possible on campus.
Implemented server virtualization	Complete		Initial implementation done in the 2004/05 fiscal year; this equipment is leased on a 5-year cycle.
1.3 Supplies			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Committed to use 30% recycled paper	Complete		Committed to Boise Aspen 30% post-consumer content paper for several years; one exception is special paper for Media Technologies department who create marketing materials.
Initiated automatic double sided printing	Complete		Has been done for several years.
Used collaborative software to edit on-line	Complete		A variety of online editing software is supported and used at the University.
Used laptops/tablets	Complete		Up to 6 laptops are available for staff and faculty to sign-out from computer services.
Actions on non-paper related supplies:			
Chose "Green" items from Distribution Centre	Complete		Royal Roads University purchases a number of green items from Grand & Toy, but they are only one of the suppliers.
Encouraged re-use of furniture and equipment	In Progress		Furniture and equipment are passed through departments on a as needed basis.

1.4 Employee Engagement			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Provided climate change education	Complete		Provided climate change information in the Sustainability Plan.
Provided conservation education	Complete		Signage in residency showering facilities give information on water conservation.
Held contests to change behaviour/make pledges	Complete	38 university staff and faculty registered and participated in Bike to Work Week.	The Bike to Work Week Committee held a departmental competition to determine which department biked the most kilometres during Bike to Work Week. They provided knowledge, support and prizes as incentives.
Held contests/support to generate ideas	Complete		In December of 2008 an Open Space Forum for all staff, faculty and students was held to create dialogue about sustainability and create topics that could be championed. Around 200 staff, faculty and students participated in the event provided topics of interest and feedback on the action items needed for progress in the respective areas.
Supported Green Teams (resources)	Complete		Green Drinks, a local networking and idea sharing initiative was held for 8 months.
Provided green tips	Complete		Provided GreenTips through the staff e-Newsletter, RoadSpiel
Supported professional development	Complete		The School of Continuing Studies provides discounted education courses to staff and faculty which support professional development in a variety of subjects.
1.6 Sustainability Actions (others)			
Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Took water conservation measures – low flow showers or toilets, fix leaks	Complete		20 showerheads were replaced. Complete - 17 new faucets with aerators installed. Complete - 41 water leaks were repaired in bathroom fixtures on campus.
Supported composting	Complete		All wet organic food compost waste generated on site picked up by ReFuse for composting.
Used re-usable dishes	Complete		Habitat Café used re-usable dishes in 2008.
Purchased green cleaning products	Complete		Purchased 1.Oxygenic - Green Seal multi-purpose cleaner. 2.Neutramax - Green Seal floor cleaner. 3.Benefect - Green Seal disinfectant. 4.Micro-fibre cloths (on-going for 9 years).
Used green (low-e paints)	Complete		All paint used on campus is specified Low-VOC (Volatile Organic Compound); one exception is exterior metal rust-inhibitor paint.

Other: (Please enter any items not included in the above list)	Complete	Purchased 1. Green Seal paper towel and toilet paper. 2. Biodegradable garbage and recycling bags from AK Green Initiatives in Richmond, BC. 3. Compostable bags for compost bins from ReFuse.
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Part 2: Plans to Continue Reducing Greenhouse Gas Emissions 2009 -- 2011

Overview	<p>A campus wide energy audit performed by BC Hydro is among one of the largest baseline studies that will be done in 2009 to help provide insight into reducing greenhouse gas emissions and increase energy savings. A campus wide inventory of all water fixtures on campus and of all waste bins and signage found within buildings will provide opportunities for further reductions in greenhouse gas emissions by increasing the efficiency of the waste management system and through water conservation knowledge and awareness. Water and waste are two components of Campus Green, a University-wide environmental stewardship program aimed at minimizing the impact of operations through resource conservation and best practices. This program will be initiated at the grass-roots level enlisted the expertise and efforts of staff, faculty, learners, alumni and community members. In addition a business analysis will be done on waste collection practices on campus, in particular a cost/benefit of the current practice of transporting compost to a Nanaimo facility.</p> <p>The IT Department will continue to replace computers. Approximately 216 desktop computers will be replaced with computers with an Energy-star rating of IV. They are also planning to implement a desktop power-management program at the university which will reduce the amount of energy used. Server virtualization will continue to be used at Royal Road University.</p> <p>The new Office of Sustainability is undertaking a number of initiatives with departments on campus. A new Sustainability Website will be ready for launch in the Summer of 2009 which will provide a link for students, faculty, staff and the community to all sustainability information and activities.</p> <p>In coordination with the University Relations department, a new orientation package (on-line) will be developed to showcase sustainability practices on campus - prior to the students and staff starting at Royal Roads.</p> <p>The students will continue to undertake the GHG audit as part of their major project requirements for the Bachelor of Environmental Science Program.</p> <p>Another new initiative is a re-branding exercise for the waste receptacles on campus, including compost and a re-design of the actual bins. This is to increase compliance with more effective waste management practices. One waste audit completed by the students on Earth Day showed that 85% of the waste could have been recycled or composted.</p>
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2.1 Mobile Fuel Combustion				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Replace # of TYPE OF VEHICLE with MORE EFFICIENT VEHICLE/Hybrid	Planned		Replacement of fossil-fuelled vehicles as needed and when required.	As budget permits.
Initiate new fleet maintenance program (could include – changing filters, checking tire pressure, regular check-ups)	Planned		Initiate a maintenance program for fleet vehicles to assess their performance.	As budget permits.
Establish anti-idling behaviour change program (e.g. signs, stickers, messages)	Planned		Distribute anti-idling windshield decals to staff fleet vehicles. Planned - Put up anti-idling signage in areas frequented by delivery trucks.	2009 for both
Encourage use of public transit/active transportation	In Progress		Royal Roads University is registering on the Jack Bell Ride-Share website; this will provide learners, faculty and staff access to set-up ride-share system.	2009
Encourage alternatives to travel in fleet vehicles – bicycles, scooters, electric carts	In Progress		Golf Cart Policy will continue to train learners, faculty, staff and support their use of electric fleet vehicles.	2009
Establish travel reduction goals	Planned			2010

2.2 Stationary Fuel Combustion (including electricity)				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Supply power bars – to turn off power to non-essential items when not in use (e.g. phone chargers)	Planned		Provide power bars when needed.	2009, 2010 & 2011.
Replace # computers with EnergyStar models	Planned		Replace current desktop computers with 216 Energy-Star IV computers.	2009
Turn off lights in unused rooms	In Progress		Continued action.	
Replace Refrigerators (EnergyStar rated appliance)	Planned		As needed and when required.	As budget permits.
Replace other appliances (with EnergyStar rated appliance)	Planned		1 dishwasher will be replaced in Habitat Café.	2009
Install multi-function devices (and remove stand-alone printers/faxes)	Planned		Replace as needed and as budget permits.	2009-2011
Replace standard bulbs with CFLs	Planned		Replace bulbs with CFL bulbs as needed.	2009-2011
Implement server virtualization	In Progress		Lease will run until 2010.	2009-2010
Utilize desk-top power management settings on computer	Planned		Implement desktop power management settings on all computers.	2009
Undertake building energy audit at LOCATION(s)	In Progress		A campus wide energy audit will audit all buildings on the Royal Roads University campus, done by BC Hydro.	2009
Initiate or complete a building energy retrofit	Planned		A submission has been made to Build Canada for funds to undertake retrofits on the major buildings on campus.	2009-11 dependent on grants
New Academic Building	In Progress		A new academic building is being constructed on campus and it will be Leed Gold. This new building is being build on 2 existing parking lots, which will not be replaced. It is also the catalyst for launching the new branding program and new waste receptacles. The building will have covered bike storage and showers for cyclists which will encourage additional bike use.	Started in 2009 with completion planned for the end of 2010.
2.3 Supplies				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Commit to use 30% recycled paper	In Progress		Continue to commit to 30% post-consumer paper.	2009
Develop document library (online and one printed copy) for large documents	In Progress		Create online repository of information.	2009-2011
Use collaborative software to edit on-line	In Progress		Continued action.	
Use laptops/tablets	In Progress		Continued action.	
Actions on non-paper related supplies:				
Choose "Green" items from Distribution Centre	Planned		Create centralized purchasing to reduce amount of trips to university by fossil-fuelled vehicles.	2009-2011
Encourage re-use of furniture and equipment	In Progress		Continued action.	

2.4 Travel				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Voluntary mitigation for travel	Planned		A project is underway with students from the Environmental Studies Program to incorporate a travel calculator in the staff and student travel. The funds from the mitigation would go into the Sustainability Fund, established in 2007. Recently \$350.00 from delegate travel to a conference event on campus was contributed to the fund.	
2.5 Employee Engagement				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Provide climate change education	Planned		Provide a climate action plan for Royal Roads University staff, faculty and learners and make it available online to staff, faculty, learners and the public.	2009
Provide conservation education	In Progress		Campus Green, the university's stewardship program will provide resource conservation knowledge through the website, such as water conservation knowledge.	2009-2011
Hold contests to change behaviour/make pledge	In Progress		The Bike to Work Week committee has issued a staff/faculty versus learners challenge to encourage participation in alternative transportation. In Progress - A workplace tomato growing contest has over 100 staff/faculty involved in growing tomatoes on campus, increasing food security awareness and knowledge.	2009
Hold contests/support to generate ideas	Planned		Create new branding for recycling at Royal Roads University, hold a contest for branding ideas.	2009-2011
Develop Green Teams	In Progress		Create Campus Green, a umbrella like structure under which all staff, faculty, student, and community can participate in sustainable initiatives. Monthly meetings will be held and minutes will record the amount of staff participating as well as the progress that Campus Green makes.	2009
Provide green tips	In Progress		Weekly green tips will be provided through the Royal Roads University staff newsletter, Roadspiel.	2009
Support professional development	Planned		Continuing Studies will continue to provide professional development through its curriculum.	2009
Add a green work goal to performance management	Planned		Adding a green performance goal to work plans in the future.	2009-2011

2.6 Sustainability Actions (others)

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Take water conservation measures – low flow showers or toilets, fix leaks	Planned		Replace showerheads, toilets, faucets and fix-leaks on an as needed basis and as the budget permits. In Progress - An inventory of all water fixtures is currently being conducted to achieve a baseline of all water fixtures on campus.	2009-2011
Improve recycling measures	In Progress		An inventory of all waste bins and their signage is currently being conducted to achieve a baseline of all waste bins inside buildings on campus.	2009-2011
Support composting	Planned		A business case analysis is being performed on the waste management system at Royal Roads University; On-campus composting options are being researched and compliance levels are being analyzed along with a more effective education system.	2009-2011
Use re-usable dishes	In Progress		Continued action.	
Purchase green cleaning products	In Progress		Continued action.	
Use green (low-e paints)	In Progress		Continued action.	
Support sustainable procurement practices	Planned		Creation of a Green Purchasing Policy.	2009-2011
ADDITIONAL ACTIONS TAKEN OR PLANNED				
Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Sustainability Website	In Progress		A new Sustainability Website will be operational in the Summer of 2009.	2009
Orientation	Planned		A new orientation package (on-line) for staff and students outlining the sustainability practices on campus.	2009-2010
Office of Sustainability	In Progress		The University established an Office of Sustainability to assist with the implementation of the Sustainability Plan and Campus Green activities.	2009