

GOALS, OUTCOMES AND ACTIONS

2022-2027

CLIMATE ACTION PLAN



Royal Roads
UNIVERSITY

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THE CLIMATE ACTION PLAN

Climate Action Plan 2022–2027 was developed through an outcomes-based planning process that looked ahead five, 10 and 30 years into the future to consider how our actions contribute to the kind of world we want to live in.

The three **Goals** provide strategic direction and articulate the role of Royal Roads University (RRU) in addressing the climate emergency.

The five **Priority Areas** identify categories under which actions will occur to create the desired impact and outcomes.

Desired **Outcomes** are a change in knowledge, attitudes, skills, abilities and ways of being.

The goals, priority areas and outcomes provide a guiding direction for the Actions—priority activities that Royal Roads will commit to in a phased approach over the next five years. The collective sum of this work forms RRU’s path to climate action leadership.

GOAL 1

LEAD AND ENABLE

Make urgent climate action core to the university’s purpose and business by establishing climate-driven governance, policies and competencies. Be a leading example of mitigation and resilience.

GOAL 2

BUILD KNOWLEDGE AND CAPACITY

Increase climate change awareness and action through education, research and engagement. Advance learning that is responsive to place, people and nature.

GOAL 3

COLLABORATE FOR SOLUTIONS

Co-create climate action solutions, leverage resources and amplify positive impact through relationships, partnerships and dialogue.

ICON LEGEND

To prioritize specific actions, we have identified those that are critical to other actions, offer amplified impacts, build momentum or are currently underway. The following icons will be used to distinguish such actions going forward.



CRITICAL ENABLING

Indicates an essential action that is necessary to allow other actions/outcomes to be realized.



HIGH IMPACT

Actions that will result in strong benefits to climate action, either through results that will lead to significant mitigation, adaptation or broader knowledge, engagement and/or cultural shifts.



QUICK WIN

An action that can be implemented relatively quickly to build momentum for the plan (year one).



UNDERWAY

In progress or planned, but continued support/momentum is needed to complete.



GOAL 1

LEAD AND ENABLE

LEAD AND ENABLE

Make urgent climate action core to the university's purpose and business by establishing climate-driven governance, policies and competencies. Be a leading example of mitigation and resilience.

➤ Priority Area 1: Leadership and Governance

➤ Outcome 1: Commitment

Students, staff, faculty, partner communities and external stakeholders demonstrate confidence in the university leadership's commitment to achieving its climate action goals. The university's climate action efforts integrate reconciliation, equity, diversity, inclusion, and justice into all work.

➤ Action 1.1

The president publicly declares the climate emergency and the university's commitment to climate leadership including the following targets and commitments:

- To align with the 1.5°C ambition⁶, RRU reduces its emissions⁷ 65% by 2025 (from 2010 levels) and has implemented the necessary supports to achieve 80% reduction by 2030 and net zero by 2050. By 2023, no new buildings will be constructed that rely on fossil fuels as the primary energy source.
- To extend institutional responsibility and leadership to reduce scope 3 emissions 50% by 2030 (from 2019 levels) and to offset the remainder⁸.
- To increase the institution's climate resilience by activating key steps such as risk assessments and development of a Climate Preparedness and Adaptation Strategy by 2025.
- Climate change education and capacity building will be a core purpose and strategic direction for RRU's academic mandate.
- To pilot innovative solutions for climate mitigation and adaptation, and to share results and learnings with others.
- To align institutional policies, plans and decisions with climate action goals.
- To improve inclusivity

Action 1.2

The university affirms its commitment by working with other alliances, groups, or networks to identify mutual areas of interest and opportunities to lead provincial, national, and international efforts to promote climate action⁹.

Action 1.3

Alongside and integrated with the university's climate action commitments, the president identifies specific UN SDGs that are priority commitments central to RRU's vision and mandate.

Action 1.4

Commit to Indigenous collaboration and paired governance. Connect and consult with Indigenous communities to identify what their climate change plans and priorities are; collaborate upon shared organizational/governance model.

⁶ The UN climate report concludes that we need to keep global warming to a maximum of 1.5°C to avoid high risk of catastrophic consequences for people and our living environment. To achieve the 1.5°C ambition, global greenhouse gas emissions must stop growing by 2020 and we must halve emissions every decade to approach net-zero by 2050, while at the same time removing some of the carbon already emitted into the atmosphere. (IPCC, 2018).

⁷ Scope 1 emissions are direct greenhouse gas (GHG) emissions that occur from sources controlled or owned by an organization while Scope 2 emissions are indirect GHG emissions associated with the purchase of electricity or energy. (GHG Protocol)

⁸ Phase 1 scope 3 accounting is proposed to include: Commuting, business air travel, solid waste (disposal only), and building lifecycle (For comparison, this comprises 65% of UBC's total emissions for scope 1, 2 and 3)

⁹ For example, Pacific Institute for Climate Solutions (PICS), Universities Climate Change Coalition (UC3), Second Nature's Climate Leadership Network, Race to Net Zero, UN SDG Accord, the Investment Charter for Canadian Universities, etc.

➤ Outcome 2: Decision-making

University decisions integrate climate change considerations (including climate justice, risks, impacts, mitigation and adaptation actions). Policies are in place that guide and mandate the University leadership in its responsibilities and commitments to the Climate Action Plan.

➤ Action 2.1

The board, executive and senior committees ensure that they maintain sufficient understanding of climate change, derived from both internal (e.g., the hub) and external sources.

Action 2.2

The president directs that climate considerations (including the guiding principles of the Climate Action Plan) be integrated into all strategic-level plans, meetings, budgets, policies and reports. Complimentary to this, senior leadership communicate their support for and endorsement of integrating the climate actions outlined in the plan into the standard operations of the university.

Action 2.3

The president delegates responsibility for developing, revising, and/or expediting review and approval of plans, policies and procedures to align operations, administration, institutional service delivery and the Learning, Teaching and Research Model with overarching climate goals and principles. (See also, Administration Outcome 5: *Policy Development*)

➤ Outcome 3: Resources

Individuals and committees within the university community are empowered with the authority, resources, responsibility and accountability for their climate action roles.

➤ Action 3.1

Establish a climate leadership structure with adequate resourcing. As part of this, the president approves an organization-wide, cross-disciplinary leadership structure to support inclusive governance, resourcing and oversight of the Climate Action Plan. Additionally, the university approves sufficient financial and other needed resources through the annual budget process to support the activities required to achieve its Climate Action commitments.

➤ Outcome 4: Climate Action Hub

The university establishes a Climate Action Hub that enables, amplifies and connects climate action information and activities both inside and outside the university.

➤ Action 4.1

The president approves the establishment of the Climate Action Hub, including 1) the allocation of sufficient resources to build the foundation for and enable its sustained operation; 2) a leadership and management framework for the Climate Action Hub; and 3) the appointment of both administrative staff and faculty. .

➤ Outcome 5: Resilience

Climate risk is integrated into the university's enterprise risk management framework. The university identifies, discloses and determines a management approach in response to the university's material climate risks and opportunities.

➤ Action 5.1

Conduct a climate risk and vulnerability assessment⁹⁰ to determine priority risks and impacts under a range of climate scenarios.

Action 5.2

Develop and resource a Climate Adaptation Plan (informed by the climate risk assessment) to integrate climate risk and resilience into University governance, administration, operations, business development and service delivery models.

Action 5.3

Integrate disaster risk reduction and climate adaptation considerations and targets into university emergency plans with annual updates to reflect new regional climate risk projections and business continuity plans.

UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

Within Leadership and Governance, there are possible integrations with the following UN SGDs:

- Climate Action;
- Reduced Inequalities;
- Partnerships for the Goals; and
- Peace, Justice and Strong Institutions.

➤ Outcome 6: Transparency and Accountability

The university builds accountability into climate action governance structures. University stakeholders and rights-holders have access to sufficient information to evaluate the university's climate action performance.

➤ Action 6.1

The university publishes a comprehensive, integrated, and complete annual report that incorporates:

- 6.1.1** Mandatory disclosures, in accordance with BC's Climate Change Accountability Act requirements; and,
- 6.1.2** Voluntary disclosures, including all key performance indicators included in the Climate Action Plan.
- 6.1.3** Material climate-related risks, including the management approach to each risk.

Action 6.2

The university regularly shares information about climate activities and progress with the university community.

Action 6.3

The president updates the Board of Governors semi-annually on progress toward climate action targets.

⁹⁰ The climate risk and vulnerability assessment will include campus energy, buildings and infrastructure; interdependent services/community infrastructure; environment, social, cultural, global connections and impacts that affect client/customer base, supply chains, etc.

➤ Outcome 7: Inclusive Governance

The university's governance structure promotes equity, diversity and inclusion as part of its climate action decision-making process. Indigenous knowledge and leadership are invited and included.

➤ Action 7.1

Establish mechanisms and processes that ensure diverse perspectives, communities and worldviews shape the development and implementation of climate-related initiatives and policies. Facilitate student and community members inclusion in climate governance.

Action 7.2

Incorporate different knowledge systems for climate action with an emphasis on Indigenous knowledge.

Action 7.3

Enhance community-driven participation in decision-making by encouraging members of vulnerable and impacted communities to identify the challenges they face and propose solutions that are relevant to them.



➤ Priority Area 2: Administration

➤ Outcome 1: Delegation/ Distributed Leadership

The university embeds climate initiatives throughout the institution. The university and its stakeholders clearly identify individuals and teams responsible for leading, monitoring and evaluating each element of the plan.

➤ Action 1.1

Individuals and committees with delegated authority are accountable for the implementation, of the Climate Action Plan under timebound milestones.

Action 1.2

Role descriptions, annual work plans and annual performance reviews explicitly incorporate Climate Action Plan duties, responsibilities and outcomes across all identified portfolio areas.

➤ Outcome 2: Decision-making and Implementation

All university decisions will consider and incorporate climate change (mitigation, adaptation and climate justice).

➤ Action 2.1

A screening tool (or a variety of methods) is used to assess every decision's contribution to addressing climate change and promoting equity, diversity and inclusion.

Action 2.2

Climate impacts and risk assessment (including the climate performance of suppliers) is incorporated into every purchasing, procurement and investment decision.

Action 2.3

Align strategic university decisions with relevant principles, goals, and targets of the Climate Action Plan, thereby integrating climate and sustainability considerations.

Action 2.4

A Climate Action Leadership Team with broad and inclusive representation and expertise ensures that the university maximizes investments (financial and human) by targeting high-priority climate actions.

Action 2.5

The university identifies and implements innovative funding models, financial tools and external funding partnerships to support the plan's goals and targets.

➤ Outcome 3: Planning and Policy Development

The implementation of key elements of the Climate Action Plan is guided and informed by approved policies and plans.

➤ Action 3.1

Develop and/or refresh University plans and policies to align with Climate Action Plan goals and targets. Aligning with the university's policy framework and with requirements specified in the internal implementation plan, delegated groups have researched, consulted on, developed and submitted the following plans and draft policies for approval¹¹:

Plans¹²

- Campus Master Plan
 - Energy and Utilities Master Plan
 - Biodiversity Plan
 - Transportation Demand Management Plan
- RRU Sustainable Food Vision (including food services contracts)
- Climate Vulnerability and Adaptation Plan

Policies

- Net zero and adaptive building design and construction policy
- Sustainable investment policy, including UN Principles for Responsible Investment criteria
- Sustainable procurement policy
- Low emissions travel policy
- Flexible and equitable work policy, including accessibility parameters and remote work options to reduce commuting emissions
- Partnership engagement policy and framework
- Ecosystem governance policy

➤ Outcome 4: Scope 3 Emissions Reductions

By 2030, RRU has reduced its scope 3 emissions by 50% (from 2019 levels) and has offset the remainder.

➤ Action 4.1

Establish scope 3 baseline. Prioritize, measure and publicly report on a preliminary set of scope 3 emissions: 1) business travel, 2) commuter travel (employees and students), 3) waste, 4) food, and 5) embodied energy in new building materials.

Action 4.2

Scope 3 business process. Adjust business process and policy to reduce scope 3 emissions; develop and implement a mitigation and offset program. Research additional scope 3 impact areas, and feasibility to reduce those emissions.

Action 4.3

Develop a transportation demand management (TDM) plan to reduce commuting-related emissions, and to enable reporting and offsetting of commuting travel emissions for both students and employees.

UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

Within Administration, there are possible integrations with the following UN SDGs:

- Climate Action;
- Reduced Inequalities;
- Partnerships for the Goals; and
- Peace, Justice and Strong Institutions.

¹¹ Note: this is not an exhaustive list and could include more plans and policies to support the outcomes, as needed.

¹² Infrastructure, landscape and program planning that aim to reduce GHG emissions and build adaptive capacity to future climate risks while respecting the heritage status, natural setting and Indigenous rights holders.

➤ Priority Area 3: Operations

➤ Outcome 1: GHG Reductions

In line with the university's leadership commitments, RRU has implemented the necessary solutions to reduce operational GHG emissions (buildings, fleet and paper) to meet targets.

➤ Strategy Area 1: Buildings and Energy Action 1.1

Conduct a campus-wide energy and performance audit to identify priority actions for efficiency improvements, emissions reductions and adaptation co-benefits for future risks/impacts (see Action 2.1).

Action 1.2

Informed by the audit (1.1, above) and the Campus Master Plan, develop an energy and utilities master plan to provide a comprehensive roadmap to meet university targets for energy, emission reductions, climate resilience and costs.

Action 1.3

Identify and implement a building operations and management program that aligns with performance standards for energy, emissions, water, waste, accessibility, heritage considerations, well-being and other sustainability standards.¹³

Action 1.4

Develop a plan to optimize the use of buildings and space to reduce emissions and costs, to retire inefficient buildings, and to adapt to current and future climate risks.

Strategy Area 2: Fleet

Action 1.5

Transition RRU fleet to 100% zero emission vehicles by 2030.

Strategy Area 3: Paper Usage

Action 1.6

Cap paper procurement at 2020 levels and shift all processes to electronic.

Outcome 2: Climate Risk, Resilience and Adaptation

The university establishes a Climate Action Hub that enables, amplifies and connects climate action information and activities both inside and outside the university.

➤ Action 2.1

In line with provincial compliance requirements, assess, monitor, report and manage institutional climate risks; ensure new buildings and major renovations integrate climate risk considerations; and develop mitigation and adaptation responses.

Action 2.2

In conjunction with the energy audit, review existing buildings and infrastructure to determine an initial score for future climate readiness and/or climate risks.

Action 2.3

Develop a water management plan, informed both by water audits (interior and exterior), climate risks (extreme weather, stormwater surge) and regional factors.

Action 2.4



Develop a roster of student research projects and volunteer opportunities that integrate with campus mitigation, climate risk and resilience goals. As part of this, identify an operations staff lead to support faculty and students in developing and advancing the university's Living Lab model and projects (including project development, coordination and implementation).

UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

Within Operations, there are possible integrations with the following UN SDGs:

- Climate Action;
- Clean Energy;
- Responsible Consumption and Production;
- Life on the Land;
- Life below Water;
- Industry, Innovation and Infrastructure; and
- Sustainable Cities and Communities.



GOAL 2

BUILD KNOWLEDGE AND CAPACITY

BUILD KNOWLEDGE AND CAPACITY

Increase climate change awareness and action through education, research and engagement.
Advance learning that is responsive to place, people and nature.

➤ Priority Area 4: Education, Knowledge and Research

➤ Outcome 1: Climate Change Education

The educational mandate and core values of the university include a commitment to building climate change awareness and literacy, and to empowering climate action with all members of its community -students, staff and faculty.

➤ Action 1.1

Define and clarify academic direction for climate change education and curricula as a strategic direction for the university.

Action 1.2

Design and develop climate-related courses and integrate climate-focused curricula into programs so that all students are exposed to the fundamentals of climate science, climate justice and climate action (mitigation and adaptation).

Action 1.3

Establish and resource a Climate Action Hub with supporting governance structure and mandate to support and advance Climate Action Plan actions and initiatives (see Outcome 4 in Goal 1, Priority Area 1).

Action 1.4

Develop and incorporate a climate literacy module as part of onboarding staff, faculty and students. This module would provide an orientation to climate change and the university's commitments to climate justice and climate action (similar to the Introduction to Academic Integrity module).

Action 1.5

Establish and resource a climate teaching connector program that engages, trains and pays students with expertise in climate subject matter to act as resources to instructors integrating climate change in their courses.

Action 1.6

Develop a suite of accessible (low cost/no cost; multiple offering) courses (credit and non-credit) and educational outreach initiatives that raise awareness, increase understanding, encourage involvement, and build support for innovative climate actions within and outside the RRU community. Included in this roster are courses related to a range of climate action competencies including climate science, climate justice, social science and land-based approaches to climate adaptation and climate resilience, biodiversity and Indigenous rights.

➤ Outcome 2: Advance Living Labs for Climate and Sustainability Solutions

A **Living Lab** model builds upon existing approaches to experiential learning, and provides staff, faculty, and students opportunities within campus and the lands as sites for learning, research, designing, and testing solutions to climate change challenges and UN SDG projects.

➤ Action 2.1

Develop a Living Lab program that provides nature-based, climate change-related education and research opportunities.

Action 2.2

Create opportunities for interdisciplinary teams of staff, faculty and students to learn, test and apply knowledge in a real-world context.

Action 2.3

Build on and enhance relationships with local Indigenous knowledge-keepers and their families to identify and implement collaborative, land- and nature-responsive learning and research initiatives.

Action 2.4

Conduct a baseline study of biodiversity and ecosystem health and develop a biodiversity plan as a Living Lab project.

Action 2.5

Develop a Kitchen Garden as a Living Lab, building on partnerships, Indigenous and other knowledge systems and ways of working.

➤ Outcome 3: Research

Promote climate action through inter- and trans-disciplinary climate research initiatives and funding opportunities.

➤ Action 3.1

Fund internal research projects focused on climate change and climate action research.

Action 3.2

Identify and promote additional funding opportunities and partnerships (other universities, private/public sector organizations) that support collaborative, inter- or trans-disciplinary climate change and climate action research

Action 3.3

Sponsor and host climate-action focused research, knowledge-sharing and empowerment events (e.g., open conference, webinars).

Action 3.4

Establish a repository of climate mitigation and adaptation case studies and a searchable, public database on climate change and climate action research.

UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

Within Education, Knowledge and Research, there are possible integrations with the following UN SDGs:

- Quality Education;
- Climate Action;
- Life on the Land; and
- Life below Water.



GOAL 3

COLLABORATE FOR SOLUTIONS

COLLABORATE FOR SOLUTIONS

Co-create climate action solutions, leverage resources and amplify positive impact through relationships, partnerships and dialogue.

➤ Priority Area 5: Collaboration, Engagement and Outreach

➤ Outcome 1: Relationships and Partnerships with Indigenous Rights Holders

Establish reciprocal relationships and identify and implement community-engaged climate action work with RRU Heron People Circle members and local Indigenous communities. In partnership with local Indigenous communities, explore the creation of cultural and environmental protected areas.

➤ Action 1.1

Map out current partnerships and relationships and use this to inform a strategic partnership framework based on common goals.

Action 1.2

Consult with Lekwungen (Songhees), Xwsepsum (Esquimalt), and other local Indigenous groups to determine what their climate change plans and priorities are and what they desire/require from partnership agreements.

Action 1.3

Establish dynamic and adaptive working models of collaboration between RRU and Lekwungen and Xwsepsum rights holders in the local community.

Action 1.4

Engage with local First Nations and the Heron People Circle, faculty, and Indigenous scholars to exchange resources and references related to climate change action and to explore learnings and teachings from local Indigenous knowledge holders. Undertake a collaborative co-creation of knowledge through participatory research and capacity development projects. Consult on the design and collaborative opportunities for nature-based solutions and living labs.

➤ Outcome 2: Community Engagement

Cultivate partnerships and relationships that invite collaboration and leadership for climate action with external communities, businesses, organizations and partners. Promote and celebrate individual, collective and regional resilience through formal and informal programs, events and knowledge sharing.

➤ Action 2.1

Map out current partnerships and use this to inform a strategic partnership framework with a climate action lens.

Action 2.2

Create and foster partnerships with the local community to identify priority areas for co-creation and implementation of climate research and action including mitigation, adaptation, and nature-based solutions.

Action 2.3

Develop climate action focused relationships and partnerships with other post-secondary universities and community colleges. Examine feasibility of meeting criteria for and joining provincial, national, and international climate focused organizations (e.g., PICS, UC3) or other accreditations (see also Governance & Leadership, 1.3).

Action 2.4

Engage alumni and students, link with faculty to showcase climate projects, research, community and funding opportunities. Translate research findings and Living Lab outputs into opportunities for community climate actions and collaborations.

Action 2.5

Provide climate-related policy support, tools and advice to external governments, businesses and partners to assist with climate policy development.

➤ Outcome 3: University Engagement

Foster university-wide engagement, awareness-raising and support to build resilience and inspire faculty, staff and students to take an active role in climate action on campus and beyond.

➤ Action 3.1

Establish overview of existing initiatives, projects, plans and opportunities for campus engagement. Identify points of alignment between climate action priorities and other university priorities.

Action 3.2

Develop learning opportunities, awareness, engagement for climate action through resources, courses, training and dialogue. Support staff who are setting personal goals that align with RRU's climate action targets and goals.

Action 3.3

Facilitate student climate programs including but not limited to: climate and UN SDG's Ambassadors programs focused on engaging students as climate action leaders.

Action 3.4

Establish volunteering program that provides opportunities for employees, faculty and students to engage with climate action and sustainability initiatives.

Action 3.4.1 Develop a roster of student projects and volunteer opportunities that integrate with climate action plan goals.

Action 3.4.2 Establish RRU Ecosystem Stewardship program with Indigenous rights holders. Engage campus and community members in regular outdoor programs and initiatives (voluntary and curriculum based where appropriate)

➤ Outcome 4: Communications and Marketing

Develop and deliver on a communications and marketing strategy to promote uptake and engagement with climate action internally and externally.

➤ Action 4.1

Create innovative and inspiring communications and marketing about climate change and action within and beyond campus.

Action 4.2

Activate a regular schedule of communications and storytelling, promoting climate actions of staff, faculty, partners and the hub, to effectively market climate action research, projects and opportunities.

UN SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

Within Collaboration, Engagement and Outreach, there are possible integrations with the following UN SDGs:

- Climate Action;
- Reduced Inequalities;
- Partnerships for the Goals; and
- Peace, Justice and Strong Institutions.

➤ Outcome 5: Events

Sponsor and host climate-action focused knowledge-sharing, collaboration and empowerment events. For example, these can include hosting an annual signature festival, co-hosting or sponsoring events, webinars, conferences, lectures and discussions focused on climate action, resilience, nature-based solutions, biodiversity protection and living labs.



MONITORING AND REPORTING

Royal Roads will build accountability and transparency into the Climate Action Plan process by implementing a system for monitoring, measuring and reporting on activities and progress toward the climate action goals. In alignment with this, the university will publish an annual report that includes:

Aligned with the approved goals, actions and targets, the university will publish an annual report that includes:

- **Mandatory disclosures**, as per provincially legislated requirements in the Climate Change Accountability Act.
- **Voluntary disclosures**, including disclosure of performance against all approved key performance indicators included in the Climate Action Plan.
- **Climate risk reporting**, including the management approach to each risk.

Through the Climate Leadership Committee, the Board of Governors will be updated, semi-annually on progress toward the climate action targets. Additionally, the university will regularly share information about climate activities and progress with the university community via Crossroads and other channels.



APPENDIX:

Resources, Plans and Frameworks Consulted

Although many resources, plans and frameworks were consulted during the Climate Action Plan development process, the following sources were notably applied:

- [Pan-Canadian Framework on Clean Growth and Climate Change from Government of Canada](#)
- [CleanBC Plan from Government of British Columbia](#)
- [ClimateReady: Preparing Together from Government of British Columbia](#)
- [Preliminary Strategic Climate Risk Assessment for British Columbia](#)
- [Climate Preparedness and Adaptation Strategy from Government of British Columbia](#)
- UN International Panel on Climate Change (IPCC) - <https://www.ipcc.ch/>
- [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#)
- National Centre for Truth and Reconciliation - <https://nctr.ca/>
- [United Nations Sustainable Development Goals \(UN SDGs\)](#)

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GOALS, OUTCOMES AND ACTIONS

2022-2027

CLIMATE ACTION PLAN