



Royal Roads
UNIVERSITY

CLIMATE ACTION PLAN

Annual Report
2021 - 2022



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Introduction

After more than a year of consultation and development, Royal Roads University's *Climate Action Plan* (CAP) was approved by the Board of Governors in October 2021. By February 2022, the public version, [Climate Action Plan 2022-2027](#) was released along with refreshed [Climate Action and Sustainability webpages](#).

This first annual report on the CAP progress covers the period from October 2021 to May 2022 and comes as many of the actions and initiatives within the plan are gaining momentum. This cycle of tracking and publicly reporting progress is important for the transparency and accountability of the plan and underlines a strong emphasis on shared leadership and collaboration. In the future, RRU will investigate a reporting dashboard to streamline and improve reporting and transparency.

Three goals and five priorities

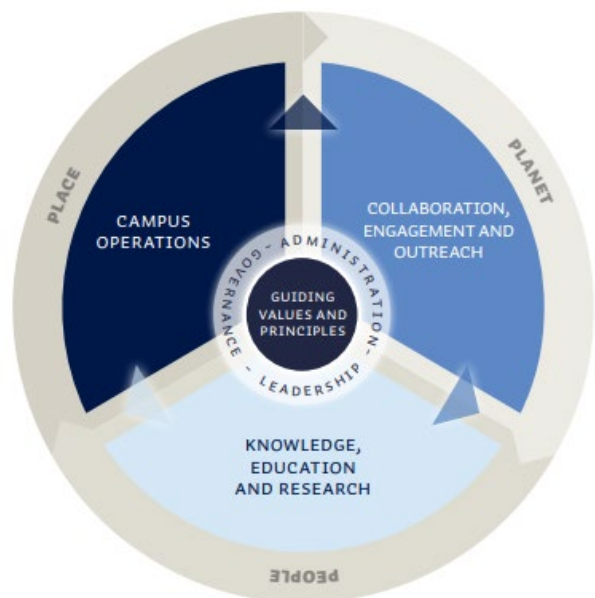
Three strategic goals set the foundation for the plan.



The outcomes and actions in the plan are further organized into **five priority areas for action**:

1. Governance and leadership
2. Administration
3. Campus operations
4. Education, knowledge generation, and research
5. Collaboration, engagement and outreach

Highlights and challenges in the first six months of the *Climate Action Plan* implementation are reported in the following section (organized by goal and priority areas). Each statement includes a reference to the appropriate priority area (as numbered above), and the corresponding action item in the plan (i.e. "progress on 2.1.2" refers to Priority 2 (Administration), Action 1.2). The reporting table in Appendix 1 includes more detail about the indicators, status of actions, risks and details of milestones within each of the five priority areas.



Successes and Highlights (Fall 2021-Spring 2022)

Goal 1 - Lead and Enable

GOVERNANCE AND LEADERSHIP - ADMINISTRATION - CAMPUS OPERATIONS

- ✓ **Climate Commitment made**
 - **Climate leadership commitment** – RRU’s public [commitment to climate leadership](#) was an early and first step following the approval of the plan. The commitment was posted on the website in February 2022 – in both video and written form, with the formal signed declaration posted by President Steenkamp in May. This commitment sends a signal to other leaders, future partners and the university community of the university’s desire to take bold, ambitious action to address the climate crisis. Additionally, President Steenkamp has been leading a national task group of university presidents on a call to action on the climate emergency (progress on 1.1.1 and 1.1.2).

- ✓ **Distributed climate leadership established**
 - **Leadership network across the university** – Shortly after the approval of the *Climate Action Plan*, a Climate Leadership Committee (CLC) was established to provide governance, leadership, and strategic coordination of the CAP implementation. Chaired by the Vice President Research and International, membership includes all Vice Presidents, students, staff and program areas staff from across the university community. Membership also includes Lekwungen Elder Butch Dick, a member of the Heron Peoples Circle (the Elders and Old Ones, whose guidance supports Indigenous engagement within the Royal Roads community). CLC membership and dialogue are grounded on principles of inclusive and collaborative participation, relationship building and a shared sentiment for urgent action on climate. Working groups will be launched in the coming months and will be focused on activating and supporting key priorities of the plan. To date a total of four meetings have been held by the CLC, and terms of reference developed and approved (progress on 1.3.1, 1.7.1 and 2.2.4).
 - **Integrated decision-making** – To build capacity amongst university leadership, training is being developed for the Board of Governors and RRU’s Executive Team on climate, with the intention to expand this training more broadly. A section for “climate action” has also been added to the Briefing Note template for items going to Board of Governors for decision and information (progress on 1.2.1 and 1.2.2).
 - **Distributed leadership** – Matching the urgency, breadth and scope of the Climate Action Plan, accountabilities for climate action commitments and targets have been distributed across all portfolio areas of the university. To initiate this distributed leadership model, an internal accountability framework was developed to guide planning, resourcing, implementation and reporting (progress on 1.3.1 and 2.1.1)

- ✓ **On the path towards decreasing fleet and air travel emissions**
 - **Fleet electrification and supporting electric vehicles on campus** – RRU has committed to transition to a zero-emission fleet by 2027. In 2021, electrical infrastructure was installed to support the installation of EV chargers for fleet vehicles. In 2022, the university purchased five hybrid vehicles to replace fossil fueled vehicles, with three more electric or hybrid vehicles planned for purchase in the next year. RRU also plans to install four smart EV chargers in the P3 parking lot, with a longer-term plan of adding more across campus. Smart EV charging units will replace the existing public units on campus and the old units will be used for fleet vehicles (progress on 3.1.5).

- **Air travel emission baseline** – An assessment of RRU air travel emissions (a portion of our Scope 3 emissions) was conducted using 2019 as the baseline year. The [report](#) found that in 2019, RRU employees travelled more than 4.2 million kilometres (equivalent to about 100 trips around the Earth) on business-related air travel, resulting in more than 1,200 tCO₂e of emissions. This amount exceeds the emissions created on our campus in 2019 (992 tCO₂e for building heating, electricity, fleet and paper) and represents a significant opportunity (and challenge) in reducing the university’s carbon footprint. Additional baseline research, policies and processes around Scope 3 emissions will be developed further in the coming year (progress on 2.4.1).
- ✓ **Building energy emission reductions**
 - **Expanded Energy Audit** – A multi-phase Energy Audit has been initiated to inform priority actions for efficiency improvements, emission reductions and identify potential resilience-building opportunities for climate risks/impacts. As reported in our annual [Climate Change Accountability Report](#), “an important focus of the audit will be our next GHG target – a 65% reduction from 2010 levels by 2025, for which we will need to cut our current emissions to 525 tCO₂e. Meeting this ambitious target in just three years will require significant and sustained efforts across the institution – specifically focused on building energy use.” The audit recommendations will be critical to identify and prioritize the next phase of building and infrastructure improvements towards our zero emission targets (progress on 3.1.1 and 3.2.2).
 - **Building upgrades and retrofits** – Building upgrades and retrofits completed in 2021 are expected to result in some emission reductions that will be realized in the 2022 year. These include electrical infrastructure upgrades (converting methane gas systems to electric systems in the greenhouses and campus houses, anticipated to reduce emissions by 88 tCO₂e/year) and the geo-exchange thermal system at Dogwood Auditorium, anticipated to reduce emissions by 50 tCO₂e/year once operational (progress on 3.1.1).
- ✓ **Zero Carbon Design Standards**
 - Through the capital program approved in December 2021, the Rose Garden Cottage will be renovated under Zero Carbon Design standards, the first building on campus to achieve this designation (project targeted for March 2023 completion) (progress on 2.3.1).
- ✓ **Transparency and accountability**
 - This first Climate Action Plan Annual Report is an important fulfilment of the transparency and accountability commitments of the plan. In addition to the *2021 Climate Change and Accountability Report*, the annual reporting process it will identify RRU’s progress towards key targets and commitments and where adjustments are needed (progress on 1.6.1, 1.6.2 and 1.6.3).
- ✓ **Understanding Indigenous knowledge and responding to systemic racism**
 - Through 2021 and into 2022, RRU has hosted an Indigenous Cultural Safety approach learning opportunity to “Understanding & Responding to Systemic Racism.” This course has run four times through funding from the Natural Sciences and Engineering Research Council of Canada and has been attended by approximately 60 members of RRU faculty and staff (progress on 1.7.1 and 1.7.2).

Goal 2 - Build Knowledge and Capacity

EDUCATION, KNOWLEDGE GENERATION, AND RESEARCH

✓ Climate Literacy and Climate Action Education

- **Academic Strategic Plan integration** – One of RRU’s key leadership commitments is to make climate change education and capacity building a core purpose and strategic direction for the university’s academic mandate. To do this, we need to define and clarify climate change education and curricula as a strategic academic direction for the university. The completion of the *Academic Strategic Plan 2022 – 2025* (approved March 2022) is an exciting and crucial step in Royal Roads’ climate action journey. Within this new plan, climate action is embedded under each of the five pillars of the plan – interdisciplinarity, Indigeneity, innovation, inclusivity, integration – setting a clear course for the university (progress on 1.1.1, 4.1.1).
- **Continued progress on climate change education** – With respect to climate change education, RRU is in an advantageous position in that there are already a high number of programs and courses that focus on or include climate action, adaptation, leadership and sustainability. Several new courses and programs will continue to advance this (the following demonstrate progress on 1.1.6, 4.1.2, 4.1.4 and 4.1.6):
 - Master of Arts and Graduate Diploma in Climate Action Leadership, second cohort began May 2022.
 - Royal Roads has created the first [Climate Action Practitioner - Foundation: Micro-Credential Program](#) to level up skills for working professionals. All CLC members and RRU managers were offered the opportunity to take this micro-credential free of charge, and RRU is working to make this program available to other members of the community. A second climate micro-credential is also under development (details to follow).
 - Under its Professional Continuing Studies (PCS) program, RRU has partnered with the [Adaptation Learning Network](#) to offer courses for working professionals from across disciplines to enhance their knowledge and skills through training in climate adaptation. The [courses](#) are offered individually and includes the [Indigenous Knowledges and Perspectives on Climate Change course](#) which can be done as a self-directed course for free, or a facilitated fee-for-course through PCS.
 - The School of Environment and Sustainability is developing an Indigenous Environmental Leadership Program. In partnership with Eco-Canada, RRU has hired an Indigenous scholar (term contract) to support the development of this program.
 - In April 2022, RRU announced a [new partnership with Pearson College and Vancouver Island University](#), formalizing the collective work done to develop Pearson’s new Climate Action Leadership Diploma program intended for Canadian and global students aged 16 to 19. RRU’s Resilience By Design lab is working to develop two undergraduate courses¹ to run as part of this diploma and then also be available as electives for RRU undergraduate students (also progress on 5.2.2 and 5.2.3).
 - Development of the Common Foundations program, RRU’s first- and second-year undergraduate program, includes a focus on the UN Sustainable Development Goals, including Goal 13, climate action. Scheduled for launch in September 2023, pending Ministry of Advanced Education and Skills Training approval of the West Shore Initiative.

¹ Working titles of courses in development are *Climate Science, Impacts and Services* and *Climate Action Leadership*

- **Living Labs for Climate and Sustainability Solutions**
 - A new kitchen garden, designed as a learning lab and sustainable food production hub for the local community, was unveiled in April 2022 as part of the University’s annual spring fundraising campaign, Vision in Bloom. The kitchen garden is rooted in sustainability, diversity and Indigenous practices, designed as a learning lab and a larger food system initiative for the community. In addition to food production, the kitchen garden will give space to learn from Elders about Indigenous ways and food systems (progress on 4.2.5 and 4.2.3).
 - In the Master of Environmental Management program, third year residencies that are being built around a living lab approach, with focus areas including regenerative sustainability, food systems and climate action (progress on 4.2.1).
 - An elective course based around RRU’s new [Kitchen Garden and food production hub](#) is also being developed and will be available across multiple programs (progress on 4.2.5).
- **Climate-related Research** – In addition to the four Canada Research Chairs and numerous faculty and student projects which include a focus on climate-related research, RRU has secured funding for an Indigenous Engagement Research Assistant grant award (progress on 4.3.1 and 5.1.1).

Goal 3 - Collaborate for Solutions

COLLABORATION, ENGAGEMENT AND OUTREACH

✓ Communication & Marketing

- **Climate Action Plan Launch** – RRU launched the plan in February 2022 with graphic design, related summaries, press releases, the creation of a commitment video and ongoing social media coverage (progress on 5.4.1).
- **Strategic Communication** – Communications plays a central role in inspiring and motivating RRU community members and reaching audiences beyond this campus. A long-term communications strategy is in development (progress on 5.4.1).
- **Marketing** – A marketing campaign focused on RRU’s climate leadership is in development for a Fall 2022 launch. The campaign will communicate RRU’s leadership – across all programs – in climate action (progress on 5.4.1).
- **Fundraising** – A multi-year fundraising campaign with climate action as one of the focus areas is being planned by the Advancement team. A newly hired Director of Advancement (starting May 2022) will support this work (progress on 2.2.5 and 4.3.2).

✓ Engagement and Outreach

- A series of internal workshops to identify existing partnerships and use this to inform a strategic partnership framework with a climate action lens, is planned for May and June 2022 (progress on 2.1 and 2.2).

Challenges and Key Risks (Fall 2021-Spring 2022)

The following critical enabling factors were identified by RRU’s Climate Action Task Force as essential to activating the plan in its first year of implementation:

Critical Enabling Factors	Status
President’s Climate Action Commitments	Underway
Climate Action Hub	Delayed
Policies	Planned
Sufficient Funding and Resources	Delayed
Partnership Framework	Planned
Baselines and Targets	Underway
Culture	Underway
Communications and Marketing	Planned
COVID-19 Recovery	Underway

Climate Action Hub

Establishing and resourcing the Climate Action Hub is a key milestone of the plan. This hub will support and facilitate climate action at the university and help connect and amplify the work being done in various portfolios. Many of the actions in the plan are dependent on support from the hub.

There are a couple of reasons the hub has been delayed. Firstly, RRU needs to develop a definition and related policies of what a “hub” is and does, in contrast to research centres, labs and institutes. New language will be presented to Academic Council for approval that details how hubs will be resourced, assess their performance and impact, and how they differ from research centres, labs and institutes.

Secondly, RRU will need to allocate funding and resources for the hub. A hub-specific working group (through the CLC) will make recommendations on critical functions, the structures and roles, and early deliverables of the Climate Action Hub (delayed on 1.4.1 and 4.1.3).

Sufficient Funding and Resources

Funding and resources for implementation of the Climate Action Plan are necessary to deliver on the actions and commitments of the plan, within the timeline subscribed. Through the distributed leadership model, accountabilities and responsibilities have been identified across different portfolio areas. However, to date, new funding and resources have not been allocated for CAP which will impact RRU’s ability to achieve climate action targets, commitments and the development of the initiatives (delayed on 1.3.1, 1.4.1, 2.1.1, and 2.1.2).

APPENDIX 1: Climate Action Plan Reporting Tables (Fall 2021 - Spring 2022)

GOAL 1: LEAD & ENABLE Priority Area 1: Leadership & Governance

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>1.1 LEADERSHIP COMMITMENT</p>	<ul style="list-style-type: none"> • By Jan. 2022, public declaration posted to website including the following targets and commitments: <ul style="list-style-type: none"> ○ GHG emissions reductions targets: 65% by 2025, 80% 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. ○ Reduce Scope 3 emissions by 50% from 2019 levels and offsets the remainder (by 2030). ○ Climate Preparedness and Adaptation Strategy (2025). ○ Pilot innovative climate solutions and to share results and learnings with others.) ○ Align institutional policies, plans and decisions with climate action goals. ○ Improve inclusivity • Create at least one climate-focused partnership/alliance; profile via launch/hosting event (2022/23) • By 2022, specific UN Sustainable Development Goals identified that are priority commitments central to RRU’s vision and mandate. 	<ul style="list-style-type: none"> • GHG emission reductions (all scopes) • Climate resilience KPIs – TBD • # pilot projects initiated on campus in partnership with others (target: launch one innovation project per year by 2023) • One major climate-focused partnership fostered by 2022/23 • By 2022, the University has selected specific priority SDGs. 	<p>Status: Complete/On track</p> <p>Issues/Risks: N/A</p> <ul style="list-style-type: none"> ✓ Declaration posted via commitment video and website on Feb 10, 2022. Accompanying signed declaration document posted May 2022. ✓ Sustainable Development Solutions Network membership confirmed. □ Other partnerships (i.e. local, regional, international) under investigation, research, and development. □ UN Sustainable Development Goals alignment is delayed. ✓ Posting for Indigenous Engagement Coordinator in progress. □ President Steenkamp is leading a task group on a Canadian Universities Call to Action on the Climate Emergency. Final draft to be confirmed with partners.
<p>1.2 DECISION-MAKING</p>	<ul style="list-style-type: none"> • Establish ongoing, calendarized training. First Executive climate training session held spring 2022. • Develop “Climate Action Charter” to which senior members sign on as part of their Executive functions (FY 22/23) • President direction and leadership endorsement for integrating climate actions in the plan into policies and the standard operations of the university (FY 22/23) 	<ul style="list-style-type: none"> • All senior members take climate change fundamentals course • By 2025, 100% of all RRU plans and policies integrate climate (mitigation and adaptation) and EDI considerations 	<p>Status: Planned/future</p> <p>Issues/Risks: N/A</p> <ul style="list-style-type: none"> ✓ VPA is activating climate literacy training for Board and Executive. Climate Change Adaptation Fundamentals micro-credential program offered free to Climate Leadership Committee members and RRU Managers. □ Integration of climate and EDI into policies and plans: ongoing

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>1.3 RESOURCES</p>	<ul style="list-style-type: none"> • President establishes Climate Leadership Committee with VP co-chairs to support inclusive climate governance, resourcing and oversight (Dec 2021) • The University approves financial and other needed resources through the annual budget process to support the activities required to achieve its climate leadership commitments (April 2022) 	<ul style="list-style-type: none"> • Culture of engagement on climate action (as measured by surveys) • Approved structure, accountabilities and funding approvals in place by April 2022 	<p>Status: Delayed</p> <p>Issues/Risks: Sufficient resources have not been explicitly identified yet.</p> <p>✓ Climate Leadership Committee & structure established. Membership includes all VPs, faculty, staff, students and Indigenous community members.</p>
<p>1.4 CLIMATE ACTION HUB</p>	<ul style="list-style-type: none"> • President approves the Climate Action Hub, and identifies resources to build the foundation for and enable its sustained operation (April 2022) 		<p>Status: Delayed/planned (for future)</p> <p>Issues/Risks: Sufficient resources and structure of Hub pending explicit identification.</p> <p><input type="checkbox"/> Climate Action Hub announced with launch of CAP, but activation is pending internal approvals, resources and administrative framework.</p>
<p>1.5 RESILIENCE</p>	<ul style="list-style-type: none"> • Climate Risk and Vulnerability Assessment complete (FY 22/23) • Review findings with stakeholders and rights holders and integrate within ERM framework (FY 23/24). • Complete Climate Adaptation Plan (FY 23/24) • Climate risk and adaptation: share findings and lessons; conduct ongoing review and management of climate risks/adaptation measures (FY 24/25) 	<ul style="list-style-type: none"> • 85% of risks have identified risk controls that are deemed "adequate" 	<p>Status: Delayed</p> <p>Issues/Risks: Sufficient resources have not been explicitly identified yet.</p> <p><input type="checkbox"/> Climate Risk and Vulnerability Assessment could be advanced in 2022/23 if the following steps are approved:</p> <ul style="list-style-type: none"> ○ draft and confirm Statement of Work ○ review potential funding sources and confirm availability of funds ○ draft RFP is prepared to reach out to market and source qualified proponent(s) <p><input type="checkbox"/> With regard to Disaster Risk Reduction (5.3): RRU Business Continuity Plan exercise underway (2022/23) and targeted for completion by Q1; IT Disaster Recovery plan updated to include additional risk mitigation capabilities for systems in off-campus recovery centres.</p>

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>1.6 TRANSPARENCY and ACCOUNTABILITY</p>	<ul style="list-style-type: none"> • RRU publishes a comprehensive and integrated annual reports and communications (FY 22/23) 	<ul style="list-style-type: none"> • Annual reporting 	<p>Status: Some on track, some planned (future)</p> <p>Issues/risks: ERM integration not yet initiated</p> <ul style="list-style-type: none"> ✓ Via provincial compliance requirements (i.e. Climate Change Accountability Report) and this annual CAP report, RRU is fulfilling commitments to mandatory and voluntary disclosures. □ Planned/future: integration of climate risks with the ERM framework. Engagement with senior RRU leadership to action within roles and responsibilities.
<p>1.7 INCLUSIVE GOVERNANCE</p>	<ul style="list-style-type: none"> • TBD based on consultation with rights holders and stakeholders (FY 22/23, ongoing). 	<ul style="list-style-type: none"> • % of stakeholder/rights holder groups in positions of climate action authority • % of stakeholder/rights holder groups participating in climate committees 	<p>Status: Some on track, some planned (future)</p> <p>Issues/risks: Work needs to be done to clearly define where and how different knowledge systems will be incorporated, and to clearly define specifics regarding the needs of community members so that strategies accurately respond to need.</p> <ul style="list-style-type: none"> ✓ As a first step, this has been initiated through the CLC structure, membership and framework. Additional work to be done via working groups and advisories, community engagement and collaboration with the EDI office. ✓ To foster understanding of Indigenous knowledge and responding to systemic racism, through 2021 and into 2022, RRU has hosted an Indigenous Cultural Safety approach learning opportunity to "Understanding & Responding to Systemic Racism." This course has run four times through funding from the Natural Sciences and Engineering Research Council of Canada and has been attended by approximately 60 members of RRU faculty and staff. The fourth series was run for HR staff only.

GOAL 1: LEAD & ENABLE Priority Area 2: Administration

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>2.1 DELEGATION and DISTRIBUTED LEADERSHIP</p>	<ul style="list-style-type: none"> Identify accountabilities for the Climate Action Plan, role descriptions, and work plans, and incorporate climate-related responsibilities and outcomes into annual performance reviews (FY 22/23) 	<ul style="list-style-type: none"> % of workplans or performance plans that include climate competencies or accountabilities. % of job profiles that include climate skills, competencies 	<p>Status: Planned (future)</p> <p>Issues/Risks: Changes to PDP program requires HRGC advice/ approval. PDP renewal project contingent on HR resourcing and budget (not budgeted for FY22/23)</p> <ul style="list-style-type: none"> ✓ Role profiles for Climate Action Team under VPRI under development. ☐ Integration of climate action accountabilities and competencies will be phased across portfolio areas. Workplan for this project is needed with HR.
<p>2.2 DECISION-MAKING and IMPLEMENTATION</p>	<ul style="list-style-type: none"> Establish Climate Leadership Committee (FY 21/22) Research and design screening tools (FY 21/22); implement tool(s) (2022/23) Project charter and research to identify funding models, financial tools and enabling partnerships (FY 22/23) Align every decision with relevant policies, plans and principles of the Climate Action Plan (2025) 	<ul style="list-style-type: none"> % university decisions that are aligned with/integrate climate and EDI \$\$ of additional external funding secured # funded activities ratio to unfunded 	<p>Status: Planned (future)</p> <p>Issues/risks: N/A</p> <ul style="list-style-type: none"> ✓ Climate Leadership Committee & structure established. Membership includes all VPs, faculty, staff, students and Indigenous community members. RRU-sponsored micro-credential offered to all members. ☐ Screening tool delayed, pending capacity and resources and project charter. Initial research by BBA student team (STNL420 BFS), March 2022. ☐ Draft RRU procurement policy and associated purchasing guide to be finalized 22/23 to ensure alignment with CAP.
<p>2.3 PLANNING and POLICY DEVELOPMENT</p>	<ul style="list-style-type: none"> Initiate preliminary work for climate policy and planning leadership initiative (i.e. RFPs, project charters, research) (FY 21/22) <u>Phase 1:</u> Policy & Planning leadership initiative – initiate Campus Master Plan, adopt Climate screening tool, update procurement policy, flexible & equitable work policy, align RRU Investments with UNPRI criteria (FY 22/23) <u>Phase 2:</u> Policy & Planning leadership initiative – renew food supplier contract, adopt Campus Master Plan, achieve UNPRI designation, TDM 	<ul style="list-style-type: none"> By 2025, there are approved policies and campus plans in place to support climate action. % funds divested (maintain 100%) % of contracts and policies that are reviewed under climate/social/enviro 	<p>Status: Under development and further discussion</p> <p>Issues/Risks: Lack of organizational planning, capacity and resource constraints.</p>

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
	<p>program initiated, research opportunities to divest pension funds (FY 23/34)</p> <ul style="list-style-type: none"> Phase 3: Initiate Policy & Planning leadership initiative, Phase III, FY 24/25 	<p>nmental criteria (2025 targets: 100% of new contracts, 75% of policies)</p>	
<p>2.4 SCOPE 3 EMISSIONS REDUCTIONS</p>	<p><u>Phase 1:</u> Initiate (FY 21/22 -22/23)</p> <ul style="list-style-type: none"> Establish baseline for scope 3 categories Develop and initiate business process to measure and report on scope 3 emissions Research offset program for remaining scope 3 emissions. <p><u>Phase 2:</u> Scope 3 Business processes (FY 22/23)</p> <ul style="list-style-type: none"> Establish reporting system, business processes and travel policy. Implement mitigation and offset program. <p><u>Phase 3:</u> Research additional scope 3 impact areas and identify strategies to measure, mitigate or influence (FY 23/24)</p> <p>Transportation Demand Management recommendation review (FY23); TDM plan complete by 2024/25</p>	<ul style="list-style-type: none"> GHG emissions, scope 3 \$\$ offsets purchased TDM target: TBD on baseline % commuting mode share by type 	<p>Status: planned (future)</p> <p>Issues/Risks: Internal resources, capacity and expertise for data analytics. Internal resourcing is required to gather and compile information for analysis.</p> <ul style="list-style-type: none"> ✓ Initial business air travel baseline (for 2019) completed. □

GOAL 1: LEAD & ENABLE Priority Area 3: Operations

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>3.1 GHG REDUCTIONS</p>	<p>Buildings:</p> <ul style="list-style-type: none"> • Energy manager in place (FY 22/23) • Initiate building energy management tools tracking (FY 22 – 24) • Campus-wide energy, performance and climate risk audit complete (FY 22/23) • Develop an Energy and Utilities Master Plan (FY 23/24) • Identify and implement a holistic building operations and management program (FY 24/25) • Develop building optimization plan (FY 24/25) <p>Fleet</p> <ul style="list-style-type: none"> • Develop fleet transition plan to shift all vehicles to be 100% zero emissions by 2030 (FY 22/23) • Increase electric charging infrastructure on campus for both fleet and public EVs (FY 2024/25) • Pursue funding and grants for EV infrastructure and equipment <p>Paper</p> <ul style="list-style-type: none"> • Cap paper procurement at 2020 levels and shift all processes to electronic (FY 23/24). • Develop plan to centralize printers to support reduced printing (24/25) 	<ul style="list-style-type: none"> • GHG emissions reductions targets: 65% by 2025, 80% by 2030 and net zero by 2050. • Scope 3 target for embodied energy – TBD • # of buildings identified with a % efficiency use (& # of inefficient buildings retired). Target: TBD • ZEV fleet = 40% by 2025; 100% by 2030 • 6 fleet charging stations by 2022; 24 public chargers by 2025. • # of paper packages purchased and GHGs (tCO₂e) from paper (target: 90% paper and printer reduction by 2025). • % electronic process (target: by 2024, 100% of RRUs processes are conducted electronically) 	<p>Status: At Risk/Planned (future)</p> <p>Issues/Risks: Capacity, technical, funding and resource constraints to achieve RRU GHG reduction targets, supply chain (for EVs) RRU has reduced its emissions 36% since the 2010 baseline (964 tCO₂e in 2021 vs 1501 tCO₂e in 2010)</p> <p>Buildings:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Energy & Resilience Audit RFP process complete with work multi-phased work to begin May 2022 Energy manager statement of work and position request to be prepped by Q2 2022/23 as a submission request to 2023/24 budget cycle (if approved, earliest hire would be 2023/24) <input type="checkbox"/> Energy and utilities master plan to be developed in 2023/24 after approval and successful completion of metering capital upgrade. <input type="checkbox"/> Building operations program to be developed and actioned as part of the work of an energy manager, following completion of the climate risk assessment and the energy audit. <p>Fleet:</p> <ul style="list-style-type: none"> ✓ Fleet vehicle lifecycle plan to be expanded, additional purchase of five hybrid vehicles in 2022/23 will accelerate achievement of move to electrify RRU's fleet by 2027. ✓ Electric infrastructure project for fleet vehicles completed early in 2022. Funded, in part, by the Clean BC Go Fleets program. <p>Paper:</p> <ul style="list-style-type: none"> ✓ printing levels have been drastically reduced (-78%) from pre-COVID (2019) levels due to alternative working arrangements. This is risk associated with the continued progress to paper reduction with the gradual return to campus.

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
			<p>Note: Shifting all process to electronic will require a dedicated institutional level program including records management and extensive business process revisioning along with change management through the university.</p>
<p>3.2 CLIMATE RISK, RESILIENCE and ADAPTATION</p>	<ul style="list-style-type: none"> • Research available funding for energy and resilience audits (FY 21/22) • Campus-wide energy, performance and climate risk audit complete (FY 22/23) • Water audit and subsequent water management plan (FY 23/24) • Develop a roster of applied learning student projects and volunteer opportunities (FY 23/24) • Identify operations staff to support Living Lab project development, coordination and implementation (FY 23/24) 	<ul style="list-style-type: none"> • % of climate risks with identified mitigation strategies. • Water consumption and water costs. Target: TBD (X% reduced by 2025) 	<p>Status: Planned (future)</p> <p>Issues/Risks: N/A</p> <p>Selection of vendor for energy audit confirmed and engagement to commence May 2022.</p>

GOAL 2: BUILD KNOWLEDGE & CAPACITY Priority Area 4: Education, Knowledge & Research

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>4.1 CLIMATE CHANGE EDUCATION</p>	<p>Climate as core to education: Define and clarify Academic direction for climate change education and curricula as a core purpose/ strategic direction for the University (FY 22/23)</p>	<ul style="list-style-type: none"> Support/approval from the Board, the Academic Priority and Planning Committee, and the Educational Programs Committee. 	<p>Status: on-track</p> <p>Issues/Risks: N/A</p> <ul style="list-style-type: none"> ✓ Climate action embedded in the new Academic Strategic Plan in each of the five strategic focus areas
	<p>Curricula</p> <ul style="list-style-type: none"> Conduct an inventory of existing programs and curricula; establish targets for climate content (FY 22/23) Design one or more courses/modules to provide climate literacy and training in programs as appropriate for students, staff, and faculty (FY 22/23) Integrate Indigenous Ways of knowing in program curriculum and staff/faculty training (FY 23/24) The Curriculum Committee supports inclusion of climate literacy/climate action into most programs as appropriate (FY 23/24) Build OER adaptation courses and materials into PCS (FY 22/23) Use the Climate Adaptation Competency Framework to design and assess learning outcomes (FY 22/23) The Climate Action Hub builds connections and networks to resource instructors (FY22/23, ongoing) 	<ul style="list-style-type: none"> # non-credit courses developed % of programs that have meaningful content related to climate change (where appropriate; target to have most programs include climate-related content by 2025) % of respondents who feel they have improved their knowledge of climate change and climate action (target 90% by 2026). # of faculty and IDs that support climate literacy curriculum and teaching 	<p>Status: Some in progress, some planned (future)</p> <p>Issues/Risks: Insufficient capacity to inventory existing programs and curricula; academic freedom considerations in developing climate change programming and curricula.</p> <ul style="list-style-type: none"> ✓ Climate action literacy and training recently developed or in development as follows: Climate Change Adaptation Fundamentals Micro-credential; Common Foundations curricula; Indigenous Environment Leadership courses (in partnership with ECO Canada); courses in partnership with Pearson College for their new Climate Action Leadership Diploma. ✓ In late April, a cross-sector workshop jointly hosted by RRU’s Resilience by Design Lab and Pearson College focused on competency domains and competencies are necessary to revise the Climate Adaptation Competency Framework so that it can be used as an updated <i>Climate Action Framework</i>. ✓ Climate Action Hub announced with launch of CAP, but implementation is pending internal approvals, resources and administrative framework.
	<p>Educational Profile & Outreach:</p> <ul style="list-style-type: none"> Develop a suite of accessible (low cost/no cost; multiple offerings) courses (credit and non-credit) and educational outreach initiatives (FY 22/23) 	<ul style="list-style-type: none"> 75% registration uptake; 60% completion rates rising to 90% uptake and 85% completion 	<p>Status: Some in progress, some planned (future)</p> <p>Issues/Risks: dedicated faculty support to develop and/or inform, and host learning opportunities.</p>

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
	<ul style="list-style-type: none"> Sponsor and host online climate action forums, workshops, webinars, etc. to interested communities for free/low fee (FY 22/23) Offer free/low cost climate change education (FY 22/23) Increase climate-action course offerings and access (FY 23/24) Design and implement training resources on teaching climate change (FY 23/24) Establish an RRU learning community and PD learning programs (FY 23/24) 	<ul style="list-style-type: none"> # of free/low cost education opportunities offered to the broader community KPI: registration and completion rates 	<ul style="list-style-type: none"> ✓ Climate Change Adaptation Fundamentals micro-credential currently being offered to some members of the RRU community - fees waived ✓ Climate-related webinars offered from Nov 2021 to May 2022 include: <ul style="list-style-type: none"> Climate Psychology (April 2022) Building Resilience in the Face of Climate Risk (Jan 2022) COP26 Panel Discussions (Oct & Nov) - <i>achievements, challenges, hopes and dreams.</i>
	<p>Onboarding:</p> <ul style="list-style-type: none"> Incorporate a climate literacy module in onboarding and instructional design (FY 22/23) Implement a Code of Conduct (FY 22/23) 	<ul style="list-style-type: none"> 90% of respondents that feel they have improved their climate literacy through courses # of signatories to code of conduct 	<p>Status: Planned (future)</p> <p>Issues/Risks: Contingent on the activation of the Hub. Development of onboarding module and accessible literacy requires consultation and collaboration with faculty, HR and CTET.</p>
	<p>Teacher Connector:</p> <ul style="list-style-type: none"> Launch climate teaching connector program (FY 23/24) Identify a program sponsor to design and conduct the student training (FY 23/24) 	<ul style="list-style-type: none"> # of instructors who access Hub for course content. Target: 50% increase each year for 4 years, then 25% increase annually % of respondents that say they have the support and resources to improve climate literacy and leadership. 	<p>Status: Planned (future)</p> <p>Issues/Risks: Contingent on the activation of the Hub.</p>
<p>4.2 ADVANCE LIVING LABS FOR CLIMATE AND SUSTAINABILITY SOLUTIONS</p>	<ul style="list-style-type: none"> Graduate student research and recommendations on Living Lab model; consultation and working definition on RRU's LL model (FY 22/23) Instructional design support for integrating LL pedagogy into RRU programs (FY23/24) Document and communicate LL case studies (FY 22/23, ongoing) 	<ul style="list-style-type: none"> # or % of students who have engaged with a Living Lab project at RRU (target: TBD) 	<p>Status: Some in progress/on-track, some planned (future)</p> <p>Issues/Risks: N/A</p> <ul style="list-style-type: none"> ✓ Graduate student major research project is underway to assess the potential for a Living Lab

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
	<ul style="list-style-type: none"> • Explore funding, partnerships and opportunities (FY23/24). • Create marketing materials about Living Lab (FY23/24) • Convene interdisciplinary teams to tackle real-world climate challenges (FY23/24) • With local-Indigenous leaders & families, identify and implement land-base learning and research projects (TBD) • Conduct a baseline study of biodiversity (initiate FY22/23) • Complete Campus Biodiversity Plan (FY 24/25) • Develop and implement a Kitchen Garden research and education program as part of the Living Lab (in progress) • Campus Biodiversity Interactive Map (24/25) 	<ul style="list-style-type: none"> • # of collaborative living lab projects (target: TBD) • # of land-based learning projects based on Indigenous knowledge (target: TBD) • Baseline study completed that includes all ecosystems on campus, and social/cultural value mapping. • Plan developed to preserve existing biodiversity and ecosystems (informed by baseline) that meets or exceeds regional targets. • Kitchen Garden KPIs TBD by team 	<p>model to address climate and sustainability solutions at RRU.</p> <ul style="list-style-type: none"> ✓ The activation of interdisciplinary teams will be supported by the launch of the <i>Academic Strategic Plan</i>. ✓ MEM residency exploring and planning for living lab programming; kitchen garden-based living lab course in development. ✓ Some Indigenous land-based learning work is already ongoing through Manager Indigenous Education. ✓ The kitchen garden project is underway with the first garden bed built in April 2022. Fundraising is underway via grant applications and the Vision in Bloom campaign (launched April 13). Garden drainage, irrigation, MOUs with CUPE and Camosun College, Terms of Reference and a Project Charter are all complete. ✓ A Food Systems Manager has been hired on contract and is moving the project forward with help from the Guiding Committee. Curriculum development is also under development. Support from Operations & Resilience being provided. ✓ Biodiversity mapping being undertaken via School of Environment and Sustainability (MEM students) as a Living Lab project.
<p>4.3 RESEARCH</p>	<ul style="list-style-type: none"> • Fund research projects focused on climate change and climate action research. Establish a new internal research grant stream in the amount of \$40,000 annually (FY 23/24) • Identify external research funding opportunities and partners (FY 22/23). • Create research plans that incorporate climate action, biodiversity, and climate resilience (FY 23/24). • Design/develop research-sharing event(s) (FY 22/23) 	<ul style="list-style-type: none"> • \$\$ available through IRG (target \$40k/year) • # of research projects that have connection to at least one SDG (vs. total projects). Target: 60% of research projects are tied to at least one UN SDG within 3 years; increasing to at 	<p>Status: planned (future)</p> <p>Issues/Risks: N/A</p> <ul style="list-style-type: none"> □ Funding innovation - data to be gathered for baseline in 2022/23

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
	<ul style="list-style-type: none"> • Sponsor, develop and host climate action focused research, knowledge-sharing, and empowerment events (FY 23/24, ongoing) • Establish a repository of climate case studies and a searchable database on climate-related research (FY 22/23). • Launch showcase of RRU climate action research (FY 23/24). • Embed climate action in institutional research plan (FY 24/25) 	<ul style="list-style-type: none"> • least 80% ongoing by year 4 • # of events hosted and supported, Registration/attendance #'s at events. • # of unique and repeat users for literature and expertise for course and program development and for community and media inquiries - growth is 50% each year for 4 years, then 25% increase annually. 	

GOAL 3: COLLABORATE Priority Area 5: Collaboration, Engagement & Outreach

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>5.1 RELATIONSHIPS and PARTNERSHIPS WITH INDIGENOUS RIGHTS HOLDERS</p>	<ul style="list-style-type: none"> Establish baseline of current partnerships to inform a strategic partnership framework (FY 22/23). Consult with Indigenous groups; articulate collaboration benefits/desires; co-create community climate/ sustainability values (FY 22/23, ongoing) Establish working models of collaboration between RRU and Lekwungen and Xwsepsum rights holders (FY 23/24) Enhance reciprocal knowledge sharing through participatory research and capacity building projects (FY 23/24). 	<ul style="list-style-type: none"> Baseline established by year one. 75% of groups identified as RRU Climate Action collaborators have shared their own climate action objectives and/or plans 100% of groups sampled agree with climate partnership model and process Partnership model of shared/mutual initiatives and reciprocal resources % of partnerships who rank the partnership quality and value as "high" 	<p>Status: Some in progress, some planned (future)</p> <p>Issues/Risks: Indigenous consultation for other project(s) underway (e.g. West Shore Campus)</p> <ul style="list-style-type: none"> ✓ A \$50K grant from the Canada Research Chairs Program in support of institutional research equity goals has been allocated to the hiring of an Indigenous Coordinator to work on Climate Action and Research EDI in collaboration with Indigenous Engagement. Role profile currently with HR for review. ☐ Mapping can be completed as part of the RRU Indigenous Engagement Plan under development. ☐ Consultations on climate will begin once we have completed consultations on the proposed West Shore campus. ✓ Establishing models of collaboration work is underway with engagement with Indigenous leaders and their communities. ☐ Work will need to be done to clearly define work models, as stated in the CAP. These will need to be arrived at in consultation with Indigenous leaders and communities.
<p>5.2 COMMUNITY ENGAGEMENT</p>	<ul style="list-style-type: none"> Establish baseline of partnerships and develop strategic framework and partnership priorities for climate action (FY 21 - 22/23) Develop the Kitchen Garden program and Biodiversity Plan in line with partnership framework (FY 21 – 24) Develop post-Secondary alliances and partnerships (FY 21 – 22/34). Launch alumni and student engagement program to showcase climate action (FY 23/24) 	<ul style="list-style-type: none"> Baseline and framework established by year one. Establish at least one new formal community partnership to advance goals 	<p>Status: Some in progress, some planned (future)</p> <p>Issues/Risks: Expectation and relationship building in the absence of formalized climate program and resourcing capacity (many engagement actions are dependant on the establishment of the Climate Action Hub, baseline analysis, and developing frameworks).</p> <ul style="list-style-type: none"> ☐ Workshop to establish baseline and framework recommendations to be completed for review by end of June 2022. Partnership development

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
	<ul style="list-style-type: none"> • Provide climate-related policy support, tools and advice to external governments, businesses and partners (FY 22/23, ongoing) 	<ul style="list-style-type: none"> • Establish at least one new partnership with higher education institution/network within the first 1.5 years 	<p>work to be conducted in tandem with the baseline & framework. Shortlist a roster of partnership opportunities, based on CAP goals, and from that identify partnership priorities (and resourcing) for year 1 - 3. Three workshops for 1) Campus/innovation/nature-based solutions; 2) Learning and 3) Community awareness and capacity.</p> <ul style="list-style-type: none"> ✓ Preliminary discussions about climate collaborations and knowledge sharing with UVic, VIU, and UBC.
<p>5.3 UNIVERSITY ENGAGEMENT</p>	<ul style="list-style-type: none"> • Establish baseline of existing initiatives, projects, plans and opportunities for campus engagement. Identify points of alignment/intersection (FY 22/23) • Develop learning and engagement opportunities, training and awareness, etc.; promote programs focused on engaging students as climate action leaders (FY 22/23). • Facilitate orientation programs for incoming students/ in-residence on climate action and sustainability (FY 22/23) • Establish Climate Action Volunteering Program; develop a roster of student projects and volunteer opportunities that integrate with climate action plan goals (FY 22 - 23/24) • Launch Ecosystem Stewardship program with Indigenous rights holders (FY 22/23). • Engage campus and community members in regular outdoor programs and initiatives (voluntary and curriculum based where appropriate). • Pursue partnership opportunities to co-host and organize volunteer events (i.e. invasive species removals, pollinator initiatives, nature-based demonstrations, etc.) (FY 24/25) 	<ul style="list-style-type: none"> • # of students and alumni engaged increases 50% each year for 4 years, then 25% increase annually • % of respondents that feel part of the Climate Action Plan, % of RRU faculty, employees and students engaged in climate action (target: engagement has growth of 50% each year for 4 years, then 25% increase annually) • % participation (target: stewardship-related engagement has growth of 50% each year for 4 years, then 25% increase annually). 	<p>Status: Delayed</p> <p>Issues/Risks: Capacity and resources</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Climate Action Hub is linked to the implementation of these actions. Working group to be established to help define the structure and role of the Climate Action Hub. <input type="checkbox"/> CLC working groups (all) will also contribute to identifying existing initiatives that contribute or should align.

OUTCOME AREA	ACTION MILESTONES	INDICATORS & TARGETS	PROGRESS OR CHALLENGES
<p>5.4 COMMUNICATIONS and MARKETING</p>	<ul style="list-style-type: none"> • Launch communication and marketing campaign and regular schedule connected to initiatives in this plan (FY 21/22, ongoing) • Launch web pages for Climate Action (FY 21/22) 	<ul style="list-style-type: none"> • % rate of participation, social media analytics on climate-related content (target: public engagement has growth of 50% each year for 4 years, then 25% increase annually). 	<p>Status: Planned (future)</p> <p>Issues/Risks: Capacity and resources</p> <ul style="list-style-type: none"> ✓ Accompanying the launch of the CAP was a commitment video, press releases and coverage in local news outlets. ☐ Discussions towards the development of the climate action communications plan are underway. This plan will be developed collaboratively by communications, campus services and marketing
<p>5.5 EVENTS</p>	<ul style="list-style-type: none"> • Develop and host program of climate action focused knowledge-sharing, collaboration and empowerment events. (FY 22/23, ongoing) • Develop and host an annual celebration event featuring progress, local innovations, and actions (FY 23/24) • Co-design and co-host a Climate action conference (2025/26) • Proactively seek opportunities and attend external events to share information, research, practices, and activities about climate change action (e.g. Adaptation 2020 Conference, Climate Risk and Resilience Community of Practice, etc.) 	<ul style="list-style-type: none"> • # of events hosted and supported, # attendees at events. <p>Targets:</p> <ul style="list-style-type: none"> • 1 signature event launched in 23/24 (ongoing) • 12 public webinars/panel discussions hosted annually. • 1 community workshop hosted/facilitated annually. • 1 conference co-hosted by 2025/26 • Engagement through events has growth of 50% each year for 4 years, then 25% increase annually 	<p>Status: Planned (future)</p> <p>Issues/Risks: Capacity and resources</p> <ul style="list-style-type: none"> ☐ Discussions towards the development of the climate action communications plan are underway. This plan will be developed collaboratively by communications, campus services and marketing