



Royal Roads
UNIVERSITY

CLIMATE ACTION PLAN

Annual Report
2022 - 2023



Land Acknowledgement

We acknowledge that the Royal Roads University (RRU) campus sits on the Lands of the Xwsepsum (Esquimalt) and Lekwungen (Songhees) families and ancestors. It is with respect and gratitude that we work, live, play, and learn on these traditional Lands.

This Land was, and continues to be, part of the fabric of life of Indigenous communities. The Xwsepsum (Esquimalt) and Lekwungen (Songhees) families have lived, hunted and gathered on these Lands for thousands of years. Attitudes, practices and beliefs associated with colonization have dramatically altered Indigenous Peoples' relationships with the Land on which Royal Roads University is located. As immigrants, immigrant-descendants and visitors to these Lands, we have a responsibility to consider our individual and collective roles in addressing and redressing damaging impacts. Actions we commit to range from respecting the people of these Lands, increasing understanding of Indigenous ways of knowing and being, learning about the past and its impact on Indigenous Peoples and celebrating Indigenous cultures.

As we reflect on the importance of this place, and in the context of climate action, we are reminded to do this work in a way that establishes strong relationships built on reciprocity, respect and RRU's commitment to undo the legacies of colonialism, repair the effects of oppression, promote equity and to support the sovereignty of Indigenous Peoples.

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Introduction

This is the second annual report for Royal Roads University's [Climate Action Plan 2022-2027](#). In this report, we reflect on the successes and progress made over the last year to activating our ambitious Climate Action Plan.

Lead and enable. Build knowledge and capacity. Collaborate for solutions. The goals, priority areas and outcomes of the plan have provided a pathway towards climate leadership for Royal Roads. The plan is unfolding in a context of uncertainty and change - we need to be responsive and open to those opportunities and challenges. Amidst that is the university's continued focus inspiring a diverse community of change agents and their power to make a positive difference in the world. The plan's continued focus is on amplifying the ability of our students, faculty and staff to change the world, whatever walk of life they journey through.

This annual report provides an overview of accomplishments, opportunities, challenges and next steps for RRU in implementing its Climate Action Plan. This is organized by goal and priority area, the first section in each details the progress made towards the respective priority areas and the second section outlines the key challenges and opportunities more generally for that goal.

This report documents the implementation of RRU's *Climate Action Plan* during the period from April 2022 to March 2023. The report provides a written progress summary for each of the goal areas, identifies challenges and next steps. Key recommendations are identified on page 11, followed by an appendix of at-a-glance progress by action and accountability area on page 12. Finally, a companion document (Annex 1: Summary Implementation Table) provides greater detail on the implementation, by action area with key performance areas and targets.

While this report was compiled by the Climate Action & Sustainability Team, it is reflective of a broader university-wide effort. The distributed nature of the plan – and the intention to build in climate action across the organization – is reflected in the following pages.

Successes and Challenges for 2023/24

Royal Roads University’s *Climate Action Plan Overview:*

Three goals and five strategic priorities set the foundation for the plan.

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.	
Priority area 1	Governance and leadership
Priority area 2	Administration
Priority area 3	Campus operations
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.	
Priority area 4	Education, knowledge generation, and research
Goal 3 - 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

The following pages provide an overview of progress, challenges and next steps within each goal area.

Goal 1 - Lead and Enable

Progress

PRIORITY AREA 1: GOVERNANCE AND LEADERSHIP

- **Distributed Leadership:** Supporting a whole-of-university approach to climate leadership, the Climate Leadership Committee (CLC) continues to guide and support a distributed and shared leadership network across the university. CLC meeting contribute to broad knowledge sharing and an opportunity for a diverse group of voices at the university to come together to share opinions and ideas. In addition to the CLC, three Climate Advisory Working Groups were established to advance key deliverables within the plan:
 1. Education & Research
 2. Mitigation & Adaptation
 3. Collaboration, Engagement & Outreach

PRIORITY AREA 2: ADMINISTRATION

- **Scope 3 emissions:** RRU's CAP includes a 50% reduction target for scope 3 emissions¹. Halving all emissions by 2030 is a target that is also in line with the university's participation in Race to Zero. This year, the Climate Action and Sustainability team worked with an intern who led a research project focused on Scope 3 emissions. The project looked at what other post-secondary institutions are doing in this area and surveyed the RRU staff and faculty community about their awareness, challenges and opportunities around reducing business travel emissions. RRU is also an active member of the Air Travel Community of Practice with other Canadian universities working on advancing business-related air travel emissions.
- **Plans:** The University's new ten-year Capital Plan has been initiated and, through this, initiatives in support of climate action objectives will be prioritized and sequenced. The plan includes a focus on shifting from fossil fuels to full electrification of our campuses wherever possible and explores renewable options including wind and solar.
- **Transparency & Accountability:** Accountability to our climate commitments is extremely important. In addition to this public annual report, RRU's Board and Executive are provided with quarterly updates on the *Climate Action Plan*. Portfolio-specific reporting are distributed halfway through the implementation year so that each area can stay apprised of the status of actions they are accountable or responsible for.

PRIORITY AREA 3: CAMPUS OPERATIONS

- **Campus emissions:** Most of RRU's emissions come from building heating and electricity. In 2022, RRU's reported GHG emissions were 1,015 tCO₂e, a 32 per cent reduction from 2010 levels.
- **Energy management:** Phase 1 of the Energy Audit was completed and gives an initial overview of priorities for energy and emission reductions for the coming years. To support the university's GHG mitigation and resource conservation goals, the university successfully pursued funding and approval for a full-time Energy Manager. This position will be critical to advancing the recommendations of the audit, including strategic energy management plans and programs.
- **Zero Carbon Design (ZCD) standards:** Leading green standards are guiding the Rose Garden Cottage renovation and the design of the Langford Campus. The Langford campus will be the first post-secondary

¹ Scope 3 emissions are those emissions produced both upstream and downstream from RRU's value chain including commuting, food, business air travel, embodied carbon, waste, services, materials, and paper.

institution in B.C. achieve ZCD certification. The Langford campus is also piloting innovative approaches, using low carbon concrete with a 54% lower embodied carbon value than the Canadian national average.

- **Phasing out harmful refrigerants²:** In 2022, RRU undertook roof repairs to replace HVAC systems and phase out R22 (a potent greenhouse gas). These upgrades will be complete in 2023, aligning with [federal compliance](#) regulations and with anticipated improvements to building envelope performance.
- **Fleet electrification:** RRU has reduced fleet associated GHGs by 34 per cent since 2010; and with the purchase of five hybrids so far, is on track to its goal of electrifying all regular-use vehicles by 2028.

Challenges, Opportunities and Next Steps

- **Integrated decision-making that embeds climate change considerations** is foundational to the success of the *Climate Action Plan*. Additional work including the development of a climate screening tool, integration into plan and policy development, and internal capacity-building and training will support climate integration. Additionally, it is important that this be done in conjunction with other key priorities and commitments such as our commitments to United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation; Equity Diversity and Inclusion; and the UN Sustainable Development Goals.
- **Decarbonization across all scopes:** Significant shifts and a holistic decarbonization strategy are needed to achieve RRU's emission reduction targets and meet its Race to Zero commitment. RRU has yet to achieve its GHG reduction target of 50% (750 tCO₂e) by 2020; the 2025 target of 65% (525 tCO₂e) is rapidly approaching. An aggressive decarbonization plan is needed for both direct and indirect emissions. This will need to involve innovative solutions, the retirement of aging or inefficient buildings, as well as optimization of the campus in accordance with the Energy Audit recommendations. For scope 3 (indirect) emissions, RRU will need to set out a reduction roadmap that includes baseline development and ongoing tracking; change management; awareness building; and new business processes, guidelines and policies.
- **Resilience:** In 2022/23, preliminary research and consultation sought to define RRU's future work to conduct a climate risk assessment and subsequent Adaptation Plan. The early vision of this work includes a focus on promoting community-driven participation in decision-making, capacity building, and supporting vulnerable and impacted communities. The initiation of this work is pending funding. Finally, as part of phase one of the 2022 Energy Audit, preliminary resilience rankings for RRU buildings were assigned. Further work will determine infrastructure climate readiness and risk.
- **Resourcing and delegation:** Adequate resourcing (both financial and staffing) continues to be a challenge. As such, the Climate Action Hub has not yet been established (however, as explained in the next section, some design work has been done). Opportunities exist to integrate and encourage climate integration across portfolios and responsibilities.
- **Climate competencies:** As Human Resources looks to refine its values-based competencies for the organization, a small working team is reviewing opportunities to integrate both climate and Equity, Diversity and Inclusion-related competencies throughout this process. More progress is expected in 2023/24.

² Refrigerants called hydrofluorocarbons (HFCs) are a widely used greenhouse gases with global warming potentials that are thousands of times higher than the same amount of carbon dioxide. Global warming potential is a measure of how much heat one tonne of a gas will trap in the atmosphere over a given period, relative to one tonne of carbon dioxide. HFCs contribute to climate change and ozone depletion.

Goal 2 - Build Knowledge and Capacity

Progress

PRIORITY AREA 4: EDUCATION, KNOWLEDGE GENERATION, AND RESEARCH

- **Climate and sustainability courses and programs:** A preliminary inventory of climate and sustainability courses and programs across disciplines was updated and showcased via the website on the “[Learn with us](#)” page. There are currently 30 programs, certificates, and courses included and the list continues to grow.
- **Launch of CanAdapt:** In December 2022, RRU's Resilience by Design (RbD) Lab, in collaboration with Climate Risk Institute, announced [CanAdapt](#), a climate adaptation capacity-building hub that provides a responsive platform for training, education, communities of practice, and information resources. Additionally, a new online Graduate Certificate in Climate Risk and Resilience is in development for September 2023.
- **Upskilling for Canada’s Climate Transition:** The RbD Lab, in collaboration with the Academy for Sustainable Innovation, is currently undertaking a research project called [Upskilling for Canada’s Climate Transition](#). This project aims to identify the steps needed to upskill the workforce to the climate transition plan in Canada.
- **Professional and Continuing Studies (PCS):** Through PCS and the CanAdapt partnership, RRU is growing its [suite of climate-related courses](#). In addition, in February 2023, PCS submitted a Climate Resilient Infrastructure micro-credential proposal to the Ministry of Post-Secondary and Future Skills.
- **Living Lab program development:** The Master of Environmental Management (MEM) program offered third year residencies a new format for “Learning in a Living Lab” (ENVR 627) which provided experiential learning about regenerative sustainability, climate change adaptation and mitigation, biodiversity conservation and reconciliation through a Living Lab process. In addition, a Major Research Project on Living Labs was completed by an RRU graduate student. These recommendations and lessons learned, combined with advancements in RRU’s CityStudio projects and Community Learning Partnerships, will further the development of RRU’s Living Lab model.
- **Biodiversity Map:** A showcase project of ENVR 627 (above) was a baseline study was done by MEM students as part of a Living Lab project. The resulting [interactive biodiversity map](#) includes all ecosystems on campus.
- **Connection building:** Several projects over the 2022/23 year, focused on increasing the connection between the Climate Action & Sustainability Team and programs and faculty. Through this RRU’s CAP was a focused component of student project work (in programs such as BBA, MEM, and CityStudio).
- **The Farm @ RRU:** The Farm offers a living lab through which RRU can decolonize curriculum and further its climate goals. Supporting [The Farm @ RRU](#), the Food Systems Manager contract position has been extended, and a significant grant (\$200k) awarded over two years. Curriculum development is also underway for an elective course that will be available across multiple programs.
- **Canada Research Chair:** Rob Newell, RRU’s new Canada Research Chair in Climate Change, Biodiversity and Sustainability started in the School of Environment and Sustainability in July 2022. Newell’s research focuses on integrated planning and policy, stakeholder engagement and sustainable community development.

Challenges, Opportunities and Next Steps

- **Climate Action Hub:** The design and phasing recommendations for the Hub were advanced this past year through the Advisory Working Group on Education and Research. Establishing a Hub remains a key milestone of the CAP as many actions are dependent on both the support and structure that a hub would offer.
- **Onboarding module:** To advance climate literacy and engagement, the Climate and Sustainability Office is working with both Human Resources and Student Services to integrate climate action awareness into RRU's New Employee Orientation sessions. An advisory group has also been established to develop online learning modules that will integrate with the Student Orientation Launchpad and employee onboarding.
- **Research sharing:** The opportunity for amplifying climate-related research through a repository or database has been identified as an initial phase for the Climate Action Hub. Events that include a research-sharing component are currently being planned.
- **Climate-related curricula and courses:** Currently there is insufficient academic capacity to inventory existing programs and curricula; Additionally, academic freedom must always be respected in developing climate change programming and curricula.

Goal 3 - Collaborate for Solutions

Progress

PRIORITY AREA 5: COLLABORATION, ENGAGEMENT AND OUTREACH

- **Indigenous Cultural Safety:** Training workshops for Indigenous Cultural Safety approaches were held with Harley Eagle in early 2023 reaching 50 RRU staff and faculty.
- **Strategic communication:** The first draft of the Climate Action Communications Plan has been reviewed and updated by the communications team and will undergo further review by the Advisory Working Group. Stakeholder mapping work contributed to the strategies in this plan.
- **Marketing campaign:** The communications and marketing teams implemented a climate action marketing campaign in late September that ran through to the end of fiscal. Through this, they socialized RRU climate action programming and activities through earned and social media, and by boosting storytelling
- **Staff and student engagement:** Earth Week 2023 provided virtual and physical ways for students, faculty and staff to engage and connect. Design of the events reflected cross-departmental collaboration with Human Resources, Operations, Communications, Student Services and the Climate & Sustainability Team. In addition, some other activities were organized that included students and staff (i.e. Go by Bike Week, Earth Day celebrations and shoreline clean ups). The Climate Action & Sustainability team and members of the Human Resources team have had some preliminary conversations about a volunteering program for staff.
- **Relationship and network building:** connections have been forged and advanced through initiatives including the Race to Zero for Colleges and Universities, the Sustainable Solutions Development Network, renewal of Ashoka designation, President's Task Force for Community Engagement, and the Air Travel Community of Practice. Preliminary discussions about climate collaborations and knowledge sharing continue with local government and post-secondary partners.
- **Climate-related events:** On March 1, 2023 Royal Roads University's Changemakers Speakers Series hosted Suzanne Simard speaking on "Finding the Mother Tree." The sold-out event provided an inspiring way to rethink our relationship with our natural world so we can begin to heal our climate.

Challenges, Opportunities and Next Steps

- **Indigenous engagement:** Establishing models of collaboration is underway through engagement with Indigenous leaders and their communities; and a broader RRU Indigenous Engagement Plan is under development. Ways of working for potential climate action collaboration be arrived at in consultation with Indigenous leaders and communities. Specific conversations regarding climate action have not yet begun with Indigenous communities as conversations on the West Shore Campus continue. With RRU's Director of Indigenous Engagement on leave, much of this work has not yet started.
- **Partnerships framework development:** Building on existing relationships, strategic climate-focused partnership engagement and development is a growth area of the university and something that dedicated leads in the university will help to foster.
- **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 will support this work.

- **Future Events:** As part of the *RRU Changemaker Speaker Series*, Dr. Thomas Homer-Dixon will be speaking in May 2023 with a focus on the polycrisis and climate action. In December, a Masters of Climate Action Leadership summit will be held. Alongside this, RRU will be kicking off a Fireside Chat for Climate Solutions speakers series.
- **Applied Learning:** RRU continues to advance its opportunities for experiential education and Work Integrated Learning. A key development this past year was the launch of the [Experiential Learning Hub](#). This online hub provides resources and builds connections so students can access professional opportunities and apply their learning. Additionally, green skill development will be advanced in 2023/24, with a focus on identifying and securing experiential learning opportunities for RRU students that align with a net-zero economy.

Key Recommendations

From ideas to impact: The Climate Action Plan outlined significant and sustained commitments needed for climate leadership at the university. In the absence of new funding or resources – and with additional financial pressures on the horizon – RRU needs to determine how it will strategically invest in and advance climate action. Three key recommendations have been identified to support coordinated and impactful work:

- 1. Support internal capacity building and a culture of engagement and collaboration:** The CAP offers a role for every member of the extended RRU community to participate in climate action. However, to create an enabling environment that supports this, top-down support can be balanced with investments in training and encouragement of – and making space for – bottom-up innovation by teams and individuals. Capacity-building can be supported by professional development, courses and other training opportunities. Workshops or other forms of engagement are also needed to build a supportive internal culture and collaborative networks within the organization. Within departments across the university, there are opportunities for greater integration of climate action as a shared responsibility and way of working.
- 2. Delegate and integrate priorities:** Across portfolio areas, accountabilities and responsibilities have been identified for actions within the Climate Action Plan. Stronger integration of this into business-level work plans, and clearer direction and support by senior management is needed to support staff to activate these areas. On the academic side, integration of climate into shared learning, teaching and research resources is a key action that is also part of the *Academic Strategic Plan*.
- 3. Build on strategic partnerships:** Across the post-secondary sector, and with Indigenous, community and government partners, collaboration not competition for climate solutions is needed. Sharing resources and best practices will improve efficiency, build momentum, and help accelerate the pace of change. RRU will need to prioritize and intentionally pursue partnerships, building on its existing network and exploring new ones within a clearly defined framework.

Executive priority-setting exercise: The CAP was developed with specific targets and key performance indicators (KPIs). It was also developed to be adaptive to changing contexts and challenges. Many of these KPIs are not yet being tracked or monitored. The RRU Executive Team will review CAP priority actions and update/refresh the KPIs to provide clarity of direction for which actions and outcomes are most critical in the current context.

Appendix 1. Climate Action Plan Status Report at-a-glance, Year Two

This Climate Action Plan (CAP) report card provides an at-a-glance view of the status of each action (see the [Climate Action Plan Goals, Outcomes & Actions](#) for a description of the actions). The “Summary Implementation Table” (Annex 1) provides a more detailed implementation update alongside key performance indicators and targets; this is available upon request.

Status & Acronym Legend:

Completed <input checked="" type="checkbox"/>	Active/on track	Active but needs help	At risk/off track or delayed	Not started yet
Vice President Research and International - VPRI Vice President Finance and Operations - VPFO Vice President Academic and Provost - VPA		Vice President Communications and Advancement - VPCA Director – Dir. Information Technology team- IT		

Priority Area 1: Leadership & Governance

Action Overview	Accountability	Responsibility	Status
1. Commitment			
1.1 Climate Emergency Commitment - publicly declared	President	VPRI	<input checked="" type="checkbox"/>
1.2 Multi-stakeholder Initiatives	President	VPRI, VPCA, Dir. Bus. Development	
1.3 UN SDG Alignment	President	VPRI and Dir. Research & International	
1.4 Indigenous Collaboration & paired governance	VPCA	Dir. Indigenous Engagement, VPRI	
2. Decision Making			
2.1 Climate Awareness - Board, Executive and Senior Committees	President	VPA	
2.2 Climate Considerations - integrated into strategic-level plans, meetings, budgets, policies, and reports	President	VPFO, VPRI, VPA, VPCA	
2.3 Delegation -of responsibility to align ops, admin, service delivery & LTRM with climate goals	President	VPFO, VPRI, VPA, VPCA	
3. Resources			
3.1 Climate Leadership Committee - cross-disciplinary leadership structure for CAP oversight	President	VPRI	
4. Climate Action Hub			
4.1 Hub Resourced & Established	President	VPRI & VPA	
5. Resilience			
5.1 Assessment - climate risk and vulnerability assessment to determine priority risks and impacts	VPRI	VPRI, Operations & Resilience	

5.2 Adaptation Plan - Develop and resource a Climate Adaptation Plan	VPRI	Operations & Resilience, VPRI	
5.3 Integrate Disaster Risk Reduction - into university emergency plans with annual updates	VPFO	Operations & Resilience, VPRI	
6. Transparency and Accountability			
6.1 Disclosures & Risks - annual reports 6.1.1 Mandatory disclosures 6.1.2 Voluntary disclosures Climate Action Plan 6.1.3 Material climate-related risks	President	VPFO, VPRI, VPA, VPCA	
6.2 Progress Reporting - with the University community.	VPRI	VPFO, VPRI, VPA, VPCA	
6.3 Board Updated - on progress toward climate action targets semi-annually.	President	VPRI	
7. Inclusive Governance			
7.1 Inclusive Processes - shape the development and implementation of climate initiatives & policies.	President	VPFO, VPRI, VPA, VPC&A	
7.2 Knowledge Systems Incorporated - with an emphasis on Indigenous knowledge.	VPC&A	Indigenous Engagement Dir., VPCA, VPA	
7.3 Community-driven Participation	VPC&A	VPFO, VPRI, VPA, VPCA	

Priority Area 2: Administration

Action Overview	Accountability	Responsibility	Status
1. Delegation			
1.1 Delegation of Roles - authority delegated/ accountable for CAP implementation.	President	VPFO, VPRI, VPA, VPCA	
1.2 Resourcing - Roles, work plans and performance reviews include CAP responsibilities	VPFO, VPRI, VPA, VPCA	Human Resources	
2. Decision Making & Implementation			
2.1 Climate Screening Tool - to assess every decision's contribution to addressing climate change and EDI	VPRI	VPFO, VPRI, VPA, VPCA	
2.2 Purchasing, Procurement & Investment - Climate incorporated into each.	VPFO	Ops & Resilience; Finance	
2.3 Climate Aligned Decisions - integrating climate and sustainability considerations into strategic decisions.	President	VPFO, VPRI, VPA, VPCA	
2.4 Climate Leadership Committee - broad and inclusive representation/expertise targeting CAP priorities.	President	VPRI (lead), with VPFO, VPA, VPCA	☑
2.5 Innovative funding and tools - to support the plan's goals and targets.	VPRI	Climate Action Hub	
3. Planning and Policy Development			

3.1 Plan and Policy Development - Develop/refresh plans and policies to align with CAP.	President	Policy and Board	
4. Scope 3 Emissions Reductions			
4.1 Establish Scope 3 Baseline - Prioritize, measure and publicly report on a preliminary scope 3 categories.	VPFO	Finance, Operations & Resilience	
4.2 Scope 3 Business processes - Adjust business process and policy to reduce scope 3 emissions.	VPFO, VPRI, VPA, VPCA	VPFO	
4.3 Transportation Demand Management & Commuting - to reduce commuting-related emissions	VPFO	VPFO	

Priority Area 3: Operations

Action Overview	Accountability	Responsibility	Status
1. GHG Reductions			
1.1. Buildings & Energy - energy audit to identify priorities for energy efficiency, emissions reductions and adaptation.	VPFO	Operations & Resilience	
1.2 Energy & Utilities Master Plan - roadmap to meet targets for energy, emission reductions and resilience.	VPFO	Operations & Resilience	
1.3 Building Operations Program - aligns with performance and sustainability standards.	VPFO	Operations & Resilience	
1.4 Building Optimization - to reduce emissions/costs, retire inefficient buildings and to adapt climate risks.	VPFO	Operations & Resilience	
1.5 Fleet - Transition RRU fleet to 100% Zero Emission Vehicles by 2030.	VPFO	Operations & Resilience	
1.5 (b) Fleet - Procurement workflow process improvements.	VPFO	Operations & Resilience	✓
1.6 Paper - Cap paper procurement at 2020 levels and shift all processes to electronic.	VPFO	Climate Action & Sust. Team and IT	
2. Climate Risk, Resilience & Adaptation			
2.1 Manage for Risks - assess, monitor, report and manage institutional climate risks and develop responses.	VPFO	Operations & Resilience	
2.2 Infrastructure Readiness - determine an initial score for future climate readiness and/or climate risks.	VPFO	Operations & Resilience	
2.3 Water Management - Develop a water management plan, informed by audits, climate risks and regional factors.	VPFO	Operations & Resilience	
2.4 Applied Learning - Develop a roster of student research projects and volunteer opportunities.	VPFO	Operations & Resilience	

Priority Area 4: Education, Knowledge, and Research

Action Overview	Accountability	Responsibility	Status
1. Climate Change Education			
1.1 Academic Direction - Clarify academic direction for climate education and curricula.	VPA	VPA	
1.2 Develop climate-related curricula, courses - such that all students are exposed to climate science/action.	VPA	VPA	
1.3 Climate Action Hub - Established with governance structure and mandate to advance CAP.	VPFO, VPRI, VPA, VPCA	VPRI, VPA	
1.4 Climate onboarding module - module in staff, faculty, student onboarding.	VPA	Climate Action Hub	
1.5 Teacher connector Program - students with climate subject matter expertise act as resources to instructors.	VPA	Climate Action Hub	
1.6 Outreach & accessible courses - develop suite of accessible courses and educational outreach initiatives.	VPA	Climate Action Hub	
2. Living Labs			
2.1 Living Lab - provides nature-based education and research opportunities.	VPA	Climate Action Hub	
2.2 Interdisciplinary opportunities - for staff, faculty and students to learn, test, and apply knowledge.	VPA	Climate Action Hub	
2.3 Indigenous Land-based learning - collaborative, nature-responsive learning and research initiatives.	VPA	Dir. Indigenous Education	
2.4 Biodiversity Plan - as a Living Lab project.	VPRI	Climate Action Hub	
2.5 Kitchen Garden - Living Lab, building on partnerships, Indigenous and other knowledge systems.	VPCA	Kitchen Garden Guiding Committee	
3. Climate Research			
3.1 Research Grants - Fund internal research projects focused on climate change and climate action research.	VPRI	VPRI	
3.2 Funding innovation - that support collaborative, transdisciplinary climate research.	VPRI	Climate Action Hub	
3.3 Research-sharing Events - Sponsor/host climate knowledge-sharing, and empowerment events.	VPRI	Climate Action Hub	
3.4 Research Repository - searchable database on climate-related research & case studies.	VPRI	Climate Action Hub	

Priority Area 5: Collaboration, Engagement and Outreach

Action Overview	Accountability	Responsibility	Status
1. Indigenous Relationships			
1.1 Map relationships - to inform a strategic partnership framework based on common goals.	VPCA	Dir. Indigenous Engagement	
1.2 Consultation - with Lekwungen, Xwsepsum and other local Indigenous groups about climate priorities and partnership requirements.	VPCA	Dir. Indigenous Engagement	
1.3 Collaboration model - between RRU and Lekwungen and Xwsepsum rights holders in the local community.	VPCA	Dir. Indigenous Engagement	
1.4 Enhance Reciprocal Knowledge Sharing - exchange resources related to climate action & knowledge	VPCA	Dir. Indigenous Engagement, Climate Action Hub	
2. Community Engagement			
2.1 Establish Baseline and Framework - for a strategic partnership framework with a climate action lens.	VPRI	Dir. Bus. Development, Climate Action Hub	
2.2 Develop Partnerships - with local communities for co-creation/implementation of climate research/action	VPRI	Dir. Bus. Development, VPRI & Climate Action Hub	
2.3 Post-Secondary Institutions Relationships - climate action focused relationships and partnerships	VPFO, VPRI, VPA, VPCA	VPRI	
2.4 Engage & Connect - alumni and students, link with faculty to showcase projects, research and opportunities.	VPRI	Climate Action Hub	
2.5 Policy Support - Provide climate policy support, tools and advice to governments, businesses and partners	VPRI	Climate Action Hub	
3. University Engagement			
3.1 Establish Baseline - of existing initiatives, projects, plans and opportunities for campus engagement.	VPRI	Climate Action Hub	
3.2 Staff Culture - awareness, engagement through resources, courses, training and dialogue.	VPRI	Climate Action Hub	
3.3 Student Culture - engaging students as climate action leaders.	VPRI	Climate Action Hub	
3.4 Volunteering program - for employees, faculty and students	VPRI	Climate Action Hub	
4. Communications & Marketing			
4.1 Communications & Marketing - promote outreach and events, motivate action on campus and beyond.	VPCA	Climate Action Hub, Comms & Marketing	
4.2 Story-telling - promoting actions of staff, faculty, partners, and the Hub, and marketing opportunities.	VPCA	Climate Action Hub, Comms & Marketing	
5. Events			
5.1 Events - Sponsor/host climate knowledge-sharing, collaboration and empowerment events.	VPCA	Climate Action Hub, Comms & Marketing	