

Inspirations and Aspirations



# The Sustainability Strategy

Vancouver and Okanagan Campuses 2006-2010



SUSTAINABILITY

The University of British Columbia  
*Canada's leader in campus sustainability*

The University of British Columbia, aspiring to be one of the world's best universities, will prepare students to become exceptional global citizens, promote the values of a civil and sustainable society, and conduct outstanding research to serve the people of British Columbia, Canada, and the world.

*Trek 2010: A Global Journey*

# Creating Value Today for Tomorrow

**At the University of British Columbia** we recognize the intrinsic link between sustainability leadership and our core commitment to excellence in teaching and learning, research, and citizenship serving British Columbia, Canada and the world. This year, we are pleased to publish a new *Inspirations and Aspirations: The Sustainability Strategy 2006-2010* that reflects the commitment of every unit at the UBC Okanagan and UBC Vancouver campuses to continuous improvement in social, environmental, and economic performance.

Ten years ago, a pioneering UBC Board of Governor's Policy on "sustainable development" mandated the creation of an action plan that identified targets for enhancing sustainability across the campus. *Inspirations and Aspirations* embodies that goal and demonstrates that every unit on campus is dedicated to improving sustainability. Commitments without operational plans and strategies often amount to little, so this document articulates the strategies and targets that support our pledge to sustainability and identifies the responsible Vice President.

I take great pride in the early efforts of UBC's Board of Governors, staff, faculty, and students to innovate and lead, efforts that have resulted in significant changes on campus both in how we do things and - perhaps more significantly - in how we evaluate new and existing programs and activities. And our successes have not been unnoticed.

UBC is the only Canadian campus to receive a Green Campus Award from the US-based National Wildlife Federation and the only Canadian campus to receive a Sustainable Campus Award from the Association for the Advancement of Sustainability in Higher Education.

Most recently, the Life Sciences Centre, home to the expanded UBC medical program and the Life Sciences Institute, was the largest structure in Canada to be certified LEED™ (Leadership in Energy and Environmental Design) Gold. The U-Pass program at the Vancouver campus has reduced the number of cars coming to campus by 22% since 1997, while the number of students grew by 27%. A similar program has just been approved for the Okanagan campus. Compared to the year 2000, our ECOTrek and ELECTrek initiatives have generated energy savings of 24% per square metre annually, as well as reduced water use by 42% annually.



We remain committed to sustainability leadership. We will continue to embed sustainability within our overall management systems. Our annual report will use the triple bottom line to provide an annual update on our financial, social and environmental performance, and the Vice Presidents will report annually to the Board of Governors on their progress.

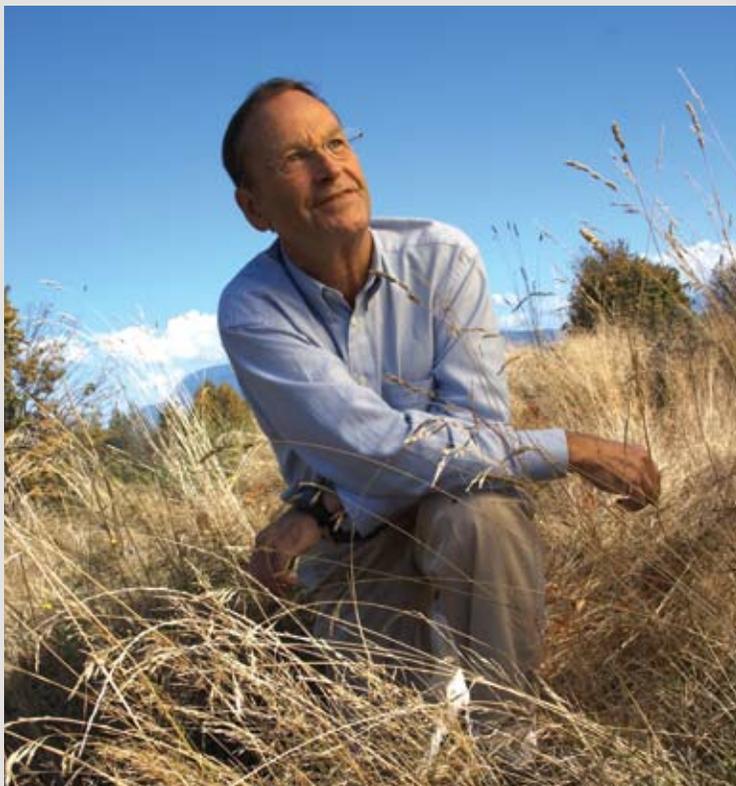
Ultimately, UBC's mission is to "*prepare students to be exceptional global citizens, promote the values of a civil and sustainable society, and to conduct outstanding research to serve the people of British Columbia, Canada and the world.*" The goals set out in the following pages are a crucial step in fulfilling this mission.

Stephen Toope  
President  
June 2007

# Canada's Leader in Campus Sustainability

**UBC is among more** than 300 leading educational institutions around the world that signed the 1990 Talloires Declaration, a 10-point action plan for incorporating sustainability into higher education. These institutions have pledged to make sustainability the foundation for campus operations, research, and teaching. They are encouraging their faculty, staff, and students to factor ecological, social, and economic consequences into all of their personal and professional decisions.

To date, UBC stands out as a leader in putting its commitment into practice by creating a culture of sustainability. This journey began back in 1997 when UBC became Canada's first university to adopt a sustainable development policy. A year later, we became Canada's first university to open a campus Sustainability Office.



In 2002, UBC was pleasantly surprised to discover that our unique initiatives had made UBC Canada's leader in campus sustainability. These initiatives include Social, Ecological, Economic Development Studies (SEEDS); the ECOTrek energy and water reduction program; a groundwater heat exchange system at the Okanagan campus; the development of green buildings; and the implementation of the U-Pass to reduce traffic. In 2003, UBC became Canada's first and only university to receive Green Campus Recognition from the U.S.-based National Wildlife Federation. Since then, we've won the award two more times, and others as well.

What's more, UBC's new University Town is becoming one of the most livable communities in Canada. To reduce traffic, at least half of the households will have one member who either studies or works on campus. University Town also offers progressive building designs, the preservation of green spaces, a unique governance model, and access to a wide variety of academic, cultural, and athletic facilities and programs.

On the academic side, UBC hosts internationally renowned scholars in a variety of sustainability areas including ecological footprinting, green building, clean energy, community and regional planning, political ecology of water use, globalization, and biotechnology. The university offers more than 400 courses related to sustainability and is home to several research centres that focus on this topic.

Professor William Rees, from UBC's School of Community and Regional Planning, invented ecological footprinting analysis.

UBC is also the first and only university in Canada to create a comprehensive sustainability strategy. *Inspirations and Aspirations: The Sustainability Strategy 2006-2010* was produced in 2006 in response to the university's sustainable development policy, which calls for clearly targeted action plans in all departments to improve performance in key sustainability areas. The strategy outlined UBC Vancouver's goals, objectives, and action plans for improving the institution's social, economic, and ecological performance over the next five years. This revised strategy, in 2007, includes the targets for both the Vancouver and Okanagan campuses.

In preparing this plan, a stakeholder consultation process was carried out with more than 40 departments, all faculties, and all major student organizations at the UBC campuses. Together these groups developed a framework and identified major



goals for sustainability. Next, these groups identified objectives and set specific targets. The result is that each of the objectives listed in *Inspirations and Aspirations: The Sustainability Strategy* has at least one UBC unit that has assumed responsibility for achieving it.

However, the UBC community as a whole must recognize that these objectives are interdependent. The plan will succeed only if we all take steps to achieve the targets identified in all three areas: social, economic, and ecological. *Inspirations and Aspirations: The UBC Sustainability Strategy AND YOU* is a companion document that outlines the various targets that we, as individuals, can strive for in our own work, study, and research at UBC. Our hope is that *Inspirations and Aspirations* will guide us in this vital journey and serve as a model and inspiration for institutions around the world.

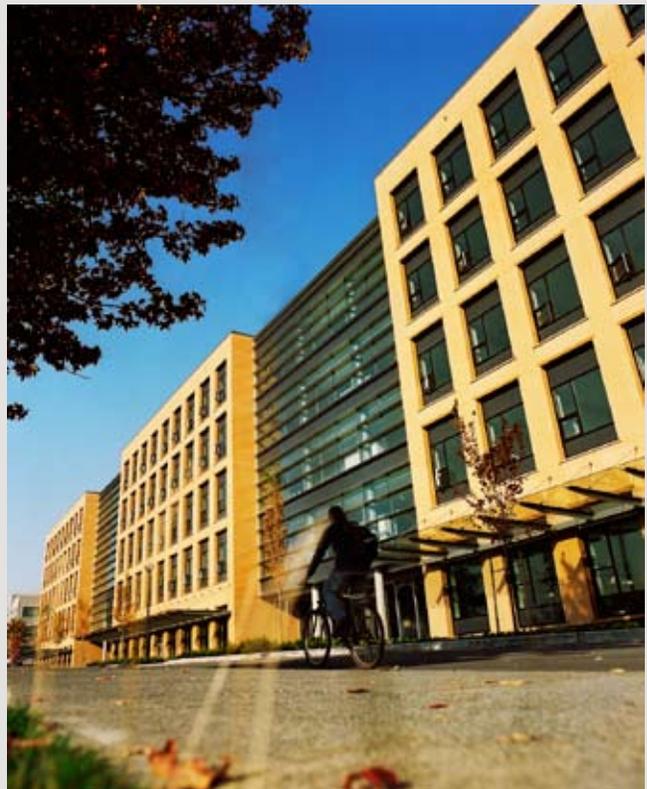


The Liu Institute for the Study of Global Issues is a green building.

# Sustainability Goals

<b>SOCIAL</b>	<ul style="list-style-type: none"><li>- Improve Human Health and Safety</li><li>- Make UBC a Model Sustainable Community</li><li>- Increase Understanding of Sustainability Inside and Outside the University</li></ul>
<b>ECONOMIC</b>	<ul style="list-style-type: none"><li>- Ensure Ongoing Economic Viability</li><li>- Maintain and Enhance the Asset Base</li><li>- Maintain and Maximize the Utilization of the Physical Infrastructure</li></ul>
<b>ECOLOGICAL</b>	<ul style="list-style-type: none"><li>- Reduce Pollution</li><li>- Conserve Resources</li><li>- Protect Biodiversity</li></ul>

The UBC Life Sciences is the first LEED™ Gold building on campus.



# Social Goals

## Goal: Improve Human Health and Safety

### Objective:

*Develop and implement a holistic Health and Wellness framework designed to enhance personal and organizational health and well-being.*

### Action Plan:

- Establish measurements and set targets for health promotion and wellness
- Develop and implement an early intervention program to support the recovery and return to work of ill or injured faculty and staff
- Determine effectiveness of existing Health Needs Assessment tools
- Upgrade software and data collection systems for disability management programs
- Expand and increase current programs and publications that promote health
- Enhance immunization services (including establishment of medical monitoring and surveillance initiatives)
- Establish a comprehensive safety management system with structured programming focused on injury and illness prevention

### Objective:

*Enhance campus safety and security.*

### Action Plan:

- Decrease frequency of time-loss accidents per year by establishing annual unit-based risk assessment and behaviour-based safety training
- Deploy crime prevention strategies to increase personal awareness of safety and security issues
- Increase awareness of services provided by Campus Security through specially designed events and publications
- Designate UBC as a “Safe Community” and initiate a set of targets and action plans to involve the whole UBC Vancouver community in this program



SPROUTS serves up affordable, organically grown, local, and fair trade foods.

# Social Goals

## Goal: Make UBC a Model Sustainable Community

### Objective:

*Create a truly livable campus environment in which people may flourish at work, at home, and at play.*

### Action Plan:

- Develop and implement a human resources plan that enhances the work environment
- Ensure that the health and safety needs of all members of the UBC community are met by means of regular inspections and assessments of academic and non-academic buildings
- Expand and increase programs and events designed to educate the UBC community about human rights issues such as racism and homophobia
- Ensure that disabled students, faculty, and staff are able to achieve their potential through appropriate accommodation of their needs
- Provide on-campus housing for 25% of full-time undergraduates
- Plan a “residential campus” at UBC Okanagan
- Create a vibrant, culturally rich, healthy, equitable, and diverse community by working to meet the Official Community Plan goals that: 50% of new market and non-market housing serves households where one or more members work or attend university on the UBC (Vancouver) campus; 40% of new residential dwellings are ground-oriented; and 20% of new residential dwellings will be rental housing (of which not less than half will be non-market housing that may include staff, faculty, cooperative, social, or other special housing needs)
- Develop recruitment processes that meet the needs of families with respect to housing, schooling, daycare, and recreation

### Objective:

*Meet ethical and environmental purchasing standards.*

### Action Plan:

- Ensure that all Supply Management purchasing continues to be in accordance with the Purchasing Management Association of Canada’s Code of Ethics
- Ensure campus-wide compliance with the UBC Purchasing Policy
- Ensure that all clothing purchases meet the requirements of the UBC Bookstore Conduct Policy for Clothing Vendors
- Use triple bottom line procurement at the unit level
- Expand offering of “fair trade” products on campus
- Continue formal communication links with students and the Food Services Director



The Feeley family live and work on the Vancouver campus.

## Goal: Increase Understanding of Sustainability Inside and Outside the University

### Objective:

*Strengthen the UBC community's awareness and understanding of sustainability, global citizenship, and civil society through learning, research, and community service.*

### Action Plan:

- Develop ways to incorporate sustainability into teaching, learning, and research as appropriate
- Expand the Sustainable Leaders tri-mentoring program that connects students with professionals in the community
- Develop coordinated information programs, projects, and exhibits to heighten student, staff, and faculty awareness of sustainability issues
- Increase the number of students signing the Sustainability Pledge to 20%
- Expand Community Service Learning (CSL) programs so that 10% of the student body will be involved in CSL
- Explore opportunities for international Community Service Learning through student, staff, and faculty exchanges with similarly disposed institutions abroad
- Partner with the Indigenous people of the southern interior of British Columbia (under MOU of 2005 with the Okanagan Nation Alliance) in order to continue to development programs and courses on Okanagan Indigenous culture, history, philosophy, and knowledge that are collaborative, mutually respectful, complementary, and authentic
- Increase number of courses and enrolments in courses on Aboriginal issues and perspectives
- Expand community service and volunteer programs for faculty and staff
- Develop and promote publications, exhibits, and events on global citizenship and civil society for audiences both on and off campus

- Create new international learning opportunities for students, and ensure that they have access to a range of courses and activities that provide information and ideas about all parts of the world

### Objective:

*Connect with the larger community to promote sustainability, global citizenship, and civil society through outreach programs, partnerships, and collaborations.*

### Action Plan:

- Create community-university groups to identify possible areas for joint activity in such areas as local health and education needs
- Continue to develop community-based programs in partnership with Aboriginal communities
- Assist Aboriginal peoples to meet their learning needs and aspirations, including the preservation of indigenous languages
- Profile global citizenship activities by UBC's faculty, staff, and students in the local and national media
- Establish the Okanagan Sustainability Institute to address sustainability issues in the Okanagan region, and also to make a significant contribution to our understanding of rapid growth and development, and its planning and management for sustainability, in similar regions globally
- Establish working relationships with groups in emerging countries to address local problems in health, agriculture, social infrastructure, education, and sustainable development
- Keep alumni informed about sustainability and global citizenship initiatives at UBC, and encourage their participation
- Offer flexible programming options to respond to the needs of Indigenous students and communities

# Economic Goals

## Goal: Ensure Ongoing Economic Viability

### Objective:

*Keep tuition fees consistent with educational costs.*

### Action Plan:

- Ensure total revenues (tuition combined with other revenues) reflect the true cost of education
- Develop a cost framework at the faculty level
- Develop a communications strategy to keep students, government, and the public aware of the costs and benefits of learning and research
- Inform tuition levels by comparing with similar institutions

### Objective:

*Increase research support in all areas.*

### Action Plan:

- Ensure that UBC obtains a greater proportion of federal funding for research
- Develop strategies to persuade the provincial government to participate more fully in research through increased funding
- Actively promote sustainability research at the provincial and national levels, and pursue new sources of funding for sustainability research in both the public and the private sectors
- Ensure appropriate guidance and support for research grant applications
- Encourage research partnerships with governments and institutions in developing countries

### Objective:

*Ensure ongoing financial viability*

### Action Plan:

- Continue to use the Planning Framework, which ensures break-even operations
- Implement recommendations of Provincial Review Funding
- Work with government to secure sustainable funding levels
- Work within the budget as over-expenditures are not permitted without prior approval



Amanda Vincent is the Canada Research Chair in Marine Conservation at UBC.

## Goal: Maintain and Enhance the Asset Base

### Objective:

*Make the best use of available assets.*

### Action Plan:

- Ensure that debt capacity is available for future generations
- Develop a prioritization process to ensure that debt is utilized in areas of strategic capital growth
- Utilize debt capacity to increase the asset base to fulfill the mission of the university
- Maintain an appropriate credit rating level from Moodys and Standard & Poors which ensures ongoing financial viability
- Use a specially developed fiscal planning framework to enhance decision making
- Ensure highest and best use of campus lands with economical costs of development

### Objective:

*Increase the Endowment Fund to \$1 billion by 2010.*

### Action Plan:

- Continue to build productive long-term relationships with donors
- Increase our activities related to identifying, approaching, and maintaining contact with donors
- Increase our fundraising goals to reach \$150 million annually by 2010
- Manage endowment funds to ensure that the annual income continues at an adequate level to support the quantity and quality of projects and programs they were initially established to provide
- Endow and invest the proceeds from any long-term leasing for market residential or commercial use of real estate on the Point Grey campus as a component of the endowment investment portfolio and spending

### Objective:

*Develop reserve levels to protect against economic risks.*

### Action Plan:

- Determine appropriate reserve levels
- Develop strategies to obtain the targeted levels of reserves for the university



The University Town development is transforming UBC Vancouver from a commuter campus into a more complete community by providing staff, faculty, and student housing and community amenities.

# Economic Goals

## Goal: Maintain and Maximize the Utilization of the Physical Infrastructure

### Objective:

*Control space and infrastructure costs, and reduce deferred maintenance*

### Action Plan:

- Seek provincial government support for Phase 2 of “UBC Renew” for UBC Vancouver
- Develop strategies to ensure adequate budgets for maintaining buildings and assets based on life-cycle costing
- Complete Core Density study to confirm adequacy of space for research and academic growth over the next decade
- Increase space utilization by at least 5% when renovating existing buildings
- Develop and implement an equitable space allocation policy to encourage downsizing, the sharing of space, and more efficient use of under-used space



The Buchanan building was upgraded and retrofitted through the UBC Renew Program, Phase I.

# Ecological Goals

## Goal: Reduce Pollution

### Objective:

*Reduce greenhouse gas emissions and improve air quality.*

### Action Plan:

- Complete the ECOTrek program to cut CO<sub>2</sub> emissions by 25% and reduce NO<sub>x</sub> emissions from the steam plant by 80% at the Vancouver campus
- Plan for the use of geothermal heating and cooling for all new buildings at UBC Okanagan to prevent CO<sub>2</sub> emissions
- Purchase BC Hydro green energy certificates
- Develop a transportation plan to maintain annual average automobile traffic on the Vancouver campus at 1997 per capita levels or below
- Convert at least 10% of UBC vehicle fleet to super-ultra-low-emission (SULEV) standard
- Expand U-Pass program to include faculty, staff, and community residents at UBC Vancouver and UBC Okanagan
- Encourage the purchase of local products or services wherever possible



### Objective:

*Reduce all forms of waste and improve waste disposal processes.*

### Action Plan:

- Develop new programs to educate the community about the importance of waste management
- Ensure that there is formal tracking and reporting of all disposal of demolition and construction waste
- Establish clear criteria for waste management and use of recycled materials
- Reduce waste sent to landfill from institutional and residential construction by at least 50%
- Maximize quantity of organic operational waste sent to Vancouver's on-site composter
- Expand programs to reduce amount of hazardous waste generated
- Expand the Sustainability Coordinator program

### Objective:

*Improve stormwater quality.*

### Action Plan:

- Establish criteria for the measurement of water quality, and include these in the UBC Stormwater Management Plan for the Vancouver campus and University Town
- Improve on-site quality of stormwater at UBC Okanagan with bioswales and retention ponds
- Establish best management practices for stormwater volumes and quality control, including the use of biofiltration systems

UBC is Canada's first university to launch an in-vessel compost system which digests waste from campus food outlets and residences.

# Ecological Goals

## Goal: Conserve Resources

### Objective:

*Reduce non-renewable energy consumption.*

### Action Plan:

- Plan for the use of geothermal heating and cooling at appropriate sites
- Complete the ECOTrek program to reduce energy use in existing buildings by 30%
- Make all new institutional buildings 25% more energy-efficient on average than national standard (Model National Energy Code 1997)
- Retrofit all existing buildings at UBC Okanagan that can be more energy efficient
- Maximise passive solar opportunities
- Use a variety of consultation processes to invite input by students, faculty, staff, and community residents on ways of reducing energy consumption on our campuses
- Explore the use of renewable sources of energy such as hydrogen power, micro hydro, ground source heat pumps, and integrated photovoltaic technology
- Ensure new building designs, both residential and institutional, consider future conversion to alternate energy sources

Our ECOTrek program has contributed to significant reductions in emissions and consumption.

### Objective:

*Reduce water consumption.*

### Action Plan:

- Reduce water consumption by 40% in UBC Vancouver’s institutional buildings
- Design new buildings to minimize the use of water
- Reduce irrigation needs through landscape design, composted mulch, and other programs designed to conserve water

### Objective:

*Reduce paper use.*

### Action Plan:

- Reduce per capita purchase of virgin paper by 20%
- Develop and implement campus-wide protocols for switching from paper to on-line communications for most internal operations
- Expand options for purchasing paper with recycled content



## Goal: Protect Biodiversity

### Objective:

*Ensure that hazardous materials are handled safely and used sparingly.*

### Action Plan:

- Eliminate the use of pesticides for “cosmetic” purposes
- Promote the introduction of plants that need little maintenance
- Set targets for the reduction or elimination of hazardous materials and hazardous waste
- Enhance programs to reduce and recycle hazardous materials
- Encourage the evaluation and use of “green” cleaning options for custodial work

### Objective:

*Ensure that university housing design respects the needs of a healthy and sustainable ecosystem.*

### Action Plan:

- Ensure that all residential building projects on the UBC Vancouver campus meet the standards set out in the university’s Residential Environmental Assessment Program (REAP)
- Evaluate mechanisms to certify new buildings under the “Leadership in Energy and Environmental Design” (LEED™) program

### Objective:

*Ensure that the University community understands the value and importance of a healthy ecosystem, and follows the principles and practices articulated in the University’s policies on sustainable development, environmental protection, and the management of hazardous materials.*

### Action Plan:

- Plan a series of publications (electronic and print) on UBC’s contributions to research and policy development on the preservation and enhancement of the environment
- Develop innovative projects and designs in each of the neighbourhoods of University Town to show the value of environmentally-friendly design and sustainable building practices
- Design permanent buildings that are flexible and adaptable to changing use
- Increase publication and distribution of information for the benefit of all members of the University community, including residents, concerning the proper use and disposal of hazardous materials
- Implement a purchasing policy to guide Food Services in the procurement of sustainable fish and seafood
- Xeriscape grounds, using native and drought tolerant plants, where feasible

## Appendix

### © Targets 2006-2010

“Do your little bit of good where you are; it’s those little bits of good put together that overwhelm the world.”

*Desmond Tutu*

# Social Targets

## Goal: Improve Human Health and Safety

### Objective

*Develop and implement a holistic Health and Wellness framework designed to enhance personal and organizational health and well-being.*

Target	Timeline	Responsible Portfolio	Campus
Develop a comprehensive Health Promotion Framework	2007	Human Resources DVC OKANAGAN	Okanagan
Establish measurements and set targets for health promotion and wellness	2008	Health, Safety & Environment, Human Resources VP ADMIN & FINANCE VP ACADEMIC DVC OKANAGAN	Okanagan & Vancouver

### Objective

*Enhance campus safety and security.*

Targets	Timeline	Responsible Portfolio	Campus
Decrease frequency of time-loss accidents by 10% each year	2006-2010	Health, Safety & Environment, Land & Building Services, Housing & Conferences VP ADMIN & FINANCE VP STUDENTS	Vancouver
Implement a comprehensive safety management system with structured programming focused on injury and illness protection	2008	Health, Safety & Environment VP ADMIN & FINANCE DVC OKANAGAN	Okanagan
Decrease campus property theft incidents by 20% each year	2005-2010	Campus Security VP ADMIN & FINANCE	Vancouver
Increase awareness of Campus Security services by 15% per year	2005-2010	Campus Security VP ADMIN & FINANCE	Vancouver

# 🎯 Social Targets

## Objective

*Enhance campus safety and security (continued)*

Target	Timeline	Responsible Portfolio	Campus
Establish tracking system for security management	2006	AVP Campus Operations DVC OKANAGAN	Okanagan
Designate UBC Vancouver as a “Safe Community”	2006	Campus Security Campus & Community Planning VP ADMIN & FINANCE VP EXTERNAL & LEGAL AFFAIRS VP STUDENTS	Vancouver
Provide training on field safety guidelines for all faculty	2007	Health, Safety and Environment DVC OKANAGAN VP ADMIN & FINANCE	Okanagan



Capacity. Create. Connect. Sustainability themed student art from Professor Barbara Zeigler’s visual arts class, displayed in the AMS Art Gallery at UBC Vancouver.

# Social Targets

## Goal: Make UBC a Model Sustainable Community

### Objective

*Create a truly livable campus environment in which people may flourish at work, at home, and at play.*

Target	Timeline	Responsible Portfolio	Campus
Develop a series of targets, priorities, action plans, and measures for enhancing the work environment at UBC	2006	Human Resources VP ADMIN & FINANCE VP ACADEMIC	Okanagan & Vancouver
Implement and review the targets, priorities, action plans, and measures for enhancing the work environment at UBC	Ongoing	Human Resources VP ADMIN & FINANCE VP ACADEMIC	Okanagan & Vancouver
Work to maintain at least at least a 25% ratio of housing provided specifically for full-time undergraduate students (UBC Vancouver) (UBC Okanagan will be 20% by 2010 working towards 25% or more long term)	Ongoing	Campus & Community Planning, Housing and Conferences, UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP STUDENTS VP ADMIN & FINANCE	Okanagan & Vancouver
Build a “Collegium” (home base for commuting students) in each new academic and student building	2008	AVP Students DVC OKANAGAN	Okanagan
Work toward the Official Community Plan goal that not less than 50% of new market and non-market housing serves households where one or more members work or attend university on the UBC (Vancouver) campus	Ongoing	Campus & Community Planning, UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP ADMIN & FINANCE	Vancouver
Plan for the Official Community Plan goal that 20% of new residential housing will be rental housing, of which not less than half will be non-market housing that may include staff, faculty, cooperative, social or other special housing needs	Ongoing	Campus & Community Planning, UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP ADMIN & FINANCE	Vancouver
Ensure designs meet the Official Community Plan goal of 40% of new residential dwellings will be ground orientated housing	Ongoing	Campus & Community Planning, UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP ADMIN & FINANCE	Vancouver

# 🎯 Social Targets

## Objective

*Meet ethical and environmental purchasing standards.*

Target	Timeline	Responsible Portfolio	Campus
Use triple bottom line for procurement at the unit level	2007	Supply Management <a href="#">VP ADMIN &amp; FINANCE</a>	Okanagan & Vancouver
Offer “fair trade” coffee at all eligible Food Service units	2007	Food Services <a href="#">VP ADMIN &amp; FINANCE</a>	Okanagan & Vancouver
Implement sustainability initiatives proposed through the link with students and the Food Services Director as feasible	Ongoing	Housing and Conferences AVP Students <a href="#">VP STUDENTS</a> DVC OKANAGAN	Okanagan



Students have been improving ethical Seafood Purchasing Policies through SEEDS projects.

# Social Targets

## Goal: Increase Understanding of Sustainability Inside and Outside the University

### Objective

*Strengthen the UBC community's awareness and understanding of sustainability, global citizenship, and civil society through learning, research, and community service.*

Target	Timeline	Responsible Portfolio	Campus
Develop new programs with methods and materials assisting faculty members to incorporate sustainability into their teaching as appropriate	2006	Deans Centre for Teaching & Academic Growth VP ACADEMIC	Okanagan & Vancouver
Issue recommendations from stakeholder consultation for expanding teaching and research related to sustainability at UBC	2006	Sustainability Office VP ADMIN & FINANCE VP ACADEMIC VP RESEARCH	Okanagan & Vancouver
Adopt a model of “common experience” courses undergraduates that includes sustainability	2008	Dean of Arts & Science Dean of Health & Social Development Dean of Creative & Critical Studies DVC OKANAGAN	Okanagan
Establish an integrated research community through research themes that include sustainability	2007	Dean of Arts & Science DVC OKANAGAN	Okanagan
Increase the number of students signing the Sustainability Pledge to 20%	2010	Student Development Office VP STUDENTS	Okanagan & Vancouver
Involve 10% of students in Community Service Learning Programs	2010	UBC Learning Exchange Deans Student Development VP EXTERNAL & LEGAL AFFAIRS VP ACADEMIC VP STUDENTS	Okanagan & Vancouver
Increase participation in student mobility programs by 15%	2006	Go Global VP STUDENTS	Okanagan & Vancouver
Broaden Okanagan content course offerings of the Indigenous Studies Arts baccalaureate degree program, using the En’owkin Centre as a cultural resource (as outlined in 2005 MOU)	2010	Dean of Arts & Science Dean of Education Dean of Creative & Critical Studies AVP Students DVC OKANAGAN	Okanagan

# Social Targets

## Objective

*Strengthen the UBC Community's awareness and understanding of sustainability, global citizenship, and civil society through learning, research, and community service (continued)*

Target	Timeline	Responsible Portfolio	Campus
Increase percentage of Aboriginal students in curricular and co-curricular courses	2010	Deans First Nations House of Learning VP ACADEMIC VP STUDENTS	Okanagan & Vancouver
Increase number of courses and enrolment in courses on Aboriginal issues and perspectives	2010	Deans First Nations House of Learning VP ACADEMIC DVC OKANAGAN	Okanagan & Vancouver

## Objective

*Connect with the larger community to promote global citizenship and sustainability through outreach programs, partnerships, and collaborations.*

Target	Timeline	Responsible Portfolio	Campus
Position 10% of undergraduates to become future leaders of UBC alumni, helping them to connect with each other and with UBC after graduation	2010	Alumni Office AVP Students (Okanagan) VP STUDENTS	Okanagan & Vancouver
Establish the Okanagan Sustainability Institute for research	2007	Dean of Arts & Science DVC OKANAGAN	Okanagan
Award first master's degrees in Summer Institute for Interdisciplinary Indigenous Graduate Studies	2007	College of Graduate Studies DVC OKANAGAN	Okanagan
Offer at least two UBC Indigenous Studies courses at En'owkin Centre sites each academic year	2006	Deans DVC OKANAGAN	Okanagan

# Economic Targets

## Goal: Ensure Ongoing Economic Viability

### Objective

*Keep tuition fees consistent with educational costs.*

Target	Timeline	Responsible Portfolio	Campus
Strive to keep tuition rates at 25-30% of education costs for domestic students	Ongoing	Finance VP ADMIN & FINANCE VP ACADEMIC	Okanagan & Vancouver

### Objective

*Increase research support in all areas.*

Target	Timeline	Responsible Portfolio	Campus
Be one of the top recipients of government research funding for Canadian universities	Ongoing	Associate VP Research VP RESEARCH	Okanagan & Vancouver
Develop strategies to increase government and granting agency's funding for research in sustainability	Ongoing	VP RESEARCH VP ACADEMIC	Okanagan & Vancouver

### Objective

*Ensure ongoing financial viability*

Target	Timeline	Responsible Portfolio	Campus
Continue to use the Planning Framework which ensures break-even operations	Ongoing	Finance VP ADMIN & FINANCE	Okanagan & Vancouver
Implement recommendations of Provincial Review Funding and work with government to secure sustainable funding levels	Ongoing	Finance VP ADMIN & FINANCE	Okanagan & Vancouver
Work within the budget because over-expenditures are not permitted unless prior approval is obtained for research and specific purpose trust projects / grants (as per university policy)	Ongoing	Finance VP ADMIN & FINANCE	Okanagan & Vancouver



# Economic Targets

## Goal: Maintain and Enhance the Asset Base

### Objective

*Make the best use of available assets.*

Target	Timeline	Responsible Portfolio	Campus
Develop a prioritization process to ensure that debt is utilized in areas of strategic capital growth	2007	Treasury VP ADMIN & FINANCE	Okanagan & Vancouver
Utilize debt capacity to increase the asset base to fulfill the mission of the university	Ongoing	Treasury VP ADMIN & FINANCE	Okanagan & Vancouver
Ensure any long-term university borrowing from an external third party to replenish working capital can neither result in an increase to the university's debt burden ratio such that the projected rate over time would exceed 5.5%, nor shall such a borrowing provoke a downgrade of any one of the university's credit ratings	Ongoing	Finance VP ADMIN & FINANCE	Okanagan & Vancouver
Maintain an appropriate credit rating level from Moody's and Standard and Poor's, which ensures ongoing financial viability	Ongoing	Treasury VP ADMIN & FINANCE	Okanagan & Vancouver

# Economic Targets

## Goal: Maintain and Enhance the Asset Base continued

### Objective

*Increase the Endowment Fund to \$1 billion by 2010.*

Target	Timeline	Responsible Portfolio	Campus
Increase the Endowment Fund to \$1 billion	2010	Treasury Finance VP ADMIN & FINANCE	Okanagan & Vancouver
Increase our fundraising goals to reach \$150 million annually	2010	Development Office Deans VP ADMIN & FINANCE VP ACADEMIC	Okanagan & Vancouver
Manage endowment funds to ensure that the annual income continues at an adequate level to support the quantity and quality of projects and programs there were initially established to provide. Only by preserving the constant value of capital is it possible to maintain the purchasing power of income over time	Ongoing	Treasury VP ADMIN & FINANCE	Okanagan & Vancouver
Ensure the proceeds from any long-term leasing for market residential or commercial use of real estate on Point Grey campus shall be endowed and invested as a component of the endowment investment portfolio and spending administered under the terms of this policy, unless otherwise approved by the Board of Governors	2010	UBC Properties Trust Treasury VP ADMIN & FINANCE	Vancouver

### Objective

*Develop reserve levels to protect against economic risks*

Target	Timeline	Responsible Portfolio	Campus
Determine appropriate reserve levels	2006	Treasury VP ADMIN & FINANCE	Okanagan & Vancouver
Develop strategies to obtain the targeted levels of reserves	2007	Finance VP ADMIN & FINANCE	Okanagan & Vancouver



# Economic Targets

## Goal: Maintain and Maximize the Utilization of the Physical Infrastructure

### Objective

*Control space and infrastructure costs, and reduce deferred maintenance.*

Target	Timeline	Responsible Portfolio	Campus
Seek provincial government support for Phase 2 of “UBC Renew”	2010	Land and Building Services <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver
Study feasibility of retrofitting UBC Okanagan buildings constructed before 2006	2008	AVP Operations <a href="#">DVC OKANAGAN</a>	Okanagan
Maintain operating budgets for new and renovated buildings at Associate of Physical Plant Administrators (APPA) level 2 standard or higher	Ongoing	Plant Operations (Vancouver) AVP Operations (Okanagan) <a href="#">VP ADMIN &amp; FINANCE</a>	Okanagan & Vancouver
Increase space utilization by at least 5% from 2000 levels	2010	Facilities & Capital Planning <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver
Complete Core Density Study to confirm adequacy of space for research and academic growth over the next decade	2007	Facilities & Capital Planning <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver
Develop and implement a space allocation policy	2008	Facilities & Capital Planning <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver

# Ecological Targets

## Goal: Reduce Pollution

### Objective

*Reduce greenhouse gas emissions and improve air quality.*

Target	Timeline	Responsible Portfolio	Campus
Reduce CO <sub>2</sub> and equivalent emissions from institutional and ancillary buildings by 25% from 2000 levels (adjusted for growth)	2010	Sustainability Office VP ADMIN & FINANCE	Vancouver
Reduce steam plant NO <sub>x</sub> emissions by 80% from 2000 levels	2007	Sustainability Office Utilities VP ADMIN & FINANCE	Vancouver
Plan for use of geothermal heating and cooling to replace the existing natural gas plant, to save 30,000 tonnes of CO <sub>2</sub> emissions	2010	AVP Operations DVC OKANAGAN	Okanagan
Implement updated Strategic Transportation Plan	Ongoing	Community and Campus Planning TREK Transportation Management Department VP EXTERNAL & LEGAL AFFAIRS VP ADMIN & FINANCE	Vancouver
Maintain annual average automobile traffic at or below 1997 per capita levels	Ongoing	Community and Campus Planning TREK Transportation Management Department VP EXTERNAL & LEGAL AFFAIRS VP ADMIN & FINANCE	Vancouver
Expand U-Pass to include community, faculty, and staff	2007	Community and Campus Planning TREK Transportation Management Department VP EXTERNAL & LEGAL AFFAIRS VP ADMIN & FINANCE	Vancouver
Develop a comprehensive sustainable transportation strategy for UBC Okanagan	2007	TREK Transportation Management Department AVP Operations VP ADMIN & FINANCE DVC OKANAGAN	Okanagan

## Ecological Targets



The UBC U-Pass program has helped to reduce GHG emissions related to transport.

### Objective

*Reduce greenhouse gas emissions and improve air quality (continued).*

Target	Timeline	Responsible Portfolio	Campus
Convert at least 10% of UBC Vancouver vehicle fleet to super-ultra-low emission (SULEV) standard	2010	Plant Operations AVP Operations <a href="#">VP ADMIN &amp; FINANCE</a> <a href="#">DVC OKANAGAN</a>	Okanagan & Vancouver
Increase Food Services purchases from local producers	2007	Food Services Sustainability Office <a href="#">VP ADMIN &amp; FINANCE</a>	Okanagan & Vancouver

### Objective

*Reduce all forms of waste and improve waste disposal processes.*

Target	Timeline	Responsible Portfolio	Campus
Divert 50% of campus waste from construction of new institutional buildings from the landfill	Ongoing	UBC Properties Trust <a href="#">VP ADMIN &amp; FINANCE</a>	Okanagan & Vancouver
Divert 75% of campus waste from construction, demolition, and land clearing for new residential buildings from the landfill	Ongoing	UBC Properties Trust Sustainability Office <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver
Divert 55% of annual operational waste from the landfill	2010	Plant Operations <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver
Measure how much waste is being diverted from landfill with the recycling program	2007	AVP Operations <a href="#">DVC OKANAGAN</a>	Okanagan

# Ecological Targets

## Objective

*Reduce all forms of waste and improve waste disposal processes (continued).*

Target	Timeline	Responsible Portfolio	Campus
Expand organics collection to include all Food Services retail outlets	2007	Plant Operations Food Services Housing and Conferences AVP Operations (Okanagan) VP ADMIN & FINANCE	Okanagan & Vancouver
Continue to effectively manage the disposition of hazardous waste and set targets to reduce hazardous waste	2006	Health, Safety & Environment Sustainability Office VP ADMIN & FINANCE VP RESEARCH DVC OKANAGAN	Okanagan & Vancouver

## Objective

*Improve stormwater quality.*

Target	Timeline	Responsible Portfolio	Campus
Establish stormwater quality guidelines	2006	Health, Safety & Environment Utilities VP ADMIN & FINANCE	Vancouver

# Ecological Targets

## Goal: Conserve Resources

### Objective

*Reduce non-renewable energy consumption.*

Target	Timeline	Responsible Portfolio	Campus
Reduce non-renewable energy consumption in institutional & ancillary buildings by 30% (adjusted for growth) from 2000 levels	2010	Sustainability Office VP ADMIN & FINANCE	Vancouver
Make new institutional buildings 25% more efficient (on average) than the Model National Energy Code (MNEC 1997)	Ongoing	UBC Properties Trust Plant Operations (Vancouver) AVP Operations (Okanagan) VP ADMIN & FINANCE	Okanagan & Vancouver
Design new residential buildings (four stories or more) to meet or exceed Model National Energy Code (MNEC 1997)	Ongoing	UBC Properties Trust Sustainability Office VP ADMIN & FINANCE	Vancouver
Implement three demonstration projects to produce energy off the grid for the campus	2007	Sustainability Office Utilities UBC Properties Trust VP ADMIN & FINANCE	Vancouver
Establish geothermal heating and cooling for all new buildings at UBC Okanagan that is 40% more energy efficient than conventional systems	2006	AVP Operations DVC OKANAGAN	Okanagan
Complete feasibility study for solar heating of water in residences	2009	AVP Operations DVC OKANAGAN	Okanagan

# Ecological Targets

## Goal: Conserve resources (continued)

### Objective

*Reduce water consumption.*

Target	Timeline	Responsible Portfolio	Campus
Reduce water consumption in institutional buildings by 40% (adjusted for growth) from 2000 levels	2010	Sustainability Office VP ADMIN & FINANCE	Vancouver
Phase in a computerized sequencing irrigation system that reduces water usage by 30%	2010	AVP Operations DVC OKANAGAN	Okanagan
Xeriscape, using native and drought-tolerant plants, in areas allowed in the UBC Okanagan Wildlife Fire Management Plan	2007	AVP Operations DVC OKANAGAN	Okanagan

### Objective

*Reduce paper use.*

Target	Timeline	Responsible Portfolio	Campus
Reduce volume of paper purchased per capita by 20% from 2000	2010	Sustainability Office VP ADMIN & FINANCE	Okanagan & Vancouver

# Ecological Targets

## Goal: Protect Biodiversity

### Objective

*Ensure that hazardous materials are handled safely and used sparingly.*

Target	Timeline	Responsible Portfolio	Campus
Eliminate the use of pesticides for “comestic” purposes (as defined by GVRD)	2008	Plant Operations VP ADMIN & FINANCE	Vancouver
Set target to reduce hazardous materials purchased	2007	Health, Safety & Environment Sustainability Office Supply Management, VP ADMIN & FINANCE VP RESEARCH	Okanagan & Vancouver

### Objective

*Ensure that University housing design respects the needs of a healthy and sustainable ecosystem.*

Target	Timeline	Responsible Portfolio	Campus
Implement the Residential Environmental Assessment Program (REAP) for all new residential buildings	2006	UBC Properties Trust Sustainability Office VP ADMIN & FINANCE	Vancouver
Evaluate mechanisms to certify new institutional buildings under LEED™ (Leadership in Energy and Environmental Design)	2010	Sustainability Office VP ADMIN & FINANCE	Okanagan & Vancouver
Design all new buildings to achieve LEED™ Gold ratings	2007	AVP Operations DVC OKANAGAN	Okanagan

# Ecological Targets

## Goal: Protect Biodiversity (continued)

### Objective

*Ensure that the University community understands the value and importance of a healthy ecosystem, and follows the principles and practices articulated in the University's policies on sustainable development, environmental protection, and the management of hazardous materials.*

Target	Timeline	Responsible Portfolio	Campus
Incorporate one innovative sustainability project or design in each of the neighbourhoods of University Town	Ongoing	UBC Properties Trust Sustainability Office, Campus & Community Planning <a href="#">VP ADMIN &amp; FINANCE</a> <a href="#">VP EXTERNAL &amp; LEGAL AFFAIRS</a>	Vancouver
Devise and issue a series of publications on major UBC (including AMS and GSS and UBC Students' Union) contributions to sustainability	2007	Sustainability Office Public Affairs <a href="#">VP ADMIN &amp; FINANCE</a> <a href="#">VP EXTERNAL &amp; LEGAL AFFAIRS</a>	Okanagan & Vancouver
Implement a purchasing policy to guide Food Services in the procurement of sustainable fish and seafood	2006	Food Services <a href="#">VP ADMIN &amp; FINANCE</a>	Vancouver

# UBC at a Glance

**The UBC Vancouver campus** lies a few kilometres from downtown Vancouver. It is located on the tip of the Point Grey peninsula and is surrounded by 763 hectares of forested parkland providing a green belt between the campus and the city. UBC also has campuses in downtown Vancouver at Robson Square and Great Northern Way, and a larger campus in Kelowna, the south Okanagan.

Incorporated by the British Columbia government in 1908, the University of British Columbia offers undergraduates a wide variety of learning experiences, including innovative interdisciplinary programs such as Arts One, Foundations, and Science One, as well as co-op work terms and Community Service Learning opportunities. UBC has consistently ranked among the top 50 universities in the world, thanks to the pioneering work of leading researchers like the late Michael Smith, a Nobel Laureate in 1993.

In addition to exceptional academics, UBC Vancouver students enjoy popular intramurals, the world-famous Museum of Anthropology, and Pacific Spirit Park, as well as performances at the Chan Centre for the Performing Arts and the Frederic Wood Theatre, and exhibitions at the Morris and Helen Belkin Art Gallery. Students also have access to an authentic Japanese garden, fine athletics facilities (including indoor and outdoor pools), and forest trails.

**The UBC Okanagan campus**, located in Kelowna, was opened in September 2005. A relatively small, intimate campus, UBC Okanagan is currently expanding facilities and staff as it moves toward a total enrolment of 7,500 students.

## FACTS ABOUT UBC VANCOUVER

Academic programs

500+

Annual research funding

\$350 million

Students

43,000

Faculty & staff

10,000

Alumni

212,000

Campus buildings

412

Residence beds on campus

(largest in Canada)

8,300

Spin-off companies created

115

Economic impact on B.C. economy

\$4 billion

*All figures for 2006/07*

## FACTS ABOUT UBC OKANAGAN

Academic programs

22

Annual research funding

\$6.9 million

Students

4,700

Faculty & staff

500+

Alumni

490

Campus buildings

14

Residence beds on campus

720

Economic impact on Okanagan economy

\$300 million

*All figures for 2006/07*

# Inspirations and Aspirations



Available for download at:  
[www.sustain.ubc.ca](http://www.sustain.ubc.ca)

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