

Inspirations and Aspirations:

**UBC Sustainability Strategy
2006-2010**

Final Report

October 2011

campus + community planning
campus sustainability



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

1. Executive Summary	1
2. History of I&A.....	2
2.1. Policy Context.....	2
2.2. Development of Inspirations and Aspirations	2
2.2.1. 2003 Inventory	2
2.2.2. Inspirations and Aspirations: 2006-2010	2
2.2.3. Reporting	3
3. 2011 Methodology	3
4. I&A Highlights	4
4.1. Ecological Targets Highlights	4
4.1.1. Reduce Pollution	4
4.1.2. Conserve Resources	5
4.1.3. Protect Biodiversity	6
4.2. Social Targets Highlights	6
4.2.1. Improve human health and safety:.....	6
4.2.2. Make UBC a Model Sustainable Community	6
4.2.3. Increase Understanding of Sustainability Inside and Outside the University	7
4.3. Economic Targets Highlights	8
4.3.1. Ensure ongoing economic viability	8
4.3.2. Maintain and enhance the economic base	8
4.3.3. Maintain and maximize the utilization of the physical infrastructure.....	8
5. Key Findings	9
6. Appendix A: Resources	10
7. Appendix B: Performance Charts	11

1. Executive Summary

In 2005, UBC set out to produce the first comprehensive sustainability strategy at a Canadian university. **Inspirations and Aspirations: The Sustainability Strategy 2006-2010 (I&A)** was produced in response to UBC's sustainable development policy (Policy #5), which calls for clearly targeted action plans in all departments to improve sustainability performance in key areas. In consultation with 20 departments, all 12 faculties, and all major student organizations, UBC stakeholders developed a framework and identified major goals, objectives, and targets for sustainability at UBC, with at least one unit assuming responsibility for achieving each of the defined targets.

Organized around nine core goals, stakeholders set 68 social, ecological, and economic sustainability targets, with roles and responsibilities allocated across UBC Vancouver units and faculties. In 2007, the strategy was amended to include a further 21 targets, representing UBC Okanagan's commitments to sustainability. Unprecedented at the time, this five-year strategy solidified UBC's commitment to sustainability, setting out specific targets, actions and timeframes across the institution.

The Inspirations and Aspirations Final Report reports on the accomplishments achieved as a result of the strategy and includes feedback on the success of the selected indicators to inform the development of the next sustainability strategy. Over 50 staff from 21 units across campus contributed to the final report and of the 68 targets set, 74 percent were achieved or exceeded and a further 7 percent are in progress or ongoing. Seven percent of the targets were not achieved within the timeframe and 12 percent are no longer relevant due to changes in policies or practice that renders the need to reevaluate and redefine new targets. Detailed performance charts are included in Appendix B which outlines the performance of each indicator.

I&A represents a significant achievement in bringing stakeholders together across campus to create ambitious targets and track sustainability performance over time. I&A was an important step forward in tracking UBC's commitment to the integration of sustainability values into the University's operations and programs and in celebrating the important contributions of individuals and units across campus.

Within the current context of commitment to participating in external benchmarking systems and ambitious new plans and targets developed through the Climate Action Plan and forthcoming through the Waste and Water Action Plans, UBC is well positioned to build on these achievements and set a bold new vision to define the path towards new accomplishments in sustainability. UBC will begin the development of the next sustainability strategy in 2011, which will build on lessons learned through Inspirations and Aspirations and set ambitious new targets to accelerate sustainability performance across campus.

Achieving these targets has truly been a campus wide effort. Thank you to the many staff, faculty, students, and residents that have contributed to reaching the goals outlined in this report and for contributing to sustainability achievements at UBC.

2. History of I&A

2.1. Policy Context

In 1997, UBC became Canada's first university to adopt a sustainable development policy. Policy #5, Sustainable Development, sets the framework for UBC's code of business, environmental, and social practice. It states that UBC will implement the policy "*mindful of the need to balance ecological, social, and economic imperatives, and to do so, in an open and transparent way with the involvement of all stakeholders.*"

In 2005, sustainability was confirmed as a core value at UBC when it became integral to the University's highest-level vision document, known as TREK 2010. It included the primary goal to "*ensure that the principles of sustainability as expressed in UBC Policy #5 (Sustainable Development) are incorporated into all levels of strategic planning and University operations*" and set the target to "*establish and communicate UBC's sustainability targets, action plans, and successes, whether in learning, research, or day-to-day operations*".

2.2. Development of Inspirations and Aspirations

Inspirations and Aspirations represents the culmination of a campus wide, multi-year effort to create a comprehensive framework and set targets to improve sustainability performance across campus.

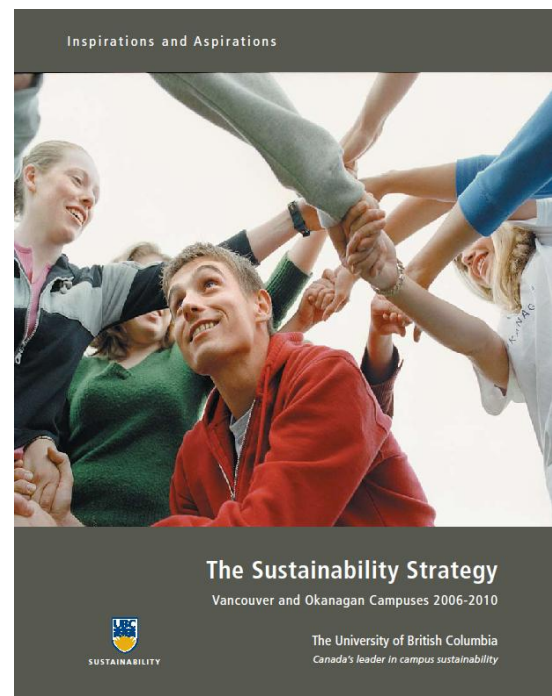
2.2.1. 2003 Inventory

The first phase of Inspirations & Aspirations was to create a catalogue of all sustainability actions underway at UBC. Using an appreciative inquiry approach, an inventory was compiled based on the various sustainability initiatives underway in units and departments across campus. Published in September 2003, the report was structured around "People, Place, Process" pillars and outlined over 150 key sustainability initiatives across campus.

2.2.2. Inspirations and Aspirations: 2006-2010

The second phase was to build on the 2003 inventory and develop detailed targets and actions for each department on campus, as directed by Policy #5. In consultation with 20 departments, all 12 faculties, and all major student organizations at UBC Vancouver, UBC stakeholders developed a framework and identified major goals, objectives, and targets for sustainability at UBC, with at least one UBC unit assuming responsibility for achieving each of the defined targets.

In May 2006, *Inspirations and Aspirations: The Sustainability Strategy 2006-2010* was launched. Organized around nine core goals, 68 social, ecological, and economic targets were set for UBC's



Vancouver campus, and roles and responsibilities allocated across UBC Vancouver units and faculties. A companion document “*The Sustainability Strategy AND YOU*” was published September 2006 to outline the various targets individuals at UBC can strive for in work, study, and research at UBC. In November 2007, the Strategy was amended to include a further 21 targets, representing UBC Okanagan’s commitments to sustainability. This five-year strategy represents a university-wide commitment to sustainability, setting out specific targets, actions and timeframes.

Inspirations & Aspirations: Sustainability Strategy 2006-2010 Framework

SOCIAL	<ul style="list-style-type: none"> – Improve human health and safety – Make UBC a model sustainable community – Increase understanding of sustainability inside and outside the university
ECONOMIC	<ul style="list-style-type: none"> – Maintain and maximize the utilization of physical infrastructure – Maintain and enhance the asset base – Ensure ongoing economic viability
ECOLOGICAL	<ul style="list-style-type: none"> – Reduce pollution – Conserve resources – Protect biodiversity

2.2.3. Reporting

A **comprehensive interim progress report** on I&A was produced in 2007, outlining UBC’s achievements in reaching the targets outlined for the Vancouver Campus. From 2007-2010, key I&A targets were reported in UBC’s Annual Review: Triple Bottom Line Report produced by Public Affairs. Select I&A indicators are also reported in the Sustainability section of the Place and Promise: the UBC Plan Report and reported in the UBC Annual Sustainability Report, submitted to the UBC Board of Governors as per Policy #5.

In 2011, a comprehensive final report was produced on all 68 targets for UBC’s Vancouver campus to report on and evaluate the success of respective metrics and collect feedback and recommendations to inform the development of the next sustainability strategy.

3. 2011 Methodology

In the final assessment of I&A indicators, over 50 key stakeholders from 21 units across campus were contacted to report on the current status of the targets as of the end of the 10/11 fiscal year and the progress achieved on the targets during the 2006-2010 timeline of the I&A. Appendix B includes the detailed performance charts tracking all the indicators.

Indicators have been classified according to the following categories:

- **Exceeded:** The target was achieved and exceeded.
- **Achieved:** The target was achieved. Where quantitative targets were within 10% of achieving the target, they have been classified as ‘Achieved +/- 10%’.
- **In Progress/Ongoing:** While the target has not yet been met, significant progress has been made and the target is still being actively pursued. In some cases, the targets will continue to be pursued on an ongoing basis.

- **Not Achieved:** The target has not been achieved as of the end of the 10/11 fiscal year. An explanation of why the target was not met is included in the 'comments' section.
- **No Longer Relevant:** This metric is no longer relevant and/or is not being actively tracked. This may be due to changes in policies or practice that renders the need to reevaluate and redefine new targets.

Note, that while the designated 'Status' of each target in Appendix B represents the general trend of final outcomes of the 68 indicators for the Vancouver campus, the 'Outcome' and 'Comments' sections in the Performance Chart describe in detail the achievements and status of each target.

4. I&A Highlights

Of the 68 targets set, 74 percent were achieved or exceeded and a further 7 percent are in progress or are ongoing. Seven percent of the targets were not achieved within the timeframe and 12 percent are no longer relevant due to changes in policies or practice that renders the need to reevaluate and redefine new targets.

Key highlights of sustainability achievements tracked through I&A include the following, explained in detail in the Performance Charts in Appendix B.

4.1. Ecological Targets Highlights

4.1.1. Reduce Pollution

Reduce greenhouse gas emissions and improve air quality:

- Achieved 22% reduction in CO₂ and equivalent emissions from institutional and ancillary buildings from 2000 levels in 10/11, largely due to Ecotrek, which ran from 2001 to 2007 and was the largest energy and water retrofit on a Canadian campus at the time, resulting in large GHG reductions in 288 academic buildings. Newer buildings being constructed on campus have been designed to use less energy for heating needs, reducing the overall campus carbon intensity.
- Reduced steam plant NO_x emissions from ~190ppm in 2000 to current rates of 19-40 ppm, equivalent to 90%-79% reduction, also achieved largely due to Ecotrek.
- Implemented Strategic Transportation Plan. In 2010/11, daily average automobile traffic levels were 15% below 1997 levels and 9600 less auto vehicles travel to and from UBC compared to 1997 levels, despite a 42% growth in population. Increased number of TransLink Employer Pass subscribers by 16% from 2010, with 1142 subscribers in 2011. Continued mandatory UPass program for all students.
- Continued to increase purchases from local producers. In 2010/11, UBC Food Services (SHHS) purchased \$3.5 million of food that was locally grown, raised, or processed within 150 miles.
- The Climate Action Plan (CAP) set aggressive new GHG reduction targets in 2010. Compared to 2007 levels, campus GHG emissions will be reduced 33% by 2015, 67% by 2020, and 100% by 2050. The short-term goal will be achieved by the Bioenergy Research & Demonstration Project, Continuous Optimization of buildings, and conversion of the steam distribution system to hot water.

Reduce all forms of waste and improve waste disposal processes:

- In 2006/07, pre- and post-consumer organics collection expanded to include all Food Service outlets on campus, diverting 125 tons of organic waste from the landfill in 10/11.
- In 2010/11, UBC achieved an approximate operational waste diversion rate of 43% and an approximate construction and demolition waste diversion rate of 77% for institutional projects and 87% for residential projects.
- In 2010, considerable source reduction was achieved in all of the main hazardous waste streams. The chemical waste, biohazard risk groups 1 and 2, solvents and pathological waste were reduced by 41%, 18%, 18% and 4% respectively. The pharmaceutical, biomedical, and sharps waste streams were reduced 10%, 10% and 37% respectively. Active participation in all available recycling programs (including the chemical exchange, solvent recovery, silver recovery, oil and paint recycling, lab plastic recycling, battery recycling) resulted in an additional waste reduction of approximately 10.5 tonnes and estimated costs savings of \$28,312 in 2010.
- In 2010/11, a Waste Audit was conducted and stakeholder consultations were held to inform a new Waste Action Plan, which will set ambitious new targets for waste reduction and diversion.

4.1.2. Conserve Resources

Reduce non-renewable energy consumption:

- Achieved 27% reduction in non-renewable energy consumption in institutional buildings (adjusted for growth) from 2000 levels, achieved largely through Ecotrek.
- 100% of new construction and major renovations achieve energy efficiency greater than 25% below the Model National Energy Code for Buildings (MNECB) and 100% of new residential construction exceeds the MNECB.

Reduce water consumption:

- Achieved 48% reduction in water consumption in institutional and ancillary buildings (adjusted for growth) from 2000 levels, achieved largely through Ecotrek.
- In 2010/11, a water audit was initiated to explore conservation opportunities in seven UBC buildings. The results will inform the new Water Action Plan which will set new targets and milestones for water conservation.

Reduce paper consumption:

- Achieved 65% reduction in volume of paper consumption from 2000 levels, despite a 34% increase in students.
- UBC Information Technology successfully eliminated the print of the UBC Telephone Directory in December 2010, which will save 4.7 million sheets of paper per year.

4.1.3. Protect Biodiversity

Ensure that hazardous materials are handled safely and used sparingly:

- UBC Municipal Landscape Services followed the lead of the City of Vancouver and has attempted to suspend the use of all chemical pesticides for "cosmetic" use.
- The Green Research program launched in 2008 aims to provide staff with information on greener lab practices, including more environmentally friendly processes and materials use. 90 UBC faculty, staff and lab personnel attended the 2010 Green Research Workshop to learn about hazardous materials substitution and source reduction, new opportunities in laboratory solid waste management and how to assess the energy consumption of laboratory equipment.

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

- The Residential Environmental Assessment Program (REAP), UBC's homegrown construction guidelines to encourage green residential development on campus, was implemented in 2006. 100% of new residential buildings are required to participate in REAP and be certified a minimum of REAP Silver.

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:

- Five case studies highlighting UBC's institutional and operational sustainability experience were produced in 2008/09. In 2010, UBC published a sixth case study on the Climate Action Plan.
- In 2008, UBC Food Services included additional specifications in RFPs to guide the procurement of sustainable fish and seafood.

4.2. Social Targets Highlights

4.2.1. Improve human health and safety:

- Established measurements and set targets for health promotion and wellness. 29 departments/units received a total of \$100,000 in funding through the Healthy Workplace Initiatives Program Fund to support a variety of health initiatives in 2010. Over 6,000 staff and faculty participated in events targeted to increase health awareness at on and off-campus locations, including 1,100 staff and faculty who participated in 53 seminars.
- Time-loss accidents decreased in frequency from 1.00 per 100 employees in 2005 to 0.60 in 2010, representing a 40% decrease overall and an average of 8% decrease each year from 2006-2010.

4.2.2. Make UBC a Model Sustainable Community

Enhance the work environment at UBC:

- Focus on People, UBC's commitment to an outstanding work environment, just completed its third year of initiatives in 10/11. Each year, UBC provides a complex benchmark report to

the community that highlights the key human resource indicators that are used to track the success of the framework. The annual report can be found at www.focusonpeople.ubc.ca.

Create a truly livable campus environment:

- UBC currently has housing available for 27% of full-time undergrads. An additional 567 new undergraduate student beds will be complete in 2011 as part of the Totem Park infill development.
- 52% of neighbourhood households serve households where one or more members work or attend university on the UBC Vancouver campus.
- As of 2010, 30% of units built and approved to date are rental and 64% of new rental housing is non-market, including student housing in neighbourhoods.

Meet ethical and environmental purchasing standards:

- Minimum of 10% weight given to sustainability in RFP process for purchases over \$50,000.
- Sustainable Purchasing Guide was created in 2009 and serves as a guide for departments to purchase using triple bottom line for purchases under \$3,500 not done through Supply Management. In 2010, the 2nd edition of the Sustainable Purchasing Guide was updated, including sections on Business Travel, Extended Producer Responsibility programs at UBC and sustainable furniture choices.
- Fair Trade coffee available since 2006 in all non-franchise operations. Fair Trade organic teas have been added to all campus and catering operations and Fair Trade chocolate and tropical fruit have been added to the menus of more than 20 campus food outlets. In 2011, UBC was designated Canada's first Fair Trade Campus, which commits UBC to buy Fair Trade coffee, tea, chocolate and tropical fruit from producers who guarantee higher social and environmental and pay standards for farmers and workers.

4.2.3. Increase Understanding of Sustainability Inside and Outside the University

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

Teaching, Learning, and Research:

- In response to the Sustainability Academic Strategy (SAS), the UBC Sustainability Initiative (USI) was launched in 2010, opening the Teaching and Learning Office and Research and Partnerships Office, to further integrate sustainability across operations, teaching, learning, and research.
- Launched the USI Teaching & Learning Spotlight Program, which provides funding (\$5K) to course instructors who wish to further develop or refine existing UBC curriculum focused on, or related to, sustainability issues. Also launched the USI Teaching & Learning Fellowship program, which supports six outstanding faculty members annually to help guide the advancement of sustainability education at UBC, both within individual disciplines and across the university as a whole.
- Awarded three Research Fellowships in 2010/11 and established research programs for two Living Lab initiatives. In 2010/11, UBC reported 304 faculty members and 57 departments undertaking research activities in the area of sustainability.

Community Service Learning and Global Citizenship:

- In 2010/11, 2640 or 6.4% of students were involved in Community Service Learning programs supported by the UBC Community Learning Initiative and Learning Exchange.
- Participation in Go Global student mobility programs has increased by 15% per year since 2006.

Aboriginal Engagement:

- Aboriginal enrolment has increased by 25% since 2005 (541 self-identified students in 2005 to 677 self-identified students in 2010/11). In January 2009, President Toope accepted the UBC Aboriginal Strategic Plan as the first completed plan for Place and Promise. The Plan is the result of two years of extensive on and off-campus consultation and provides a framework for Aboriginal programs and initiatives at the University.
- Since 2008 UBC has created at least 13 courses with significant indigenous content, bringing the total to at least 66 courses across a wide range of faculties.

4.3. Economic Targets Highlights

4.3.1. Ensure ongoing economic viability

- Tuition rates at 29.4% of education costs for domestic students in 10/11.
- UBC remained one of the top recipients of government research funding for Canadian universities. In 2010/11, UBC reported \$200 million in Tri-Council funding (10% increase from 09/10, with UBC in top 1 or 2 spot for all Councils) and \$178 million in other governmental funding.
- Ensured ongoing economic viability as the operating budget achieved a \$39m surplus, of which \$23m was reinvested in 11/12 strategic priorities and \$16m retained for 11/12 contingency.

4.3.2. Maintain and enhance the economic base

- Exceeded the goal to increase the Endowment Fund to \$1 billion, with the Endowment at \$1.119 billion as of March 31, 2011.
- Exceeded the goal to increase our fundraising goals to reach \$150 million annually, with \$187.3 million raised in 10/11.
- The University's credit rating continues to be the highest of any Canadian University (Moody's – Aa1, S&P's – AA+).
- Land proceeds revenues will be directed to the Student Housing Financing Endowment going forward. This endowment-like fund will generate a return for the University as well as permit the ongoing construction of student residences.

4.3.3. Maintain and maximize the utilization of the physical infrastructure

- The renewal of Biological Sciences West & South was completed March 31 2011 for \$61.8M. Infrastructure Development continues to seek federal and provincial funding to support renewal or replacement of aging academic buildings.

- UBC Renew funding has enabled Facilities Planning to escalate utilization levels beyond the targeted 5%, achieving 9% space utilization rates in 2010/11.
- Developed and implemented a space allocation policy in 2010. Campus constituents were consulted and provincial space standards were reviewed and the office space allocation policy is now on the Infrastructure Development website.

5. Key Findings

Inspirations & Aspirations was a leading plan of its time, developed at a time when university sustainability reporting and planning was still in its infancy in North America. The strategy was unique in that it was extremely comprehensive, with many concrete, time-based targets that span the breadth of social, economic, and environmental sustainability.

I&A played a key role in engaging the campus community and represents a significant achievement in bringing stakeholders together across campus to create ambitious targets and track sustainability performance over time. I&A was an important step forward in tracking UBC's commitment to the integration of sustainability values into the University's operations and programs and in celebrating the important contributions of individuals and units across campus.

In the review of the I&A process, key findings include the importance of ensuring ownership of targets, embedding targets into unit workplans, sustaining ongoing monitoring and communication with units, and developing a tracking, monitoring, and quality management system to manage and report data consistently over time. With a high rate of turnover of staff within the university context, targets need to be embedded into unit workplans and reviewed at regular intervals. Moving forward, the Campus Sustainability Office can play a strong role in facilitating this process and liaising with units to monitor and track performance. Regular contact with units allows for all parties to be updated of staffing changes or changes in strategic direction, which will maximize the probability of achieving the defined targets.

Developing the next sustainability strategy provides an opportunity for UBC to engage stakeholders across campus in assessing and developing new long-term sustainability targets and creating a bold new goals and action plan for achieving UBC's sustainability vision. Within the current context of a high degree of commitment to participating in external sustainability benchmarking systems and ambitious new plans and targets already developed through the Climate Action Plan and forthcoming Waste and Water Action Plans, UBC is well positioned to build on lessons learned through I&A and develop a bold new strategy that will drive organizational change and define the path towards new accomplishments in campus sustainability.

6. Appendix A: Resources

6.1. UBC Policy #5: Sustainable Development Policy:

<http://universitycounsel.ubc.ca/files/2010/08/policy5.pdf>

6.2. Inspirations and Aspirations: Sustainability at UBC, UBC Campus Sustainability Office, September 2003: Inventory available in print only

6.3. *Inspirations and Aspirations: The Sustainability Strategy 2006-2010, Vancouver Campus, UBC Campus Sustainability Office, May 2006:*

http://www.sustain.ubc.ca/pdfs/ia/51059_iatarg_april3_rv2.pdf

6.4. *The Sustainability Strategy AND YOU, UBC Campus Sustainability Office, September 2006:* http://www.sustain.ubc.ca/pdfs/ia/51060_ubc_sus_book_rv1.pdf

6.5. *Inspirations and Aspirations: The Sustainability Strategy - Vancouver and Okanagan Campuses 2006-2010, UBC Campus Sustainability Office, November 2007:*

http://www.sustain.ubc.ca/pdfs/ia/UBC_Sustainability_Strategy_2007.pdf

6.6. *The UBC Sustainability Report 2006-2007, UBC Campus Sustainability Office:*

http://www.sustain.ubc.ca/pdfs/ar/UBC-Sustainability_Report_2006-2007-final.pdf

7. Appendix B: Performance Charts

ECOLOGICAL TARGETS: REDUCE POLLUTION

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Reduce greenhouse gas emissions and improve air quality.						
ECOL-1	Reduce CO2 and equivalent emissions from institutional and ancillary buildings by 25% from 2000 levels (adjusted for growth)	Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2010	Achieved +/- 10%	<p>Achieved 22% reduction in CO2 and equivalent emissions from institutional and ancillary buildings from 2000 levels in 10/11.</p> <p>Ecotrek, which ran from 2001 to 2007, was the largest energy and water retrofit on a Canadian campus at the time and resulted in large GHG reductions in 288 academic buildings. Newer buildings being constructed on campus have been designed to use less energy for heating needs, reducing the overall campus carbon intensity.</p>	<p>The Climate Action Plan (CAP) set aggressive new GHG reduction targets in 2010. Compared to 2007 levels, campus GHG emissions will be reduced 33% by 2015, 67% by 2020, and 100% by 2050. The short-term goal will be achieved by the Bioenergy Research & Demonstration Project, Continuous Optimization of buildings, and conversion of the steam distribution system to hot water. More information on the CAP is available at: http://sustain.ubc.ca/climate-action.</p> <p>Trend Data: 2005-2006 – 22% reduction 2006-2007 – 24% reduction 2007-2008 – 26% reduction 2008-2009 – 22% reduction 2009-2010 – 25% reduction 2010-2011 – 22% reduction</p>
ECOL-2	Reduce steam plant NOx emissions by 80% from 2000 levels	Campus Sustainability Office UBC Utilities VP FINANCE, RESOURCES, & OPERATIONS	2007	Exceeded	Target achieved in 2006 with retrofit of boilers as part of Ecotrek. NOx emissions reduced from ~190ppm in 2000 to current rates of 19-40 ppm, equivalent to 90%-79% reduction. Emissions are tested annually and depend on firing levels.	In general, the powerhouse is operated so that boiler firing rates are limited to maximize efficiencies and minimize emissions.
ECOL-3	Implement updated Strategic Transportation Plan	Transportation Planning VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Achieved	Implemented Strategic Transportation Plan.	More information about UBC's Strategic Transportation Plan is available at http://transportation.ubc.ca/transportation-planning/files/2010/08/STP2005_14_July05_Approved.pdf

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
ECOL-4	Maintain daily average automobile traffic at or below 1997 levels	Transportation Planning VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Exceeded	Daily average automobile traffic levels 15% below 1997 levels in 10/11. 9600 less auto vehicles travelling to and from UBC compared to 1997 levels, despite 42% growth in population.	Annual screenline counts and 2010 Transportation Status Report available at: http://transportation.ubc.ca/files/2011/04/TSR_Fall2010_03Apr11.pdf Trend data: 2005-2006 – 24% reduction 2006-2007 – 22% reduction 2007-2008 – 20% reduction 2008-2009 – 18% reduction 2009-2010 – 19% reduction 2010-2011 – 15% reduction
ECOL-5	Expand U-Pass to include community, faculty, and staff	Transportation Planning VP FINANCE, RESOURCES, & OPERATIONS	2007	Not Achieved	Increased number of TransLink Employer Pass subscribers by 16% from 2010, with 1142 subscribers in 2011. Continued mandatory UPass program for all students.	Limited opportunities currently exist for implementation of a community, faculty and/or staff discounted transit pass. Refocusing efforts on expanding membership base of employee pass program.
ECOL-6	Convert at least 10% of UBC Vancouver vehicle fleet to super ultralow emission (SULEV) standard	Building Operations VP FINANCE, RESOURCES, & OPERATIONS	2010	Not Achieved	Four new electric trucks were purchased by Building Operations in 2010/11. The entire campus fleet currently includes 19 electric or hybrid SULEV vehicles, which accounts for 5% of the campus fleet.	New target under review by Building Operations.
ECOL-7	Increase Food Services purchases from local producers	Food Services Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Achieved/ Ongoing	In 2010/11, UBC Food Services (SHHS) purchased \$3.5 million of food that was locally grown, raised, or processed within 150 miles. Life Cycle Analysis studies informed more sustainable supply chain management, which includes local purchasing.	UBC defines local food as food that has been grown, raised, produced or processed within 150 miles of campus. Categories include vegetables, fruits, milk and processed dairy products (ice cream, cheese, yogurt butter), grains and beans, meat, poultry, eggs, seafood, baked goods, maple syrup, honey, sauces, spreads, hummus, salad dressings, tofu, noodles and beverages.
Objective: Reduce all forms of waste and improve waste disposal processes.						
ECOL-8	Divert 50% of campus waste from construction of new institutional buildings from the landfill	UBC Properties Trust VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Exceeded	In 2010/11, UBC achieved an approximate construction and demolition waste diversion rate of 77% for institutional projects.	All new institutional buildings on campus must achieve a minimum of LEED Gold or equivalent rating, which includes potential credits for material reuse and waste diversion. As part of the Vancouver Campus Plan, UBC has made 75% construction waste diversion mandatory for all institutional buildings.
ECOL-9	Divert 75% of campus waste from construction, demolition, and land clearing for new residential buildings from the landfill	UBC Properties Trust Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Exceeded	In 2010/11, UBC achieved an approximate construction and demolition waste diversion rate of 87% for residential projects.	All new UTown@UBC residential buildings must meet UBC's stringent Residential Environmental Assessment Program (REAP) guidelines that require mandatory diversion of 75% of construction waste.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
ECOL-10	Divert 55% of annual operational waste from the landfill	Building Operations Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2010	Not Achieved	In 2010/11, UBC achieved an approximate operational diversion rate of 43%. In 2010/11, a Waste Audit was conducted and stakeholder consultations were held to inform a new Waste Action Plan.	<p>New strategic plan and targets in development. UBC's operational diversion rate has remained relatively constant in recent years, suggesting that enhanced infrastructure and engagement strategies may be required. In order to improve in this area, a Waste Audit was conducted to identify opportunities for increased diversion. The Waste Action Plan will solidify plans to increase UBC's operational diversion rate.</p> <p>Trend Data: 2005-2006 – 41% diversion 2006-2007 – 46% diversion 2007-2008 – 44% diversion 2008-2009 – 39% diversion 2009-2010 – 44% diversion 2010-2011 – 43% diversion</p>
ECOL-11	Expand organics collection to include all Food Services retail outlets	Building Operations Food Services VP FINANCE, RESOURCES, & OPERATIONS	2007	Achieved	In 2006/07, pre- and post-consumer organics collection expanded to include all Food Service outlets on campus. In 2010/11, 125 tons of organic waste was diverted from the landfill.	Further to organics collection, Food Services has moved to compostable take out containers, eliminated straws at all units, implemented soft plastics recycling in back of house (BOH) operations.
ECOL-12	Continue to effectively manage the disposal of hazardous waste and set targets to reduce hazardous waste	Risk Management Services VP FINANCE, RESOURCES, & OPERATIONS VP RESEARCH	2006	Achieved/Ongoing	<p>In 2010, considerable source reduction was achieved in all of the main waste streams. The chemical waste, biohazard risk groups 1 and 2, solvents and pathological waste were reduced by 41%, 18%, 18% and 4% respectively. The pharmaceutical, biomedical, and sharps waste streams were reduced 10%, 10% and 37% respectively.</p> <p>Active participation in all available recycling programs (including the chemical exchange, solvent recovery, silver recovery, oil and paint recycling, lab plastic recycling, battery recycling) resulted in an additional waste reduction of approximately 10.5 tonnes and estimated costs savings of \$28,312 in 2010.</p>	UBC Risk Management Services will continue to promote and implement hazardous waste reduction and disposal strategies, trainings, and programs, including the Green Research Initiative annual workshop, quarterly newsletter, and new Green Research Challenge.

Objective: Improve stormwater quality.						
ECOL-13	Establish stormwater quality guidelines	Building Operations Risk Management Services Campus & Community Planning VP FINANCE, RESOURCES, & OPERATIONS	2008	Not Achieved	The Integrated Stormwater Management Plan and Stormwater Monitoring Program were put on hold in 2009. Campus and Community Planning is currently working on developing the Integrated Stormwater Management Plan and a working group comprised of Risk Management Services, Campus and Community Planning, and Utilities are currently working on developing recommendations for stormwater management.	

ECOLOGICAL TARGETS: CONSERVE RESOURCES

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Reduce non-renewable energy consumption.						
ECOL-14	Reduce non-renewable energy consumption in institutional & ancillary buildings by 30% (adjusted for growth) from 2000 levels	Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2010	Achieved +/- 10%	Achieved 27% reduction in non-renewable energy consumption in institutional buildings (adjusted for growth) from 2000 levels. Ecotrek, which ran from 2001 to 2007, was the largest energy and water retrofit on a Canadian campus at the time and resulted in large energy reductions in 288 academic buildings. Newer buildings being constructed on campus have been designed to use less energy for heating needs, reducing the overall campus fossil fuel intensity.	The Climate Action Plan (CAP) set aggressive new GHG reduction targets in 2010. Compared to 2007 levels, campus GHG emissions will be reduced 33% by 2015, 67% by 2020, and 100% by 2050. The short-term goal will be achieved by the Bioenergy Research & Demonstration Project, Continuous Optimization of buildings, and conversion of the steam distribution system to hot water. More information on the CAP is available at: http://sustain.ubc.ca/climate-action . Trend Data: 2005-2006 – 17% reduction 2006-2007 – 23% reduction 2007-2008 – 26% reduction 2008-2009 – 25% reduction 2009-2010 – 26% reduction 2010-2011 – 27% reduction
ECOL-15	Make new institutional buildings 25% more efficient (on average) than the Model National Energy Code (MNEC 1997)	UBC Properties Trust Building Operations VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Exceeded	100% of new construction and major renovations achieve energy efficiency greater than 25% below MNECB.	As of May 2008, all new construction and major renovations were mandated by the Province to achieve LEED Gold certification, which requires a minimum energy efficiency of 25% below MNECB. UBC added its own requirement to achieve 5 points from LEED-NC 2004 EA credit 1 (42% below MNECB for new construction, 33% below for major renovations). This was integrated into the UBC Technical Guidelines and the Vancouver Campus Plan, and was communicated to every project team.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
ECOL-16	Design new residential buildings (four stories or more) to meet or exceed Model National Energy Code (MNEC 1997)	UBC Properties Trust Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	Ongoing	Achieved	100% of new residential construction exceeds the MNECB.	REAP, UBC's green building standard for residential buildings, is the mechanism that ensures residential construction will exceed the MNECB. REAP has been mandatory since 2006. REAP's mandatory measures ensure that residential buildings are at least 10% better than the MNECB. All buildings achieve optional REAP energy credits as well, further improving their energy efficiency. REAP is currently under review and will be updated and enhanced within the 11/12 FY. Improving energy efficiency is a priority.
ECOL-17	Implement three demonstration projects to produce energy off the grid for the campus	UBC Properties Trust Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2007	Achieved	UBC Properties Trust was responsible for implementing three projects and achieving the target: <ol style="list-style-type: none"> 1. The Fred Kaiser building features PV panels. Completed 2005. 2. Clement's Green staff and faculty housing in the Hawthorn Place neighbourhood features a geo-exchange hot water preheat system. Completed 2006. 3. Waste heat from the refrigeration units in the Save-On-Foods store in the Wesbrook neighbourhood is captured to pre-heat the hot water for the residential apartments above. Completed 2009. 	Bioenergy Research and Demonstration Project broke ground Feb 2011. Hot water conversion plant received Board 1 approval Feb 2011. The CIRS building, when opened in Fall 2011, will be net positive on energy and will harvest and produce energy beyond its own needs.
Objective: Reduce water consumption.						
ECOL-18	Reduce water consumption in institutional and ancillary buildings by 40% (adjusted for growth) from 2000 levels	Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2010	Exceeded	Achieved 48% reduction in water consumption in institutional and ancillary buildings (adjusted for growth) from 2000 levels. Target achieved in large part because of EcoTrek, which ran from 2001 to 2007 and was the largest energy and water retrofit on a Canadian campus at the time. In 2010/11, a water audit was initiated to explore conservation opportunities in 7 UBC buildings. The results will inform the new Water Action Plan which will set new targets and milestones for water conservation.	Water consumption on campus is highly variable and depends on many factors including weather conditions and changing research uses. Ecotrek was successful in achieving water savings from fixture retrofits in UBC's core academic buildings. Looking ahead, UBC's Water Action Plan will highlight further opportunities to advance water conservation on the Vancouver campus. Trend Data: 2005-2006 – 34% reduction 2006-2007 – 42% reduction 2007-2008 – 40% reduction 2008-2009 – 29% reduction 2009-2010 – 37% reduction 2010-2011 – 48% reduction

Objective: Reduce paper use.						
ECOL-19	Reduce volume of paper purchased per capita by 20% from 2000	Campus Sustainability Office Supply Management VP FINANCE, RESOURCES, & OPERATIONS	2010	Exceeded	Achieved 65% reduction in volume of paper consumption from 2000 levels, despite a 34% increase in students. 1999/2000: 113.4M sheets/ 35,502 students 2005/2006: 90.3M sheets/ 40,970 students 2010/2011: 53.0M sheets/ 47,582 students	Implemented master document contract with Xerox Global Services (XGS) in 2009. Currently working with XGS to manage paper consumption across campus by reducing excess machines and encouraging sustainable printing practices. Information Technology successfully eliminated the print of the UBC Telephone Directory in December 2010, which will save 4.7 million sheets of paper per year.

ECOLOGICAL TARGETS: PROTECT BIODIVERSITY

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Ensure that hazardous materials are handled safely and used sparingly.						
ECOL-20	Eliminate the use of pesticides for "cosmetic" purposes (as defined by GVRD)	Building Operations VP FINANCE, RESOURCES, & OPERATIONS	2008	In Progress	UBC Municipal Landscape Services followed the lead of the City of Vancouver and has attempted to suspend the use of all chemical pesticides for "cosmetic" use. This means that no herbicides, insecticides of fungicides are currently used by our landscape maintenance group on the majority of Campus landscapes unless there are extenuating circumstances (i.e. public health issue (e.g. West Nile Virus), invasive plants that threaten native woodland or agriculture, or when the preservation of rare, or heritage landscape elements is critical). In 2010/11, decreased use of Roundup by 90% from 2005/06 levels and eliminated use of Casoron. 2005/06: 45.18L Roundup; 1.8kg Casoron 2009/10: 4.59L Roundup; 0.0kg Casoron	The UBC Rose Garden is currently the only instance where a target pesticide is still used on a regular basis. Unfortunately, the current collection of rose species preserved in this garden would not endure without a regular, preventative treatment of fungicide. A current SEEDS project is in progress in both laboratory and field testing settings with regard to the effectiveness of organic herbicides on the most common campus weeds. This collaborative project has revealed synergistic properties between organic herbicides, specific weed species susceptibilities and the application methodologies.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
ECOL-21	Set target to reduce hazardous materials purchased	Risk Management Services Campus Sustainability Office Supply Management VP FINANCE, RESOURCES, & OPERATIONS VP RESEARCH	2007	Not Achieved	Risk Management Services is working on a continual basis to reduce the amount of hazardous materials used. While quantitative targets were not set, Risk Management Services is actively working to reduce the purchase of hazardous materials through source reduction programs, material substitution, and training programs.	<p>The Green Research program launched in 2008 aims to provide staff with information on greener lab practices, including more environmentally friendly processes and materials use. 90 UBC faculty, staff and lab personnel attended the 2010 Green Research Workshop to learn about hazardous materials substitution and source reduction, new opportunities in laboratory solid waste management and how to assess the energy consumption of laboratory equipment. Quarterly Green Research Newsletters provide UBC researchers with information to help reduce environmental impacts of research activities.</p> <p>The Chemical Exchange Program continues to enable researchers to reuse chemicals, which reduces purchasing and disposal costs while reducing hazardous waste. In 2010, approximately 482 kg of chemicals were exchanged in 117 transactions within the Point Grey campus. The Solvent Recycling Program also enables researchers to reuse recycled products from laboratories, reducing the amount of solvents purchased.</p>
Objective: Ensure that University housing design respects the needs of a healthy and sustainable ecosystem.						
ECOL-22	Implement the Residential Environmental Assessment Program (REAP) for all new residential buildings	UBC Properties Trust Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2006	Achieved	Implemented in 2006. 100% of new residential buildings are required to participate in REAP and be certified a minimum of REAP Silver.	REAP has been mandatory for all new residential construction since 2006. REAP is currently under review and will be updated and enhanced within the 11/12 fiscal year.
ECOL-23	Evaluate mechanisms to certify new institutional buildings under LEED™ (Leadership in Energy and Environmental Design)	Campus Sustainability Office VP FINANCE, RESOURCES, & OPERATIONS	2010	Achieved	Three mechanisms are in place that ensure LEED Gold certification occurs for all new construction and major renovations: <ol style="list-style-type: none"> 1. Provincial mandate 2. Inclusion in Technical Guidelines 3. Inclusion in Vancouver Campus Plan Design Guidelines 	A fourth mechanism for supporting LEED certification is underway. A "LEED Implementation Guide for UBC" will be completed in 2011. This guide will interpret LEED specifically for the UBC context, providing project teams with the guidance they require to make LEED certification more efficient and effective at achieving UBC's overall sustainability goals.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
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.						
ECOL-24	Incorporate one innovative sustainability project or design in each of the neighbourhoods of University Town	UBC Properties Trust Campus Sustainability Office Campus & Community Planning VP FINANCE, RESOURCES, & OPERATIONS VP EXTERNAL & LEGAL AFFAIRS	Ongoing	Achieved	<p>Hawthorn Place: Achieved in 2006. Geo-exchange hot water pre-heat in Clement's Green staff and faculty housing; Deep well for storm water management by aquifer recharge.</p> <p>North Campus: Cliff Erosion Mitigation Plan Phase 3; two dewatering wells installed for reduction of cliff face seepage.</p> <p>Wesbrook Place: Achieved in 2005. Neighbourhood Sustainable Stormwater Strategy (completed 2005); using excess heat from commercial space to contribute to residential heating needs (completed 2009).</p> <p>Chancellor Place: Achieved in 2004. Adaptable retrofit of Iona building, completed in 2004 and lopping of peak storm water discharge demo project.</p>	Future initiatives include District Energy Feasibility study now underway for South Campus neighbourhood.
ECOL-25	Devise and issue a series of publications on major UBC (including AMS and GSS and UBC Students' Union) contributions to sustainability	Campus Sustainability Office Public Affairs VP FINANCE, RESOURCES, & OPERATIONS VP EXTERNAL & LEGAL AFFAIRS	2007	Achieved	<p>5 case studies highlighting UBC's institutional and operational sustainability experience were produced in 2008/2009. In 2010, UBC published a 6th case study on the Climate Action Plan.</p> <p>21 UBC Reports articles written between February 2010 and June 2011 highlighting UBC's contributions to sustainability.</p>	<p>Case studies include:</p> <ol style="list-style-type: none"> 1. Sustainability Coordinators + Residence Sustainability Coordinators Program 2. Social, Ecological, Economic Development Studies (SEEDS) Program 3. Green Buildings Guide 4. Energy + Climate Management 5. Institutionalizing Sustainability 6. Planning for Climate Action <p>Case studies are available at: http://sustain.ubc.ca/campus-sustainability/resource-exchange/case-studies</p>
ECOL-26	Implement a purchasing policy to guide Food Services in the procurement of sustainable fish and seafood	Food Services VP FINANCE, RESOURCES, & OPERATIONS	2006	Achieved	In 2008, RFP included additional specifications for Oceanwise, long line or trap caught or hook and line only (depending on the product). 57% of products within RFP had these additional specifications. Those without the specifications were lower volume items or were items that were not available at the time.	Since 2008, menus are reviewed on an on-going basis to source out more sustainable options. As more sustainable options become available, items are switched.

SOCIAL TARGETS: IMPROVE HUMAN HEALTH AND SAFETY

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Develop and implement a holistic Health and Wellness framework designed to enhance personal and organizational health and well being.						
SOC-01	Establish measurements and set targets for health promotion and wellness	Human Resources VP FINANCE RESOURCES & OPERATIONS VP ACADEMIC	2008	Exceeded	29 departments/units received a total of \$100,000 in funding through the Healthy Workplace Initiatives Program Fund to support a variety of health initiatives in 2010. Over 6,000 staff and faculty participated in events targeted to increase health awareness at on and off-campus locations, including 1,100 staff and faculty who participated in 53 seminars. Workplace Health Services saw the enrolment of staff and faculty more than triple in 2010. 950 influenza immunizations were given to UBC staff and faculty.	Healthy UBC Initiatives continues to expand for 2011/2012, with another two rounds of Healthy Workplace Initiatives Program Funding, and more Healthy UBC Initiatives. Also in the Fall of 2011, UBC will offer a free training for departments/units to enable further mental health prevention and early intervention, which will be offered year round. Influenza immunizations will again be offered in 2011/2012.
Objective: Enhance campus safety and security.						
SOC-02	Decrease frequency of time-loss accidents by 10% each year	Risk Management Services Human Resources VP FINANCE RESOURCES & OPERATIONS	2006-2010	In progress/Ongoing	<p>Time loss accidents decreased by an average of 8% each year from 2006-2010.</p> <p>Time-loss accidents decreased in frequency from 1.00 per 100 employees in 2005 to 0.60 in 2010, representing a 40% decrease overall.</p> <p>The average number of days lost per WCB claim has decreased from 25 days lost per claim in 2005 to 17 days lost in 2010, representing a 32% decrease overall.</p>	<p>Frequency of time loss accidents per 100 employees (calendar year):</p> <p>2005: 1.00; 2006: 0.85; (15% decrease from 05-06) 2007: 0.73; (12% decrease from 06-07) 2008: 0.59; (19% decrease from 07-08) 2009: 0.48; (19% decrease from 08-09) 2010: 0.60 (25% increase from 09-10)</p> <p>Decrease in average number of days lost per WCB (Workers Compensation Board) claim</p> <p>2005: 25 days lost per claim; 2006: 23 days; 2007: 18 days; 2008: 19 days; 2009: 18 days; 2010: 17 days.</p>
SOC-03	Decrease campus property theft incidents by 20% each year	Campus Security VP FINANCE RESOURCES & OPERATIONS	2005-2010	No longer tracking		

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
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.						
SOC-04	Increase awareness of Campus Security services by 15% per year	Campus Security VP FINANCE RESOURCES & OPERATIONS	2005-2010	No longer tracking		
SOC-05	Designate UBC Vancouver as a "Safe Community"	Campus Security Campus & Community Planning VP FINANCE RESOURCES & OPERATIONS VP EXTERNAL & LEGAL AFFAIRS VP STUDENTS	2006	No longer tracking		

SOCIAL TARGETS: MAKE UBC A MODEL SUSTAINABLE COMMUNITY

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Create a truly livable campus environment in which people may flourish at work, at home, and at play.						
SOC-06	Develop a series of targets, priorities, action plans, and measures for enhancing the work environment at UBC	Human Resources AVP HUMAN RESOURCES	2006	Achieved	Focus on People completed its 3rd year of initiatives in 10/11. The annual report can be found at www.focusonpeople.ubc.ca . Each year, UBC provides a complex benchmark report to the community that highlights the key human resource indicators that are used to track the success of the framework. Examples of metrics tracked include voluntary turnover, generational profile of the workforce, and health and wellness metrics.	Each year new goals are established under Focus on People – UBC's commitment to an outstanding work environment.
SOC-07	Implement and review the targets, priorities, action plans, and measures for enhancing the work environment at UBC	Human Resources AVP HUMAN RESOURCES	Ongoing	Achieved	Each year Human Resources reviews the metrics and identifies which ones require attention or where the metrics can inform our people practices. In 2011 HR will be conducting the 2nd Workplace Experiences Survey. The survey is a critical input into determining the future priorities under Focus on People.	During this third year, we had committed to making progress on 34 initiatives. 32 projects were addressed, and the majority of the multi-year projects successfully met the pre identified milestones for this year. 27 initiatives will require continued attention in 2011/2012 due to the complexity and scope of the projects.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
SOC-08	Work to maintain that not less than a 25% ratio of housing is provided specifically for full-time undergraduate students.	Campus & Community Planning SHHS UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP STUDENTS VP FINANCE RESOURCES & OPERATIONS	Ongoing	Exceeded	Achieved 2006/7. UBC currently has housing available for 27% of full-time undergrads. An additional 567 new undergraduate student beds will be complete in 2011 as part of the Totem Park infill development. This addition of new beds will result in housing available to approximately 29% of undergrads.	Objective originally from the UBC Land Use Plan (formerly Official Community Plan 4.1.14 (a))
SOC-09	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	Campus & Community Planning UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP FINANCE RESOURCES & OPERATIONS	Ongoing	Exceeded	Achieved 2006. The 2008 UNA Community Profile Survey shows 52% of neighbourhood households are work/study (including Hampton Place).	
SOC-10	Maintain the Land Use Plan goal that 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.	Campus & Community Planning UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP FINANCE RESOURCES & OPERATIONS	Ongoing	Exceeded	Achieved 2006. As of 2010, 30% of units built and approved to date are rental and 64% of new rental housing is non-market (includes student housing in neighbourhoods). 19% of units built and approved to date are below market rental (includes student housing in neighbourhoods).	Objective originally from the UBC Land Use Plan (formerly Official Community Plan 4.1.16 (b)).
SOC-11	Ensure designs meet the Official Community Plan goal of 40% of new residential dwellings will be ground oriented housing	Campus & Community Planning UBC Properties Trust VP EXTERNAL & LEGAL AFFAIRS VP FINANCE RESOURCES & OPERATIONS	Ongoing	No longer relevant		The OCP has been replaced by a new Land Use Plan (LUP). Housing targets remain the same with the exception that the requirement for 40% ground-oriented has been omitted. This requirement was found to be unnecessary to the Neighbourhood developments.

Objective: Meet ethical and environmental purchasing standards.						
SOC-12	Use triple bottom line for procurement at the unit level	Supply Management VP FINANCE RESOURCES & OPERATIONS	2007	In progress	Minimum of 10% weight given to sustainability in RFP process for purchases over \$50,000. Sustainable Purchasing Guide was created in 2009 and serves as a guide for departments to purchase using triple bottom line for purchases under \$3,500 not done through Supply Management. In 2010, the 2nd edition of the Sustainable Purchasing Guide was updated, including sections on Business Travel, Extended Producer Responsibility programs at UBC and sustainable furniture choices.	Weight given to sustainability in RFP process is 10% minimum (with encouragement from Supply Management to be higher) but is ultimately end-user driven. Discussion around higher standard % for sustainability where possible. The Sustainable Purchasing Guide is available online at http://www.supplymanagement.ubc.ca/purchasing-operations/sustainable-purchasing-guide .
SOC-13	Offer "fair trade" coffee at all eligible Food Service units	Food Services VP FINANCE RESOURCES & OPERATIONS	2007	Exceeded	Fair Trade coffee available since 2006 in all non-franchise operations. Current supplier is Ethical Bean coffee, a supplier of 100% organic, fair trade certified coffee. Fair Trade organic teas have been added to all campus and catering operations. Fair Trade chocolate and tropical fruit have been added to the menus of more than 20 campus food outlets.	In 2011, UBC was designated Canada's first Fair Trade Campus. The accreditation from Fair Trade Canada commits UBC to buy Fair Trade coffee, tea, chocolate and tropical fruit from producers who guarantee higher social and environmental and pay standards for farmers and workers.

SOCIAL TARGETS: INCREASE UNDERSTANDING OF SUSTAINABILITY INSIDE AND OUTSIDE THE UNIVERSITY

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Strengthen the UBC community's awareness and understanding of sustainability, global citizenship, and civil society through learning, research, and community service.						
SOC-14	Develop new programs with methods and materials assisting faculty members to incorporate sustainability into their teaching as appropriate	USI TLO CTLT (Formerly Deans and CTAG) VP ACADEMIC	2006	Achieved	Launched UBC Sustainability Initiative (USI) Teaching & Learning Spotlight Program in 2010. The competitive program provides funding (\$5K) to course instructors who wish to further develop or refine existing UBC curriculum focused on, or related to, sustainability issues. Each year five courses are supported. The Centre for Teaching, Learning and Technology (CTLT) (formerly CTAG) ran the Sustainability Education Intensive (SEI) in 2009 and 2010, a multiday workshop to support faculty to integrate sustainability into their teaching.	The Sustainability Education Intensive is currently under review and in 2011-2012 the USI Teaching & Learning Office in collaboration with the CTLT will launch a new program to support faculty to integrate sustainability into their teaching.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
SOC-15	Issue recommendations from stakeholder consultation for expanding teaching and research related to sustainability at UBC	Campus Sustainability Office VP FINANCE RESOURCES & OPERATIONS VP ACADEMIC VP RESEARCH	2006	Achieved	In response to the Sustainability Academic Strategy (SAS), the USI Teaching & Learning Fellowship Program was launched in Sept 2010 and the Research Fellows Program was launched in April 2011.	<p>The USI Teaching & Learning Fellowship program supports six outstanding faculty members annually to help guide the advancement of sustainability education at UBC, both within individual disciplines and across the university as a whole.</p> <p>3 Research Fellowships awarded in 2010/11. Seed fund established for research program and project development. Research Programs established for 2 Living Lab initiatives. In 2010/11, UBC reported 304 faculty members and 57 departments undertaking research activities in the area of sustainability.</p>
SOC-16	Increase the number of students signing the Sustainability Pledge to 20%	Student Development Office Campus Sustainability Office VP STUDENTS	2010	Not currently tracking	The status of the Sustainability Pledge is currently on hold.	<p>Around 2007, Student Development decided to cease support for the Pledge as resources needed to support the Pledge programming were high and the department did not see or measure significant impact of the Pledge program. The Campus Sustainability Office (C+CP) re-launched the Sustainability Pledge as a pilot in 2010 and came to the same conclusion as Student Development: the ongoing effort and resources to sustain the Pledge programming was high and the ability to measure impact was low.</p>
SOC-17	Involve 10% of students in Community Service Learning Programs	UBC Learning Exchange Deans Student Development VP EXTERNAL & LEGAL AFFAIRS VP ACADEMIC VP STUDENTS	2010	In Progress	In 2010/11, 2640 or 6.4% of students were involved in Community Service Learning programs supported by the UBC-Community Learning Initiative and Learning Exchange.	<p>The targets were reached through a combination of course and non-course based community based experiential learning. Further efforts to reach these targets will include supporting student initiated community engagement projects and convening thematically based discussions intended to create spaces that can lead to collaborations between stakeholders centered on the resolution of complex community based priorities.</p> <p>The number of students in CSL programs only captures those students involved in efforts supported by the UBC-Community Learning Initiative. In future, it is the goal to account for and capture the CSL initiatives occurring across campus through the implementation and roll-out of a campus-wide database.</p>

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
SOC-18	Increase participation in student mobility programs by 15%	Go Global VP STUDENTS	2006	Achieved	Annual growth of 15% per year has been met since 2006. In 2010/11, 14% of UBC-V and 22% of UBC-O undergraduates participated in an international learning experience as part of their UBC degree via Go Global. In 2010/11, the activity was as follows: Total outgoing: 1092 students Total incoming: 625 students TOTAL students: 1717 students	Key actions that increased student participation in Go Global included: curricular integration of international learning opportunities to UBC degree programs; an increase in funding to students to a total of \$1.4 million dollars awarded per year; expansion of opportunities beyond exchange to include service learning, group study, research, virtual mobility and practicum placements; increased number of opportunities across program areas; and the implementation of Policy 69 (Safety Abroad).
SOC-19	Increase percentage of Aboriginal students in curricular and co-curricular courses	Deans First Nations House of Learning VP ACADEMIC VP STUDENTS	2010	Achieved/ Ongoing	Aboriginal enrolment has increased by 25% since 2005 (541 self-identified students in 2005 to 677 self-identified students in 2010/11*). This represents a percentage increase from 1.2% to 1.41% of the total student body. Note, actual enrolment totals for 2010/11 may be slightly higher once finalized in Fall 2011.	In January 2009 the President accepted the UBC Aboriginal Strategic Plan as the first completed plan for Place and Promise. It is the result of two years of extensive on and off-campus consultation and provides a framework for Aboriginal programs and initiatives at the University. Through the ongoing work under the plan, UBC is becoming more responsive to the needs of Aboriginal students and communities and better able to provide curricula and expertise on Aboriginal issues.
SOC-20	Increase number of courses and enrolment in courses on Aboriginal issues and perspectives	Deans First Nations House of Learning VP ACADEMIC	2010	Achieved/ Ongoing	Since 2008 UBC has created at least 13 courses with significant indigenous content, bringing the total to at least 66 courses across a wide range of faculties.	The expansion in research and curricula focused on Aboriginal issues and perspectives is to a large extent directly related to increases in the number of Indigenous faculty members and non-indigenous experts in key curricular areas. Since the Strategic Plan process began, UBC has almost doubled the number of tenure-track indigenous faculty members.
Objective: Connect with the larger community to promote global citizenship and sustainability through outreach programs, partnerships, and collaborations.						
SOC-21	Position 10% of undergraduates to become future leaders of UBC alumni, helping them to connect with each other and with UBC after graduation	Alumni Office VP DEVELOPMENT AND ALUMNI ENGAGEMENT	2010	Achieved	Alumni speakers at Orientation (~5500 students) and capstone events (~1500 students), along with one-off speaker opportunities. Over 90% of mentors engaged in programming with UBC students (~700 students) are UBC alumni. ~800 students heard the alumni message through speakers at the Student Leadership Conference.	Future plans include engaging students in one-on-one meetings with alumni in the Lower Mainland to allow them to establish formal and informal mentoring relationships and learn more about the alumni community and their relationship with UBC.

ECONOMIC TARGETS: ENSURE ONGOING ECONOMIC VIABILITY

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Keep tuition fees consistent with educational costs.						
ECON-01	Strive to keep tuition rates at 25-30% of education costs for domestic students	Finance VP FINANCE RESOURCES & OPERATIONS VP ACADEMIC	Ongoing	Achieved	Tuition rates at 29.4% of education costs for domestic students in 10/11.	Given that government grants are essentially flat and the costs of education are increasing with inflation, it will be challenging to continue to meet this target.
Objective: Increase research support in all areas.						
ECON-02	Be one of the top recipients of government research funding for Canadian universities	VP RESEARCH VP ACADEMIC	Ongoing	Achieved	In 2010/11, UBC reported \$200 million in Tri-Council funding (10% increase from 09/10, with UBC in top 1 or 2 spot for all Councils) and \$178 million in other governmental funding.	UBC is now ranked 2nd behind U of T in federal funding contributing to CRC allocation, CFI cap etc. We have achieved this by overall excellence in tri-council and NCE funding over the past 3 years, by facilitation of grants and by outstanding faculty hiring.
ECON-03	Develop strategies to increase government and granting agency's funding for research in sustainability	VP RESEARCH VP ACADEMIC	Ongoing	Achieved	Established the Research & Partnerships Office in the UBC Sustainability Initiative (USI) in 2010. Approved ongoing budget for Support Programs to Advance Research Capacity (SPARC) commencing fiscal 2012. SPARC provides expert strategic support to UBC researchers in all disciplines who seek funding for research initiatives, including research in sustainability.	Research Fellows Program launched and 3 Fellowships awarded in 2010/11. Seed fund established for research program and project development. Research Programs established for 2 Living Lab initiatives. In 2010/11, UBC reported 304 faculty members and 57 departments undertaking research activities in the area of sustainability.
Objective: Ensure ongoing financial viability.						
ECON-04	Continue to use the Planning Framework which ensures break-even operations	Finance VP FINANCE RESOURCES & OPERATIONS	Ongoing	Achieved	Operating budget achieved a \$39m surplus, of which \$23m was reinvested in 11/12 strategic priorities and \$16m retained for 11/12 contingency.	Surplus was achieved from higher than anticipated enrolment, high returns from investment income and reallocations of prior year accumulated surpluses
ECON-05	Implement recommendations of Provincial Review Funding and work with government to secure sustainable funding levels	Finance VP FINANCE RESOURCES & OPERATIONS	Ongoing	Achieved	Government funding in the 10/11 year and committed for 11/12 is sufficient to produce a balanced budget.	The government additional capital allowance funding has been virtually eliminated, which may present challenges around deferred maintenance. Long term planning assumes that negotiated union settlements approved by PSEC are funded by government.
ECON-06	Work within the budget because overexpenditures are not permitted unless prior approval is obtained for research and specific purpose trust projects / grants (as per university policy)	Finance VP FINANCE RESOURCES & OPERATIONS	Ongoing	No longer relevant		

ECONOMIC TARGETS: MAINTAIN AND ENHANCE THE ECONOMIC BASE

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Make the best use of available assets.						
ECON-07	Develop a prioritization process to ensure that debt is utilized in areas of strategic capital growth	Treasury VP FINANCE RESOURCES & OPERATIONS	2007	Achieved	Presented to UBC Board.	Now managed by UBC Infrastructure Development.
ECON-08	Utilize debt capacity to increase the asset base to fulfill the mission of the university	Treasury VP FINANCE RESOURCES & OPERATIONS	Ongoing	No longer relevant measure	Continuing to move forward with the Housing Hubs.	This is no longer a relevant measure. Utilizing debt capacity to increase the asset base to fulfill the mission of the university is an outdated concept.
ECON-09	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	Treasury VP FINANCE RESOURCES & OPERATIONS	Ongoing	Achieved	The University's debt burden ratio was 1.78% at March 31, 2011. The University's credit rating continues to be the highest of any Canadian University (Moody's -Aa1, Stands and Poor's – AA+.	
ECON-10	Maintain an appropriate credit rating level from Moody's and Standard and Poor's, which ensures ongoing financial viability	Treasury VP FINANCE RESOURCES & OPERATIONS	Ongoing	Achieved	The University's credit rating continues to be the highest of any Canadian University (Moody's -Aa1, Stands and Poor's – AA+.	
Objective: Increase the Endowment Fund to \$1 billion by 2010.						
ECON-11	Increase the Endowment Fund to \$1 billion	Treasury Finance VP FINANCE RESOURCES & OPERATIONS	2010	Exceeded	The Endowment was \$1,119 million at March 31, 2011.	
ECON-12	Increase our fundraising goals to reach \$150 million annually	Development Office Deans VP FINANCE RESOURCES & OPERATIONS VP ACADEMIC	2010	Exceeded	UBC exceeded this goal in 2009/10 with funds raised of \$176.6 million. In 2010/11, UBC raised a further \$187.3 million.	UBC is in the quiet phase of a major comprehensive campaign to support the University's strategic plan.

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
ECON-13	Manage endowment funds to ensure annual income continues at an adequate level to support the quantity and quality of projects and programs they 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	Treasury VP FINANCE RESOURCES & OPERATIONS	Ongoing	Achieved	The required return for 2010/11 was 7.8%. The actual endowment return was 10.8%.	
ECON-14	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	UBC Properties Trust Treasury VP FINANCE RESOURCES & OPERATIONS	2010	In Progress	Land proceeds revenues will be directed to the Student Housing Financing Endowment going forward. This endowment-like fund will generate a return for the University as well as permit the ongoing construction of student residences.	
Objective: Develop reserve levels to protect against economic risks.						
ECON-15	Determine appropriate reserve levels	Treasury VP FINANCE RESOURCES & OPERATIONS	2006	Achieved	The unrestricted reserves increased from \$339 million at March 31, 2010 to \$351 million at March 31, 2011.	Administrative unit reserves have been centralized and a plan to reduce faculty reserves is currently being devised.
ECON-16	Develop strategies to obtain the targeted levels of reserves	Finance VP FINANCE RESOURCES & OPERATIONS	2007	Achieved	Operating reserves held by administrative units decreased in 2010/11, while faculty reserves grew slightly.	Administrative unit reserves are at appropriate levels. Strategies around operating reserves in the faculties are being developed over this year.

ECONOMIC TARGETS: MAINTAIN AND MAXIMIZE UTILIZATION OF PHYSICAL INFRASTRUCTURE

	TARGET	RESPONSIBLE PORTFOLIO	TIMELINE	OUTCOME	10/11 RESULTS	COMMENTS
Objective: Control space and infrastructure costs and reduce deferred maintenance.						
ECON-17	Seek provincial government support for Phase 2 of ‘UBC Renew’	Infrastructure Development VP FINANCE RESOURCES & OPERATIONS	2010	Achieved	The renewal of Biological Sciences West & South was completed March 31 2011 for \$61.8M.	To renew Biological Sciences West & South, UBC applied for and received Industry Canada’s Knowledge Infrastructure Program (KIP) funding for \$30.9M which was matched by AVED allowing UBC to complete the upgrades. Infrastructure Development continues to seek federal and provincial funding to support renewal or replacement of aging academic buildings.
ECON-18	Maintain operating budgets for new and renovated buildings at APPA level 2 standard or higher	Building Operations VP FINANCE RESOURCES & OPERATIONS	Ongoing	No longer relevant	Partially achieved in 2010. New and renewed buildings continue to be funded at APPA (Associate of Physical Plant Administrators)Level 2.	New zone service delivery model has created a need to redevelop the funding approach for new buildings as the traditional APPA level 2 modelling needs to be revised.
ECON-19	Increase space utilization by at least 5% from 2000 levels	Facilities Planning VP FINANCE RESOURCES & OPERATIONS	2010	Exceeded	Achieved in 2008. In 2010/11, space use was intensified again through completion of Bio Sciences Renew. UBC Renew funding has enabled Facilities Planning to escalate utilization levels beyond the targeted 5%. 9% now achieved and 55,000 GSM have been demolished since 2000.	Further future Renew funding has not been confirmed. However Facilities Planning will continue intensification (at a slower rate) with each individual, smaller renovation completed on campus. Trend Data: 2005-2006 – 2.5% 2006-2007 – 4.0% 2007-2008 – 5.5% 2008-2009 – 6.5% 2009-2010 – 7.5% 2010-2011 – 9.0%
ECON-20	Complete Core Density Study to confirm adequacy of space for research and academic growth over the next decade	Facilities Planning VP FINANCE RESOURCES & OPERATIONS	2007	Achieved	Document produced in 2007.	The Core Density Study was planned as an interim guiding document developed by Facilities Planning until time and resources at UBC allowed review of the UBCV Campus Plan. The new Vancouver Campus Plan is completed.
ECON-21	Develop and implement a space allocation policy	Facilities Planning VP FINANCE RESOURCES & OPERATIONS	2008	Achieved	Achieved 2010. Campus constituents were consulted and provincial space standards were reviewed. Office space allocation policy is now on the Infrastructure Development website. Based on provincial space allocation policy, VPFRO developed and implemented a Space Charge Back system to allocate expenses controlled by units to units. The funds are based on the area they occupy.	Facilities Planning is working with the Provost’s Office and faculties to refine campus understanding and jurisdiction for teaching space use. The Space Charge Back system encourages improved space utilization, improved quality of planning and accommodation and increased occupant awareness of the real cost of their space.