

# President's Sustainability Council

## Annual Report

2016 – 2017



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## 1. Introduction and New Recommendations

Comprised of students, faculty and staff, the President's Sustainability Council was formed in 2008 with a mandate to provide input and recommendations on how to advance sustainability at York University. Since that time, the council has put forth over 100 recommendations, all of which have been accepted by the University administration.

The PSC has 5 working groups (and a student subcommittee) that meet regularly. The working groups cover the areas of administration, curriculum, social justice & human rights, research, and campus operations.

The council met 4 times during the 2016 – 2017 academic year, and this report covers progress over the past year, while also providing updates on the progress of recommendations made by the council in previous years.

The main focus of the council for 2016-2017 was the development of a **Sustainability Strategy** for the University. The Strategy was completed in June 2017 and submitted to the President for consideration.

There are no new recommendations for 2016-2017.

## 2. Message from the PSC Chair

The President's Sustainability Council was established as an advisory body to the President of York University in 2008. Its members include faculty, staff, and students from across the University. Since 2009, the Council has made 106 recommendations in pursuit of a more sustainable University. Over two-thirds of these have been implemented, or have seen significant progress towards implementation. This, and the work of many members of the York University community in pursuit of sustainability, has helped York University to be recognized, for the fifth consecutive year, as one of Canada's Greenest Employers.

This year saw some changes for President's Sustainability Council. In terms of the structure of the PSC, a working group to address Research was established. To accommodate this, the President approved changes in the terms of reference of the Council that expanded the membership to include leaders in research and sustainability at York. The Research Working Group held its first meetings in the Winter term of 2017. At the same time, a provision for representation on the Council from all Faculties at York University was established.

Beyond these structural changes, the work of the PSC took on a different focus this year. With the President's approval of last year's recommendation that we undertake a strategic planning process for sustainability, most of the work of the Council in 2016-2017 was dedicated to the development of a Sustainability Strategy. A temporary working group was established to engage the York University community in a process to understand our needs and desires relating to sustainability, to express a long term vision, and to identify strategic goals. Over 1000 York University community members – students, staff, faculty, alumni and neighbours – participated in this process through workshops, focus groups, surveys, open meetings of the PSC, consultation meetings with Faculty Councils, staff and administrators, and more. I am very thankful for the participation of York University community members and the hard work of the PSC to develop the Sustainability Strategy.

Now that we have a long term vision and strategic goals for sustainability at York, we must work to develop short and medium-term implantation plans. Some of this work is already underway. With this we are entering a new phase of sustainability at York University.

Sincerely,



Professor Martin Bunch  
Chair, President's Sustainability Council

### **3. Report from the Student Subcommittee**

The main focus of the President's Sustainability Council Student Subcommittee for this year was student engagement on the Sustainability Strategy. In particular, the PSCSS hosted a Student Workshop in March that enabled York students to comment on draft priorities through a 'dotmocracy' exercise, and to come up with new priorities for the Strategy. The event was well-attended and helped to provide an important student voice in the Strategy process. The PSCSS also actively promoted the community survey as another method of incorporating the student community voice into the Sustainability Strategy.

## **4. Reports from the PSC Working Groups**

The following are reports from each of the five working groups of the PSC. Updates on progress on past recommendations can be found in the table in Appendix A.

### **A. Administrative and Organizational Structure**

During the 2016-17 academic year, the PSC Working Group on Administrative and Organizational Structure (AOS) focused primarily on three items:

- **2016-1:** That York University undertake a strategic planning process, including broad community engagement, with the goal of developing an integrated sustainability plan for the University by the end of May 2017.
- **2016-2:** That York University investigate best practices in 'green funds' in the postsecondary sector, including the exploration of funding sources such as levies, fees or donations, with a view to establishing a fund at York University to support sustainability projects on campus.
- Review of the Policy on Sustainability

The first working group meeting took place in December 2016, and focused on a review of the York University Policy on Sustainability. The policy was passed by the Board of Governors in 2011, and is overdue to be reviewed and updated. Working group members looked at the language of the current policy, and offered some suggestions as to how it can be updated. For example,

The following Working Group meeting focused on the Sustainability Strategy. Participants were asked to look at the draft goals of the strategy through an administrative lens, to provide feedback on the goals and strategy process.

During the academic year, committee members also looked at best practices in green funds, particularly through the AASHE campus sustainability hub. These will be shared with the group and discussed at the next meeting. A meeting with staff from Advancement is also being organized to pursue this recommendation.

### **Updated Progress Reports on Previous PSC Recommendations**

**2014-2:** That, in addition to the Annual Sustainability Report, the PSC develop a shorter, reader-friendly sustainability report that captures annual 'highlights' for wider circulation and communications purposes.

**Progress:** *Completed and ongoing.* With assistance from Communications and Public Affairs, the University completed and released the 2<sup>nd</sup> Annual Sustainability Report. It is posted on the website at <http://sustainability.info.yorku.ca/psc/annual-reports/>.

**2010-2:** Create a President's Sustainability Award that would recognize efforts of an individual or a team that initiates, adopts and/or fosters a culture of sustainability.

**Progress:** *Completed and ongoing*

The awards program was successfully administered for a fourth year, with nominations accepted during January and February 2017. Four awards were given out by President-designate Rhonda Lenton during the Earth Day celebration on April 21.

## **B. Curriculum**

The Curriculum Working Group held one meeting during the academic year to support the Sustainability Strategy process. The discussion raised issues such as “what does sustainability mean with respect to curriculum?” and “how does sustainability intersect and find synergies in teaching with indigenous knowledge systems and traditional ecological knowledge?” Other components of sustainability that were identified to consider in teaching and learning included ecology, systems thinking, food, complexity science, the philosophy of science, the physics of thermodynamics and atmospheric science.

In order to implement sustainability into curriculum across York's campuses, it needs to be expressed in learning outcomes and graduate attributes. There will need to be support for faculty members to build such concepts into their teaching. AASHE sustainability hubs may provide a resource for this.

For York's Sustainability Strategy, the meeting arrived at four points that should inform long term goals:

- Every student should be exposed to sustainability through curriculum
- York's buildings and campuses can be utilized as “living labs”
- York should be even more recognized as a leader in sustainability education, and as a destination for students for this reason
- Education at York University should model and train knowledgeable, active and responsible global citizens.

## **C. Campus Operations & Development**

During 2016-2017, the PSC Working Group on Campus Operations & Development held three meetings (November 2016, February 2017 and March 2017). The three meetings were chaired by Nicole Arsenault, Manager, Transportation Services, Campus Services & Business Operations.

At these meetings, the working group was mainly focused on the Sustainability Strategy and the discussions were on the following areas:

- Reducing Greenhouse Gas Emissions
- Green Building Standards
- Electric Vehicle Recharging Stations
- Energy Management and alternatives (renewables, power-to-gas and biogas)
- Sustainable transportation initiatives and bus replacement

The meetings were constructive, with robust discussion on the focus of future operational green initiatives. The focus of this year's working group meetings were largely around the Sustainability Strategy, as a result, there was agreement that work would focus on continuous improvements in these areas, with no new recommendations created for the upcoming academic year.

## **D. Research Working Group**

The creation of a Research Working Group on sustainability was one of the recommendations that came out of the Task Force process on sustainability research. This recommendation was put to the PSC by Vice President Research Robert Hache, when he attended the first PSC meeting of the year in the fall of 2016. This recommendation was taken up by the PSC, and the Research Working Group held its inaugural meeting on March 29, 2017.

The focus of the initial meeting of the group was on the Sustainability Strategy Process – specifically, the development of long-term, strategic goals for sustainability research at York. Participants were tasked with envisioning what York could look like in the year 2050, and what role research on sustainability could play in York's overall sustainability goals.

The group also discussed the concept of York as a “living lab” that connects researchers and students with relevant staff members working on applied sustainability on campus. This process has several advantages, such as breaking down silos between researchers and campus operations staff, sourcing both internal funding and large-scale external funding, enhancing the student experience at York, and providing



innovative, leading edge research that may be applied to campus operations in collaboration with CSBO.

The Working Group also discussed Report of the Task Force on Sustainability Research (<http://taskforce.info.yorku.ca/>). A discussion of the recommendation of the Task Force led the Working Group to identify the establishment of a 'Network of Centres of Excellence' in Sustainability here at the University as one of the long-term goals to integrate into York's Sustainability Strategy. The Networks of Centres of Excellence program is a Government of Canada initiative that supports large-scale academically led research networks that harness the creativity and inventiveness of Canadian health, natural, and social scientists and engineers ([http://www.nce-rce.gc.ca/Index\\_eng.asp](http://www.nce-rce.gc.ca/Index_eng.asp)).

It was noted that York has both a strong history and strong foundation of sustainability research. Although much of this research is conducted in York's Faculty of Environmental Studies, it also occurs in several other faculties, including Liberal Arts and Professional Studies, Science, Health and Education; the Schulich School of Business; the School of the Arts, Media, Performance & Design; Osgoode Hall Law School; the Lassonde School of Engineering; and Glendon College.

Research on sustainability plays a prominent role in York's strategic research plan *Building on Strength* under "Forging a just and sustainable world." In addition, public engagement for a just and sustainable world has been identified as one of five areas of opportunity for the development of research at York over the coming years.

## **E. Social Justice and Human Rights**

The PSC Working Group on Social Justice and Human Rights held 3 scheduled meetings. This year's co-chairs were Michael Charles, Executive Director, CHR and Lorna Schwartzentruher, Manager, YU-TD Community Engagement Centre. At these meetings, we developed priorities for the year, including 1) completion of the Fair-Trade certification for York, and 2) advancing the Anchor Institution Framework into an implementation plan. Due to the time spent on the PSC Strategic Plan, not as much was accomplished at the working group level and we submit the following recommendations.

### **2016 Recommendations:**

1. Based on the endorsement of *Anchor York U: An Anchor Institution and Community Benefits Framework* in last year's report, create an implementation plan to further this work by end of 2017-2018.
2. To complete the Fair-Trade Certification Process so that York University is recognized nationally for its Fair Trade practices.

3. That most of SJ&HR recommendations now be archived as reported below, recognizing that Social Justice & Human Rights work is of an on-going nature and evolves with time and context.

### **Updated Progress on Previous PSC Recommendations**

Please see Appendix A.

### **Working Group Contributors throughout 2016-2017**

Lorna Schwartzentruber Co-chair

Michael Charles, Co-chair

#### **Students:**

Michael Kenny

Imran Kaderdina

Bing Poon

Michelle Chin-Dawe

#### **Faculty:**

Jennifer Foster

Natalie Coulter

Martin Bunch

Laurence Packer (sabbatical)

Darryl Reed

#### **Staff:**

Andrew Plunkett

Chris Wong

Rob Castle

Yvette Munro

Pam Persaud

Annette Boodram

#### **Community:**

Clara Stewart-Robertson

### **Meetings 2016-2017**

March 9, 2017

April 7, 2017 (PSC Sustainability Strategic Plan Focus Group on HR&SJ)

April 24, 2017 (Anchor Institution Sub-group)

## 5. President's Sustainability Council Membership: 2016-2017

Nicole Arsenault	Manager, Transportation & Student Services
Michael Charles	Executive Director, Centre for Human Rights
Anthony Barbisan	Director, YU-Card & Food Services
Steve Alsop	Professor, Faculty of Education
Idil Boran	Associate Professor, Dept. of Philosophy
Gary Brewer	Vice-President, Finance & Administration
Martin Bunch (Chair)	Professor, Faculty of Environmental Studies
Michelle Chin-Dawe	Student Representative
Usman Khan	Assistant Professor, Lassonde School of Engineering
Janessa Doherty	Student Representative
Richard Francki	AVP – Campus Services and Business Operations
Bob Gagne	Chief Information Officer
Ian Garrett	Assistant Professor, Dept. of Theatre, AMPD
Celia Haig-Brown	Associate Vice-President, Research
Christine Till	Assoc. Professor, Dept. of Psychology, Faculty of Health
Mikhaela Gray	Committee Secretary
Ijade Maxwell Rodrigues	Chief of Staff, Office of the President
Dustin Klaudt	GSA Representative
Rawan Habib	York Federation of Students Representative
Ross McMillan	Director, Student Engagement and First Year Exp.
Deborah McGregor	Associate Professor, Osgoode Hall Law School
Yvette Munro	Academic Programs & Planning Officer
Sapa Sharma	Professor, Faculty of Science
Pamela Persaud	Manager, Temporary Use of University Space
Alice Pitt	Vice-Provost Academic
Andrew Plunkett	Sustainability Coordinator, Office of the President
Helen Psathas	Senior Manager, Environmental Design
Darryl Reed	Associate Professor, LAPS
Lorna Schwartzentruber	Manager, TD Community Engagement Centre
Craig Scott	Professor, Osgoode Hall Law School
Craig Stephens	Student Representative
Noel Sturgeon	Dean, Faculty of Environmental Studies
Chris Wong	Director, Transportation and Master Planning, YUDC
TBC	Glendon College
TBC	Faculty of Graduate Studies

## **6. Acknowledgements**

### **Communications and Public Affairs**

Robin Edmison  
Mark Farmer  
Jenny Pitt-Clark  
Elisa Romano  
Janice Walls

### **Community and Alumni Relations**

Sheelagh Atkinson  
Liz McMahan

### **Energy Management**

Brad Cochrane  
Bogdan Strafalogea

### **Faculty of Environmental Studies**

Jose Etcheverry  
Peter Love

### **Grounds, Fleet and Waste Management**

Tim Haagsma

### **Housing Services**

Paramjeet Malhotra  
Anthony Spadafora  
Frank Volpi

### **Office of the President**

Angus Anderson  
Meysam Delavari  
Phoebe Gibb  
Kam Mirzaei  
Ping Peng  
Lindsay Presswell  
Liisa Stephenson

### **Office of the Vice-President, Finance and Administration**

Rob Castle  
Paul Mayol

### **Residence Life**

Mitch Burnie  
James Guthrie

### **Schulich School of Business**



Mary Amati  
Nancy Sutherland






## **Appendix A: Progress on Previous Recommendations**

## 2016 – 2017 President's Sustainability Council Annual Report

### Appendix A: Progress at a Glance



RECOMMENDATIONS	Status	Comments
<b>2016</b>		
<b><u>A. Administration and Organizational Structure</u></b>		
<b>2016-1:</b> That York University undertake a strategic planning process, including broad community engagement, with the goal of developing an integrated sustainability plan for the University by the end of May 2017.		Significant progress during the reporting period. A Sustainability Strategy Working Group was formed in the fall of 2016. The working group developed the strategy process, and designed and delivered a community engagement process and community survey. Over 1000 community members participated in the strategy process. The first draft of the strategy was completed in the spring of 2017 and taken back out to the community for feedback. The final version will be released in the Fall of 2017.
<b>2016-2:</b> That York University investigate best practices in 'green funds' in the postsecondary sector, including the exploration of funding sources such as levies, fees or donations, with a view to establishing a fund at York University to support sustainability projects on campus.		Background research on funds from other institutions has been conducted, and meetings held with Advancement on options for funding sources. Additional work to take place later in 2017.
<b><u>B. Curriculum</u></b>		




Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started







RECOMMENDATIONS	Status	Comments
No new recommendations during the reporting period.		
<b><u>C. Social Justice and Human Rights</u></b>		
<b>2016-3:</b> That York University review and consider the “Framework for York as an Anchor Institution” developed by the sub-group on Community Benefits, and direct the creation of an implementation plan by end of 2016-2017.		The Community Benefits Framework has been completed and submitted for review. Work on implementation plan has yet to begin.
<b>2016-4:</b> That the majority of SJ&HR recommendations now be archived as reported below, recognizing that Social Justice & Human Rights work is of an on-going nature and evolves with time and context.		As this recommendation could apply to other working groups as well, it will be considered by the Administrative working group and brought forward to the PSC for further discussion later in 2017.
<b>2015</b>		
<b><u>A. Administration and Organizational Structure</u></b>		
<b>2015-1:</b> Investigate best practices of sustainability strategic plans and planning processes from other institutions of higher learning, with a view to analyzing the potential value for successful application at York.		Strategic plans from several other post-secondary institutions were reviewed, and staff from several institutions were interviewed. A background document was also developed. The working group discussed these best practices and experiences and put forth a new recommendation (2016-1) in pursuit of a strategic planning process.
<b><u>B. Curriculum</u></b>		





Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started










RECOMMENDATIONS	Status	Comments
No new recommendations during the reporting period.		
<b><u>C. Social Justice and Human Rights</u></b>		
<b>2015-2:</b> That a sub-working group of the SJ&HR working group be formed to develop an action plan to advance a proposal for how Community Benefits Agreements could be used by York University as it moves forward on the development of Lands for Learning under the Secondary Plan, as well as for major upgrades and updates to existing buildings and infrastructure taking into account the needs of the neighbouring communities as well as existing contractual agreements and development plans.		The sub-group developed a framework document which discusses community benefits in broader terms of York as an Anchor Institution and was completed in 2016. The framework document is attached as Appendix C.
<b><u>D) Campus Operations and Development</u></b>		
<b>2015-3:</b> The PSC Operations & Development Working Group recommends that York University promote and support future experiential learning initiatives and sustainability projects using the campus as a living lab, upon submission of detailed research proposals and work plans. Experiential Learning initiatives can be targeted to meet operations & development objectives.		Current efforts focus on a few Research /CSBO partnerships where objectives align (e.g. Transportation, Energy). Other efforts also focused on examining how other academic institutions have successfully implemented similar programs. Consultation with Curriculum subcommittee is required to advance this recommendation.

RECOMMENDATIONS	Status	Comments
<b>2015-4:</b> The PSC Operations & Development Working Group recommends development of a communication and educational plan to showcase York University's achievement in sustainability (example: LEED certificated buildings, Xeriscape Gardens, Zerowaste, and no use of Pesticides etc).		Best practices from other organizations are being examined and some draft content has been developed.
<b>2014</b>		
<b>2014-1:</b> That the PSC adopt a revised Terms of Reference.		Completed. The updated TOR is available at <a href="http://yorku.ca/sustainability">yorku.ca/sustainability</a> .
<b><u>A. Administration and Organizational Structure</u></b>		
<b>2014-2:</b> That, in addition to the Annual Sustainability Report, the PSC develops a shorter, reader-friendly sustainability report that captures annual highlights for wider circulation and communications purposes.		Completed. The new version of the report is available at <a href="http://yorku.ca/sustainability">yorku.ca/sustainability</a>
<b><u>B. Curriculum</u></b>		
No recommendations during the reporting period.		
<b><u>C. Social Justice and Human Rights</u></b>		





RECOMMENDATIONS	Status	Comments
<b>2014-3:</b> That York University apply in 2014-2015 to be designated as a “Fair Trade Campus.”		The application process has begun, but compliance with all criteria must be achieved before the application can be submitted.
<b><u>D) Campus Operations and Development</u></b>		
<b>2014-4:</b> That York publishes, on an annual basis, its Energy Conservation and Demand Management Plan.		Completed. The Energy Conservation and Demand Management Plan is available at <a href="http://energymanagement.info.yorku.ca/">http://energymanagement.info.yorku.ca/</a> .
<b>2014-5:</b> That York consider the installation of electric vehicle recharging stations and prepare for their use by assembling best practices regarding the operation of the new facilities, for communication to the public as part of this initiative.		A solar electric vehicle recharging station was installed in late 2015 in partnership with the Sustainable Energy Initiative in FES. Furthermore, CSBO is working on the procurement and development of additional recharging stations on campus.
<b>2014-6:</b> That the Faculty of Environmental Studies researchers be provided with a high-profile location for the accommodation of a pilot project examining the use of solar power in the use of electric vehicle recharging stations.		The solar electric vehicle recharging station was installed in the Vanier parking lot, which is a central and highly visible location next to the Kaneff Tower and York Lanes.
<b>2014-7:</b> That tobacco waste control efforts focus on collaboration with interested building occupants to target key areas of non-compliance, including loading docks and under building awnings, with a view to improving health and safety in those areas.		Ongoing. City of Toronto passed a municipal by-law January 2015, which now requires a 9metre distance at all entrances of public buildings. A development plan is under way to address communication, enforcement, and removing physical ashtrays away from building entrances as required.
<b>2014-8:</b> That a protocol be developed which allows community members to advertise in a manner that does not cause the		Ongoing. A sub-working group is to be formed to develop an action plan to advance this issue.





RECOMMENDATIONS	Status	Comments
destruction of property or otherwise adversely impact the university environment, and that the Office of the Vice President of Administration and Finance, through Campus Services and Business Operations (CSBO), bring together a working group for posterizing with the objective of creating the new protocol.		
<b>2014-9:</b> That CSBO collaborate with pertinent stakeholders, including the Vice President of Student Services, and Corporate Communications, to develop a program aimed at deterring further graffiti on campus.		Ongoing. A sub-working group is to be formed to develop an action plan to advance this issue.
<b>2014-10:</b> That CSBO, Food Services, develop an operating framework and mandate for an ongoing Farmers' market during summer 2014 to ensure that it is integrated and operated within a broader Food Services program as a University-sanctioned event and is compliant with relevant policies and practices.		Ongoing. Food Services, CSBO has developed an operating framework and mandate in order for the Farmer's Market to be compliant with relevant University policies and practices. A weekly Farmers' market was run by CSBO Food Services with volunteer support from Regenesi@York during the fall and winter terms for 2014-2015. The market resumed in 2016. Institutional communication support is required to help build awareness in order to retain vendors.
<b>2014-11:</b> That the expansion of the pedestrian and cycling network along Ian Macdonald Blvd. from Chimneystack Rd. to Shoreham Blvd. be considered.		Completed. New sidewalks have been installed on the north side of campus from Shoreham Drive to Chimneystack Road and along Arboretum Lane. These sidewalks were partially funded through the Pan / Parapan American Games Secretariat.
<b>2014-12:</b> That York consider a requirement that all new buildings demonstrate the structural and electrical capability to accommodate		Work has begun. The Ontario Building Code was recently updated demanding the need and requirements for building

RECOMMENDATIONS	Status	Comments
renewable energy, so that at minimum, new buildings are “solar ready” and can be considered in a future initiative when it becomes more viable to pursue solar power.		design which improves building efficiency. The new Engineering Building is targeted LEED Gold.
<b>2014-13:</b> That the tree inventories recently completed be uploaded into York’s asset management tool so that it may be used in the tracking of all tree activity and changes; it is also recommended that a website be created to make the tree inventory information available to the public.		Ongoing. A Tree Management Plan Committee has been established to develop structures and processes to manage York’s Inventory of trees for both campuses. The Tree Inventory Database is available at <a href="http://eab.info.yorku.ca/tree-management-update">http://eab.info.yorku.ca/tree-management-update</a> .
<b>2013</b>		
<b><u>A. Administration and Organizational Structure</u></b>		
<b>2013-1:</b> Register for and participate in the STARS program, and provide the additional administrative and financial resources necessary for participation.		Completed. The STARS report was submitted to AASHE in April 2016. York earned a STARS Silver rating.
<b>2013-2:</b> Develop a pilot initiative on signage on a specific sustainability initiative, in conjunction with relevant staff persons, in order to study the potential effectiveness of signage and social marketing in changing behaviour and enhancing campus sustainability.		Completed. A pilot project on waste management in classrooms was designed with assistance of communications staff in the OP and CPA. Posters appeared on screens in classrooms and lecture halls. Results were positive, and will be analyzed to determine the feasibility of a large, university-wide campaign during the academic year.
<b><u>B. Curriculum</u></b>		



RECOMMENDATIONS	Status	Comments
No recommendations during the 2013 reporting period.		
<b><u>C. Social Justice and Human Rights</u></b>		
<b>2013-3:</b> Investigate current practices on campus, best practices at other post-secondary institutions, and the possibility of becoming certified by Fair Trade Canada to be a "Fair Trade University".		Completed. See #2014-3.
<b>2013-4:</b> Expand the Unconferences to more proactively include participation of students, faculty and staff.		No progress during the reporting period.
<b>2013-5:</b> Invite committees, ad-hoc working groups, and other stakeholder groups to present to the committee once per year to ensure collaboration and consideration of social justice and human rights values (e.g. Access York, Community Safety, YUDC, etc.).		The working group has had presentations from YUDC, Regenesi@York on the Black Creek bridge project; Temporary Use of University Space on access to space on campus; and Green Campus Co-operatives on becoming a Fair Trade Campus.
<b>2013-6 (Amended#9, 2012 and #22, 2009):</b> On an ongoing basis, the President's Sustainability Council shall identify, monitor, and where possible, help to strengthen implementation of the York University Secondary Plan and Keele Campus Master Plan with respect to social justice and human rights considerations embodied in these documents.		From 2013-2015, YUDC provided regular updates on the status of the York University Secondary Plan. Going forward, the working group will continue to ask for an annual update on progress, and that invitations to community consultations are brought to the attention of the Working Group for broad dissemination across the university.
<b><u>D) Campus Operations and Development</u></b>		




Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started




RECOMMENDATIONS	Status	Comments
<b>2013-7:</b> Work should focus on better aligning heating, ventilation and air conditioning systems with programmed space use within buildings (e.g. classroom use), and on opportunities for further reductions through other community engagement initiatives, behavior modification and process changes.		Early progress was achieved in energy upgrades, retrofits and better alignment of HVAC with programmed space use, particularly in electricity, together with the identification of other efficiencies, but progress has been impacted by the backlog in required maintenance upgrades, and by the extremely harsh winter in 2013-14.
<b>2013-8:</b> Efforts should also aim at monitoring the renewable energy market for cost effective technologies that are compatible with York's physical footprint and energy grid.		Monitoring is continuous, and certain positive changes have been made in the Ontario Power Authority Feed-in Tariff Program (FIT), which are encouraging to large institutional, multi building entities, such as universities; large scale initiatives will not be economical until other key changes in current funding programs are undertaken; these focus mainly on the method of metering and how energy generated is fed back into the grid.
<b>2013-9:</b> In the 2013-2014 year, the Res Race to Zero program should be expanded to commence in September, engaging students in a broader program of sustainability, including water, waste, stewardship, and community involvement.		Through the efforts of SCLD and CSBO, Res Race to Zero has expanded to engage students in a broader program of sustainability, including waste, water, pollution and campus environment.
<b>2013-10:</b> Conclusive evidence of the presence of the Emerald Ash Borer at Keele campus was established in the spring of 2012. A program of assessing all Ash trees was completed in summer of 2012. The inventory included a rating of all the trees, and those that could be saved were earmarked for a multi-year treatment program aimed at reversing the devastation posed by the insect infestation. The treatment program should be continued over the summer of		Injections for EAB will continue on a multi-year program, and tree health will be monitored.

RECOMMENDATIONS	Status	Comments
2013.		
<b>2013-11:</b> An overall tree inventory was commenced for Keele Campus in summer of 2012, and should be completed in 2013. An overall tree inventory for Glendon Campus should also be undertaken and completed in 2013.		Further work is required on the inventory as the result of the ice storm in December 2013.
<b>2013-12:</b> The York University Master Plan for the academic lands includes policies for the protection of all major opens spaces, including the four woodlots. Background technical studies have been completed assessing conditions and making recommendations for woodlot management. An assessment of the recommendations of these technical reports should be conducted in 2013-2014, including community consultation and identification of resource requirements for implementation.		While work has commenced on this, a more fulsome review and consultation program will be undertaken upon the completion of City approvals for the York University Master Plan.
<b>2013-13:</b> Considerable interest has created the proposal to pilot a Farmers' Market on Keele campus as collaboration between and among CSBO Food Services, Regenesis@York, the PSC Student Sub-committee and other campus partners.		A weekly Farmers' market was run during the fall and winter terms, with funding from Food Services and volunteer support from Regenesis@York. Located in the TEL building, the market included a variety of local and artisan vendors, offering a range of goods, including produce and meats, prepared meals and baked goods, and wellness products. Feedback from the community was very positive and there is interest in having it resume in fall 2014.
<b>2013-14:</b> Tobacco waste is a growing concern, mainly due to toxicity of the cigarette butts, leaching toxins into the soil and ground water. It's a human and environmental health issue, and it detracts		Progress has been made as the number of tobacco ash urns installed has doubled over the past year and there has been a noticeable compliance in certain campus areas. The Grounds






RECOMMENDATIONS	Status	Comments
from the quality of the University's public areas. A University strategy is required for more effective management of cigarette butts which are presently being discarded by smokers in gardens, rockery, walkways and other common spaces. This might include a program of expanding the tobacco waste units on campus, and a communications program to inform smokers of the need to properly "bin their butts".		Department cleaned and reused the tobacco waste units removed several years ago and outfitted the wall-mounted units with new descriptive stickers developed by Communications.
<b>2012</b>		
<b><u>A. Administration and Organizational Structure</u></b>		
<b>2012-1:</b> Given that the Planning, Budgets and Accountability report (PBA) is no longer printed, which had included a CSBO Sustainability Report, we recommend that future Sustainability reports be more comprehensive. The York University Sustainability report should include specific university sustainability goals with data and progress on those goals, along with a report from the President's Sustainability Council. This approach is currently being done at other Canadian Universities.		The 2013 Sustainability report contained data and progress on sustainability goals. CSBO revised the format for the 2014 – 2015 Sustainability Report to include specific data and indicators on sustainability.
<b>2012-2:</b> We recommend that the University consider adding new policies, modifying existing policies, or develop guidelines for the community to reflect best practices in the following areas of sustainability: <ul style="list-style-type: none"> <li>▪ Procurement</li> <li>▪ Food</li> </ul>		Background research and best practice reviews were conducted in each of these areas during 2011-2012. Draft policies on procurement and paper have been developed for discussion and consideration. The development of a food policy is on hold, pending the completion of food surveys by YFS and York Food Services. A water policy is part of the approved motion to phase



RECOMMENDATIONS	Status	Comments
<ul style="list-style-type: none"> <li>Paper</li> <li>Water - A water policy is part of the approved motion to phase out the sale of bottled water and is expected to be in place by September 2015.</li> </ul>		out the sale of bottled water and is expected to be in place by September 2015.
<b><u>B. Curriculum</u></b>		
<b>2012-3:</b> The Office of the Vice-Provost Academic will facilitate enhancement of sustainability in curricular contexts through existing academic planning mechanisms (e.g. quality assurance, development of learning outcomes) and aligned university committees (Community Safety Committee).		The Office of the Vice Provost Academic continues to work closely with all York Faculties and Senate Committees on curriculum and program development matters.
<b>2012-4:</b> The Vice-Provost Academic will undertake to discuss with the new Vice-Provost Students the creation of a Working Group, involving students, faculty and staff, with a mandate to explore and foster co-curricular intellectual interests in issues of sustainability.		A meeting was held on co-curricular opportunities in sustainability, and content for a website is also being developed. Several faculty members and staff have expressed interest.
<b><u>C. Social Justice and Human Rights</u></b>		
<b>2012-5:</b> Strengthen York U's messaging to showcase diversity and equity as a key York U commitment. Specifically, the messaging should be highlighted in student, faculty and staff recruitment materials and York U's external webpage.		<b>Progress:</b> While much work has been completed towards laying the groundwork for this recommendation, including around food policy, recruitment materials, and website accessibility, the recommendation also identifies "highlighting" those efforts, for which work has not yet begun. No additional progress in 2013-14.




RECOMMENDATIONS	Status	Comments
<b>2012-6:</b> Create further opportunities for campus wide discussion, especially with students, to solicit input about SJ&HR issues in a sustainability context.		In 2013-14, there has been ongoing progress on this recommendation. This year there were again several Earth Hour Events held, a Fair Trade Fair, and the XAO – Expressions against Oppression week hosted by YFS.
<b>2012-7:</b> York U communicates regularly with the neighbouring communities using plain language and various accessible means to promote opportunities to connect with the campus (for example, events, facilities, etc.)		In 2013-14, examples of communications to the neighbouring communities included the TD Community Engagement Center's continued wide dissemination of its e-newsletter to the Jane/Finch community. Every year the Community Relations office organizes the door-to-door distribution of the Good Neighbour Guide to students and homeowners living in the Village. This resource provides information on rights and responsibilities of individuals living in a community, tips on staying safe and important service numbers.
<b>2012-8:</b> Continue to explore viable mechanisms to promote and expand opportunities for community use of space on campus.		In 2013-14, conversations moved forward with the office of Temporary Use of University Space, the office of the Vice-President Finance and Administration, Campus Service & Business Operations: Accommodation & Conference Services, York's Community Relations Office, and the TD Community Engagement Centre, along with the SJ&HR working group. Communicating consistent and transparent information for access to available space on the website are planned, and an option to provide a limited amount of space at no cost to the community is being explored. These activities also relate to #17-2009.

Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started



RECOMMENDATIONS	Status	Comments
<b>2012-9:</b> Monitor, and where possible, strengthen the social justice and human rights considerations in the implementation of the York University Secondary Plan.	Amended	See 2013 - 6
<b>2012-10:</b> Continue to support and monitor progress related to previous SJ&HR recommendations in past PSC reports recognizing that several of the 2011/12 recommendations are refinements of previous recommendations based on the progress and new information gathered.		Progress continues to advance on this recommendation and as the nature of social justice work is ongoing, we recommend that a new status code be added to the PSC Annual Report titled "completed, but requires ongoing support and monitoring". This way we will not lose sight of past recommendations that need continued monitoring.
<b><u>D) Campus Operations and Development</u></b>		
<b>2012-11:</b> It is recommended that the President authorize the implementation of a three-year plan developed by the Vice-President Finance and Administration to phase out the sale of bottled water at the University, with the phase-out to be complete by September 2015. This plan should address the following: <ul style="list-style-type: none"> <li>▪ Assess current state of public drinking water infrastructure;</li> <li>▪ Address deficiencies of existing infrastructure;</li> <li>▪ Engage community through participation and promotion/education;</li> <li>▪ Improve access/way finding to public drinking water ;</li> <li>▪ Reduce bottled water use from administrative areas;</li> <li>▪ Coordinate phase-out with University Food Services, York Lanes and York University Student Centre ;</li> <li>▪ Establish access to drinking water as an element of York</li> </ul>		There are 67 refill stations currently in place on the Keele and Glendon campuses, with an additional 7 possible locations identified and currently under review. Currently, 194 water fountains are in existence. New building standards include the requirement for drinking fountains in public areas and water refill stations in all new buildings and major renovated space. Standard Operating Procedures (SOP's) have been developed and enacted for the cleaning and maintenance of fountains and refill stations. Only approved cleaning products are used for cleaning. Stations and fountains cleaned once daily by custodial staff. The York Federation of Students (YFS), together with the assistance of the President's Office, distributed approximately 8,000 refillable water bottles during 2013/14. Work has commenced on a Communications Plan,

RECOMMENDATIONS	Status	Comments
<p>University's standards for new buildings;</p> <ul style="list-style-type: none"> <li>Expand water bottle refill stations; and</li> <li>Establish a University policy on sale of bottled water on campus.</li> </ul>		which is to be posted on the website.
<p><b>2012-12:</b> It is recommended that the University create an advisory committee on responsible investing that includes student and employee members. The Committee should provide a forum to discuss and express opinions on responsible investing and, from time to time, to provide advice to the University administration through the Vice-President Finance and Administration. The VPFA is responsible for formulating recommendations for decision by the Board of Governors of York University, through its Investment Committee.</p> <p>The scope of the Advisory Committee's work might include:</p> <ul style="list-style-type: none"> <li>Advice about investments where investment managers can actively engage;</li> <li>Identification of companies who may be involved in activities contrary to the University's principles and beliefs, where active engagement by York's investment managers would be warranted;</li> <li>Advice about circumstances in which stocks held by the University may cause social or environmental injury;</li> <li>Advice on proxy voting guidelines, including areas in which the University should invoke proxy voting; and</li> <li>Identification of like-minded organizations, shareholder groups or coalitions, with which the</li> </ul>		<p>An Advisory Committee has been set up and the first meeting was held in March 2014 and a series of meetings have been scheduled over the next 12 months. At the first meeting a presentation was made on the University's Endowment Investment Policies and related information was provided as an introduction to the Committee members. The next agenda has been drafted and items to be discussed include a draft vision statement and the development of a work plan to "Putting Responsible Investment Into Practice" will begin.</p>



RECOMMENDATIONS	Status	Comments
University could potentially affiliate or become a member.		
<b>2010</b>		
<b><u>A. Administration and Organizational Structure</u></b>		
<p><b>2010-1:</b> Implement a pilot project for student engagement in sustainability in the summer of 2011, and</p> <p><b>2010-5:</b> Create a strategy that details how the Council and the Student Sub-Committee will engage the York community to establish greater awareness of sustainability, the work of the Council, as well as the opportunities for engagement.</p>		<p>There are currently a number of opportunities for the York community to become engaged in sustainability, including the Sustainability Ambassadors initiative (with over 60 volunteers so far), a Green Office program, the Eco-Team (100 members), Green Clubs initiative, and many outreach events. Additionally, during the past 5 academic years, two work/study Sustainability Assistants assisted with those efforts and maintained a high visibility for York's sustainability efforts by tabling every Thursday during the academic year in the RED Zone in Vari Hall. The Sustainability Coordinator and Assistants also maintain a regular presence on social media through Twitter and Facebook. All of these efforts have been guided by a comprehensive communications plan.</p>
<p><b>2010-2:</b> Compile a list of University policies and procedures that are related to sustainability. The list will be reviewed to see if there are any opportunities for modification, and the list of relevant policies and procedures will be posted on the Sustainability Website.</p>		<p>Several York University policies that relate to sustainability were reviewed, including the policies on sustainability, capital projects, brand stewardship procedures, procurement, vehicle idling, surplus asset disposal, accessibility, employment equity and investments. Committee members then reviewed best practices on campus sustainability policies and procedures from</p>





RECOMMENDATIONS	Status	Comments
		members of the Association for the Advancement of Sustainability in Higher Education (AASHE) in areas such as food, building, water, paper and waste.
<b>2010-3:</b> Encourage University divisions and departments to integrate sustainability into their Integrated Resource Plans.		We have been working with the Integrated Resource Planning office to assist us in advancing the sustainability agenda at York University. The University will be updating their Divisional and unit plans in the summer of 2012 and there will be an explicit reference to sustainability in one of the five strategic priorities. We expect that the plans that will be submitted will include specific reference from each Division and unit as to how they will advance the culture of sustainability at York.
<b>2010-4:</b> Create a President's Sustainability Award that would recognize efforts of an individual or a team that initiates, adopts and/or fosters a culture of sustainability.		The President's Sustainability Leadership Awards have been held annually for the past 4 years, with 19 individuals and groups receiving awards during this time. The awards are handed out during the Earth Day Celebration each April. More information can be found on the website at <a href="http://sustainability.info.yorku.ca/psc/awards/">http://sustainability.info.yorku.ca/psc/awards/</a> .
<b><u>B. Curriculum</u></b>		
<b>2010-6:</b> Cultivate intellectual interest in sustainability among students and faculty through symposia and/or key events.		The University continues to sponsor and support numerous symposia and events focused on sustainability, including the Fair Trade Fair, Sustainability Fair, and Earth Day events, along with numerous lectures and book launches.



Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started




RECOMMENDATIONS	Status	Comments
<p><b>2010-7:</b> Bring forward discussion of sustainability to the Teaching &amp; Learning Working Group on Technology enhanced Learning in order to identify strategies to embed sustainable practices in course design and teaching practices across the University (for example, use of electronic assignment drop-box).</p>		<p>The Academic Technology Advisory Group (chaired by the Associate Vice President, Teaching and Learning) released the University's eLearning Strategy, A Case for Change -eLearning Integration at York University and Recommended Actions. While not specifically focused promoting more sustainable practices, the University in implementing its eLearning Strategy, will more effectively incorporate technology into both face-to-face and blended courses and continue to explore opportunities for fully online programs.</p>
<p><b>2010-8:</b> Explore the opportunity, perhaps in collaboration with relevant faculty members, to:</p> <ul style="list-style-type: none"> <li>a. undertake research to identify how other post-secondary institutions nationally and internationally support sustainability in the curriculum; and</li> <li>b. conduct key informant discussions internally and externally to identify opportunities for new or enhanced academic offerings related to sustainability that meet emergent workforce needs</li> </ul>		<ul style="list-style-type: none"> <li>a) The Working Group, with the support of a Graduate Assistant, initiated research to explore best practices among higher education institutions related to supporting sustainability in the curriculum.</li> <li>b) Where appropriate, and as part of the development of new or enhanced academic offerings, the University engages in consultations and/or key informant discussions to explore how programs can meet emergent workforce needs. The University is developing or has developed new programs where student's learning related to sustainability are required for their success in the workforce. Programs and new academic pathways (e.g. Urban Sustainability, Global Heath, Engineering programs) have included consultation with internal and external partners. Furthermore, the University has also participated in an emerging dialogue led by the Conference Board of</li> </ul>




RECOMMENDATIONS	Status	Comments
		Canada and involving industry, government and other educational institutions to discuss the future workforce skills/learning needs of postsecondary education students.
<b><u>C. Social Justice and Human Rights</u></b>		
<b>2010-9:</b> Establish an assessment model for community investments, including time, financial, in-kind and other resource allocations.		Not yet started.
<b>2010-10:</b> Develop the York University-TD Community Engagement Centre (CEC) as a hub for York's various academic and non-academic outreach and engagement activities, by: <ul style="list-style-type: none"> <li>a. expanding employment and enrollment recruitment sessions at CEC and with CEC partners;</li> <li>b. creating more opportunities to educate local community agency/support staff (such as youth workers, job developers, faith leaders) recognizing their important role as key influencers within the community for youth/residents interested in post-secondary education;</li> <li>c. building/enhancing current mentoring activity between York students and local youth (including WAY, partnering with Teacher candidates, and through nursing student placements in local schools and at Black Creek Community Health Centre); and</li> <li>d. developing capacity to host and support more York students who</li> </ul>		<p>A review of the CEC was completed in 2013-14 with a revised mandate and priorities. Mandate: The York University TD Community Engagement Centre supports the University's commitment to build a more engaged university by facilitating mutually-beneficial collaborations between York University and the Black Creek community.</p> <p>Core Functional Areas: The CEC is a pan-university resource centre situated in the Black Creek community that:</p> <ul style="list-style-type: none"> <li>a) Fosters academic innovation in teaching and learning through community engaged pedagogy and experiential education opportunities</li> <li>b) Supports post-secondary educational attainment among community residents and the development of academic pathways</li> <li>c) Enhances capacity of York faculty/students and</li> </ul>

RECOMMENDATIONS	Status	Comments
are high achieving local secondary school grads.		community partners to work collaboratively on community-based research.
<b>2010-11:</b> Explore policies and procedures at other institutions with a view to developing the best practices for improved community access to York, including access to events such as college speakers' series, the March Gala, public workshops, and fine arts performances.		Ongoing. Colleges and Faculties utilize community resources and expertise in their research interest and bring that back to the community through 'academic labour'. That has allowed us to continue to form ties and relations to this community and enhance the perception of York University to be included as part of the overall sense of the word 'community'.
<b>2010-12:</b> Develop an electronic portal for external groups to understand York engagement opportunities and make requests for York resources and services.		In Spring 2014, the Community Relations office initiated the development of an online, searchable database of Community Engagement (CE) activities. Based on the "Inventory of Community Engagement" (2010) this database will serve as a dynamic clearinghouse of the variety of CE activities happening at YorkU. This information will contribute to a more comprehensive story of the positive impact York is having on the community and demonstrate that York truly is the engaged university.
<b>2010-13:</b> Develop promotional materials for local neighbourhoods and other underrepresented communities that outline programs, admissions, scholarship, financial aid and engagement opportunities.		Recruitment has developed significant materials and outreach efforts for local neighbourhoods.
<b>2010-14:</b> In collaboration with the Harry Sherman Crowe Housing Co-Op, explore creation of on-campus employment opportunities for HSC Co-Op youth and residents (e.g. social enterprise, summer		The Office of the VP Finance and Administration continues to build a close liaison with the Harry Crowe Co-op, holding membership on the Co-op Board. Early discussions have taken

RECOMMENDATIONS	Status	Comments
employment).		place in regard to Recruitment Services in Human Resources working with the Co-op on periodic employment outreach presentations, in partnership with CSBO (for maintenance, custodial, grounds jobs, etc.). This is intended to provide Co-op residents with an overview of the types of employment opportunities available at York and how to apply. Another initiative to strengthen linkages between the Co-op and York University is an interface being explored with the School of Social Work for student learning experiences that would provide support to families and youth in need. <i>(text from Operations Working Group)</i>
<b>2010-15:</b> Explore a program for workplace training opportunities, for example, through internships, skilled trade apprenticeships and other employment training in collaboration with local partners and community initiatives, including systems and support for faculty and staff to participate in supervision.		For the past five years, CSBO has accepted high school co-op placements in trades' areas. With CUPE 1356 (trades, grounds and custodial workers), this partnership is continued with the Board of Education and provides workplace literacy and, through the HR Technical Learning Centre, computer literacy. Additionally, co-op students from community colleges, architecture and engineering students-in-training, and students in York's Faculty of Environmental Studies have been given postings in CSBO Planning & Renovations, Facilities Development and Campus Planning. <i>(text from Operations Working Group)</i>
<b>2010-16:</b> Advocate, with the City of Toronto, the Toronto Region Conservation Authority and other partners, for the construction of a physical link across the Black Creek, to enhance pedestrian and		While there has been significant progress made in the sense that there is a direct paved path across Black Creek equidistant between Shoreham and Finch, there is also a call for a bridge to

RECOMMENDATIONS	Status	Comments
bicycle access to York University.		be built across the ravine at that location, which would potentially further improve mutual Jane/Finch and York University community access. No further updates at this time.
<b><u>D. Campus Operations and Development</u></b>		
<b>2010-17:</b> All University contracted, non-franchised food service outlets that serve coffee and tea provide its customers with at least one option of fair trade certified coffee and tea at all times; that information on fair trade be displayed; and that these options are priced so that cost alone will not be an overriding factor in consumer selection. This approach, as a principle, should be extended to include other fair trade commodities (for example, sugar and cocoa) where this becomes feasible.		Significant progress has been made on this recommendation, and the University is in the process of stakeholder discussions on being certified as a 'Fair Trade Campus' by Fair Trade Canada. (please also see 2013-3 and 2014-11).
<b>2010-18:</b> Request the York University Development Corporation and the York University Student Centre to take the same approach with their contracted tenants and embed the requirement for a similar fair trade certified coffee and tea option in leases of food service operators within their respective premises. This approach, as a principle, should be extended to include other fair trade commodities (for example, sugar and cocoa) where this becomes feasible		Meetings were held with staff from the Student Centre and YUDC, who voiced support for Fair Trade designation. Work is ongoing as part of the Fair Trade Campus application.
<b>2010-19:</b> The University should give preference to suppliers who can meet or exceed predetermined "green" specifications. Procurement Services could include in their Request for Proposal (and other "RFx" procurement documents) criteria/specifications from suppliers that		Significant progress. Please refer to 2013 Annual Report.

RECOMMENDATIONS	Status	Comments
<p>could be quantified on responses received As a starting point to be able to test this recommendation, Procurement Services should focus on goods that are easily measurable and have accepted industry standards, such as appliances (EnergyStar, Energuide), paper (FSC – Forest Stewardship Council) and vehicles (fuel efficiency, hybrid/alternate fuel technology).</p>		
<p><b>2010-20:</b> Develop a York-University-wide Green IT program that would, among other initiatives, include the following:</p> <p>a. develop and issue a series of green IT guidelines to be adopted by all IT units across the institution;</p> <p>b. further explore and, where practical, adopt virtualization technology and cloud computing as means of achieving efficiencies and energy consumption reductions;</p> <p>c. establish institution-wide standards for the management of IT infrastructure, servers requiring spaces with specialized utilities, and other considerations;</p> <p>d. work with Procurement Services to establish and adopt minimum power efficiency standard for all new computer hardware;</p> <p>e. work with Procurement Services and the Waste Management department to develop a procurement process that requires consideration and adoption of life-cycle assessment for computer</p>		<p>Work on each of these initiatives is ongoing:</p> <p>a. Work on this initiative is continuing. UIT consults with its clients and identifies opportunities that will reduce energy and use of paper. Examples of this include the implementation of Sm@rtBuy (on-line purchasing system) and the Time Managing Support System (payroll, attendance tracking/reporting, etc.) where thousands of monthly paper transactions will be replaced by electronic transactions.</p> <p>b. Adopting virtualization technology is standard practice for all new and upgraded systems unless there are specific requirements that preclude it. Over 60% of the servers managed by UIT are virtualized. While UIT added approximately 170 new servers over the year, the total physical server count was reduced by 50.</p> <p>c. UIT provides standardized data-centre services for use by UIT, other IT groups, and researchers. This allows optimal use of space, power and cooling resources. Use of these standard services is encouraged but voluntary.</p> <p>d/e. UIT has set up procurement standards that will constantly be updated to reflect the most current available energy efficient</p>

RECOMMENDATIONS	Status	Comments
<p>hardware purchases and in-house mechanisms to collect, recover and ensure that end-of-life computer equipment are recycled responsibly;</p> <p>f. develop and implement a centralized workstation power management initiative for all laboratory (and “computer common”) workstations, as a way to reduce power consumption from these workstations, beginning with the approximately 2,000 laboratory workstations managed by UIT; and</p> <p>g. phase out desktop printers in favour of an environment of duplex and network printers only.</p>		<p>hardware. EPEAT (Electronic Product Environmental Assessment Tool) registered computer desktops, laptops, and monitors must meet an environmental performance standard for electronic products. We currently purchase "Gold-registered" which reduces waste and increases recyclability of waste. Gold-registered features 10 percent post- consumer recycled plastic in its chassis and small form factor comes in recyclable packaging. To help reduce energy costs, minimum procurement standards now include Energy Star 5.0-compliant desktops with 90% efficient power supply, Energy Smart Power Management settings, high efficiency processors and latest chip technology increase per watt performance.</p> <p>f. UIT-managed computer labs are power-managed so they are powered only when in use, or during application/software updates.</p> <p>g. The University’s PRASE initiative (Process Re-engineering and Service Enhancement) is furthering this initiative. UIT does discourage use of a local desktop printer approach. Utilization of networked printers not only reduces energy costs, but also consumables, and the packaging of both the consumables and the actual printers. Greater savings will be realized upon wide deployment of the leased multi-function networked all-in-one units (that integrate all functions of printers, fax, copiers, and scanners).</p>

## 2009

**2009-1:** Establish opportunities for broad-based discussion of this report, including opportunities for constructive feedback.



Ongoing. The report is posted to the Sustainability website and promoted via yfile and social media.

### **A. Administration and Organizational Structure**

**2009-2:** Develop a York University policy statement on sustainability.



Completed

**2009-3:** Include the Senior Manager, Environmental Design & Sustainability in the Sustainability Council membership



Completed

**2009-4:** Dedicate resources to the Sustainability Council to enable fulfillment of its objects



Ongoing. Two Sustainability Coordinators were hired with AIF funding. One position continues, with funding from the Office of the President.

**2009-5:** Establish a formal role for the Yorkwise program in relation to the Sustainability Council.



Completed

**2009-6:** Establish a community of Campus Sustainability Ambassadors.






Completed. There are currently over 50 sustainability Ambassadors at York.



**2009-7:** Continue to develop and implement opportunities for student engagement in collaboration with the President's Sustainability Council Student Sub-Committee.






There are currently a number of opportunities for the York community to become engaged in sustainability, including the Sustainability Ambassadors initiative (with over 60 volunteers so far), a Green Office program, the Eco-Team (50+ members), Green Clubs initiative, and many outreach events. Additionally,





RECOMMENDATIONS	Status	Comments
		during the past two years, two work/study Sustainability Assistants assisted with those efforts and maintained a high visibility for York's sustainability efforts by tabling every Thursday during the academic year in the RED Zone in Vari Hall. The Sustainability Coordinator and Assistants also maintain a regular presence on social media through Twitter and Facebook. All of these efforts have been guided by a comprehensive communications plan. There were also over ten significant outreach events this year organized on behalf of the PSC.
<b>2009-8:</b> Undertake and support a Sustainability Assessment Project.		The University currently participates in 5 significant sustainability surveys: UI GreenMetric World University Ranking, Canada's Greenest Employers, Corporate Knights Future 40, Council of Ontario Universities 'Going Greener' and AASHE STARS.
<b>2009-9:</b> Engage a review of sustainability administration models across Canadian and international institutions of higher education, with a view to identifying the most suitable model for York.		The administrative working group supported the review of sustainability administration models from several universities across Canada and the United States. This research was incorporated into the business plan for a sustainability office.
<b><u>B. Curriculum</u></b>		
<b>2009-10:</b> Request that the Academic Policy, Planning and Research Committee (APPRC) and the Vice-President Academic and Provost make sustainability a major strategic feature in the White Paper and		Completed










RECOMMENDATIONS	Status	Comments
the new University Academic Plan.		
<b>2009-11:</b> Develop a greater focus on sustainability in the York curriculum.		Sustainability continues to be a strong feature of York's curricular offerings and the University offers an impressive array of programs (undergraduate, graduate and certificate) and individual courses that address many aspects of sustainability. Over the past year, several new programs have been brought forward to relevant curriculum committees for consideration and/or have been approved by Senate. The Faculty of Health's new BA and BSc in Global Health, approved by Senate this year, is an example of interdisciplinary program focused on the health of a global population and how the connections between health and environmental, political and economic issues
<b>2009-12:</b> Work with the relevant faculty members/offices to design and implement a survey about sustainability within the existing York curriculum.		Given the administrative challenges and unreliability of implementing a pan-University survey about sustainability within existing York curriculum, the Working Group with the support of a graduate student, adopted a different approach to gather information. With the co-operation of the Registrar's Office, an analysis of the all York course titles and course outlines was conducted. Over the 2013/2014 year, more than 570 York courses included sustainability as a core feature of course content. Sustainability-related courses were available in all Faculties both at the graduate and undergraduate levels.



Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started

RECOMMENDATIONS	Status	Comments
<b>2009-13:</b> Include sustainability in more courses and academic programs throughout the University.		The University continues to support existing curriculum planning processes (at Faculty and Senate levels) in the development of new courses and academic programs. The exercise undertaken to identify the number of sustainability-related York courses reveals that the University has an impressive range of curricular offerings. As direct result, plans are underway in conjunction with the Registrar's Office to facilitate ways that students, interested in taking sustainability-related courses within and outside of their program, may be able to do so more readily.
<b>2009-14:</b> Encourage and support the development of non-degree offerings in sustainability.		This year, the University hired its first Executive Director, Continuing and Professional Education to support the development of non-degree offerings throughout the University. The Vice Provost Academic will meet with the new Executive Director to discuss opportunities to develop courses and/or certificates related to sustainability.
<b>2009-15:</b> Provide students with more opportunities to do research and work on campus sustainability projects.		In 2013/2014, the University released its new Strategic Research Plan 2013-2018, which aims to build on York's research strengths and also aligns York's research goals with the University's sustainability and community engagement priorities. "Forging a Just and Sustainable World" is among one of the six themes of York's new Strategic Research Plan. The Plan also emphasizes a commitment to enhancing opportunities for students to become involved and familiar with research. The undergraduate experience will be enhanced by the integration




RECOMMENDATIONS	Status	Comments
		of academic research into the classroom/courses and more upper year students will be able to become involved in research projects and internship opportunities.
<b><u>C. Social Justice and Human Rights</u></b>		
<b>2009-16:</b> Enhance York's resource commitment to existing initiatives such as those identified in the Inventory of Community Engagement (Office of University Events and Community Relations)		Completed, but of an ongoing nature, as the Inventory evolved into what is now the work of the TD Community Engagement Centre. See also the update for #12, 2010.
<b>2009-17:</b> Improve access to York facilities such as the library system, buildings, and sports complexes and laboratories. In particular, a number of days each year should be designated as "community use days" for specified facilities (with streamlined approval process and waived or significantly reduced fees for facility use).		Completed, as the recommendation is the same as #8, 2012 (above). Work has begun insofar as a smart building management system is in development, but further progress reports should be in response to recommendation #8, 2012 (see above). The working group on space will continue to work on this in 2014-15.
<b>2009-18:</b> Assess and develop outreach initiatives to attract qualified applicants for part-time and full-time employment from communities-in-need surrounding York.		Completed. The following are a few initiatives specifically to achieve representation of the four designated groups: Women, Visible Minorities, Aboriginal Peoples, and Persons with Disabilities as part of York's commitment under the Federal Contractors Program.
<b>2009-19:</b> Through the York Foundation encourage donor programs that enhance bursaries and awards for local residents.		Work has begun in the sense that these donor programs have been encouraged, but there has not been significant progress made in that regard, as far as the working group could discover. No additional progress in 2013-14




RECOMMENDATIONS	Status	Comments
<b>2009-20:</b> Encourage deliberate outreach efforts with local secondary schools by each Faculty and department.		Completed
<b>2009-21:</b> Coordinate bridging and transitional programs and explore opportunities for ongoing budget support to these programs.		No further progress during the reporting period.
<b>2009-22:</b> Support and implement the policies of the updated York University Secondary Plan, specifically as they relate to housing, community services and facilities.	Amended	See 2013-6
<b>2009-23:</b> Support the ongoing work of the President's Advisory Committee on Human Rights and help bridge this work with York's sustainability initiatives.		<b>Progress:</b> Completed, but of an ongoing nature. Additionally, it should be noted that as the chair of the working group also sits on PACHR (as Director of the Centre for Human Rights) the lines of communication are especially reinforced. If that ceased to be the case, the approach taken for supporting PACHR would need to be revised.
<b><u>D. Campus Operations and Development</u></b>		
<b>2009-24:</b> Develop a York-specific green standard for the development and construction of all new buildings and building renovations		All new York buildings are built to green building standards, including the Bergeron Centre, which is York's first LEED Gold building. A green building standard has not yet been adopted for the University, but was included in the draft of the Sustainability Strategy in 2017. Additionally, the City of Toronto has passed Green Standards that now require all major construction in the City to conform to heightened sustainable building requirements.

RECOMMENDATIONS	Status	Comments
<b>2009-25:</b> Establish an institution-wide program that enhances “e-waste” recycling practices in all academic departments and administrative units, and locate drop boxes throughout the Keele and Glendon campuses to facilitate broader community participation.		CSBO continues to collect e-waste from loading docks, which is recycled by a contractor that is ISO 14001 certified. Individual pick-up can also be arranged for special circumstances by issuing a Service Request to CSBO. During the annual student residence move-out, e-waste is collected at the “Free Stuff” tables. UIT and IT departments recycle e-waste following bulk upgrades. Glendon campus also participates in this program. Also, all libraries now house a bin for battery and cell phone recycling—all loading docks feature a battery bin.
<b>2009-26:</b> Identify and implement policies, plans and incentives to substantially reduce the consumption of paper at York by adopting practices of double-sided printing on all multiple-paged documents and encouraging students to print and submit double sided papers and assignments.		Since 2010, there have been several initiatives which have been focused on employees reducing paper use through double-sided printing and use of electronic communication over printed documents. Paper consumption has certainly been reduced from the increase in use of electronic teaching and learning materials. CSBO Printing and Mailing Services have played an important role in advocating these types of behavioural changes in order to promote sustainability and reduce client costs. The Green Office program also promotes ways to reduce paper use in the office.
<b>2009-27:</b> Implement a clear, comprehensive and coordinated program that is aimed at increasing the level of recycling and composting.		The ZeroWaste program was launched in June 2010 to build on York’s long-standing recycling initiative, which had achieved a 58% waste diversion ratio since its inception in 1990. Currently the program is operating at a 66% diversion rate. ZeroWaste provides organic waste containers in all kitchenettes in buildings and has introduced communal “tri-bins” in offices so that

RECOMMENDATIONS	Status	Comments
		individual staff and faculty empty their individual waste bins. Additionally, FreeStuff is an initiative among Housing Services, Residence Life and CSBO Waste Management. In April, FreeStuff tables are set up in each of the University's undergraduate residences. Vacating students were encouraged to share unwanted items prior to moving out of residence for the summer. At the end of the month, all remaining items were donated to the Oasis Clothing Bank. The current waste diversion rate at York is 68%, one of the highest for postsecondary institutions in Ontario.
<b>2009-28:</b> Provide a larger selection of products made from 100% recycled materials in the University Bookstore.		The Bookstore continues to have a wide range of these products clearly identified throughout the store, and also recently began offering Step Forward Paper, made of wheat straw and FSC certified wood fibre.
<b>2009-29:</b> Establish a program to reuse office furniture, when/where feasible, and if not, items should be offered by sale/donation to the York community, community charities, and organizations		CSBO continues wherever possible, to procure modular furniture to facilitate re-use to the extent possible. CSBO also has a desk/furniture recycling agreement in place with one of its suppliers, Calstone. The University policy on disposal of surplus assets specifies that surplus furniture is to be allocated to other departments to decrease waste and maximize the life cycle of the University asset prior to considering its disposal. Unwanted items may also be donated to a non-profit organization for re-use through arrangement with Procurement Services.





Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started

RECOMMENDATIONS	Status	Comments
<b>2009-30:</b> Support (and if possible increase support for) organizations focused on traffic demand management, the promotion of transit use and other alternate modes of transportation, and like sustainable transportation initiatives.		CSBO Transportation Services continues to undertake transportation demand assessments; to liaise with municipal and regional public transit agencies in coordinating, adjusting and expanding public transit service to campus (now with over 2,500 bus trips daily to campus and the GO train service to communities north to Barrie); and, in conjunction with Smart Commute- North Toronto, Vaughan, to promote alternatives to single occupant motor vehicles. Additionally, there has been continuous improvement with the campus shuttle services, including the evening shuttle service to The Village (residential community south of the Keele campus), the shuttle service to the GO Train station east of the campus, and the inter-campus shuttle to Glendon. This year, Transportation acquired a new barrier free shuttle bus, which will be utilized primarily for Van Go. The University is also part of 2 car share programs, and is investigating a bike share program for the Keele and Glendon campuses.
<b>2009-31:</b> Establish policies and practices to reduce emissions of greenhouse gases and other pollutants from vehicles, for example through establishment and enforcement of a “no idling” policy for all vehicles on York’s campuses.		CSBO continues to collaborate on awareness campaigns (including with the Idle Free York Club); and CSBO continues to work with transit agencies to reduce unnecessary idling of buses.
<b>2009-32:</b> Develop a York University policy or framework aimed at governing campus food service operations in a more coordinated fashion that enables and supports the implementation of sustainable practices at a much greater degree than is presently possible.		In 2012-2013 CSBO Food Services engaged a consultant to assist with the development of a Keele Campus Food Service Master Plan. The scope of work for the study included, among other things, an assessment of the food operations of each of

RECOMMENDATIONS	Status	Comments
		the three food service jurisdictions and the impact each has on the other and the total campus market, as well as an assessment of, and recommendations for, campus food service policies and governance practices. The project was extended to permit additional community consultations.
<b>2009-33:</b> Develop a University food services policy that protects the investments made in campus food operations by restricting on-campus catering and food service provision to caterers and food service providers that are contracted, permitted or otherwise authorized by the University's Food Services office.		A consultant was engaged by CSBO-Food Services to develop a Food Services Master Plan for the Keele Campus which is anticipated to lead to a clear framework for food service planning, coordination and delivery on campus. Substantial community consultations were conducted during 2013-2014 in support of this process.
<b>2009-34:</b> Improve the University's marketing of the range of available food services on both campuses, for example through website improvements, and better signage.		Food Services is working with the York Federation of Students to develop a set of food standards and consistent signage to clearly identify certain food options for the community, including vegetarian, vegan and halal. This will be developed during summer 2014 with a view to implementing the program for the fall. Food Services has also begun using social media to more proactively inform community members about new offerings, specials, events and discounts.
<b>2009-35:</b> Expand and enhance the availability of sitting/common space for use by students (both indoors and outdoors) and improve access to microwaves, water-bottle refilling stations and sinks for those that bring food from home or want to refill water bottles.		Following a successful student referendum in Fall 2013, a second Student Centre has been approved and is currently under construction. The new centre will provide much needed social, study, club and prayer space on campus. The Office of VPFA and CSBO have worked collaboratively to identify a number of spaces in common areas that can be furnished with

Legend:  Completed  Ongoing  Significant Progress  Work has begun  Not yet started



RECOMMENDATIONS	Status	Comments
		seating and electrical plug-in, in order to provide more seats for student social and study use. As mentioned earlier, water bottle refill stations have been installed on the University's two campuses and a building standard established to include water refill stations in all new construction and major renovations.
<b>2009-36:</b> Compile and analyze studies of the natural features of the University's two campuses, establish a York inventory of natural features and develop a comprehensive plan for protecting and enhancing York's endowment of natural features		EAB program to continue over multiyear schedule of injections; tree inventories for both campuses are now complete but require upgrades due to the December 2013 ice storm which resulted in significant damage.
<b>2009-37:</b> Continue to develop ecologically progressive plans and procedures to guide campus landscaping and grounds management practices.		The University curtailed pesticide use long before the City by-law was established. As a long-standing member of Landscape Ontario, the University ascribes to best practices in its landscaping and grounds management.
<b>2009-38:</b> Integrate relevant research and studies into grounds management and other areas of campus operations by establishing formal opportunities with straightforward processes for the engagement of students (for example, through course-related research projects, internships, paid work, or volunteer opportunities).		CSBO and IRIS have hired students, created Graduate Assistantships and internships, and taken on volunteers. This arrangement is anticipated to continue. Studies in recent years have included food, student engagement, accessibility, transportation, electric vehicles, and tree inventories.
<b>2009-39:</b> Continue to position the University to manage its carbon footprint more effectively through the implementation of the energy management program and other initiatives; and expand efforts to engage the community in prudent energy conservation practices in order to sustain, and possibly improve, the targeted reduction in energy consumption and emissions.		With the five-year investment in the Energy Management Program concluding, efforts will now focus on sustaining reductions in energy consumption. This will place greater emphasis on community engagement and behaviour change. On the operations side, process improvements will be pursued to optimize use of spaces in buildings and reduce energy

RECOMMENDATIONS	Status	Comments
		consumption at times spaces are not in use.

## **Appendix B: President's Sustainability Leadership Awards Recipients**

## **Appendix B: President's Sustainability Leadership Award Recipients**

The 2016-2017 academic year marked the fourth edition of the President's Sustainability Leadership Awards, which recognize students, faculty and staff who are contributing to making the University a leader in sustainability among postsecondary institutions. The awards are intended to raise awareness of the important work that sustainability champions are doing at York, to provide much-deserved recognition of their work, and to encourage others to get involved in sustainability initiatives on our campuses.

### **2017 President's Sustainability Leadership Award Winners**

#### **Dawn Bazely**

Professor Dawn Bazely, who teaches in the Department of Biology in the Faculty of Science, has made impressive and sustained contributions to sustainability research, teaching and outreach at York University. She has a record of outstanding teaching, is a highly regarded expert and leader in social media communications, and pursues knowledge mobilization activities and networking on climate change, global sustainability, environmental protection, and public engagement.

She has demonstrated leadership in sustainability in many ways, including leading and championing many research and education projects on York University's campuses. She championed and led the application process to certify York University as an official "civil society observer" of the United Nations Framework Convention on Climate Change process, which made it possible for York U representatives to attend as delegates at the annual Conferences of the Parties (COPs).

Particularly impressive is her ability to build bridges between the natural sciences, social sciences, and humanities, and to bring non-governmental organizations, student groups, University staff and others into productive collaborations to advance sustainability at York, in the local community, in Canada and beyond.

#### **Michael Kenny**

Michael Kenny has studied at York University since 2008 and is now nearing the completion of his third degree, a PhD this time. He has dedicated countless hours over the past nine years to improving sustainability at York

Kenny is a co-founder of Regenesys York, which has had an impressive record of sustainability initiatives and success under his leadership, including a student levy to

support its sustainability work, a popular farmers' market, a campus free store, a borrowing centre and more than one hundred sustainability-related events, including campus clean-ups, documentary film screenings, tree plantings and public talks.

He is being acknowledged for his success in building relationships with York University administrators to pursue sustainability at York and for his mentorship of younger students, who then go on to become champions for sustainability.

### **The Las Nubes Student Association**

The Las Nubes Student Association has worked to create greater accessibility for Las Nubes research, to provide York an option for fair trade sustainable coffee on campus and has helped to create opportunities for people to get involved in sustainable initiatives on campus and abroad.

The students are a constant presence in the Health Nursing and Environmental Studies Building and at events on campus where they raise funds to support sustainability initiatives associated with York University's ecocampus, the Alexander Skutch Biological Corridor and the community partners in Costa Rica.

They have engaged with local Toronto artisans and sold their products at the Las Nubes Silent Auction, used coffee grinds to create coffee body scrubs, eliminating any waste involved in coffee production, and recently, they gave up their entire evening to volunteer at the Fisher Fund Wine Auction that raises funds for the Las Nubes Project. At the auction, they also acted as ambassadors for the University and offered a shining example of the quality, energy and dedication of York students.

### **Joseph Sanguedolce**

Joseph Sanguedolce has made great efforts to support the ongoing green cleaning initiatives for York University. In addition, he is credited for continuing the process of positive change. His efforts include the reduction of the use of garbage bags, utilizing environmentally safer cleaning products, and driving the shift from paper towels to hand dryers at York University's Keele and Glendon campuses.

In particular, he has been a key figure in implementing and supporting the ongoing efforts to make the University's Zero Waste Program the success that it is today. Program support through Custodial Services was the primary requirement for Zero Waste to thrive and Sanguedolce was a key factor in this success.

In addition to implementing the program, he is constantly researching and sourcing new, more environmentally sustainable Green Cleaning Products.



## **Appendix C: Anchor Institution & Community Benefits Framework**



# Anchor YorkU

An Anchor Institution & Community Benefits  
Framework



# Anchor YorkU

## An Anchor Institution & Community Benefits Framework

### Preface

Created by the Human Rights and Social Justice Working Group under the President's Sustainability Council, this framework defines York University as an "Anchor Institution" and establishes four target areas for current and future development opportunities – employment, engagement, infrastructure, and social procurement – specifically within the Black Creek/Jane Finch communities.

This framework was submitted as part of the President's Sustainability Council's Annual Report 2015-16, with the recommendation that York University review and consider the "Framework for York as an Anchor Institution" and direct the creation of an implementation plan by the end of 2016-17.

The goal of this framework is to spark a discourse around the development of mutually favourable community benefits and help propel York to the forefront of progressive and innovative sustainability approaches among universities worldwide.

The PSC Report and its recommendations were accepted by York University President Mamdouh Shoukri as of November, 2016.

The full PSC report can be found at

<http://sustainability.info.yorku.ca/files/2016/11/PSC-Report-2015-2016-FINAL-Nov2016.pdf>.

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## Introduction

York University is a comprehensive, diverse university—a leading organization and key driver of social and economic development within the three geographical communities its campuses are located within and shares relationships with. As the plans are underway to build and open a new campus in Markham, and the Keele and Glendon campuses continue to grow, York University is committed to recognizing and respecting the mutual support and reciprocity that exists between the university and the community. We see ourselves as contributing to the surrounding neighbourhoods with the goal of promoting and advancing local sustainability in its broadest sense. Recognizing York in an anchor role requires an institutional outlook that extends beyond solely serving ourselves, but one that requires the institution to also hold the interests of the surrounding communities as our own.

This document was created to acknowledge and outline York's significant role within the broader communities of which we are a part, through the adoption of an anchor institution framework. Created by the Human Rights and Social Justice Working Group, under the President's Sustainability Council, this framework will define "anchor institution", as well as establish four target areas as the foundation of the framework at York University. These target areas are: Employment, Engagement, Infrastructure and Social Procurement, and will be discussed in the context of current and future initiatives, and the potential beneficiaries of these targets will be established. This document concludes with suggested next steps in order to implement specific objectives to realize this framework.

Universities are complex organizations. We acknowledge that when thinking of sustainability and the realities of financial and resource management, the struggle to maximize development opportunities along with respecting broader community interests will create tension. It is the goal of this framework to spark a dynamic discourse around the growing development of mutually favourable community benefits. This approach will help propel York to the forefront of progressive and innovative approaches to sustainability among universities worldwide and enhance York's reputation as a sustainability leader.

## Defining Anchor Institutions

Canada is increasingly becoming defined by rising levels of income inequality and decreased access to wealth. In 2013, 4.65 million Canadians were living on incomes that were, on average, one third below the poverty line—a poverty gap that Statistics Canada estimates at a value of 16.9 billion dollars<sup>1</sup>.

Within Toronto specifically, income inequality is particularly prevalent, as the city has the second largest income inequality gap in the country. Without action, an estimated 60 percent of Toronto neighbourhoods will be classified as low and very low income communities by 2025<sup>2</sup>. An “anchor institution” approach is an encouraging, proactive response to counter growing inequality through building community capacity, community wealth and localized economic opportunity<sup>3</sup>.

Anchor institutions are defined as “entities such as colleges and universities, hospitals, military bases and local business that are deeply embedded in a community and could not easily move elsewhere (Holden, 2013 p. 2). Such institutions share an “interdependent relationship with their communities, and are important players in community development and revitalization efforts” (Holden, 2013 p. 2). A report completed by the Mowat Centre states that anchor institutions employ a “deliberate and strategic use of resources to benefit communities, especially low-and-moderate income neighbourhoods or historically disadvantaged groups” (Dragicevic, 2015 p. 5)

According to a collaborative report published by the University of Maryland and the Massachusetts Institute of Technology, anchor institutions are increasingly being viewed as partners in social and economic development, as they hold significant economic, social and intellectual power to “leverage their resources for the long term benefit of their communities” (Serang, Thompson & Howard, 2010 p.5). Within Ontario, universities and hospitals alone annually spend 9.9 billion on acquisition of goods and services. Channeling just a small percentage of that capital into the community could have a transformative impact on employment generation, community development and local economic growth<sup>4</sup>. As drivers of social and economic development, anchor institutions play a critical role in wealth building and positive community transformations.

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<sup>1</sup> Klein, S. & Yalnizyan, A. (2016). Better is always possible: A federal plan to tackle poverty and inequality. Canadian Centre for Policy Alternatives. Retrieved from [https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2016/02/Better\\_is\\_Always\\_Possible.pdf](https://www.policyalternatives.ca/sites/default/files/uploads/publications/National%20Office/2016/02/Better_is_Always_Possible.pdf)

<sup>2</sup> The Toronto Foundation. 2015. Toronto Vital Signs Report. Retrieved from <https://torontofoundation.ca/sites/default/files/OP-TVS%202015-Full-Report-PRINTING.pdf>

<sup>3</sup> Dragicevic, N. (2015). Anchor Institutions. The Mowat Centre. Retrieved from [https://mowatcentre.ca/wp-content/uploads/publications/109\\_Anchor\\_Institutions.pdf](https://mowatcentre.ca/wp-content/uploads/publications/109_Anchor_Institutions.pdf)

<sup>4</sup> Toronto Star. (2015). "Anchor strategy is a smart way to fight poverty".

Outlined in the following section is a framework that defines York University's role as an anchor institution based on four target community benefit areas.

## Defining Sustainability

Core principles of the York approach to sustainability include: a long-term perspective; a holistic outlook; acceptance of limits; a focus on place; and an active involvement in problem-solving<sup>5</sup>. Each of these core principles relates directly to this anchor institution framework.

As spaces that facilitate the pursuit of innovation, critical thinking and knowledge, as well as their expertise within the realms of the natural, human and social sciences, universities have the resources, moral responsibility and proficiency to take on a leadership role in the promotion of sustainability—a role that York University has adopted within the City of Toronto. York University and the President's Sustainability Council have taken the initiative to move beyond an exclusive focus on environmental measures by incorporating a more comprehensive perspective of sustainability that include factors of social equity, as demonstrated through the establishment of the Social Justice and Human Rights Sub-Committee and its role in initiating and developing this document.

Issues of social justice and human rights are essential components of sustainability due to the interdependency between social, human and natural capital, and their collaborative contribution in the development and growth of sustainability within institutions and communities. The World Commission on Environment and Development defines sustainability as meeting “the needs of the present without compromising the ability of future generations to meet their own needs”<sup>6</sup>-- needs that include the advancement of social equity, increased access to human rights and building community capacity through measures that promote social justice<sup>7</sup>.

To be effective, organizations promoting sustainability must recognize the relationship between equality and environmental justice and understand that existing social injustice and violations to human rights lead to unsustainability and environmentally damaging practices<sup>8</sup>. Indeed, countries with greater civil liberties and political rights, higher literacy and education levels, more equal income distribution and a

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<sup>5</sup> President's Sustainability Council (2009). Annual Report. York University

<sup>6</sup> Brundtland, Gro, Mansour Khalid, Susanna Agnelli, Sali Al-Athel, Bernard Chidzero, Lamina Fadika, Volker Hauff et al. "Our Common Future ('Brundtland report')." (1987).

<sup>7</sup> Wright, T. S. (2002). Definitions and frameworks for environmental sustainability in higher education. *International Journal of Sustainability in higher education*, 3(3), 203-220.

<sup>8</sup> Roseland, M. (2000). Sustainable community development: integrating environmental, economic, and social objectives.

*Progress in planning*, 54(2), 73-132.

greater overall focus on social justice have found to have significantly higher ratings of environmental quality (as measured by concentrations of air and water pollutants and access to clean water and sanitation) than those with fewer rights, civil liberties, lower income distribution and literacy levels<sup>9</sup>.

Also significant, greater inequalities in the distribution of privilege and power in society were found to be associated with not only less stringent environmental policies and greater levels of environmental stress, but higher rates of infant mortality and premature deaths<sup>10</sup>.

The development and pursuit of this framework under the Social Justice and Human Rights Sub-Committee, the President's Sustainability Council at York University has demonstrated a commitment to sustainability within both the university and the surrounding community.

## York University's Role as an Anchor Institution: 4 Target Areas

As an Anchor Institution, York will focus on addressing economic disadvantage, discrimination, and/or barriers to equal opportunity experienced by people across the GTA, but with initial and ongoing focus to the neighbouring communities of the Keele campus. This includes those distant or isolated from the labour market (such as youth experiencing vulnerabilities) and those from equity-seeking communities and neighbourhoods (i.e. Jane Finch) who have historically faced discrimination that prevents equitable access to economic opportunities. These groups include, but are not limited to:

- Indigenous Peoples (First Nations, Inuit, Metis)
- Racialized groups/visible minorities
- Persons with disabilities
- Newcomers/new immigrants
- Women
- LGBTQ+ people
- Youth

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<sup>9</sup> Agyeman, J. (2005). Alternatives for community and environment: where justice and sustainability meet. *Environment: Science and Policy for Sustainable Development*, 47(6), 10-23.

<sup>10</sup> Agyeman, J. (2005). Alternatives for community and environment: where justice and sustainability meet. *Environment: Science and Policy for Sustainable Development*, 47(6), 10-23.



We have identified four target areas which we believe can have the most impact over the next 10 years:

1. Employment
2. Engagement
3. Neighbourhood building through infrastructure
4. Social Procurement

## 1. Employment

York University is a driver of community social economic development and local capital growth, as it is one of the largest employers in the Black Creek area and neighbouring York region, employing over 14,000 staff in full and part-time, unionized and non-unionized environments.<sup>11</sup>

In 2010 the President's Sustainability Council identified the opportunity to "explore a program for workplace training opportunities...in collaboration with local partners and community initiatives". York has developed some innovative practices that could be expanded to build employment skills and exposure through the implementation of a variety of programs and procedures aimed at building economic capacity of the community and its residents. One initiative is the Ontario Youth Apprenticeship Program with Campus Services and Business Operations at York. The program takes a number of students from high schools, and introduces them to different trades and apprenticeships involved in Trade Maintenance.

Another program is the Advanced Credit Experience, or

### *Employment Opportunities*



Explore a program for workplace training opportunities, for example, through internships, skilled trade apprenticeships and other employment training in collaboration with local partners, educational partners and community initiatives, including systems and support for faculty and staff to participate in supervision.

Work with education partners (e.g. school board, Seneca College) and community partners to develop training programs or opportunities to build skills needed for target groups to access employment opportunities at York.

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<sup>11</sup> York University (2016). *About York University*. Retrieved from <http://about.yorku.ca/>

ACE program, within the Faculty of Education. ACE is an initiative to increase access to post-secondary education for local high school students. They enroll in an introductory university course and earn a co-op credit for their Ontario secondary school diploma by working in various work settings on campus. They receive credit towards an undergraduate degree—while simultaneously fostering the academic skills necessary for success within post-secondary education.

Expanding local employment opportunities to qualified local residents is another pathway towards the target of employment. Institutionally, the Human Resources department employs a Diversity and Inclusion Consultant to monitor and attract a diversified talent pool. This important role and work continues to evolve. Due to the size of the York University workforce, opportunities exist to integrate a community hiring strategy within its human resource requirements. Targeted hiring, with a benchmark set of eligible employees from surrounding postal codes, would contribute jobs that could have a significant impact at the community level.

It could also be considered that emerging enterprises could be supported to develop locally to meet the demand of institutional need. For example, cooperatives emerged in a Cleveland community near a hospital, providing needed services such as laundry, while creating jobs for local workers with a reliable market<sup>12</sup>.

## 2. Engagement

York University and its surrounding communities share an intrinsic, reciprocal relationship. While the focus is often on what the university has to offer the community, there must also be an acknowledgement of the many resources that York gains from the community which strengthen and benefit the existing learning environment provided by York (i.e. experiential education opportunities and field based practicums for students, research opportunities for students/faculty). The future of the university and communities are intertwined, emphasizing the importance of engagement within this anchor institution and community benefits framework.

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<sup>12</sup> Serang, F., Thompson, J. P., & Howard, T. (2013). The anchor mission: Leveraging the power of anchor institutions to build community wealth. College Park, MD: Democracy Collaborative. Retrieved from <http://community-wealth.org/sites/clone.community-wealth.org/files/downloads/UH-composite-online.pdf>

One of the opportunities for civic engagement included within this framework is increasing access to community use of university space, a need that has been frequently voiced by the community. There have been a number of recommendations from the President's Sustainability Council that merit being integrated into this target of the framework. For example, recommendation 17 aims to "Improve access to York facilities such as the library system, buildings, sports complexes and laboratories. In particular, a number of days each year should be designated as 'community use days'." At present, community members are able to access the library system on a day-use basis and purchase community memberships for athletic/fitness facilities. Nevertheless, progress to increase community use of university space (particularly among smaller external community groups) has been slow and sometimes impeded by negative perceptions permeated within the relationship, concerns regarding security, cost considerations and internal complexities of how to manage. However, there are still opportunities for realizing the spirit of these recommendations.

At York University, the message must be one of openness and a willingness to welcome and engage with the community. Recommendations for engagement include using existing infrastructure to draw in residents of surrounding neighbourhoods, including extending the use of the Keele campus baseball diamond to residents, connecting neighbourhood schools with university faculties and departments for educational opportunities, opening theatres for cultural events, and promoting the walkability of the campus through signed walking paths. Furthermore, York Lanes on the Keele campus houses a diverse set of services relevant to community members, including medical and dental services that are limited in the neighbourhood outside campus. Advocating for increased accessibility of York Lanes and transforming the space into a "service centre" for both student and neighbourhood residents could be a mutually

### *Engagement Opportunities*

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Establish transparent and accessible process for community groups to request and access space.

Explore the possibility of developing a grant stream for community members to offset the costs of the space.

Encourage visitors to the campus and support the development of a 'welcoming campus' environment through development of walking paths, community open house days, public events, etc.

Promote York's community engagement opportunities and resources through the York University website in a manner that provides community members with easy to access information about the University (e.g. general information, examples, key contacts, resources, and upcoming public events).

beneficial avenue to increased engagement for businesses within York Lanes and the community. The new subway is anticipated to increase opportunities for community engagement.

Engagement opens opportunities to strengthen both the university and the resident communities. The York-TD Community Engagement Centre remains a key initiative of York towards supporting engagement with the local community

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### 3. Neighbourhood Building: Developing physical, social and environmental infrastructure.

York has recognized the importance of infrastructure in the past. The 2008-2009 President's Sustainability Council annual report outlined York's role to maintain, promote and develop social, physical and environmental infrastructure. The role would also require a commitment to protect local ecosystems within the communities York inhabits, as well as building social connections, community collaborations and social supports to alleviate the inequities and injustice as they currently exist within the surrounding Black Creek/Jane Finch Community, thereby contributing to thriving, sustainable neighbourhoods<sup>13</sup>.

Opportunities are emerging with the increase of rapid transit in the neighbourhood. Support of community efforts in securing community benefits agreements with Metrolinx through the construction of the Finch LRT, including the building of its maintenance facility at Finch and Yorkgate Blvd should be an immediate consideration. The City of Toronto is poised to develop

<sup>13</sup> President's Sustainability Council (2009).  
*Annual Report*. York University

### *Infrastructure Opportunities*



Support and implement the policies of the updated York University Secondary Plan, specifically as they relate to housing, community services and facilities.

Monitor, and where possible, strengthen the social justice and human rights considerations in the implementation of the York University Secondary Plan.

Create a collaborative plan that includes community input and resources to co-support university and community needs.

Participate in current neighbourhood planning initiatives related to community benefits of infrastructure development.

the Keele Finch neighbourhood with community consultation processes underway. The university will be central to this planning, and should be mindful of resident concerns regarding gentrification and environmental impacts.

Buildings and land development that is inclusive of community needs has been a standing recommendation from the PSC (#22, 2009; #9, 2012; #4, 2013). Creating a collaborative plan that includes community input and resources to co-support university and community needs will be an opportunity in the next 10 years. This will be relevant both at the Keele campus and in the new emerging Markham campus.

## 4. Social Procurement

The City of Toronto defines social procurement as “the achievement of strategic social, economic and workforce development goals using an organization’s process of purchasing goods and services.” In May of 2016, Toronto City Council passed the Social Procurement Program and encourages large institutions such as York to follow suit.<sup>14</sup>

York has been an active member of AnchorTO, a broad initiative of 18 anchor institutions, including 3 provincial Ministries, Metrolinx, colleges and universities, and City agencies and corporations who will develop further implementation plans around social procurement in the next year.

Furthermore, York has aimed to engage with local small businesses and promote fair labour practices through the Procurement Code of Ethics and Fair Wage Policy. The procedure specifically outlines that the university will “grant all competing suppliers/vendors equal consideration”<sup>15</sup> with respect to contracts—allowing smaller, local businesses to compete for large university contracts. Furthermore, the code of

### *Social Procurement Opportunities*

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Increase the number of employment, apprenticeship and training opportunities leveraged for people from the Black Creek neighbourhoods and other equity-seeking communities.

Increase the diversity of York’s supply chain by providing diverse suppliers with equitable access to competitive procurement processes.

<sup>14</sup> City of Toronto (April 4, 2016). Social Procurement Program. (Staff Report)



<sup>15</sup> York University, (2009). Procurement Code of Ethics. Procurement Services

ethics states that York will “encourage suppliers to consider sustainability and social responsibility in their product or service offerings”<sup>16</sup>, including “ensuring all procurement activities are conducted according to University policies, provincial and federal laws, and respect the principles of ethical business practices”<sup>17</sup>. Through adoption of this code of ethics, York has shown dedication to developing the local economy and promoting sustainable, equitable businesses practices.

However, anchor institutions like York have considerable leveraging economic power that can be used to generate sustainable, local jobs within its host communities<sup>18</sup>. Indeed, the introduction of a place based purchasing policy could result in more equitable access for local vendors to foods and service, thereby building both the human and economic capital of the surrounding community.<sup>19</sup> For example, an opportunity includes favouring local postal codes when posting supplier/vendor contracts. Implementing this recommendation could encourage further participation from local businesses and facilitate economic capacity building for residents within the three distinct communities. It might also see York become proactive in seeking out partners for building a local procurement stream for the University.

## New and Emerging Communities: Potential Beneficiaries and Community Benefits

York University is a large institution, with three distinctive campuses - the Keele Campus, Glendon Campus and upcoming Markham campus – each rooted in three diverse community contexts. It is necessary to acknowledge and embrace the diversity of these distinct communities, as well as appreciate the impact York as an anchor institution has on the more expansive surrounding region. The existing partnerships and developing relationships with the Glendon and Markham communities are within the context of this framework, for they are fundamental members of the growing contemporary community within York University. In the case of Markham, York University should make every effort to honour the municipality’s Greenprint Sustainability Plan, particularly in

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<sup>16</sup> Ibid.

<sup>17</sup> Ibid.

<sup>18</sup> Dubb, S., & Howard, T. (2012). Leveraging anchor institutions for local job creation and wealth building. Big Ideas for Job Creation, at [http://community-wealth.org/\\_pdfs/news/recent-articles/04-12/paper-dubb-howard.pdf](http://community-wealth.org/_pdfs/news/recent-articles/04-12/paper-dubb-howard.pdf).

<sup>19</sup> Ibid.

terms of the well-articulated priorities identified in the plan relating to social equity, as well as education and skills.

However, the primary focus of this framework, and the resulting impact, is envisioned to be primarily with the Black Creek/ Jane Finch community—the community surrounding the York University Keele Campus where York University was first established almost 60 years ago. Jane-Finch is a community with substantial human assets and strong aspirations for positive change, but the existing shortage of resources has continually acted as a barrier to facilitate this change<sup>20</sup>. Social injustices and inequity are particularly prominent within this neighbourhood, as economic opportunities have been unable to keep pace with the needs of the community, resulting in higher levels of unemployment and lower levels of income experienced by community members, compared to that of other neighbourhoods in the Greater Toronto Area.<sup>21</sup> The residents of the Black Creek/Jane Finch community are disproportionately racialized and stigmatized and experience significantly high concentrations of discrimination on the basis of socioeconomic status and ethnicity when compared to residents in other Toronto neighbourhoods. York University and the Black Creek/Jane Finch community share a long standing, reciprocal relationship, and the university has an ethical imperative to respond to the detrimental social conditions that currently exist within its surrounding communities. An anchor institution and community benefits framework has the potential to create considerable positive change within the Jane Finch community, making it a pertinent and relevant focus for this framework.

### Intersecting Interests (unions, social investment, procurement, employment, policy, government)

It will be critical to consider that there are many intersecting interests and potential partners as we implement this framework. This includes unions, social investment policies, government and sector specific policy. A broad education and engagement strategy, both with internal and external communities, will need to be undertaken to ensure that we are working across the board as collaborators for the benefit of the communities in which we serve.

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<sup>20</sup> The Jane-Finch Toronto Strong Neighbourhoods Strategy Task Force (2015). *Community response to the Toronto strong neighbourhoods strategy 2020: What neighbourhood improvement looks like from the perspective of residents in Jane-Finch*. Retrieved from <http://cec.info.yorku.ca/files/2014/03/TSNS-Research-Report-August-12-2015.pdf>

## Recommendations

As per the President's Sustainability Council 2015-2016 report, we recommend:

1. That York University review and endorse this Framework for York as an Anchor Institution developed by the sub-group on Community Benefits, and direct the creation of an implementation plan by end of 2016-2017;
2. That representatives of the broader community (external to York) who are working in the areas of community benefit, economic development, and planning initiatives, be included in the working group that moves this framework forward;
3. That a communication strategy accompanies the acceptance of the Framework as well as its implementation; and
4. That this framework be integral to a Sustainability Plan for York University as proposed by the Presidents Sustainability Council in their 2015-16 Report.

## Background: The President's Sustainability Council's Mandate.

The President's Sustainability Council is an advisory body with the responsibility to provide recommendations and guidance on the advancement of York University's sustainability initiatives. The council facilitates integration of knowledge about sustainability into research, education and application through overseeing approved recommendations and providing opportunities and support for York students, faculty and staff to meaningfully participate in the planning and implementation of various York University sustainability policies, projects and practices.

The specific objectives of the council include:

- Develop a framework for understanding the different dimensions of sustainability as relevant to the university's campuses;
- Conduct assessments of sustainability to establish common understandings and benchmarks in the context of the 2001 Report of the President's Task Force on Sustainability;
- Provide a forum in which members may discuss sustainability challenges and opportunities to foster pan-university approaches to sustainability initiatives;
- Identify and review current university sustainability practices and initiatives, and ascertain opportunities for synergies and engagement;
- Through a planning/prioritization process, identify and examine specific high priority issues and develop recommendations for the President to consider implementing;
- Develop communication tools that promote and enhance awareness of sustainability activities and initiatives, including the work of the Council, throughout the entire York community; and
- Produce an annual report on sustainability at York relative to the Councils' Activities.

## Social Justice and Human Rights Working Group

The SJHR Working Group serves to further the understanding and action related to sustainability and human rights and social justice, which are integrally intertwined. The working group meets regularly to review past PSC recommendations for progress and updating and to advise on the development of future recommendations for the PSC's Annual Report.

In responding to a 2014-15 recommendation of the PSC Report, a sub-group was formed to "develop an action plan to advance a proposal for how community benefit agreements could be used by York University as it moves forward on the development of Lands for Learning under the Secondary Plan as

well as for major upgrades and updates to existing buildings and infrastructures taking into account the needs of neighbouring communities as well as existing contractual agreements and development plans” (#1, 2015). After lengthy discussion, it was agreed that a Framework on York as an Anchor Institution, including community benefits, be created to begin to move this from discussion to action.

The Social Justice and Human Rights working group would like to thank the following for their construction of this document through thoughtful discussion, forward looking ideas and careful reflection. They are: Martin Bunch, Robert Castle, Natalie Coulter, Jennifer Foster, Richard Francki, Marian MacGregor, Yvette Munro, Andrew Plunkett, Darryl Reed, Lorna Schwartzentruber, and Christopher Wong. Special thanks to Angelina Vaccaro for conducting the research for this framework and articulating our ideas to paper.

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**Appendix D:**  
**York University Sustainability Strategy**  
**(DRAFT)**

# **York University Sustainability Strategy**

**\*\*Final Draft\*\***

**June 2017**

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## 1. Traditional Land Acknowledgement

York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, the Wendat, and the Métis. It is now home to many Indigenous Peoples. We acknowledge the current treaty holders and the Mississaugas of the New Credit First Nation. This territory is subject of the Dish With One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region.

We also understand that indigenous peoples around the world have important knowledge about how to live sustainably:

*Sophisticated knowledge of the natural world is not confined to science. Human societies all across the globe have developed rich sets of experiences and explanations relating to the environments they live in. These 'other knowledge systems' are today often referred to as traditional ecological knowledge or indigenous or local knowledge. They encompass the sophisticated arrays of information, understandings and interpretations that guide human societies around the globe in their innumerable interactions with the natural milieu: in agriculture and animal husbandry; hunting, fishing and gathering; struggles against disease and injury; naming and explanation of natural phenomena; and strategies to cope with fluctuating environments.<sup>1</sup>*

It is the intention of York University, in putting forth this Sustainability Strategy, to honour, respect and learn from traditional knowledge systems so as to better inform our own efforts to live sustainably with the earth and with each other.

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<sup>1</sup> Nakashima, D., Prott, L. and Bridgewater, P. (2000) Tapping into the world's wisdom, UNESCO Sources, 125, July-August, p. 12.

## **2. About York University**

York University was founded on principles of social justice. From these first steps in 1959, York has grown to become Canada's third largest research and teaching institution.

We have 25 interdisciplinary and collaborative research centres, with strengths in vision and space sciences, history and refugee studies, health, the environment, climate change, sustainability, digital media and corporate social responsibility. We have ten faculties offering more than 5,000 courses, and more than three-million people visit our libraries annually. Our intellectual, cultural and social life at York is one of the richest in Canada, with approximately 300 student clubs and organizations.

York University has five Strategic Priorities that guide our work as an institution of higher learning:

- i. Academic quality, research and teaching
- ii. Student success
- iii. Community engagement
- iv. Valuing people
- v. Resource integration and sustainability

Each of these priorities is central to the successful development and implementation of the Sustainability Strategy.

***Tentanda Via - The Way Must Be Tried.***



### **3. Sustainability at York University**

York's University Academic Plan 2015-2020 declares that "York values environmental, social, and fiscal sustainability through its programs, physical environment, and fiduciary practices" and identifies "further enhancement of our campuses that build on our commitment to sustainability, campus beautification and improved utilization as a top priority."<sup>2</sup> These values are reflected in York's Sustainability Policy, which was approved by the Board of Governors in 2008 after the University signed the Talloires Declaration.<sup>3</sup> The Sustainability Policy guides York to become a sustainable university, "one that enhances the ecological functioning of its campuses; models knowledgeable, active and responsible global citizens; and does so within an integrated, long-term framework of full-cost economic and environmental accounting. Features of a sustainable university include a long-term perspective, a holistic outlook, acceptance of limits, focus on place and active involvement in problem-solving."<sup>4</sup> Recognizing that human and natural systems are coupled, and that of our well-being is dependent upon the ecosystems in which we are embedded, York adopts a holistic understanding of sustainability that includes ecological, social and economic dimensions and strives to achieve "co-benefits" that improve both human well-being and ecological health.

York University has an extensive history in demonstrating commitment to sustainability. In 1968, York established a Faculty of Environmental Studies, a first in Canada, which focused on an interdisciplinary approach to environmental studies and planning. Since that time, many other faculties within the university have included sustainability within their curriculum, resulting in approximately 500 course offerings on sustainability available to students.

Outside of the classroom, a number of important sustainability initiatives have been implemented through York's Campus Services and Business Operations (CSBO) department over the past several years. Our Energy Management Program, ZeroWaste program, and other initiatives in green building, food, grounds and transportation have achieved impressive results that this Strategy will build upon.

#### **a. The President's Sustainability Council**

York University established the President's Sustainability Council (PSC) in 2009. The Council is comprised of students, faculty and staff, and makes recommendations to the President and administration on advancing York's sustainability efforts. The PSC has been instrumental in introducing, furthering, and supporting a broad range of sustainable programs and practices across the University<sup>5</sup>.

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<sup>2</sup> York University University Academic Plan 2015-2020 (UAP), available at <http://secretariat.info.yorku.ca/files/UAP-2015-2016-Final.pdf>

<sup>3</sup> The Talloires Declaration (TD) is a ten-point action plan for incorporating sustainability and environmental literacy in teaching, research, operations and outreach at colleges and universities. It has been signed by over 500 university leaders in over 50 countries.

<sup>4</sup> York University's Sustainability Policy is available at <http://sustainability.info.yorku.ca/psc/sustainability-policy/>

<sup>5</sup> More information on the PSC is available at <http://sustainability.info.yorku.ca/psc>.

## **4. Background**

The development of a sustainability strategy for York University stems from a recommendation included in the 2015-16 report of the President's Sustainability Council. The recommendation was accepted by the President and advanced by the Vice-President Academic and Provost and Vice-President Finance and Administration through their sponsorship of this process.

A core group of PSC members and other key stakeholders, including faculty, staff and students, formed the working group that undertook the development of the Strategy. The Working Group investigated strategic plans and programs from other North American Universities, developed a detailed process for the development of the Strategy, and engaged the York community through workshops, meetings, open forums, and an on-line survey. Over 1000 students, faculty, staff, alumni and neighbouring community members participated in developing the Sustainability Strategy.

### **a. Purpose**

This Sustainability Strategy will guide the University in advancing sustainability into the near and long-term future. The purpose of the strategy is to communicate and implement a shared vision, inspire positive change, build capacity, empower people, harness innovation and creativity, and foster a culture of sustainability within and beyond the university. The Sustainability Strategy expresses broad goals as in the areas of "People," "Knowledge," and "Place" that envision York University several decades into the future. The Sustainability Strategy complements other institutional documents, including the University Academic Plan, York University Master Plan, Strategic Research Plan, and Integrated Resource Plan. It will guide the development of implementation plans that will set short and medium term targets and identify mechanisms to achieve them.

## **5. Vision**

In 2050, sustainability is an embedded value at York, and a lens through which all operations are viewed. A world leader in sustainability in its teaching, research and operations, York is a living lab, an incubator for sustainability leaders, a disrupter of old ways of thinking and a catalyst for transformative approaches. York's campuses are accessible by multiple modes of transportation, they are ecologically rich campuses with access to green space, they support a healthy community life where people live, work, and study, and have easy access to a wide and well developed network of recreational and social pursuits. As anchor institutions in their neighbourhoods, York's campuses support local economies and communities, and serve as hubs of open space, services and facilities.

## 6. Strategic Goals

The following strategic goals envision a desired future in 2050. However, it is anticipated that these goals will be realized as soon as practically possible through detailed implementation plans. The Sustainability Strategy is intended to be reviewed every 5 years, with the strategic goals and progress updated accordingly.

### People

York University is working to foster a culture of collaborative behavior that harmonizes the efforts of the York community to pursue widely understood sustainability objectives. The York community includes its faculty, staff, students, labour organizations, alumni and neighbours. York's holistic understanding of sustainability includes human well-being and social dimensions, and recognizes the social, economic and environmental roles of York University in and with our local neighbourhoods.

#### **Strategic Goals:**

- The York University community demonstrates a culture of sustainability through individual behaviour and institutional practices, such as dedicating staff and academic positions to pursue sustainability, embedding sustainability in all job descriptions, and changing behavior and practices through focused training and continuing education for new and incoming staff, faculty and students.
- York University's holistic approach to sustainability includes social sustainability. York is an inclusive and welcoming community that takes pride in, and draws strength from, diversity and equity.
- Each of York University's campuses is an anchor institution<sup>6</sup> with their surrounding communities. They proactively engage to promote economic, cultural, social, and environmental opportunities

#### **Building on Success: The York University – TD Community Engagement Centre**

The York U-TD Community Engagement Centre was founded in 2008 to build a more engaged university by facilitating mutually-beneficial collaborations between York University and the Black Creek community. The primary purposes of the centre are to foster academic innovation in teaching and learning through community experiential education opportunities, to support post-secondary educational attainment among community residents and the development of academic pathways, to enhance the capacity of York faculty and students and community partners to work collaboratively on community-based research, and to coordinate institutional structures to respond to community requests and opportunities for university-community collaborations.

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<sup>6</sup> Anchor institutions are influential institutions such as hospitals and universities that are embedded within, and have reciprocal relationships with, their surrounding communities. They can play an important role in local community and economic development.

and innovation.

## **Knowledge**

York University's mission is the pursuit, preservation, and dissemination of knowledge through excellence in research and teaching. York's Strategic Research Plan<sup>7</sup> identifies "Forging a Just and Sustainable World" as an area of comprehensive research excellence at York, and "public engagement for a just and sustainable world" as a compelling opportunity for the strategic development of research. The Task Force on Sustainability Research at York University defines sustainability research as research which "generates knowledge that integrates the social, cultural, economic and environmental dimensions of complex challenges at scales ranging from local to global. This interdisciplinary approach emphasizes creativity and collaboration in order to advance research, action and innovation in social, economic and environmental justice."<sup>8</sup> Our strengths in sustainability research inform our teaching. York aspires to develop pathways for all students to access sustainability curriculum, especially experiential education opportunities in sustainability.

### **Strategic Goals:**

- York University's international reputation in sustainability education and research draws students from across Canada and around the world to study here.
- York University utilizes its campus operations, grounds and buildings as 'living labs' that provide experiential education opportunities to both undergraduate and graduate students.
- Undergraduate learning outcomes and graduate attributes of York University students include the ability to identify and articulate sustainability challenges facing our world, and to assess, critique, explain and take action to address these problems.
- York University is recognized as a world leader in applied sustainability research.
- York University researchers and staff work together to develop, conduct and apply leading edge research and technology in sustainability initiatives.

#### **Building on Success: Sustainability in the Curriculum**

York University currently has close to 500 course offerings and 300 researchers that focus on sustainability. From our pioneering Faculty of Environmental Studies to programs and courses in every faculty at the University, there are many options to study sustainability at York. In 2016, York opened the Lillian Meighen Wright Centre in Costa Rica. This new eco-campus includes indoor classrooms and laboratories, an outdoor Indigenous classroom, an arboretum, and botanical gardens. It will operate as a local, national and international hub dedicated to education and research on Neotropical conservation, eco-health, community wellbeing and sustainable livelihoods

<sup>7</sup> The Strategic Research Plan is available at <http://www.yorku.ca/srplan/documents/SRPfinal-april25.pdf>

<sup>8</sup> The Report of the Task Force on Sustainability Research is available at <http://taskforce.info.yorku.ca/>

- York University has a Network of Centres of Excellence (NCE)<sup>9</sup> in Sustainability that attracts world class researchers in sustainability and enables York to partner with other institutions and stakeholders around the world in sustainability research and knowledge mobilization.

### **Building on Success: The Centre of Excellence in Responsible Business**

The Centre of Excellence in Responsible Business (COERB) at the Schulich School of Business is a global leader in creating and disseminating new knowledge about the social, ethical, environmental and political responsibilities of business. It is one of the reasons why Schulich is ranked number one in the world in teaching responsible business by such publications as Corporate Knights. Drawing on over 40 faculty experts from across the school, COERB is one of the world's largest and most influential academic centres dedicated to triple bottom line thinking.

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<sup>9</sup> The Networks of Centres of Excellence program is a Government of Canada initiative that supports large-scale academically led research networks that harness the creativity and inventiveness of Canadian health, natural, and social scientists and engineers ([http://www.nce-rce.gc.ca/Index\\_eng.asp](http://www.nce-rce.gc.ca/Index_eng.asp)).

## **Place**

York University's Keele and Glendon campuses are located in Toronto, and a new campus is being developed in Markham, Ontario<sup>10</sup>. Much of our orientation to sustainability has to do with the development, operations and maintenance on these campuses. With the opening of the subway extension in late 2017, York University is seizing the opportunity to reconfigure the Keele campus into a greener, better connected, pedestrian-oriented campus with a network of new and improved green spaces.<sup>11</sup> New development is guided by green building targets, and York is building on successes with waste diversion, sustainable procurement and operations, and nascent initiatives to electrify its fleet. Carbon reduction is increasingly a goal, particularly in light of the Province of Ontario's new Climate Change Strategy and carbon trading market.

### **Strategic Goals:**

- York University integrates sustainability into both long-term institutional strategic planning and day-to-day decision-making.
- As an established institutional strategic priority,<sup>12</sup> York University makes sustainability visible and tangible on our campuses through intentional design that improves ecological and human well-being, supports experiential education, fosters innovation and demonstrates best practices.
- York University integrates sustainability into its overall financial plan, integrated resource plans, procurement, and is a responsible investor with respect to sustainability.
- York University has an ongoing sustainability innovation fund to support sustainability projects on its campuses.
- York University has a long-term energy strategy and action plan with the goal of minimizing carbon emissions<sup>13</sup> on our campuses. This will be achieved by pursuing integrated strategies in key areas such as energy, transportation, buildings, and operations.

#### **Building on Success: York University's Energy Management Program**

Through a comprehensive suite of activities, York University's Energy Management Program has reduced energy use intensity at the University by approximately 30% from 2007 levels. This has been accomplished through a detailed energy audit, followed by an overhaul of the University's energy infrastructure that has included building retrofits and upgrades to the existing central energy facilities. A campus-wide automated metering system now tracks and monitors electrical energy use per building to better quantify each building's progress towards meeting the campus' energy

<sup>10</sup> York also has a campus in Hyderabad, India, an eco-campus in southern Costa Rica, and a small satellite campus in Toronto's financial district.

<sup>11</sup> The York University Master Plan is available at <http://www.yudc.ca/masterplan-masterplan>

<sup>12</sup> Resource integration and sustainability is one of five strategic priorities identified by the Office of the President of York University. See <http://president.yorku.ca/strategicpriorities/>

<sup>13</sup> Specific targets for carbon emission reductions will be detailed in the energy strategy and action plan.



- York University's campuses are ecologically healthy, and provide accessible and inviting spaces to learn, live, work and play. Valuing and prioritizing open and green spaces allows York University to manage our campuses to generate “co-benefits” that improve ecosystem health as well as human health and well-being.
- Buildings on York campuses and lands held by York University are models of sustainable design and operation in multiple dimensions. Not only do they achieve energy, water and human health sustainability benefits, but they also serve as living labs that support experiential education and research in sustainability.
- All new development and renovations on York University campuses are constructed to the highest green building standards and aspire to net positive contributions with respect to energy and utility consumption and other dimensions of sustainability.<sup>14</sup>

### **Building on Success: The Bergeron Centre for Engineering Excellence**

Completed in August 2015, this 15,750 sq. m. building houses York's electrical, mechanical and civil engineering programs. The site is slightly elevated, offering occupants a view of the Black Creek watershed and adjacent lands. The building was constructed with the most sustainable engineering principles and practices, including a high performance building enclosure, low window-to-wall ratio for superior energy savings, a green roof to reduce water runoff, interior lighting controlled with occupancy sensors, and drought-tolerant, native landscaping that does not require permanent irrigation. The Bergeron Centre was **certified LEED Gold** in 2017.

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<sup>14</sup> We recognize that green building standards will evolve and continually raise the bar on sustainability. At the time this Sustainability Strategy was written LEED standards are generally used to benchmark green building objectives at York University. At this time we aspire to LEED Gold or better for all new development.

## **Sustainability Strategy Working Group**

Nicole Arsenault	Manager, Transportation Services, CSBO
Martin Bunch (Chair)	Professor, Faculty of Environmental Studies
Michelle Chin-Dawe	Student Representative
Brad Cochrane	Director, Energy Management, CSBO
Zoi de la Pena	Student Representative
Phillip Garber	Student Representative
Mikhaela Gray	Administrative & Special Projects Coordinator, Office of the President
Usman Khan	Assistant Professor, Lassonde School of Engineering
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