

Sustainability Action Plan

2023-2028



VP VFAC Message



Lloyd Noronha
Vice President Finance
and Administration

Sustainability at Laurier is positioned within the Finance and Administration portfolio to readily allow the integration of sustainability initiatives into all operational areas within the university. My portfolio includes financial resources, procurement, information and communication technology, facilities and asset management, internal audit, insurance and risk management, community safety and security, and ancillary services. Integration of sustainability initiatives and opportunities are readily established through my portfolio and beyond.

Laurier is committed to raising awareness and inspiring action to create a more sustainable future in line with the Laurier Strategy 2019-2024. This encourages our community to lead in environmental sustainability at all our campuses and inspire the incorporation of sustainable practices in society and the economy. Consultation within our Laurier community and with external stakeholder partners of the Sustainability Office has been integral in identifying unique opportunities to explore within the 2023-2028 Sustainability Action Plan.

Through projects that span operations, education and community partnerships, our goal is to create a culture where sustainability is embedded into university life. We look to inspire, educate, and equip our community to engage in initiatives that support a sustainable future. Laurier plays a critical role in preparing the next generation of leaders who will contribute to the achievement of the 2030 United Nations Sustainable Development Goals (SDGs) by advancing awareness and actions on campus and within the community.

We are proud of the sustainability success stories at Laurier, including our Laurier Energy Efficiency Program (LEEP) completed in 2022, which was a \$48 million capital retrofit project resulting in two solar thermal walls, 15,000 LED light replacements, 1,300 low-flow water fixtures, and a microgrid system with a six-megawatt battery storage system. Our leadership has also elected to sign the Investing to Address Climate Change: A Charter for Canadian Universities, resulting in a 40% reduction in carbon intensity in our endowment fund with plans for further reductions and the long-term development of a fossil-free endowment fund.

The next five years are critical for Laurier to achieve behaviour change within the Laurier community and capital infrastructure upgrades to be able to reach our greenhouse emissions reduction mandate of 40% by 2030 and carbon neutrality by 2050. Key themes of the 2023-2028 Sustainability Action Plan include human and ecosystem health and well-being, climate action and social sustainability. The focus of the plan is to continue to support the culture of sustainability at Laurier through academics, research, physical operations, outreach, and community partnerships to achieve sustainability goals.

The pursuit of sustainability is an ongoing and collective effort. I would like to thank the many students, staff, faculty, and alumni from across the Laurier community who have worked hard to develop our 2023-2028 Sustainability Action Plan. It is a clear and progressive strategy that will help Laurier continue to lead by example amongst academic institutions in Ontario and the rest of Canada.



Land Acknowledgement

We would like to acknowledge that Wilfrid Laurier University and its campuses are located on the Haldimand tract, traditional territory of the Neutral, Anishinaabe (Anish-nah-bay) and Haudenosaunee (Hoe-den-no-show-nee) peoples. This land is part of the Dish with One Spoon Treaty between the Haudenosaunee and Anishinaabe peoples and symbolizes the agreement to share, protect our resources and not to engage in conflict.

From the Haldimand Treaty of October 25, 1784, this territory is described as: “6 miles deep from each side of the river (Grand River) beginning at Lake Erie and extending in the proportion to the Head of said river, which them and their posterity are to enjoy forever.” The treaty was signed by the

British with their allies, the Six Nations, after the American Revolution. Despite being the largest reserve demographically in Canada, those nations now reside on less than 5 percent of this original territory after losing much of the territory to settlement of newcomers.

Today, this gathering place is home to many First Nations, Metis, and Indigenous peoples from across Turtle Island. Acknowledging them reminds us of our important connection to this land where we live, learn and work. We recognize, honour, and respect these nations at the traditional stewards of the lands and water which Laurier is now present.

Table of Contents

Vice President Finance and Administration Message	2
Land Acknowledgement	3
Sustainability at Laurier	5
Plan and Policy Framework	8
Performance Measurement and Communications	9
Sustainability Action Plan 2018-2022 Successes	11
Sustainability Action Plan 2023-2028	12
Operations	
Climate	15
Energy and Water	17
Transportation	20
Waste	24
Food and Dining.....	26
Grounds.....	29
Coordination and Planning	31
Academics	
Curriculum	34
Research	37
Engagement	
Campus Engagement	40
Investment	
Investment and Finance	44
Appendix	46



Sustainability at Laurier

WILFRID LAURIER UNIVERSITY (LAURIER)

sustainability vision is to transform into an institution that integrates sustainability practices into all areas. This vision is to inspire, educate, and equip students, faculty, and staff towards an overall culture of sustainability that aligns with the [2019-2024 Strategy](#). By establishing a long-term strategic mission, Laurier engages, promotes, and coordinates actions with a variety of internal and external stakeholders to develop a proactive sustainability focused community.

Laurier's strategic objectives to foster a sustainably minded campus community, include the following:

- Create and advance partnerships in the university and the greater community to share, cultivate and form sustainable programs.
- Support the development of academic programs and research at Laurier that give attention to proactive sustainability.
- Develop and support policies and practices that contribute to sustainable operations and resource utilization at Laurier.
- Organize events and utilize communication channels to increase awareness and convey the mission of the Sustainability Office.
- Consider the pillars of sustainability – economic, social, cultural, and environmental – in all decision-making processes.

As a result of these comprehensive objectives, the Sustainability Office was created by students and for students following a successful 2009 referendum in 2010. Since then, the team has grown to two full-time positions supported by passionate Laurier student employees and is funded by WLUSU and GSA and is an integral part of Laurier's Facilities and Asset Management team.

To understand Laurier's progress to date and inform institutional decision making, Laurier's Sustainability Office has created action-oriented and measurable responses in the Sustainability Action Plan: 2023-2028 (Action Plan). From 2018-2022, two major assessments were completed using the Association for the Advancement of Sustainability in Higher Education (AASHE) self-reporting

framework: [the Sustainability, Tracking, Assessment and Rating System \(STARS\)](#). Laurier received a Gold rating in 2019 and is currently in the process of undertaking the institution's fourth STARS assessment, which will be completed in 2023-24. Additionally, Laurier's Sustainability Office participated in a lengthy stakeholder engagement process with the Laurier community to gather key directional information.

Laurier's Sustainability Office is utilizing the insights shared through the stakeholder consultation process to pursue a renewed focus on strengthening internal partnerships and leading influential initiatives with external community stakeholders to mobilize the broader Laurier community of students, staff, and faculty.



Definitions of Sustainability

The term 'Sustainability' refers to the preservation of environmental, economic, and social well-being for current and future generations. Sustainability is not just environmentalism. Embedded in most definitions of sustainability, there is also a focus on social issues and economic development.

Culture of sustainability

Refers to shared values, norms, language, and practices focused on making individual and societal choices that foster social, economic, and environmental sustainability.

Social sustainability

Refers to social issues using the framework of diversity, inclusion, and equity for all. Also key to this concept is a thriving society of culture and knowledge, supporting visible and non-visible minorities and affordable access to resources.

Economic sustainability

Refers to the conservation and management of existing resources through optimal means to achieve a responsible, beneficial, and fiscally balanced approach to development over the long term.

Environmental sustainability

Refers to strategies and activities that minimize adverse environmental impacts, enhance, and protect the natural environment.



At Laurier, the scope of sustainability involves education, operations, and community partnerships. Education ranges from formal programming and academics to outreach and awareness; operations span planning, design, and construction as well as facilities and business operations; community partnerships include both internal and external relationships with stakeholders within the Laurier community.

Plan and Policy Framework



The Action Plan is embedded within a comprehensive framework of university plans and policies to ensure alignment with and support for the university-defined goals of advancing academic excellence, expanding experiential learning, and enhancing diversity. [Laurier's Strategy 2019-2024](#), Campus Master Plans, Waterloo Campus Landscape Master Plan, [Innovation and Entrepreneurship Strategy](#), and [Action Plan for Equity, Diversity, Inclusion, and Indigeneity](#), provide guidance for the development of the goals in the Action Plan and its implementation.

In 2019, Laurier developed a Carbon Reduction Roadmap and Energy Management Plan, which outline Laurier's short, medium, and long-term GHG emissions reduction strategies and targets in alignment with the overarching goal of achieving a low-carbon or carbon neutral campus and sustainable energy resiliency by 2050. This document provides Laurier's Facilities and Asset Management department with guidance on how to effectively reach the 2030 GHG emission reduction milestone of 40% and influences capital management and retrofit plans and behavioural changes within the Laurier community of students, staff, and faculty.

Laurier's Sustainability Office has prepared the Action Plan to correspond with the global vision set by the United Nations through the [17 Sustainable Development Goals \(SDGs\)](#). Through teaching and research, Laurier will play a critical role in preparing the next generation of leaders who can contribute to the achievement of the SDGs by 2030. Universities also play a vital part in finding solutions to increasingly complex global problems and pioneering technological innovations through their own operations to set an example for others.

Key issues of external compliance with government and reporting regulations, advancing sustainability within academics, and furthering our commitment to social issues and encouraging the institution to pursue responsible investing have also guided the creation of the Action Plan.

Finally, the direction and focus of the Action Plan was shaped by the Laurier community through extensive stakeholder consultation and a thorough review of institutional sector trends in Ontario and the rest of Canada.

Performance Measurement and Communications:

Indicators of Success

The 2018-2022 Sustainability Action Plan utilized a methodology of assessing specific actions through indicators of success on a qualitative basis. Upon review and development of the 2023-2028 Action Plan, improvements have been made to the prior methodology, utilizing effective assessment indicators for specific actions. Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) opportunities where applicable. Annual Sustainability Reports will be generated in 2023-2028 and will further expand on SMART opportunities as the evolution of timelines and solutions are explored. This will hold Laurier more accountable and will allow for factual progress of previous and current goals in a more tangible way.



The 2023-2028 Action Plan's goals will be associated with specific actions and metrics of success that will include:

Goal

The overall objective to achieve, including how it aligns with specific UN SDG's.

Action

The specific measures planned and implementation to achieve the goal.

SMART Opportunity

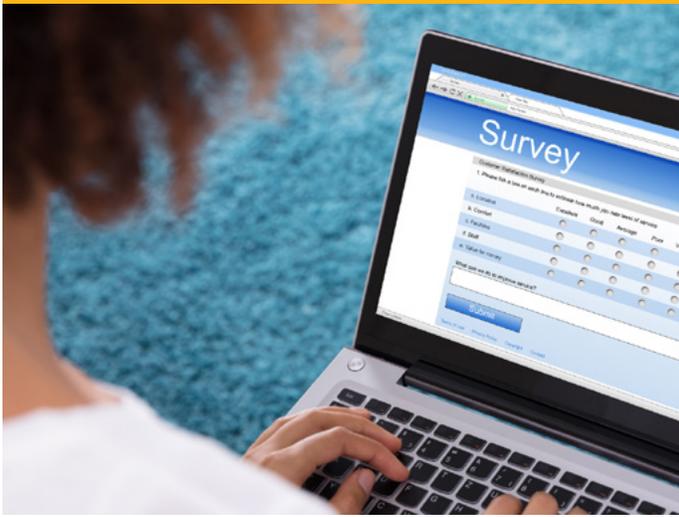
Approach, initiative, or implementation milestone to assist with the completion of a goal.

Term

The timeline over which the action should be achieved.

Metric and Accountability

How success will be measured in terms of qualitative or quantitative means, including a baseline year to measure success against (where applicable), along with an identification of internal and/or external Laurier community members who are responsible and accountable for action completion.



Program Reporting and Evaluation

Laurier Sustainability Office reports on progress annually to a variety of stakeholders regionally, including:

- Wilfrid Laurier University’s stakeholder groups:
 - [WLUSU](#)
 - [Graduate Students Association](#)
 - [Board of Governors](#)
 - [Senior Leadership Team](#)
 - Brantford Leadership Team
 - Facilities and Asset Management
 - [Indigenous Student Centres](#)
 - [Equity, Diversity, and Inclusion](#)
 - [Office of Research Services](#)
 - [Faculty Association Climate Action Committee](#)
 - [Innovation and Entrepreneurship Committee](#)
 - [Career Centre](#)
 - [Advancement and External Relations](#)
- City of Brantford’s Community Climate Change Advisory Group
- [City of Kitchener’s Climate Change and Environment Committee](#)
- Region of Waterloo’s Intermunicipal Partnership for Active Transport Committee
- Town of Milton Climate Change Work Plan Committee
- Halton Region’s Climate Change Advisory Committee
- [Sustainable Waterloo Region’s Regional Sustainability Initiative](#)
- [Partners in Project Green’s Circular Economy Consortium](#)

Measurement Tools

Many of the Action Plan’s indicators will be qualitative in nature and can be measured through confirmed project completion dates, surveys, social media metrics, participation numbers, and validation interviews. For quantitative metrics, items such as GHG emissions, energy and water usage can be measured using data obtained from sub-meters and monthly utility bills. Audits, such as our annual institutional waste audit, will be used to measure our waste reduction and diversion rate.

Milestones

Goals and actions will be based on short to medium duration time frames, given that the span of the Action Plan is a five-year period. Shorter-term actions will take place in the first two or so years and medium-term actions will be undertaken in years three to five.

Sustainability Action Plan 2018-2022 Successes



The 2018-2022 Sustainability Action Plan was successful in guiding Laurier's community towards attainable goals, action items and opportunities, which included academic years impacted by COVID-19.

There were many successful student, staff, and faculty facing implementation successes and engagement opportunities that were accomplished, which include the following:

2019 - Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability, Tracking, Assessment and Rating System (STARS) Gold rating achievement.

2020 - Carbon Reduction Roadmap developed for Laurier to achieve carbon neutrality by 2050.

2021 - Commitment to decarbonization by signing the Investing to Address Climate Change: A Charter for Canadian Universities, resulting in a 40% greenhouse gas endowment reduction by 2030.

2022 - Completion of the \$48 million Laurier Energy Efficient Project (LEEP), including upgrades of 15,000 LED lights, 550 kW of solar panels, two solar walls, 1,300 low flow water fixtures, a microgrid and 6MW battery storage.

Sustainability Action Plan 2023-2028



The focus of the Action Plan is to create a culture of sustainability at Laurier through academics, research, physical operations, outreach, and community partnerships to achieve key sustainability goals. In doing so, this Action Plan contributes to the strategic goals of the University. Key themes of the Action Plan include human and ecosystem health and well-being, climate action and social sustainability.

The Action Plan has been created using input from a variety of sources to best reflect the objectives of the University. This included intensive stakeholder engagement and a review of [AASHE's STARS criteria](#) and results. In addition, a review of key guiding documents such as Laurier's [Strategic Academic Plan](#), Campus Master Plans, Waterloo Campus Landscape Master Plan, [Innovation and Entrepreneurship Plan](#), and [Action Plan for Equity, Diversity, Inclusion and Indigeneity](#), past Sustainability Action Plans (2012-2016 and [2018-2022](#)), previous annual Sustainability Reports, and other sustainability action plans developed by institutional peers was completed.



Laurier
Beehive!

The Action Plan emphasizes the ongoing pursuit of integration by Laurier's Sustainability Office with strategic initiatives, programming, and stakeholder engagement offerings that will push the institution to achieving significant decarbonization efforts. Although achieving this will come from bold capital and retrofit implementation opportunities, it will also be influenced by the support and buy-in from all levels of students, staff, faculty, and alumni in Laurier's community in Brantford, Kitchener, Milton, Northwest Territories, and Waterloo.

From extensive discussions with internal stakeholders, there will be a renewed interest in pursuing specific pilot and demonstrative opportunities at both Brantford and Waterloo campuses and providing equitable resource support to all students, staff, and faculty within each campus community.

There are specific categories from the 2018-2022 Action Plan that are no longer going to be part of the Action Plan as there are now specific institutional capacity responsible for the ownership and accountability of these goals. A transition of these specific categories will be made with staff and faculty responsible. Where applicable, consolidation of specific goals stemming from the 2018-2022 Action Plan were retained in the remaining categories: Operations, Academics, Engagement, and Investment. The goals within the following categories will be transitioned by Laurier's Sustainability Office in advance of the adoption of the 2023-2028 Action Plan: Planning and Administration, Diversity, Equity, and Inclusion, and Affordability.

Laurier's Sustainability Office aims to achieve and complete previous goals identified within Operations, Academics, Engagement, and Investment categories.



Consolidating goals that fall under Planning and Administration and Affordability categories will be incorporated into these remaining four categories. Additionally, new SMART opportunities identified within these four categories will emphasize the importance of the following: data utilization, process improvement, internal and external partnerships, communications, and transformative opportunities.

Each set of SMART opportunities within the remaining four categories (and subsequent goals and actions) will allow for further accountability and transparency of efforts achieved by Laurier from 2023-2028 and beyond.

Consultation, buy-in, and acceptance of the 2023-2028 Action Plan took place from May 2022 until April 2023 from direct meetings with individual and leadership group stakeholders, both internal to the Laurier student, staff and faculty community and with external partnerships previously established by Laurier's Sustainability Office. A formal consultation window was provided to all parties listed in the Program Reporting and Evaluation section through both direct presentation and survey feedback review. Although not all constructive feedback received was adopted, the dialogue and willingness to discuss historical and ongoing issues were useful to construct the 2023-2028 Action Plan.

Operations



Climate

GOAL 1

Continue to reduce greenhouse gas (GHG) emissions across Laurier campuses in Brantford and Waterloo, building a low carbon campus in Milton, and undertaking other projects as funding opportunities arise.

Aligned with SDG 13: Take urgent action to combat climate change and its impacts

Action 1

Establish mechanism for regular communication of carbon emissions to business units to facilitate reduction efforts and behavioural changes.

SMART Opportunity and Description	Term	Metric and Accountability
Reporting dashboard design: Develop a real-time reporting utility dashboard that is transparent and accessible to all Laurier community members to positively influence operational efficiencies, strategic retrofits and replacement plans, and behavioural changes	2023-24	Utility dashboard system tracking the largest building footprints at Brantford and Waterloo campuses (FAM: Operations, FAM: Sustainability Office)
Chrome River Scope 3 emission pilot: Provide a reference metric for staff and faculty to transparently convert GHG emissions generated by work-related travel and commuting to positively influence behavioural reductions and operational efficiencies	2024-25	Tracking calculations utilizing annual commuter and travel data from department and faculty budget expenditures (FAM: Sustainability Office, Finance, and ICT)
Green procurement / Green building standards: Update the existing Procurement and Tendering Policy (5.15) to include sustainable materials, service vendors, and technology providers are utilized for new capital management plans and retrofit opportunities	2025-26	Green procurement policy implementation for Facilities and Asset Management team members to utilize for the development and posting of proposal requests (FAM: Planning, Design, and Construction, FAM: Operations, FAM: Sustainability Office and Procurement)

Operations

Action 2

Establish a post COVID-19 pandemic baseline (2022-23) to update GHG emissions reduction strategy.

SMART Opportunity and Description	Term	Metric and Accountability
Brantford and Waterloo campuses baseline updates: Understand how the pre- and post-COVID-19 occupancy rates impact 2030 and 2050 GHG emission reduction targets	2023-24	Update to 2030 and 2050 GHG emission targets along with identification of short-term and long-term capital, operational, and behavioural implementation opportunities that need to be adopted (<i>FAM: Operations</i>)

Action 3

Develop a utility metering strategy that will include retrofit and replacement of outdated infrastructure and capacity to maximize savings.

SMART Opportunity and Description	Term	Metric and Accountability
Metering inventory management upgrades: Identification of equipment upgrades and retrofits that need to be established at both Brantford and Waterloo campuses	2024-25	Assessment and implementation plan of building metering infrastructure upgrades at Brantford and Waterloo campuses (<i>FAM: Operations</i>)



Operations



Energy and Water

GOAL 2

Improve energy and water conservation across campus and contribute to facilities renewal deferred maintenance.

Aligned with SDG 7: Ensure access to affordable, reliable, sustainable, and modern energy for all

Aligned with SDG 13: Take urgent action to combat climate change and its impacts

Action 1

Regularly measure and verify energy and water usage based on established protocols.

SMART Opportunity and Description	Term	Metric and Accountability
Annual campus audits for Brantford and Waterloo campuses: Ongoing assessment of continuous improvement and utility efficiency opportunities to positively influence capital asset and retrofit management plans	2023-24	Establish quarterly review of utility audit data to identify continuous improvement implementation pilot, demonstration, and long-term implementation opportunities (FAM: Operations and FAM: Sustainability Office)
Sustainability Tracking, Assessment, and Rating System (STARS) reporting – reach Platinum rating: Establish new level of rating to showcase Laurier’s ongoing institutional sustainability leadership provincially and nationally	2026-27	Conduct an annual gap analysis to identify incremental improvements to specific annual strategic reporting categories (FAM: Sustainability Office)



Operations

Action 2

Develop building energy benchmarking capabilities and key performance indicators (KPIs).

SMART Opportunity and Description	Term	Metric and Accountability
<p>Case studies and best practices of existing portfolio: Examples of effective capital management and retrofit project implementation opportunities that can be replicated within the building asset portfolio</p>	<p>2024-25</p>	<p>Publish case studies on Laurier websites to showcase successful capital and retrofit project management examples (<i>FAM: Sustainability Office</i>)</p> <p>Develop annual KPI's that are measurable and can influence continuous improvement implementation opportunities (<i>FAM: Operations and FAM: Planning, Design, and Construction</i>)</p>

Action 3

Establish and implement capital planning design standards for new and existing energy and water consuming equipment/systems.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Green procurement / Green building standards: Update the existing Procurement and Tendering Policy (5.15) to include sustainable materials, service vendors, and technology providers are utilized for new capital management plans and retrofit opportunities</p>	<p>2025-26</p>	<p>Green procurement policy implementation for Facilities and Asset Management team members to utilize for the development and posting of proposal requests (<i>FAM: Planning, Design, and Construction, FAM: Operations, FAM: Sustainability Office and Procurement</i>)</p>



Operations

Action 4

Realize energy savings through continued expansion of Building Automation System (BAS) technologies and retro-commissioning of existing building systems.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Reporting dashboard design: Develop a real-time reporting utility dashboard that is transparent and accessible to all Laurier community members to positively influence operational efficiencies, strategic retrofits and replacement plans, and behavioural changes</p>	<p>2023-24</p>	<p>Utility dashboard system tracking the largest building footprints at both Brantford and Waterloo campuses (FAM: Operations and FAM: Sustainability Office)</p>



Operations



Transportation

GOAL 3

Increase sustainable transportation uptake by students, faculty, and staff to reduce single occupancy vehicle use by 5%.

Aligned with SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Aligned with SDG 13: Take urgent action to combat climate change and its impacts

Action 1

Incentivize sustainable transportation options to encourage uptake.

SMART Opportunity and Description	Term	Metric and Accountability
Increased engagement with staff and faculty to encourage utilization of corporate bus pass: Ongoing engagement with Laurier community partners to positively influence commuter travel related behavioural changes	2024-25	50% staff and faculty respondent rate for annual transportation survey for both Brantford and Waterloo campuses (FAM: Sustainability Office and FAM: Parking & Transportation Resources) 10% staff and faculty utilization of corporate bus pass (FAM: Sustainability Office and FAM: Parking & Transportation Resources) 100% annual occupancy by student, staff, and faculty of bike storage infrastructure (FAM: Sustainability Office and FAM: Parking & Transportation Resources)

Operations

Action 2

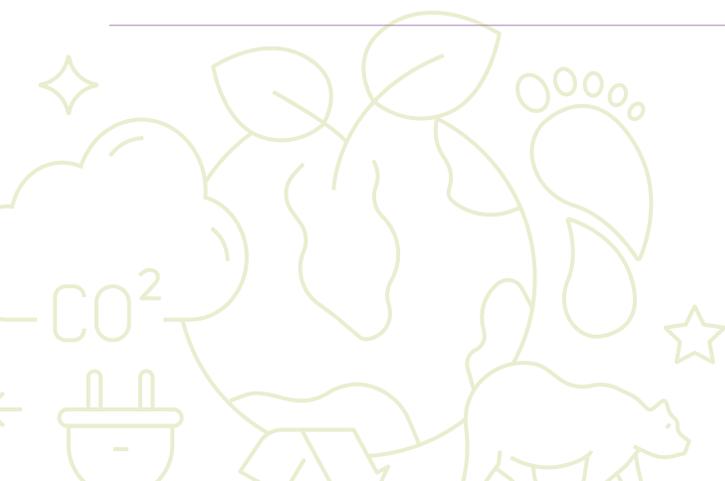
Partner with government and non-profit organizations to improve scope of programs.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Integrated funding with community partners: Pursue partnership capacity with governmental and non-governmental agencies advocating for adoption of alternative transportation and low-carbon emission options</p>	2027-28	Explore grant funding and program capacity alignment for new capital asset implementation opportunities and engagement program improvements (FAM: Sustainability Office, FAM: Parking & Transportation Resources, and Government Relations)

Action 3

Identification of sustainable transportation opportunities to reduce Scope 3 emissions from campus-to-campus commuting.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Chrome River Scope 3 emission pilot: Provide a reference metric for staff and faculty to transparently convert GHG emissions generated by work-related travel and commuting to positively influence behavioural reductions and operational efficiencies</p>	2024-25	Tracking calculations utilizing annual commuter and travel data from department and faculty budget expenditures (FAM: Sustainability Office, Finance, and ICT)
<p>Milton and Brantford transportation pilots: Exploring innovative solutions to improve commuter travel between Brantford, Milton, and Waterloo campuses</p>	2027-28	Establish alternative transportation pilot and demonstration options to confirm long-term implementation opportunities (FAM: Sustainability Office, FAM: Parking & Transportation Resources, and Human Resources)



Operations



Transportation

GOAL 4

Improve the sustainability of our campus fleet to improve efficiency and reduce carbon emissions.

Aligned with SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Aligned with SDG 13: Take urgent action to combat climate change and its impacts

Action 1

Expanding on pilot learnings from 2018-2022 Action Plan to use electric and hybrid vehicles in the Facilities and Asset Management department fleet to replicate campus fleet conversion.

SMART Opportunity and Description	Term	Metric and Accountability
Chrome River Scope 3 emission pilot: Provide a reference metric for staff and faculty to transparently convert GHG emissions generated by work-related travel and commuting to positively influence behavioural reductions and operational efficiencies	2024-25	Tracking calculations utilizing annual commuter and travel data from department and faculty budget expenditures (FAM: Sustainability Office, Finance, and ICT)
Milton and Brantford transportation pilots: Exploring innovative solutions to improve commuter travel between Brantford, Milton, and Waterloo campuses	2027-28	Establish alternative transportation pilot and demonstration options to confirm long-term implementation opportunities (FAM: Sustainability Office, FAM: Parking & Transportation Resources, and Human Resources)

Operations

Action 2

Utilize campus fleet management systems data and protocols to improve transportation demand management and decision-making for items such as anti-idling and route optimization.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Installation of telematics technology to measure fleet vehicle use data: Understand fleet user behaviours, fleet portfolio deployment, and areas of improvement</p>	<p>2026-27</p>	<p>Identification of telematics system to utilize along with annual review of data generated to influence operational and behavioural changes (<i>FAM: Operations</i>)</p> <p>Develop HR related training for fleet portfolio users on collective benefits of efficient operational fleet use (<i>FAM: Sustainability Office, FAM: Operations and Human Resources</i>)</p>

Laurier
Travelwise
program



Operations



Waste

GOAL 5

Reduce overall amount of waste produced on campus by 5% and increase the waste diversion rate by 10%.

Aligned with SDG 12: Ensure sustainable consumption and production patterns

Action 1

Improve awareness of waste reduction/diversion programs through incentives, events, and better advertising.

SMART Opportunity and Description	Term	Metric and Accountability
Case studies and best practices of existing portfolio: Examples of effective capital management and retrofit project implementation opportunities that can be replicated within the building asset portfolio	2024-25	Publish case studies on Laurier websites to showcase successful capital and retrofit project management examples (FAM: Operations, FAM: Sustainability Office, FAM: Planning, Design, and Construction)
Process improvement challenges and contests: Enhanced engagement of Laurier community through interactive programming to increase awareness and education opportunities	2024-25	Develop annual KPI's that are measurable and can influence continuous improvement implementation opportunities (FAM: Operations, FAM: Planning, Design, and Construction, and FAM: Sustainability Office)



Operations

Action 2

Expand reuse programs to reduce waste generated by Laurier's community.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Replication of waste related programming available at all campuses: Providing equitable resource capacity to engage Laurier community members at Brantford, Kitchener, Milton, and Waterloo campuses</p>	2025-26	Replication of the Move Out and Freestore programs at Brantford campus (FAM: Sustainability Office, FAM: Operations, and Dean of Students Office)
<p>Process identification to deal with surplus equipment, furniture, etc. stored in campus building portfolio: Operational process to provide guidance to maximize storage space and reduce landfill waste generated</p>	2025-26	<p>Inventory of storage space at each campus development of management process and operating procedures to mitigate waste (Ancillary Services, FAM: Operations, FAM: Planning Design and Construction, FAM: Sustainability Office)</p> <p>Partnership capacity with non-profit and non-governmental stakeholder groups who can receive equipment, furniture, etc. to maximize landfill diversion and reuse (Sustainability Office)</p>

Action 3

Utilize data generated from self-auditing certification capacity established at both Brantford and Waterloo campus to assist with identifying process, service, and capital improvements.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Data utilization from internal waste audits: Internal ownership of waste auditing and reporting to understand operational and behavioural challenges</p>	2023-24	Establish quarterly internal waste audit capacity reporting to understand operational and infrastructure related changes (FAM: Custodial Services and FAM: Sustainability Office)
<p>Green procurement / Green building standards: Update the existing Procurement and Tendering Policy (5.15) to include sustainable materials, service vendors, and technology providers are utilized for new capital management plans and retrofit opportunities</p>	2025-26	Green procurement policy implementation for Facilities and Asset Management team members to utilize for the development and posting of proposal requests (FAM: Planning, Design, and Construction, FAM: Operations, FAM: Sustainability Office and Procurement)

Operations



Food and Dining

GOAL 6

Improve sustainable food systems in formal and informal campus services.

Aligned with SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Action 1

Work with on-campus food service providers on common initiatives such as increasing local food purchasing/percentage, focusing on plant-based meals, and reducing food waste and packaging.

SMART Opportunity and Description	Term	Metric and Accountability
Installation of innovative solutions: Adoption of best practices and improved institutional industry processes	2025-26	Adoption of innovative best practices such as eco-friendly food container packaging, plastic reduction from vendors, and organic waste management opportunities (<i>Food Services, WLUSU, GSA, FAM: Operations and FAM: Sustainability Office, and FAM: Planning, Design, and Construction</i>)
Green procurement / Green building standards: Update the existing Procurement and Tendering Policy (5.15) to include sustainable materials, service vendors, and technology providers are utilized for new capital management plans and retrofit opportunities	2025-26	Green procurement policy implementation for Facilities and Asset Management team members to utilize for the development and posting of proposal requests (<i>Facilities and Asset Management, Procurement, and Food Services</i>)

Operations

Action 2

Increase the number of ways students and staff can access and purchase local foods.

SMART Opportunity and Description	Term	Metric and Accountability
Develop partnerships to increase Laurier community access: Mitigate food insecurity gap experienced by Laurier community members at Brantford, Kitchener, Milton, and Waterloo campuses	2024-25	Establish corporate partnerships to provide donations of food to Laurier community groups such as the LSPIRG Food Distro, the GSA Mini Market, the WLUSU Food Bank, and the Indigenous Students Centre (<i>FAM: Sustainability Office, GSA, WLUSU, Indigenous Student Centre, and Ancillary Services</i>)
Expansion of Laurier community garden plot opportunities: Capacity increase to allow seasonal community growing opportunities at Brantford, Kitchener, Milton, and Waterloo campuses	2024-25	Identification and maximized utilization of potential and available garden plot capacity at all campuses, including repurposing space for innovative urban garden plot development (<i>FAM: Sustainability Office and FAM: Grounds Services</i>)

Action 3

Establish a formal program around edible tree and shrub plantings.

SMART Opportunity and Description	Term	Metric and Accountability
Expansion of Laurier community garden plot opportunities: Capacity increase to allow seasonal community growing opportunities at Brantford, Kitchener, Milton, and Waterloo campuses	2024-25	Identification and maximized utilization of potential and available garden plot capacity at all campuses, including repurposing space for innovative urban garden plot development (<i>FAM: Sustainability Office and FAM: Grounds Services</i>)

Operations

Action 4

Develop zero waste dining options.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Process enhancements to dining service and vendor portfolio options: Provide guidance on process improvements to how dining can provide zero waste</p>	<p>2027-28</p>	<p>Develop procurement policy that improves sourcing and buying habits for dining options (<i>Food Services, Procurement, and FAM: Sustainability Office</i>)</p> <p>Provide only sustainable dining options for events, catering services, hosted at Laurier (<i>Food Services and FAM: Sustainability Office</i>)</p> <p>Providing alternative zero waste dining options offered to Laurier community stakeholders (<i>Food Services and FAM: Sustainability Office</i>)</p>

Campus Gardens



Operations



Grounds

GOAL 7

Achieve a system of sustainable open and natural spaces throughout campus, prioritizing pedestrians and a positive, thriving relationship between the built and natural environment.

Aligned with SDG 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Action 1

Prioritize planting and maintenance of pollinator friendly plants and habitat.

SMART Opportunity and Description	Term	Metric and Accountability
Strengthen Laurier community involvement with Bee Campus designation: Provide Laurier community stakeholders with Bee Campus programming	2023-24	Establish Bee Campus designation at Brantford campus (<i>FAM: Sustainability Office and FAM: Grounds Services</i>) Develop ongoing awareness, education, and engagement opportunities for pollinator friendly plants and pollinator species (<i>Sustainability Office</i>)



Operations

Action 2

Prioritize creation and maintenance of green spaces, pedestrian spaces, and linages, including walkways and gathering areas.

SMART Opportunity and Description	Term	Metric and Accountability
Expand on existing Smart About Salt Certification to build proactive salt management awareness opportunities: Enhance the education and awareness of Laurier community stakeholders related to on-site salt management concerns	2025-26	Implementation of low-impact development capital and retrofit project opportunities to improve on-site stormwater management (<i>FAM: Grounds Services and FAM: Sustainability Office</i>) Identification of strategic implementation opportunities to provide green spaces and gathering areas within the Waterloo Campus Landscape Master Plan (2020) that can be adopted by 2025-26 (<i>Facilities and Asset Management</i>)

Action 3

Develop and partner with programs that support healthy ecosystems and human wellness.

SMART Opportunity and Description	Term	Metric and Accountability
Expansion of Laurier community garden plot opportunities: Capacity increase to allow seasonal community growing opportunities at Brantford, Kitchener, Milton, and Waterloo campuses	2024-25	Identification and maximized utilization of potential and available garden plot capacity at all campuses, including repurposing space for innovative urban garden plot development (<i>FAM: Grounds Services and FAM: Sustainability Office</i>)

Operations



Coordination and Planning

GOAL 8

Create and update standards and toolkits to embed sustainability in Planning, Design, and Construction (PDC), Facilities Operations and Human Resources onboarding activities.

Aligned with SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Action 1

Embed sustainability criteria in contracts and procedures for project managers and facilities operators to ensure that sustainability criteria are incorporated within projects and operations.

SMART Opportunity and Description	Term	Metric and Accountability
Brantford and Waterloo campus baseline updates: Understand how the pre- and post-COVID-19 occupancy rates impact 2030 and 2050 GHG emission reduction targets	2023-24	Update to 2030 and 2050 GHG emission targets along with identification of short-term and long-term capital, operational, and behavioural implementation opportunities that need to be adopted (<i>FAM: Operations and FAM: Sustainability Office</i>)
Green procurement / Green building standards: Update the existing Procurement and Tendering Policy (5.15) to include sustainable materials, service vendors, and technology providers are utilized for new capital management plans and retrofit opportunities	2025-26	Green procurement policy implementation for Facilities and Asset Management team members to utilize for the development and posting of proposal requests (<i>FAM: Planning, Design, and Construction, FAM: Operations, FAM: Sustainability Office and Procurement</i>)

Operations

Action 2

Include sustainability-related information and ongoing training in existing standards, practices, and programs within the pre-existing staff sustainability certificate and new hire orientation.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Provide sustainability-themed training opportunities to Laurier staff and faculty: Improved ongoing education and training opportunities</p>	2023-24	<p>Incorporate training opportunities as part of Hire to Hawk onboarding program (<i>Human Resources and FAM: Sustainability Office</i>)</p> <p>Green Office engagement program and Sustainability Certificate engagement program annual participation numbers (<i>FAM: Sustainability Office and Human Resources</i>)</p>
<p>Case studies and best practices of existing portfolio: Examples of effective capital management and retrofit project implementation opportunities that can be replicated within the building asset portfolio</p>	2024-25	<p>Publish case studies on Laurier websites to showcase successful capital and retrofit project management examples (<i>FAM: Operations, FAM: Planning, Design, and Construction, and FAM: Sustainability Office</i>)</p> <p>Develop annual KPI's that are measurable and can influence continuous improvement implementation opportunities (<i>FAM: Operations and FAM: Sustainability Office</i>)</p>

Action 3

Advise on existing and emerging external sustainability-related legislation, funding opportunities, and other mandates.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Leadership capacity within institutional network: Leverage Ontario Colleges and Universities Professional (OCUSP) network to advocate for strategic province-wide initiatives</p>	2027-28	<p>Establish leadership positioning within OCUSP network annually through development of pilot and demonstration opportunities and advocacy capacity (<i>FAM: Sustainability Office</i>)</p>

Academics



Academics



Curriculum

GOAL 9

Improve sustainability knowledge and skills in Laurier students by providing sustainability resources and opportunities to Laurier’s teaching community and to students directly.

Aligned with SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Action 1

Work with faculty to provide resources to support embedding sustainability content into courses.

SMART Opportunity and Description	Term	Metric and Accountability
Development of Open Learning Microcredential: Content compilation of course offerings that can be offered to internal and external Laurier community	2026-27	Tabulation of sustainability themed courses that can be packaged as a microcredential offered by Laurier (Office of Continuing Education and FAM: Sustainability Office)



Academics

Action 2

Expand environment and sustainability-related academic programs offered at Laurier through focused programming.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Sponsorship of academic contests and challenges: Supportive capacity for existing or newly developed experiential learning opportunities for the Laurier community</p>	2026-27	<p>Direct sponsorship of pre-existing academic challenges and contests (<i>Sustainability Office</i>)</p> <p>Development of potential academic experiential learning challenges and contests for the Laurier community through internal and external partnerships (<i>FAM: Sustainability Office and Advancement and External Relations</i>)</p>

Action 3

Connect students to internal and external learning opportunities through academics, partnerships, Sustainability Office events, and communications.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Establish strategic non-profit, non-governmental, and corporate partnerships to enhance engagement capacity with students, staff, and faculty: Supportive partnerships with external governmental, non-profit, non-governmental, and private sector corporations</p>	2026-27	<p>Development of partnership capacity with different external stakeholder groups for turnkey support with existing or new programming (<i>FAM: Sustainability Office, Office of Research Services, Advancement and External Relations</i>)</p>
<p>Establish a sustainability-themed alumni network to enhance student, staff, and faculty engagement opportunities</p>	2027-28	<p>Development of partnership capacity with alumni in the sustainability industry interested in providing time and resources to the Laurier community (<i>FAM: Sustainability Office, Advancement and External Relations</i>)</p>

Academics

Action 4

Partner with Office of Indigenous Initiatives on sustainability initiatives to provide learning opportunities for students.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Supportive resources for Indigenous Student Centres: Providing capacity for ongoing engagement opportunities and enhancement to Indigenous Initiatives offerings</p>	<p>2025-26</p>	<p>Assist with upcoming capital management opportunities with outdoor land use at Brantford and Waterloo Indigenous Student Centres (FAM: Sustainability Office, Indigenous Initiatives, FAM: Grounds, FAM: Operations, FAM: Planning, Design, and Construction)</p> <p>Identify and adopt experiential learning opportunities that can enhance Indigeneity based programming (<i>Indigenous Initiatives and FAM: Sustainability Office</i>)</p>

Fair Trade
Campus Week
Contest



Academics



Research

GOAL 10

Improve collaboration between the Sustainability Office and Laurier research programs that focus on the environment and sustainability.

Aligned with SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Action 1

Showcase and profile research initiatives and individuals achieving excellence in research at Laurier within the field of sustainability through established communication channels.

SMART Opportunity and Description	Term	Metric and Accountability
Establish a sustainability-themed alumni network to enhance student, staff, and faculty engagement opportunities	2027-28	Development of partnership capacity with alumni in the sustainability industry interested in providing time and resources to the Laurier community (<i>Sustainability Office and Alumni Relations</i>)
Academic network development opportunities: Utilize existing and new academic partnerships to enhance internal and external facing profile of sustainability themed research	2027-28	Establish networking and engagement opportunities for academic researchers within Laurier's internal and external community (<i>Sustainability Office and Office of Research Services</i>) Sponsor and support academic events to showcase sustainability themed content and expertise (<i>Sustainability Office</i>)

Academics

Action 2

In collaboration with faculty, innovate academic initiatives and programs to use campus as ‘Living Lab’ opportunities.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Sponsorship of research contests and challenges: Supportive capacity for existing or newly developed experiential learning opportunities for the Laurier community</p>	<p>2026-27</p>	<p>Direct sponsorship of pre-existing academic challenges and contests <i>(FAM: Sustainability Office)</i></p> <p>Development of potential academic experiential learning challenges and contests for the Laurier community through internal and external partnerships <i>(FAM: Sustainability Office, Dean of Students, Office of Research Services, Advancement and External Relations)</i></p>
<p>Establish sustainability leadership in U-Sports: Leadership in the alignment between athletics and sustainability amongst institutions in Ontario</p>	<p>2027-28</p>	<p>Establish membership to the Green Sports Alliance program and identify principles and opportunities to adopt at Laurier <i>(Athletics and Recreation and FAM: Sustainability Office)</i></p> <p>Explore capital management and retrofit improvement opportunities to reduce operational footprint for Athletic Complex <i>(FAM: Operations, FAM: Planning, Design, and Construction, FAM: Sustainability Office, and Athletics and Recreation)</i></p> <p>Identification of strategic partnerships and grant opportunities that could enhance sustainability themed programming offered through U-Sports alignment at Laurier <i>(Athletics and Recreation, FAM: Sustainability Office, Government Relations, and Advancement and External Relations)</i></p>

Engagement



*Sustainability
and Social
Change Council*

Engagement



Campus Engagement

GOAL 11

Further the goals of the Strategic Academic Plan as they relate to sustainability.

Aligned with SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Aligned with SDG 10: Reduce inequality within and among countries

Action 1

Support and drive partnerships to provide experiential learning opportunities.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Increase Sustainable Hawk Fund program support: Expand the funding capacity, potential number of projects funded, and access by Laurier community stakeholders</p>	2026-27	<p>Increase funding capacity of Sustainable Hawk Fund program (<i>FAM: Sustainability Office, WLUSU, and GSA</i>)</p> <p>Provide ongoing submission capacity for Sustainable Hawk Fund to enhance equitable access to Laurier community members (<i>FAM: Sustainability Office, WLUSU, and GSA</i>)</p> <p>Establish recurring annual funding supplemental through grants and strategic partnerships for Sustainable Hawk Fund (<i>FAM: Sustainability Office</i>)</p>
<p>Establish strategic non-profit, non-governmental, and corporate partnerships to enhance engagement capacity with students, staff, and faculty: Supportive partnerships with external governmental, non-profit, non-governmental, and private sector corporations</p>	2026-27	<p>Development of partnership capacity with different external stakeholder groups for support with existing or new programming (<i>FAM: Sustainability Office, Office of Research Services, and Advancement and External Relations</i>)</p>

Engagement

Action 1 (continued)

SMART Opportunity and Description	Term	Metric and Accountability
Establish a sustainability-themed alumni network to enhance student, staff, and faculty engagement opportunities	2027-28	Development of partnership capacity with alumni in the sustainability industry interested in providing time and resources to the Laurier community (FAM: Sustainability Office, Advancement and External Relations, Alumni Relations)

Action 2

Align Equity, Diversity, Inclusion and Indigeneity Action Plan opportunities in existing and new sustainability programming and services offerings.

SMART Opportunity and Description	Term	Metric and Accountability
Supportive resources for Indigenous Student Centres' (ISC) programming including collaborative project and event development, shared student staff capacity, and mutual Laurier community engagement: Providing capacity for ongoing engagement opportunities and enhancement to Indigenous Initiatives offerings	2025-26	Assist with upcoming capital management opportunities with outdoor land use at Brantford and Waterloo Indigenous Student Centres (Office of Indigenous Initiatives, FAM: Sustainability Office, FAM: Operations, FAM: Planning, Design, and Construction) Identify and adopt experiential learning opportunities that can enhance Indigeneity based programming (Indigenous Initiatives and FAM: Sustainability Office)
Supportive resources for Centre for Student Equity, Diversity, and Inclusion (CSEDI) programming including collaborative project and event development, shared student staff capacity, and mutual Laurier community engagement: Providing capacity for ongoing engagement opportunities and enhancement to CSEDI	2025-26	Identify and adopt experiential learning opportunities that can enhance existing EDI based programming (CSEDI and FAM: Sustainability Office)

Engagement

Action 3

Integrate Calls to Action from the Truth and Reconciliation Commission Report into programming

SMART Opportunity and Description	Term	Metric and Accountability
<p>Supportive resources for Indigenous Student Centres' (ISC) programming including collaborative project and event development, shared student staff capacity, and mutual Laurier community engagement: Providing capacity for ongoing engagement opportunities and enhancement to Indigenous Initiatives offerings</p>	2025-26	<p>Assist with upcoming capital management opportunities with outdoor land use at Brantford and Waterloo Indigenous Student Centres (<i>Indigenous Initiatives and Facilities and Asset Management</i>)</p> <p>Identify and adopt experiential learning opportunities that can enhance Indigeneity based programming (<i>Indigenous Initiatives and Sustainability Office</i>)</p>

Action 4

Support integration of Indigenous principles and customs into managing Laurier's ecological and social systems, particularly in terms of connection to the land and ecosystem health.

SMART Opportunity and Description	Term	Metric and Accountability
<p>Supportive resources for Indigenous Student Centres' (ISC) programming including collaborative project and event development, shared student staff capacity, and mutual Laurier community engagement: Providing capacity for ongoing engagement opportunities and enhancement to Indigenous Initiatives offerings</p>	2025-26	<p>Assist with upcoming capital management opportunities with outdoor land use at Brantford and Waterloo Indigenous Student Centres (<i>Indigenous Initiatives and Facilities and Asset Management</i>)</p> <p>Identify and adopt experiential learning opportunities that can enhance Indigeneity based programming (<i>Indigenous Initiatives and Sustainability Office</i>)</p>

Investment



Investment and Finance

GOAL 12

Support meaningful action on climate change while meeting fiduciary duties to the Board of Governors.

Aligned with SDG 13: Take urgent action to combat climate change and its impacts

Action 1

Work with responsible parties to enhance Environmental, Social and Governance (ESG) risk management strategies, such as revising relevant investment policies, procedures, and terms of reference to include ESG factors into decision-making.

SMART Opportunity and Description	Term	Metric and Accountability
Engage with existing and new Investing to Address Climate Change: A Charter for Canadian Universities stakeholders to showcase commitment to decarbonization best practices	2025-26	Support institutional research and collaboration into identifying best practices from other Ontario and Canadian based colleges and universities (<i>Finance and Administration, Laurier Board of Governors, Alumni Relations, Advancement and External Relations, FAM: Sustainability Office</i>)
Facilitate continued engagement and strategic consultation with students, staff, and faculty on responsible investing practices	2026-27	Provide consultative assistance with upcoming review of investment practices (<i>Finance and Administration, Laurier Board of Governors, Alumni Relations, Advancement and External Relations, FAM: Sustainability Office</i>)

Investment

Action 2

Work with Finance and Administration and Advancement and External Relations to develop a fossil fuel-free and impact investing endowment fund available to donors.

SMART Opportunity and Description	Term	Metric and Accountability
Expand donor interest and involvement in support of the fossil fuel free endowment fund	2027-28	Assist in obtaining potential donor and alumni community partners feedback with endowment fund development efforts (<i>Finance and Administration, Laurier Board of Governors, Alumni Relations, Advancement and External Relations, FAM: Sustainability Office</i>)



Appendix

Emissions Inventory

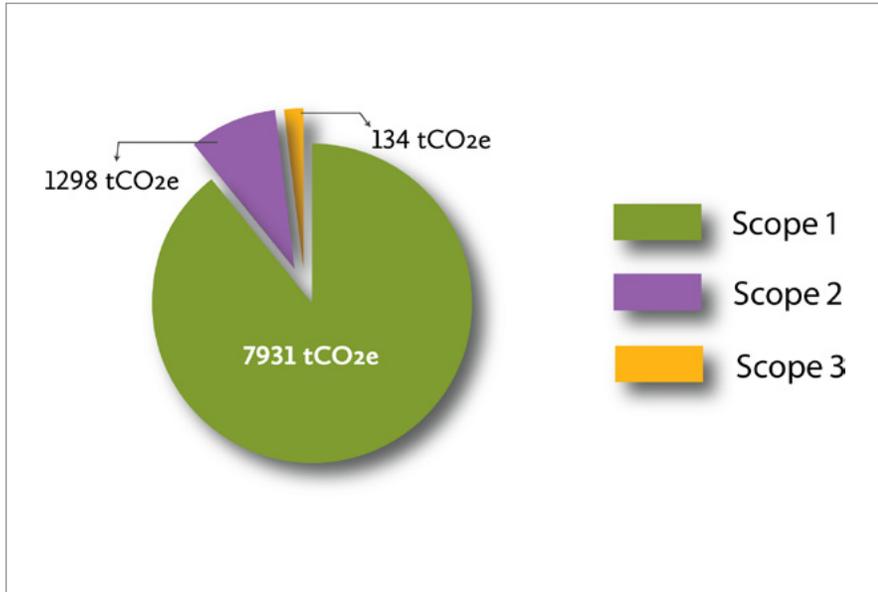


Figure 1. Total emissions for all campuses broken down into Scope 1 (natural gas and fleet), Scope 2 (electricity), and Scope 3 (waste, water and air travel) emissions. Figure from the *Wilfrid Laurier University 2022-23 Sustainability Annual Report*.

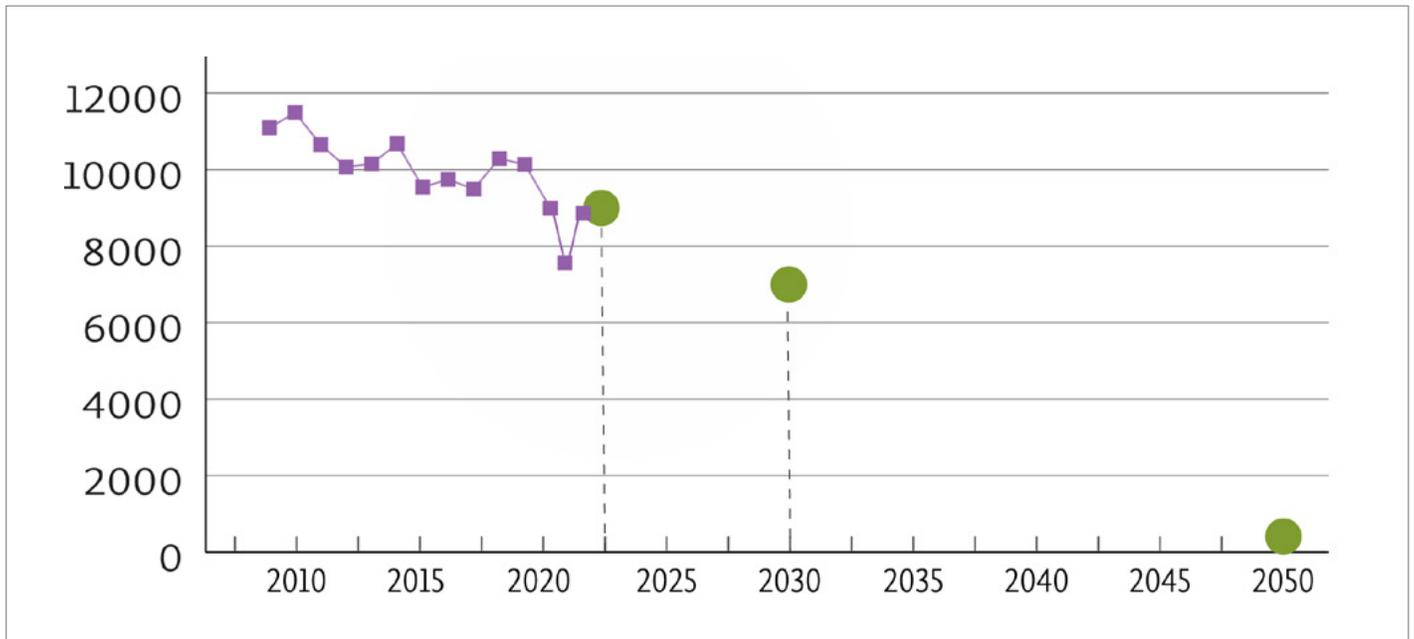


Figure 2. The total emissions for all Laurier campuses since 2009, in addition to the three targets for 2022, 2030, and 2050. Figure from the *Wilfrid Laurier University 2022-23 Sustainability Annual Report*.

Appendix

Waste Diversion & Reduction

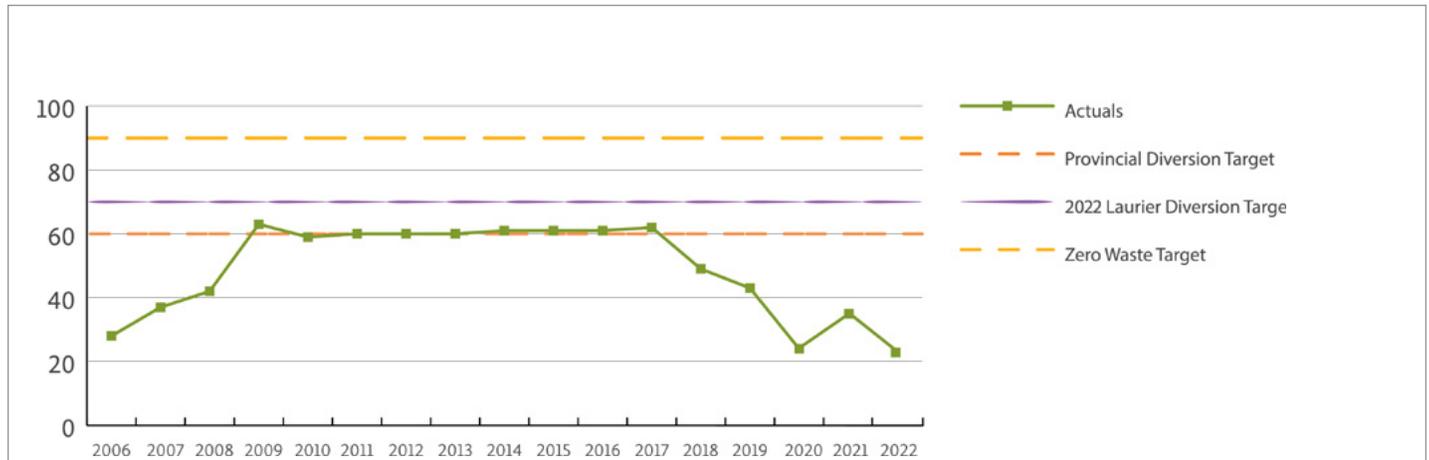


Figure 3. Waterloo's waste diversion rate from 2006 - 2022 in comparison to provincial and internal targets. Figure from the *Wilfrid Laurier University 2022-23 Sustainability Annual Report*.

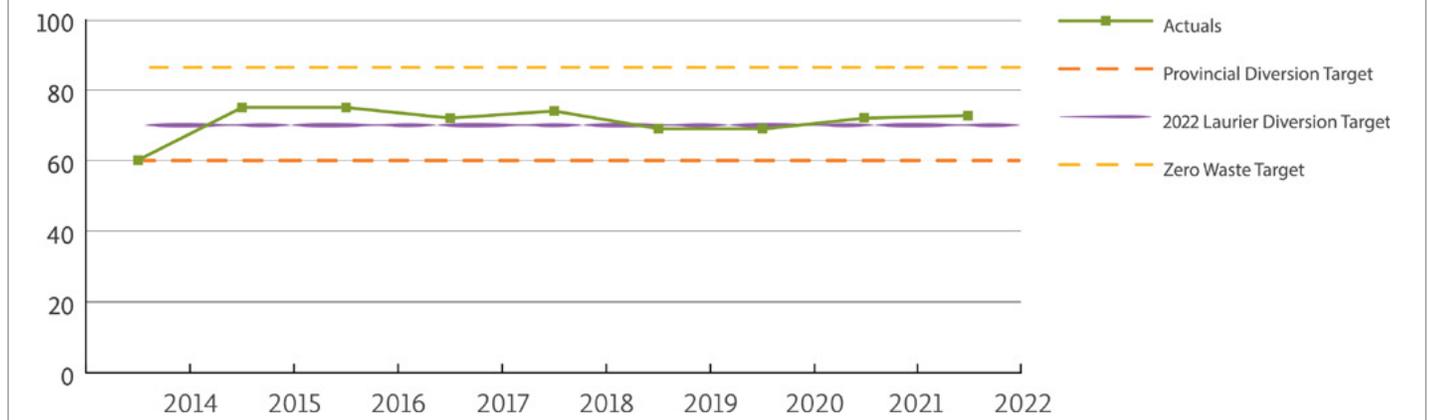


Figure 4. Brantford's waste diversion rate from 2014 - 2022 in comparison to provincial and internal targets. Figure from the *Wilfrid Laurier University 2022-23 Sustainability Annual Report*.



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