

Report on Sustainable Development at the University of Ottawa



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1. Introduction

The University of Ottawa adheres to the definition of sustainable development set out by the World Commission on Environment and Development in 1997: “Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”

As described in its strategic plan, *Destination 2020*, the University plays a leading role in finding innovative solutions to environmental problems and in training the green leaders of tomorrow. It plays an active role in building a sustainable society by strengthening its ability to highlight and to find solutions to environmental issues.

Through a variety of programs, the University is also taking steps for a better environment, such as reducing its consumption of water and fossil fuel energy and its greenhouse gas (GHG) emissions, despite continued campus growth, including both its population and buildings.

This report is a non-exhaustive summary of the efforts made by our University, a socially responsible national leader in sustainable development. We are the most active campus across Canada when it comes to campus sustainability, thanks to our intensive recycling programs, the accommodations we make for pedestrians and cyclists and the way we manage green spaces. All of this helps to achieve two key objectives: to make the University of Ottawa an environmentally responsible organization and to reduce its environmental footprint on an ongoing basis.

2. Background

The first sustainability initiatives on campus date back to 1974, when the University hired its first engineer to manage the campus’s energy consumption. Only three energy professionals have served in this position since it was created.

Since 2006, the Office of Campus Sustainability, under the Physical Resources Service, coordinates all of the campus’s sustainability projects. Directed by Pierre de Gagné (Director of Utilities and Campus Sustainability, Physical Resources Service), the Office has one permanent employee and relies on the cooperation of three administrative units—Physical Resources, Protection Services (Sustainable Transportation) and the Human Rights Office (Accessibility)—to achieve its mandate. It strives to integrate sustainability, as much as possible, into daily campus life, whether it be small things, like taking notes on scrap paper, or more major things, like designing energy efficient facilities. All of these steps are important and, in many cases, make it possible for the University and its community to realize substantial savings, in addition to reducing its environmental impact.

The University established the Sustainable Development Committee (SUDCOM) in 2007. SUDCOM’s mandate is to provide advice and put forward ideas to the University’s Administrative Committee on best practices pertaining to campus sustainability. The SUDCOM is composed of representatives from the staff, faculty, student body and community.

More specifically, the SUDCOM is involved in the following activities:

- Assessing sustainability issues and submitting recommendations to the Administrative Committee
- Suggesting policies to improve the University of Ottawa's performance under the Sustainable Tracking And Rating System (STARS)
- Creating and managing projects that seek to improve sustainability on campus
- Creating and managing volunteer-based sub-committees focused primarily on sustainable development issues

The University of Ottawa's Sustainable Development Committee has adopted the 4C model of campus sustainability developed by Plymouth University to address different aspects of sustainability specific to a campus context. The 4Cs are as follows:

Campus – Everything involving procurement for and the physical aspects of the campus

Community – Social relationships between community members on and off campus

Culture – Values and policies forming the cultural foundation and influencing the governance of the campus

Curriculum – Academic pursuits, courses and research activities that constitute the body of knowledge on campus

3. Strategy and approach

The University of Ottawa is committed to managing its operations and facilities responsibly, in a way that will protect and sustain the natural environment and ensure sustainability. It advocates for the ongoing improvement of its activities and operations for a more sustainable campus. In order to help keep that commitment and implement the actions and measures needed to do so, the University has adopted new regulations and policies in recent years and put some effective mechanisms and decision-making structures in place.

As an example, since the introduction of the Office of Campus Sustainability, the Policy on Ethical Purchasing (Policy 98) was adopted. Food Services has taken an environmentally responsible approach, ensuring that contracts under its supervision contain clauses relating to sustainable development. Moreover, the University of Ottawa was one of the first universities in Canada to ban bottled water on its campus. More than \$250,000 was invested to improve the drinking water system across campus.

The University worked with its partners to develop policies, rules and regulation in keeping with the social, economic and environmental realities of the University and the communities it serves. In addition, it has recently begun revising its sustainability policies and regulations so that they reflect the social, economic and environmental realities of the present and the future, including the Environmental Policy (Policy 72). The revision of certain policies governing procurement on campus, such as Policy 36, is also underway.

To ensure the sustainability of its activities, uOttawa is committed to assessing upstream and downstream the economic, social and environmental impacts of its activities. When reviewing new projects, the University takes into consideration the participation of faculty, staff, students and alumni, as well as the outside community. It manages its operations and facilities in a responsible manner that protects and ensures the sustainability of the natural environment. Lastly, educational and research activities are carried out responsibly and ethically to promote and support sustainable development.

4. Reviews and research

A number of ongoing campus initiatives are contributing to the advancement of knowledge and science of sustainable development. Below are a few of those initiatives.

a. Institute of the Environment

The Institute of the Environment has a multi-disciplinary Master's program and an interdisciplinary Master of Science program in Environmental Sustainability. The Master of Science gives researchers and future professionals the capabilities and qualifications needed to find regulatory solutions and effective policies for the complex, multidimensional challenges confronting the environment. Students are exposed to the main founding concepts pertaining to sustainability in the sciences, economics, law and politics.

b. Academic programs

We want to create an environment where students have the opportunity to learn and implement sustainability concepts during their academic career.

Several faculties offer programs that have one or more components related to sustainable development. The Faculty of Law, for example, has one of the largest selections of Environmental Law courses in the country.

More than 130 courses related to sustainability are offered at the undergraduate level and approximately 30 courses at the graduate level. A list of all the courses is available on the Office of Campus Sustainability website (sustainable.uOttawa.ca).

c. Living Laboratory

The University of Ottawa's Living Laboratory is a unique program that uses academic course work and community volunteering to improve sustainability related to campus operational challenges. It is an excellent opportunity for students to work on campus issues in a positive manner that promotes place-based learning while earning academic credit.

Students, staff, and faculty are coordinated through the Office of Campus Sustainability (which is under the Physical Resources Service) and the Community Service Learning program to work on campus projects. The projects are often integrated into course work or can be worked on as an independent assignment.

d. Research

For many years, the University's researchers have been studying a wide variety of issues directly or indirectly related to the environment, sustainable development and the impact on populations. This research is being in the fields

of agriculture, biodiversity, conservation, contaminants, climate change, social responsibility, community planning and development, ecosystems, ecotourism, threatened species, environmental law, various aspects of engineering, health, education, fisheries, energy, forestry, genetically modified organisms, fuels GHGs, pollution and hydrology, to name a few.

The photovoltaic research by Joan Haysom and Karyn Hinzer is of particular interest. Through their SUNLAB project, an outdoor lab was set up in 2010 to test solar installations—APECS (Advanced Photovoltaics for Economic Concentration Systems). The researchers and their team are working in conjunction with a private partner, Morgan Solar Inc., to look at opportunities for using high-efficiency photovoltaic systems as an economically viable technology for solar-power generation in Ontario, Canada and globally. This is a \$10 million dollar program funded by the Ontario Research Foundation.

5. Progress

Under the Resource Optimization Program, launched in 2010, the Physical Resources Service committed to saving \$2.8 million annually, investing \$8.7 million from 2010 to 2015. This ambitious program, which includes a number of ecological initiatives aimed at reducing our energy and water consumption and managing waste, and the associated costs, exceeded all expectations: \$4.8 million was saved in 2014–2015 and \$0.8M was also saved in recycling for a total of \$5.6M. This means a reduction of 31,543 tonnes of greenhouse gaz emissions over 5 years, (8,250 in 2014–15) or more than 600,000 GJ of energy cumulatively (165,000 GJ in 2014–15), equivalent to the energy used by 5,600 Ontario homes cumulatively.

In 2013–2014, the EcoProsperity program, a continuous improvement program, generated savings of \$4.1 million in energy and water consumption. That same year, the Waste Diversion Program achieved a diversion rate of 60% and the Furniture Recycling Program saw nearly 2,000 pieces of office furniture reused or placed. A preliminary analysis of all waste diversion and reduction programs revealed a savings of approximately \$800,000 by avoiding sending upwards of 100 tonnes of waste to landfill, in addition to a decrease of 9,916 tonnes in CO₂ emissions.

Here are a few highlights:

- In 2015, the University was named the Canadian RecycleMania Champion for the seventh year in a row.
- The University introduced a new bike lane that goes against traffic flow and crosses the entire campus.
- According to the UI GreenMetric World University Green Ranking, the University of Ottawa ranks 125th in the world and 8th among Canadian universities working to promote sustainability on campus.
- In partnership with the Bike Coop, we have introduced new outdoor bike repair stations across campus.
- Close to 85% of the University community uses public transit or alternative forms of transportation to get to campus.
- We were the seventh university in Canada to earn the Fair Trade Campus designation, thanks to our fair trade coffees, teas and chocolate products.

a. Energy

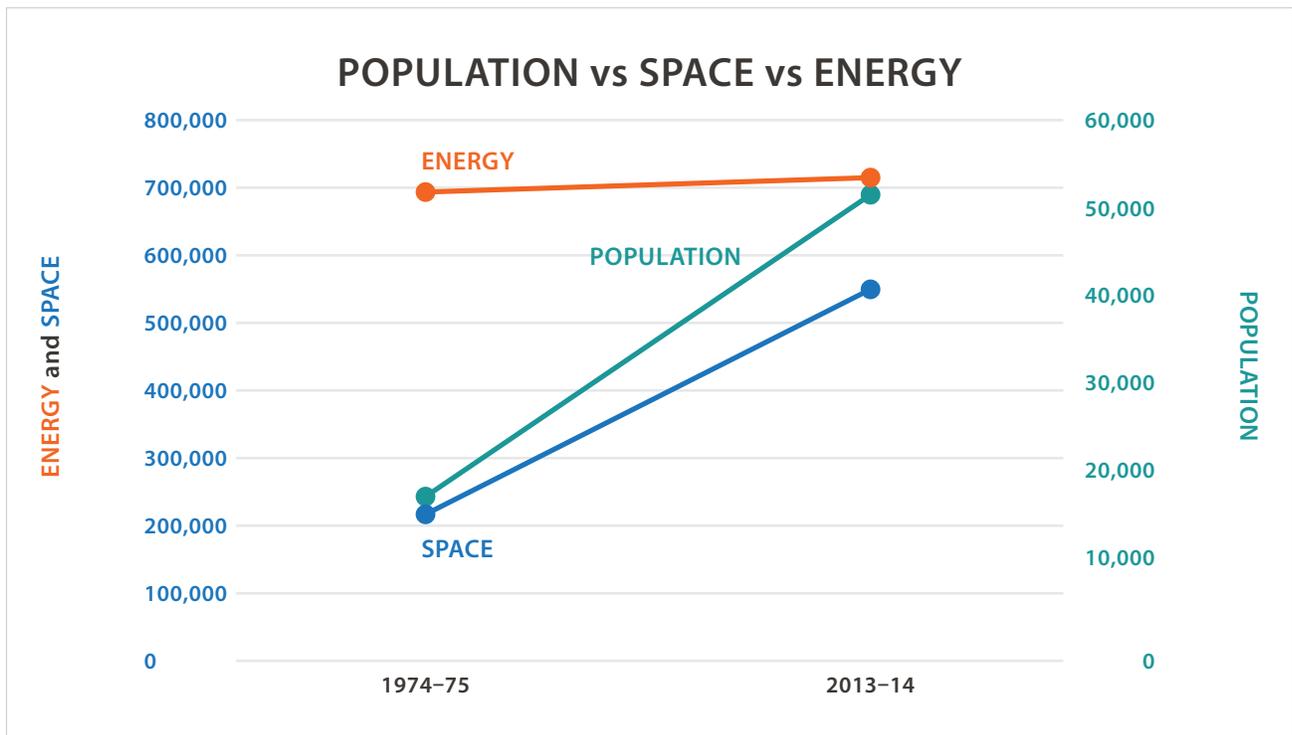
Target: Reduce energy consumption by 2% annually despite the growth experienced on campus.

Progress

- In 2013, energy consumption dropped 0.5% despite the addition of 6,000 m² of space on campus.
- A reduction in CO₂ emissions of 41% since 1974 (from 27,000 to 16,000 tonnes).
- Despite a 190% increase in the number of students and a 254% increase in built spaces on campus, energy consumption has increased only 3% over 1974 levels.
- The EcoProsperity Program has resulted in overall savings of \$18.5M since 2010. Total energy saved: 600,000 GJ cumulatively, 165,000 GJ in 2014–15.
- A number of buildings have recently been upgraded, including Morriset Library, the Desmarais Building, Fauteux Hall, Roger Guindon Hall, School of Electrical Engineering and Computer Science (School of EECS).
- The University partnered with Hydro One to hire an embedded energy manager. This manager is responsible for finding ways to reduce energy consumption
- The University is called upon by the Ontario government to reduce its energy consumption on the hottest days of the year in order to protect the power grid. In order to reduce our energy consumption by 20% on these days, we implement energy reduction measures such as rotating ventilation and turning off non-essential lighting.

We are currently evaluating new systems that will allow us to take advantage of solar energy on campus.

Figure 1



Since 1974, the University of Ottawa has been able to maintain energy consumption levels despite a significant increase in student population and the size and number of buildings on campus.

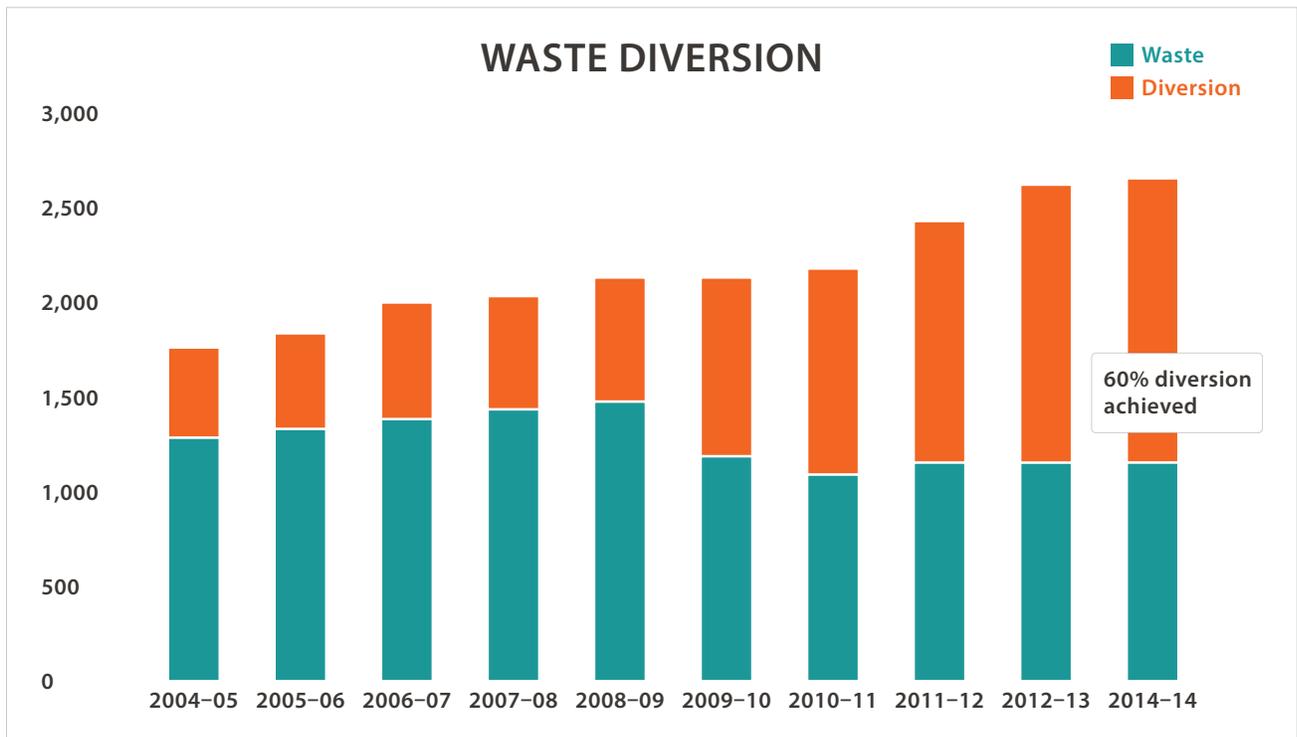
b. Waste diversion and recycling

Target: Become a zero-waste-to-landfill campus by 2020. To achieve this goal, we must attain a waste diversion rate of 75% by 2017, find new options for recycling and buy fewer non recyclable and non-reusable products.

Progress

- The waste diversion and recycling measures and programs have made it possible to save over \$1 million this year.
- In 2015, we managed to divert 60% of our waste.
- In 2014, we generated 1,524 tonnes of waste but diverted 2,664 tonnes of recyclables, including compost.
- In 2014, 22 tonnes of items were handled or reused through our Free Store and 102 tonnes of furniture was recovered through our Furniture Reuse Program.
- The University earned the title of RecycleMania Champion for the seventh year in a row.
- New pen and cigarette recycling programs were launched in 2013, and a coffee bag recycling program was introduced this year.
- The new dining hall plans to divert 99% of its waste.

Figure 2



Efforts to divert waste have produced concrete results. In 2013–2014, we achieved 60% waste diversion through recycling, composting and reuse.

c. Water

Target: Reduce water consumption by 2% per year and encourage the use of grey water instead of drinking water.

Progress:

- Conservation measures implemented in 2006 have allowed us to reduce our water costs by \$558,000 in one year.
- Water consumption dropped by 4% in 2013 and by 9% in 2014. Since 1996, we have reduced our water consumption by 44%.
- Water fountains on campus have been upgraded.
- In 2010, the University of Ottawa became the first Ontario university to stop selling bottled water on campus.

d. Sustainable transportation

Target: Maintain the University's 85% modal split, the percentage of people who use alternative forms of transportation versus those who take a single occupancy vehicle. In other words, only 15% of the university community would take a single occupancy vehicle to campus.

Progress:

- In 2014, the modal split was 85%.
- A new bike lane against the flow of traffic and crossing the entire campus was recently built.
- Outdoor bike repair stations have been installed.
- Without Transportation Demand Management and the availability of other means of transportation, an additional \$57 million in parking infrastructure would be required on campus.

e. Sustainable food

Target: Increase access to local and organic food, fair trade products, and vegetarian and vegan foods on campus.

Progress:

- In 2013, uOttawa became the seventh university in Canada to earn the Fair Trade Campus designation.
- Around 70% of food products served in the main cafeteria were grown or produced within a 500 km radius of the campus, and 27% were grown or produced in Ontario.
- The campus has food trucks that serve local food.
- The availability of local, organic, vegan and fair trade food has increased on campus.
- More ethically sourced foods are now available at the University.

f. Buildings and green spaces

Target: Increase the amount of functional indoor and outdoor green space and meet the LEED Silver standard for major construction projects (above 10,000 m²).

Progress:

- Three buildings on campus are LEED certified or are targeting certification: the Social Sciences Building (LEED Gold certified), ARC and the Learning Centre.
- The University is in the process of developing its new campus master plan, which will be submitted for final approval in the fall of 2015. The plan recommends a number of sustainable development initiatives, and in particular, recommends an improved modal split (sustainable vs. non-sustainable modes) and supports alternate forms of transportation such as public transit, pedestrian malls and paths and bike paths. The plan recommends maintaining current green spaces and making other improvements to create a campus that is safe and exists in harmony with the natural environment.
- There are 50 community gardens and five green roofs on campus.
- The Faculty of Social Sciences Building houses a living wall, one of North America's largest such biofiltration systems. The wall is made up of 2,000 plants and helps remove airborne contaminants, assists with air purification and provides humidity.

g. Emissions and climate change

Target: Reduce direct GHG emissions (type 1) 34% over 2005 levels by 2020. In other words, GHG emissions must be 13,000 tonnes or less by 2020.

Progress:

- In 2015, we lowered our total GHG emissions by 23%, compared to 2005 levels.
- We have reduced our direct GHG emissions by 41% since 1974.
- Our GHG emissions are below the Ontario Ministry of the Environment reporting threshold, which is 25,000 tonnes.
- If we had a carbon tax similar to the one in British Columbia, we would have saved \$494,000 in taxes with the success of our sustainability programs. The Ontario government announced that it would be introducing a carbon exchange; however, the impact on potential savings remains unknown.

h. Community

Target: Increase the number of Green Reps on campus and build a network of volunteers consisting of students and other members of the university community.

Progress:

- The Office of Campus Sustainability has continued its commitment through the Community Service Learning program. This program allows students to participate in learning experiences outside the traditional classroom. A host of courses are included in the Community Service Learning component. In 2014, upwards of 300 students were involved in sustainable development activities sponsored by the University's Office of Campus Sustainability.
- The Office of Campus Sustainability relaunched the Eco Network, with 45 student staff participating in 2014. The Eco Network program is an effort to integrate sustainability efforts across departments and services by offering

interested uOttawa employees tools, tips and training for going green at the office. The goal of the program is to engage campus employees in sustainability issues while working towards achieving the sustainable development objectives set by the Sustainable Development Committee.

- Through the Furniture Reuse Program and Free Store, donations to the community have increased.

6. Investment initiatives

The University has taken a leadership role by establishing a responsible investment approach beginning in 2009 that is in line with the United Nations supported Principles for Responsible Investment (PRI). PRI is widely recognized as the investment industry standard and provides a best practices framework through its principles-based approach. Responsible investment integrates environmental, social and governance (ESG) criteria in the investment decision-making process based on the belief that ESG criteria can influence the performance of an underlying investment and therefore are relevant to the assessment of economic value.

Since 2009, the investment staff in the Treasury and Pension Fund Office has been working to develop and improve our responsible investment approach in a manner that is consistent with PRI. Specific actions include quarterly monitoring of proxy voting and regular reviews of how external investment managers integrate ESG factors into investment decisions. The process has evolved over time, and in 2013 the University took an important step in moving forward with its responsible investment initiatives by becoming a signatory to PRI. As a signatory, the University has access to additional resources and benchmarking.

Through its alignment with PRI, the University has made a public commitment to make investment decisions that consider ESG issues while taking appropriate steps to meet its fiduciary responsibilities to optimize investment returns. It is also expected that such an approach will facilitate the ability to collaborate with other investors and undertake engagement initiatives—the most effective method to achieve positive changes with respect to ESG issues, including concerns about climate change. This is evidenced by the growing number of our external investment managers that are also PRI signatories.

The PRI approach encompasses six key principles:

1. Incorporate ESG issues into investment analysis and decision-making processes.
2. Active ownership to ensure that ESG issues are incorporated into policies and practices.
3. Appropriate disclosure on ESG issues by the entities in which we invest.
4. Promote acceptance and implementation of the principles within the investment industry.
5. Work with other signatories to enhance effectiveness in implementing the principles.
6. Report on activities and progress towards implementing the principles.

The University, as an active member of PRI, participates in the annual PRI reporting questionnaire. Through this process, we received our first PRI benchmarking report in 2014, which helped identify specific areas to expand on

our responsible investment approach and related actions. Highlights from the benchmarking report include above median performance for monitoring of external equity managers and above median ranking relative to similar-sized institutional investors.

We are also currently reviewing our documentation on responsible investment and have updated our approach with expanded guidelines that are linked to our investment policies. The new guidelines aim to outline the University's philosophy and approach in a manner that is consistent with the six PRI principles and provide a mechanism to monitor and further develop the University's responsible investment capabilities.

Key areas where concrete steps can be taken to further improve our approach include signing on to the PRI Montreal Pledge to measure, monitor and report on the carbon footprint of investment portfolios and to produce and publish on the University's website an annual report on responsible investment. Once finalized and approved, the expanded responsible investment guidelines will be made available so interested parties can learn more about the University's approach and specific actions.

7. Current projects and initiatives

To achieve its main sustainable development objectives, the University of Ottawa has launched a number of new projects and initiatives, including the following:

a. Energy programs

EcoProsperity

The EcoProsperity II program is aimed at updating our facilities in order to create a more energy efficient campus. In 2013, the program resulted in savings of more than \$3M. Over the coming years, the University expects to see improved energy efficiency at Roger Guindon Hall, Colonel By Hall, the Biosciences building, Marion Hall and the Centre for Advanced Research in Environmental Genomics (CAREG). These improvements would result in a savings of \$2.2M. The energy saved through the program would be enough to supply energy to 1,194 residence rooms for entire year.

Master Plan

The University of Ottawa has a central heating and air conditioning system. This means that all buildings are connected by underground tunnels that transport energy from the power plant to the buildings. The recent planning process for the master plan uncovered some major impacts on the capacity of our infrastructure. Through the EcoProsperity, the power grid has an additional reserve of 2,000 KW, or enough to supply four or five new large buildings. There was a reduction in the peak capacity of the heating system despite the increase in the amount and intensity of the research being done at the University.

Embedded energy manager

The University partnered with Hydro One to hire an embedded energy manager. This manager is responsible for finding ways to reduce energy consumption. In the first two years the manager was in the position, we achieved a 1,098 KW reduction in peak electricity demand—double the target of 600 KW. We expect a further reduction of 500 KW this year.

Managing electricity demand

The University is called upon by the Ontario government to reduce its energy consumption on the hottest days of the year in order to protect the power grid. In order to reduce our energy consumption on these days, we implement energy reduction measures such as rotating ventilation and turning off non-essential lighting. These efforts result in over \$1M in savings a year; our goal is to continue applying these measures to reduce not only our costs but also the demand for electricity—particularly during peak periods, which is responsible for 70% of our energy costs on the main campus.

b. Waste management and recycling programs

There are 20 recycling and re-use programs on campus.

Recycling Centres: There are over 150 recycling centres on campus, and many of them have composting stations. We also recycle electronic waste. Batteries can be taken to the appropriate recycling centres.

Free Store: [The Free Store](#) is a shop of reclaimed items that are offered back to the community for free. Items are collected, washed, sorted and put out in the Free Store every week. It is a good way of giving old items a new lease on life while avoiding having them go to landfill.

Dump and Run: [The Dump and Run](#) is a collection of leftover items from students moving out of residences in order to divert them from landfill.

Furniture Reuse Program: The Furniture Reuse Program ensures that thousands of pieces of furniture are diverted from landfill and offered back to the campus community for free.

Recycling Program: Procurement Services and the Physical Resources Service joined forces with TerraCycle to establish the first pen recycling program at the University. Since the program began, it has been expanded to include recycling coffee bags and footwear. Our goal is to reduce our environmental footprint by diverting used writing instruments from the waste stream.

c. Water management programs

Black Water Reuse: The University collects used water from its Aquatic Care Centre in order to reuse it to help heat and cool buildings on campus.

Low Flow Fixtures: Any new water fixtures installed on campus are low flow fixtures. These fixtures use significantly less water and are installed all over the campus (faucets, toilets and urinals).

Water Fountain Renewal: Every year, the University invests in improving and adding new fountains on campus. The objective of this renewal is to increase drinking water quality and accessibility.

Storm Water Management: In order to reduce the University's impact on surrounding communities, uOttawa is taking concrete action by installing bioswales to filter and collect rainwater.

d. Sustainable transportation programs

Universal Bus Pass (U-Pass): The U-Pass is a discounted transit pass offered to students in the OC Transpo service area.

Secure Bike Enclosures: The University of Ottawa has two secure bike enclosures available to the community.

Carpooling: A variety of incentives are provided to carpoolers, including preferential parking and an emergency ride program.

Bike Share Program: Bicycles are available to uOttawa community members who do not have their own bike.

Bike Coop: All campus community members have access to the Bike Coop. The [Bike Coop](#) hosts workshops and events to help participants fix their bike for free.

Bike Repair Stations: Our main campus is equipped with three bike repair stations, and another station is located at the Roger Guindon Campus.

Pedestrian Facilities: Pedestrian infrastructure is a campus priority; thus, sidewalks are preferred over parking lots.

e. Sustainable procurement

Plastic Bag Free Campus: The University of Ottawa is a plastic bag free campus. This means that you will only see plastic bags if they are biodegradable or if there is a charge to use them. We encourage all members of the University community to use reusable bags whenever possible.

Sweat Free Policy: Sustainable procurement is not only about the environment. It is also about social justice. As stated in Policies 36 and 98, the University of Ottawa does not permit the purchase of branded products unless they meet stringent sweat-free criteria.

f. Food

Fair Trade Campus: As Canada's seventh Fair Trade Campus, we are committed to increasing access to Fair Trade products all over campus.

Local Food: The University also imposes requirements for the amount of local food sold on campus.

Bottled Water Free Campus: In 2010, the University of Ottawa became the first campus in Ontario to stop selling bottled water on campus.

g. Greenhouse gas and climate change programs

Solar panels: A number of photovoltaic panels have been installed on campus to provide renewable energy. We are currently looking at the possibility of installing additional panels in order to diversify our energy sources and to incorporate renewable energy into our energy delivery system.

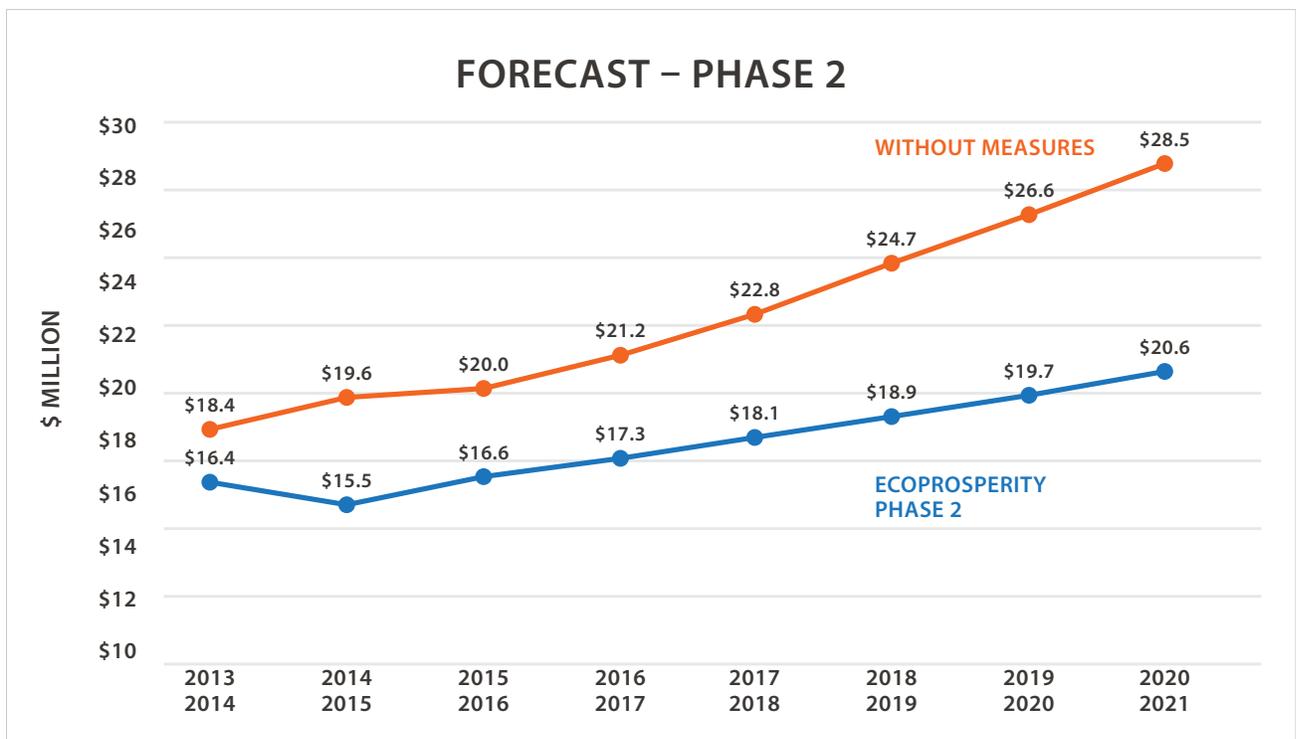
Green power: Custom power alternatives, such as Bullfrog, which uses energy from renewable and low impact sources, are available on campus. The Institute of the Environment, for example, buys the power for its offices from Bullfrog Power.

Hybrid vehicles: In order to reduce emissions, Protection Services has converted its entire fleet to hybrid vehicles.

h. Other sustainable development initiatives and events on campus

- Bike to work day
- Community gardens
- Earth Hour
- Green Week
- Muggy Mondays
- National sweater day
- RecycleMania

Figure 3



Through strategic investment in its infrastructures, the University expects to save close to \$8M annually between 2015 and 2021.

8. Review and updating of policies

The University of Ottawa has been a leader for many years when it comes to sustainability, as eloquently demonstrated in its policies and regulations.

For example, uOttawa is committed to managing its operations responsibly in terms of protecting and enhancing the natural environment. Here are some of the required actions:

- a. Take all steps to meet and, where possible, feasible and economically viable, go beyond the requirements of existing environmental laws, regulations and standards.
- b. Identify, assess and manage environmental hazards associated with University activities.
- c. Assess, plan, construct and operate university facilities in compliance with all legislation dealing with the environment, the University community and the general public.
- d. Review the environmental impact of current or proposed operations or undertakings before making decisions or implementing projects.
- e. In the absence of legislation, adopt, where feasible, standards that better protect the environment and minimize environmental risk.
- f) Maintain an active and efficient self-monitoring program to ensure compliance with environmental legislation and University policies.

We are currently revising Policy 72 so that it better reflects sustainability best practices and methods. Among other things, we would like to incorporate sustainability concepts in the policy as well as in teaching and learning. We also want to strengthen the role of the Sustainable Development Committee on campus. Therefore, we are in the process of drafting some basic principles to support the revised objectives of the policy. These include the precautionary principle (e.g. Should action be taken if the results are uncertain?), life-cycle effects, stakeholder participation, and procurement.

9. Future plans

The University wishes to maintain the momentum of the past few years and continue to be a sustainability leader, not only for the well-being of our campus, but for society as a whole.

The University intends to:

- continue its efforts in creating an efficient campus that reduces its impact on the environment
- put measures in place to achieve the goal of becoming a Zero Waste Campus
- use water efficiently, with drinking water consumption amounting to no more than what falls on campus as precipitation—reducing consumption by 2% per year
- promote a variety of sustainable transportation alternatives among uOttawa community members

- support a sustainable food system
- create a campus that is in harmony with the environment—as a minimum, meet the requirements for the LEED silver standard (or equivalent) for new large buildings
- protect the air we breathe and reduce our emissions to help mitigate the impact of climate change—reduce GHG emissions to surpass all Canadian targets
- exercise our leadership to build a sustainable society, educating students on sustainable development so that they become better citizens

10. Conclusion

As a socially responsible organization, the University of Ottawa is taking concrete steps to protect the environment—through the calibre of its researchers and their work, the University contributes to advancing knowledge and science; through its teaching, our institution inspires future generations of leaders to act responsibly towards the environment and work for positive change in their communities; through its actions and programs, the University has a direct impact on our surroundings by reducing its environmental footprint. Despite a threefold increase in the number of students since 1974 and a campus with more than twice the floor space, the University has nonetheless been able to reduce its energy consumption and cut greenhouse gas emissions.

The University of Ottawa could not continue to improve its sustainable development plans without the many campus champions and reps. Through their leadership on various projects, their devotion and suggestions for reducing waste, achieving greater energy and water savings and for sustainable food and transportation, the campus has become a national leader in sustainable development.

A sustainable campus is an efficient campus that respects all of the resources supporting its mission. The University of Ottawa has been investing for several years in improving its efficiency and will continue to do so.