

2014 - 2017



CAMOSUN COLLEGE SUSTAINABILITY PLAN

Sustainability is about integration; it recognizes that healthy communities, a thriving economy and environment are interdependent.

Revised September 2014



Contents

President’s Welcome	2
Introduction	4
Camosun’s Definition of Sustainability	5
Sustainability Principles	5
Vision.....	6
Long-Term Sustainability Goals.....	6
Governance and Accountability.....	8
Departmental Planning:	8
Metrics, Targets & Actions:.....	8
Performance Monitoring & Reporting:.....	8
Roles and Responsibilities:.....	8
APPENDIX A:.....	11
<i>Integrating Sustainability into Teaching & Learning sub-Plan</i>	11
APPENDIX B:.....	16
<i>Integrating Sustainability into Operations and Governance sub-plan</i>	16

Camosun Sustainability Plan

2014 – 2017

President's Welcome

The development of Camosun's Sustainability Plan has been a collaborative effort amongst many members of the campus community. It was initiated in support of Camosun College's Strategic Plan and further driven by an overwhelming desire to reduce the College's environmental impact as well as embed sustainability into the curriculum to promote life-changing experiences to our students.

We will strive to integrate sustainability into all teaching and learning and engage students with real life experiences in support of the college's initiative to reduce its environmental impact and be a leader in sustainability innovation. The 2014 - 2017 Camosun Sustainability Plan, supported by the Integrating Sustainability into Operations and Governance sub-Plan and the Integrating Sustainability into Teaching and Learning sub-Plan, will guide us through the first three years of meeting this goal.

At Camosun College, our core business is education. As a post-secondary institution, we aim to foster the leaders of tomorrow while setting an example of being a leader in environmentally sustainable practices. Thank you to all who have participated in the development of this plan and I look forward to seeing what we can collectively achieve in the area of sustainability.



A handwritten signature in black ink that reads "Peter Lockie". The signature is written in a cursive, flowing style.

Peter Lockie
Interim President

Vision

Inspiring lives.
Canada's college of life-changing learning.

Mission

We build a better tomorrow by providing outstanding and relevant learning experiences, valued credentials, and life-long student success.

Values

Our Learning Values

WE ALL LEARN

- We value life-long learning.
- We value self-directed and collaborative learning experiences.
- We value the practitioner of knowledge.
- We value flexible and accessible learning.

Our Service Values

WE ALL SERVE

- We value excellence in our service to students and communities.
- We value the continuous improvement of our services and programs.
- We value collaboration across the college.

Our Leadership Values

WE ALL LEAD

- We value the development of leaders.
- We value intelligent risk taking.
- We value creativity, innovation and imagination.
- We value the courage of the change agent.

Introduction

This *Sustainability Plan* supports our strategic plan *Inspiring Lives*. In particular, this plan will help support our strategy to “Build a sustainable organization.”

Sustainability is not a new concept at Camosun. It has been championed by various individuals, departments and schools for a number of years in almost every facet of the college. From student education and engagement, to college operations and management, to community innovation and partnerships, leadership from change agents within our college community has created inspiring change for the better. For several years, President's Funds have played a significant role in catalyzing initiatives and innovation on-the-ground. Applied teaching and learning – such as those related to waste reduction, solar energy and biodigestors – have begun to shape the campus as a living laboratory. And, through the Environmental Sustainability Council, college-wide environmental initiatives are discussed with a goal of improving and extending current environmental practices. We have made real progress in achieving targets towards energy management, transportation improvements, and carbon neutrality.

The *Sustainability Plan* will assist in further articulating Camosun's goals and priorities in advancing this important work.

Why are we pursuing sustainability at Camosun?¹

The post-secondary sector has a critical role to play to realize a sustainable world for future generations and the well-being of the Earth. Sustainability at Camosun is the right thing to do, both in how we operate as an institution, and in how we prepare students for roles in their communities and workplaces. As leaders and educators, we have an opportunity to be forward-looking, to catalyze innovation, and to equip our employees and students for the future, empowering them to be contributors beyond themselves. Communities, governments, employers, and – of course – our students increasingly expect this of us. Camosun students and employees want to work for a “green” employer. These efforts will enhance the college's reputation, foster innovation and attract and engage students.

At Camosun we are all learners, teachers, and leaders. When sustainability is acted on, the ripple effects create a positive future for our communities and our environment.

Background

This plan is the result of research and consultation conducted from November 2012 to August 2013 by the Office of Environmental Sustainability. Work to develop this *Sustainability Plan* included the following:

- Inventory of Camosun sustainability initiatives
- Best practice research highlights from the Post-Secondary Education sector

¹ Excerpt from rationale/drivers discussed/agreed to at workshop and in surveys (Why we pursue environmental sustainability at Camosun)

- Student open house and consultation
- Student and employee survey
- Sustainability leaders discussion
- Focused interviews and meetings with Executive leaders, staff, and faculty
- Two workshops, with invitations to representatives from all departments and schools
- Consultation with the Environmental Sustainability Council

Sustainable Results: Moving Forward

Camosun's vision for sustainability maintains a focus on our core business of education and, as a post-secondary institution helping to develop the leaders of tomorrow, recognizes the imperative to 'walk the talk' with our own operations. Keeping with our mandate to be a life-changing institution, this plan envisions transformation, innovation, and supporting/being the change agent. We are a community college, and one of our biggest strengths is the relationships that we cultivate and keep. This plan highlights our collaborative nature, recognizing that sustainability is a shared responsibility.

Camosun's Definition of Sustainability

Sustainability is about integration; it recognizes that healthy communities, a thriving economy and environment are interdependent. The integration of three overarching pillars – environment, social, and economic – considers not just profits and the financial bottom line, but also honours the land, air, water and people both locally and globally. At Camosun College, sustainability is providing students with the opportunity for life-changing learning while ensuring that our actions benefit the environment and the life it supports, now and for future generations.

Sustainability Principles

The following guide our approach to strategic priority-setting and day-to-day decisions:

- **Impact:** Make a positive impact and distinguish Camosun.
- **Engage:** Inspire, excite and empower learners, teachers and employees.
- **Transform:** Be a catalyst for change in pursuit of sustainability solutions. Use our influence.
- **Collaborate:** Engage across our campus and with our community partners in promotion of sustainable community development.
- **Be Inclusive:** Respect indigenous, international and intercultural worldviews.
- **Be Accountable:** Leverage and support our organizational priorities through college-wide implementation and accountability. Achieve efficient, effective and measurable results.

Vision

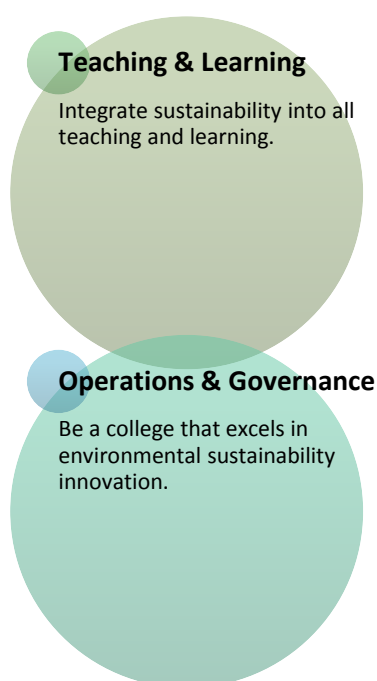
Camosun is a catalyst for change: Our college is a living laboratory for sustainability. We have a positive and restorative impact on the environment in key operational areas. We are a college, employer and partner of choice because our applied teaching and learning role accelerates environmental and social innovation and a more resilient community. As a result of their Camosun experience, learners become sustainability leaders in their community, home and working life.

What does it mean to be a Living Lab College?

- Combines governance and operational needs, partnerships, applied research, and education components.
- Real-world learning experience through demonstration projects and hands-on opportunities for students to learn and be involved in sustainability. The campus showcases solutions and pilots new technologies.
- The campus acts as a test bed for sustainability innovation, applied research and experimentation.
- Requires a joint commitment from students, faculty, and staff to design, implement, adapt and teach new approaches that address sustainability.

To move us towards this long-term vision, Camosun has set two long-term (10+ year) goals around 1) Teaching and Learning, and 2) Operations and Governance.

Long-Term Sustainability Goals



Rationale/Context

Including concepts of sustainability into programs, courses, and college “life” provides students with knowledge and understanding needed to make critical decisions about their future. This goal elevates the opportunity to provide real-world local and global educational experiences that meet students’ desire for a personal and professional connection to sustainability (be it working for a green employer, or making a difference at home or in the broader community).

Expands upon the “Campus as a Living Lab” concept, bridging governance, operations and academics, to include an enhanced role for students in innovating and implementing solutions throughout all of our functions. It places students and their learning experience at the heart of our environmental footprint reduction and sustainability innovation efforts.

The following elaborates on our two long-term goals and summarizes the outcomes we seek to achieve over the next three years, by 2017. These outcomes will guide the development of action plans and annual business plans.

Priority Area 1: Teaching & Learning	
Long-term goal (10+years):	By 2025, Camosun will integrate sustainability into all teaching and learning . We will embed sustainability throughout the student learning experience. Relevant and applied learning (in the classroom, lab, shop, practicum and community) equips students with the knowledge, tools and desire to change things for the better in their future careers, workplaces and personal lives. <i>Note: This long-term goal will be phased and requires integration with the new Education Plan (to be developed in 2014/15)</i>
Three-year goal:	By 2017, we are successfully implementing our <i>Integrating Sustainability into Teaching & Learning sub-Plan</i> with a high degree of faculty, employee and student engagement.

See Appendix A for the *Integrating Sustainability into Teaching & Learning sub-Plan*.

Priority Area 2: Operations & Governance	
Long-term goal (10+years):	By 2025, Camosun will be a college that excels in environmental sustainability innovation – Our governance, operations, educational practices, and applied research and technologies are a “test bed and showcase” that inspire sustainability innovation, engage employees, and provide on-site learning for students, employees, and partners (community, industry and government).
Three-year goal/objective:	By 2017 we are successfully implementing our <i>Integrating Sustainability into Operations and Governance sub-Plan</i> with a strong focus on sustainability and a high degree of stakeholder engagement.

See Appendix B for the *Integrating Sustainability into Operations and Governance sub-Plan*.

Governance and Accountability

The following accountability measures will be used to support the *Sustainability Plan*:

- 1) Naming of leads; identification of roles and responsibilities
- 2) Departmental planning
- 3) Identification of metrics, targets and actions linked to objectives
- 4) Performance monitoring and reporting

Naming of Leads:

VPs responsible for the Operations & Governance and Teaching & Learning goals will identify respective action plan leads who will be responsible for key initiatives and deliverables.

Departmental Planning:

The *Three-Year Sustainability Plan* (2014 - 2017) is the foundation of Camosun's institution-wide sustainability approach. The *Operations & Governance* and *Teaching & Learning* goals and outcomes will guide the development of actions and initiatives. These will subsequently be supported by their respective Vice President leads and departmental business/action plans. Under their portfolios, VP's will ensure that actions are supported by appropriate resources, and that responsible staff members provide regular updates and reporting.

At its essence, this plan is about integration. While new activities and efforts will invariably emerge, many of the strategies and activities will build on existing work, aligning with other major plans. Work will support Camosun's *Strategic Plan*, *Education Plan*, and other institutional efforts core to Camosun's business. Wherever possible, this work will also be aligned with relevant regional and provincial plans and policies.²

Metrics, Targets & Actions:

Metrics (key performance indicators) and targets will be developed for the outcomes, supported by the Senior Leadership Council, and approved by the College Executive Team by June 30, 2014.

Performance Monitoring & Reporting:

Metrics will form the basis for annual performance monitoring. As well, strategies and actions will be reviewed by the VP and departmental leads on an annual basis.

The Office of Environmental Sustainability will work with staff leads to compile information for annual reporting through the current reporting system of Deans/Directors to College Executive.

An internal performance report will be prepared for a public audience, as part of a communications strategy, via an *Annual Sustainability Report*. Communications and other college leads will be involved in the production of the public sustainability report which will be coordinated by the Office of Environmental Sustainability.

Roles and Responsibilities:

- The **Board of Governors** receives annual performance report to assess progress on sustainability commitments.

² .g. Provincial requirements regarding Carbon Neutral reporting and offsets, LEED Gold standards, local government transportation and sustainability plans, Ministry service plans, etc

- The **College Executive Team** will oversee the implementation and performance of the Sustainability Plan through annual reporting.
- The **Senior Leadership Council** will review high-level implementation and monitor performance via annual performance reports. The SLC is also responsible for ensuring that business plans and overarching plans (e.g. *Education Plan*, campus development plans) embed sustainability principles and goals.
- **Vice Presidents:**
 - Vice President of Administration is responsible for the *Integrating Sustainability into Operations and Governance sub-Plan*.
 - Vice President of Academic is responsible for the *Integrating Sustainability into Teaching & Learning sub-Plan*.
 - To ensure cross-departmental collaboration, the two VPs (and sub-leads, as needed) will meet quarterly to ensure that appropriate linkages are being made and relationships established to support Camosun's *Sustainability Plan*. Opportunities for engagement from other departments will be sought via regular updates at SLC.
- The **Environmental Sustainability Council** will provide strategic advice on policy, procedures and actions to support the Sustainability Plan. As well, members of the ES Council will encourage active collaboration across schools and departments to achieve sustainability goals and objectives.
- The **Office of Environmental Sustainability** will coordinate and support the implementation of the action plans and reporting/performance monitoring (see above). Through these reports, it will advise the ES Council and VP leads on policy or operational issues related to the achievement of Camosun's Sustainability goals. Other responsibilities of the office are to:
 - Increase understanding, awareness and engagement in sustainability initiatives at the College for both employees and students;
 - Support the work of the ES Council and other sustainability initiatives;
 - Communicate about achievements and efforts to date;
 - Facilitate connections across the college to identify research grants or funding resources and/or mechanisms to advance sustainability collaboration;
 - Strengthen the rigor of institutional sustainability through the introduction of policies, standards, guidelines and requirements.
- **Director of Sustainability, Camosun College Student's Society**
 - The CCSS Director of Sustainability will provide an avenue for student feedback and involvement on the plan, as well as an avenue for continued engagement and dialogue with the student community (i.e. student advisory or Camosun Students for Environmental Awareness);
 - Help celebrate success and enable improvements;
 - Liaise with Manager, Environmental Sustainability.



APPENDIX A:

INTEGRATING SUSTAINABILITY INTO TEACHING AND LEARNING

APPENDIX A:

Integrating Sustainability into Teaching & Learning sub-Plan

Vice-Presidents' Welcome

The *Camosun Sustainability Plan 2014 - 2017* will align with the 2012-2014 Education Plan as we, as a College, strive to continue to provide life-changing learning. To assist the College in meeting one of its long term sustainability goals, the *Integrating Sustainability into Teaching and Learning sub-Plan* was further developed in consultation with the members of the campus community. Although many faculty have already begun incorporating concepts of sustainability into their curriculum, this plan will strengthen that process and lay the foundation for integrating sustainability into all areas of our curriculum. This plan will tie in with the *Integrating Sustainability into Operations and Governance sub-Plan* so that students will be provided with an opportunity to gain a wealth of knowledge and experience working across a variety of disciplines on real –life, hands-on projects on campus.

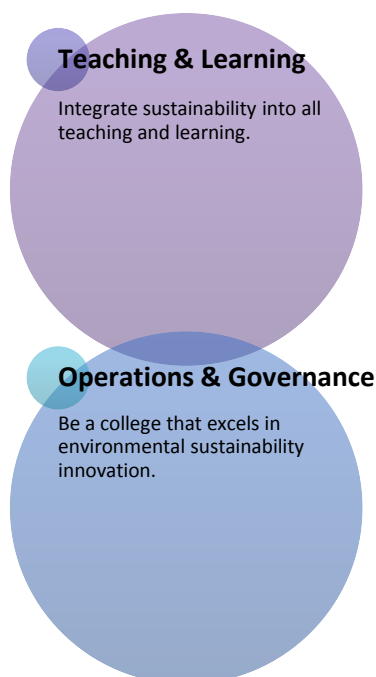


I hope you can share in our vision of sustainability as one of the key components to maintaining our place as Canada's college of life-changing learning and find ways to lead and engage in the initiatives the College is undertaking in this plan.

A handwritten signature in black ink that reads "John Boraas". The signature is fluid and cursive, with the first name "John" written in a larger, more prominent script than the last name "Boraas".

John Boraas
Vice-President, Education

Camosun Long-Term Sustainability Goals



Introduction:

The *Integrating Sustainability into Teaching & Learning sub-Plan* articulates key initiatives and outcomes that Camosun will undertake over the next three years (by 2017) to support the long-term sustainability goal under Teaching & Learning. The plan will ensure that concepts of sustainability are built into programs, courses, and college “life” provides students with knowledge and understanding needed to make critical decisions about their future. This goal elevates the opportunity to provide real-world local and global educational experiences that meet students’ desire for a personal and professional connection to sustainability (be it working for a green employer, or making a difference at home or in the broader community).

What does it mean to integrate sustainability into teaching and learning?

- Introduces and reinforces sustainability throughout students' educational experiences:
 - Educates students about the implications of sustainability in their chosen careers and personal lives.
 - Fosters skills to achieve sustainable communities and societies.
 - Empowers students with tools they can take into future leadership roles (knowledge, problem-solving techniques, and the desire to make a difference).
- Interdisciplinary learning helps students think critically and comprehensively, and prepares them to find solutions to complex 21st century problems that impact humans and other species (e.g. an art

professor might lead a class discussion about sustainable materials and a math professor might frame math problems as they relate to the declining salmon populations).

- Introduces sustainability issues to our own campus and applies student knowledge toward campus stewardship activities.

Although faculty has already begun incorporating concepts of sustainability into curriculum, the goal is to strengthen this process and integrate sustainability into all areas of learning. By incorporating the elements of “Campus as a Living Lab”, students will be provided with an opportunity to gain a wealth of knowledge and experience, working across a variety of disciplines on real-life, hands-on projects on campus, empowering them to be contributors to a more sustainable future.

Examples of how Camosun has already begun integrating sustainability into teaching and learning can be found in the 2014 Sustainability Report.

Integrating Sustainability into Teaching & Learning:

Priority Area 1:	Teaching & Learning				
Long-term goal (10+years):	By 2025, Camosun will integrate sustainability into all teaching and learning . We will embed sustainability throughout the student learning experience. Relevant and applied learning (in the classroom, lab, shop, practicum and community) equips students with the knowledge, tools and desire to change things for the better in their future careers, workplaces and personal lives. <i>Note: This long-term goal will be phased and requires integration with the new Education Plan (to be developed in 2014/15)</i>				
Three-year goal:	By 2017, we are successfully implementing our <i>Integrating Sustainability into Teaching & Learning sub-Plan</i> with a high degree of faculty, employee and student engagement.				
Key Initiatives	Outcome	Metric	Target	LEAD	Support
1.0 Identify projects which will incorporate elements of "Campus as a Living Lab."	1.1 The college is providing students with knowledge and experience, working across a variety of disciplines on real-life, hands-on projects on campus.	1.1.1 # of Campus as a Living Lab projects on campus.	1.1.1.1 2 projects by March 2015 • 3 projects by March 2016 • 4 projects by March 2017	ES Council	Facilities Services Deans and Directors of Schools
2.0 Assess current curriculum by course, school or program, identify and implement opportunities to incorporate sustainability into the curriculum.	2.1 Sustainability is embedded into our curriculum, and we are enabling the success of our Campus as a Living Lab Plan.	2.1.1 # of courses, schools or programs assessed.	2.1.1.1 3 courses by March 2015 • 6 courses by March 2016 • 9 courses by March 2016 • 1 program by March 2017	Faculty	Office of Environmental Sustainability
		2.1.2 % of courses that have sustainability integrated into the curriculum.	2.1.2.1 10% by March 2015 • 20% by March 2016 • 30% by March 2017		
3.0 Provide opportunities for faculty to obtain knowledge and skills to integrate sustainability into curriculum.	3.1 Our faculty have the resources, knowledge and skills to integrate sustainability into curriculum.	3.1.1 # of opportunities provided.	3.1.1.1 3 courses or workshops by March 2015 • 5 courses or workshops by March 2016 • 8 courses or workshops by March 2017	CETL – Faculty Development Office of Environmental Sustainability	
		3.1.2 # of faculty engaged in opportunities.	3.1.2.1 10% by March 2015 (N=500) • 20% by March 2016 • 30% by March 2017		



APPENDIX B:

INTEGRATING SUSTAINABILITY INTO OPERATIONS AND GOVERNANCE

APPENDIX B:

Integrating Sustainability into Operations and Governance sub-plan

Vice-Presidents' Welcome

With the establishment of the Office for Environmental Sustainability in 2012, we began to further our commitment to achieve Camosun's strategic goal of becoming a leader in environmentally sustainable practices. Through the consultative process of developing this plan, we, as a College, have decided to take that even one step further. We are not only going to achieve more sustainable operations and services but we are going to make Camosun College a "living lab". We will strive to place students and their learning experience at the heart of environmental footprint reduction and sustainability innovation efforts through various cross-disciplinary partnerships between industry, staff, faculty and students. The *Integrating Sustainability into Operations and Governance sub-plan* will align with the *Integrating Sustainability into Teaching and Learning sub-plan* to provide students with an opportunity to gain a wealth of knowledge and experience, working across a variety of disciplines on real-life, hands-on projects on campus.

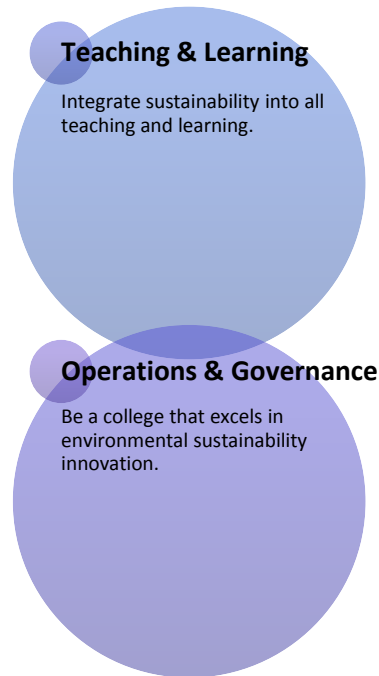


I look forward to seeing what we, as a campus community, can achieve and inspire in the area of sustainability through the *Integrating Sustainability into Operations and Governance sub-plan*. Through our collaborative efforts, we will achieve our goal of becoming a leader in sustainable practices as part of our vision to be Canada's college of life-changing learning.

A handwritten signature in black ink, appearing to be 'Tom Roemer', written over a light blue grid background.

Tom Roemer
Vice President Strategic Development

Camosun Long-Term Sustainability Goals



Introduction:

The *Integrating Sustainability into Operations and Governance sub-plan* articulates key initiatives and outcomes that Camosun will undertake over the next three years (by 2017) to support the long-term sustainability goal under Operations and Governance. The plan will bridge governance, operations and academics, to include an enhanced role for students in innovating and implementing solutions throughout all of our functions. It places students and their learning experience at the heart of our environmental footprint reduction and sustainability innovation efforts.

What does it mean to be incorporating sustainability into operations and governance?

- Ensure that Camosun's governance structure supports its sustainability goals and priorities.
- Ensure the college's operations and services have minimal impact on the environment³.
Specifically, in the areas of:
 - Energy Conservation
 - Waste Management/Recycling
 - Water Conservation
 - Materials/Resources
 - Landscape/Habitat and Diversity

³ To be included in a future updated environmental management policy for the college, with reference to key operational areas (listed below).

The college's operations and services included in the scope of this sub-plan include, but are not limited to:

- Buildings and Infrastructure (including construction and renovations)
- Ancillary Services such as Food Services, Bookstore and Print Shop
- Grounds and Maintenance
- Purchasing
- Transportation

To align with the college's definition of sustainability, areas of scope will be broadened over time to ensure the integration of three overarching pillars – environment, social, and economic.

Although sustainability has already been incorporated into many operations and services on campus, the goal is to strengthen this process and embark upon a process of continual improvement. By incorporating the elements of "Campus as a Living Lab", students will be provided with an opportunity to gain a wealth of knowledge and experience, working across a variety of disciplines on real-life, hands-on projects on campus, empowering them to be contributors to a more sustainable future.

Examples of how Camosun has already begun incorporating sustainability into operations and governance can be found in the 2014 Sustainability Report.



Integrating Sustainability into Operations and Governance:

Priority Area 2: Operations & Governance					
Long-term goal (10+years):	By 2025, Camosun will be a college that excels in environmental sustainability innovation – Our governance, operations, educational practices, and applied research and technologies are a “test bed and showcase” that inspire sustainability innovation, engage employees, and provide on-site learning for students, employees, and partners (community, industry and government).				
Three-year goal:	By 2017 we are successfully implementing our Integrating Sustainability into Operations and Governance <i>sub-plan</i> with a strong focus on sustainability and a high degree of stakeholder engagement.				
Key Initiatives	Outcome	Metric	Target	Lead	Support
1.0 Redesign the college governance framework for sustainability to align with the Sustainability Plan and all stakeholders.	1.1 An effective, aligned governance structure which supports Camosun’s sustainability goals and priorities.	1.1.1 A new governance framework is implemented	1.1.1.1 by March 2015	VP Administration and CFO	<ul style="list-style-type: none"> VP Academic Other members of College Executive Team as needed.
2.0 Using the overarching goal of Campus is a Living Lab, assess, identify and implement opportunities to include LEED Gold standards and environmentally innovative designs in all new builds, renovations and retrofits.	2.1 A standard for assessment is in place and sustainability is embedded into our buildings and infrastructure, dramatically reducing the environmental footprint and where possible, have a zero or even restorative impact.	2.1.1 # and % of new builds, renovations and retrofits assessed for all opportunities for green standards such as LEED Gold and innovative environmental design.	2.1.1.1 100% new builds to LEED Gold standards by 2015 <ul style="list-style-type: none"> 50% renovations and retrofits by March 2015 100% renovations and retrofits by March 2016 	Dean of Trades & Technology Director of Facilities Services	<ul style="list-style-type: none"> VP Communications & Advancement Trades & Technology faculty
	2.2 Camosun’s buildings showcase and educate about environmentally innovative features and benefits.	2.2.1 Where opportunities have been identified in 2.1.1, % based on total square footage of new build, renovation and retrofit projects that have included elements of College as a Living Lab.	2.2.1.1 100% new builds <ul style="list-style-type: none"> 5% renovations and retrofits by March 2015 10% renovations and retrofits by March 2016 15% renovations and retrofits by March 2017 		

Key Initiatives	Outcome	Metric	Target	Lead	Support
	2.3 Camosun's buildings provide a platform to test innovative technologies in environmental design.	2.3.1 Where opportunities have been identified in 2.1.1 % of new builds, renovations and retrofits that include green standards and environmentally innovative design.	2.3.1.1 100% new builds <ul style="list-style-type: none"> 20% renovations and retrofits by March 2015 40% renovations and retrofits by March 2016 60% renovations and retrofits by March 2017 		
		2.4.1 % of total square footage per year of new builds, renovations and retrofits that include green standards and environmentally innovative design.	2.4.1.1 100% new builds <ul style="list-style-type: none"> 20% renovations and retrofits by March 2015 40% renovations and retrofits by March 2016 60% renovations and retrofits by 2017 		
3.0 Camosun's Applied Research and Innovation Department develops industry partnership projects that involve engagement with staff, students and faculty and supports the Integrating Sustainability into the Teaching and Learning Plan.	3.1 Camosun is recognized as a leader in the application of environmental sustainability technology.	3.1.1 # of applied research projects supporting sustainability.	3.1.1. 4 by March 2015 <ul style="list-style-type: none"> 5 by March 2016 6 by March 2017 	Director, Centre for Applied Research & Innovation, Enterprise Point	<ul style="list-style-type: none"> Faculty Industry
		3.1.2 % of projects supporting sustainability that involve elements of a Living Lab.	3.1.2.1 25% by March 2015 <ul style="list-style-type: none"> 40% by March 2016 50% by March 2017 		
4.0 Assess the college's operations and services, identify and implement opportunities to further reduce the college's environmental impact and include elements of Campus as a Living Lab.	4.1 More sustainable operations are implemented and have included elements of College as a Living Lab.	4.1.1 % of operations and services on campus that have been assessed, and where identified, plans and protocols have been developed or renewed to reduce the environmental impact.	4.1.1.1 10% by March 2015 <ul style="list-style-type: none"> 30% by March 2016 50% by March 2017 	Director, Facilities Services Director, Ancillary Services	<ul style="list-style-type: none"> VP, Strategic Development Director, Facilities Services Director, Ancillary Services Director, Applied Research & Innovation Deans & Faculty Champions Contracted food service provider Office of Environmental
	4.2 Camosun is seen as a leader in reducing its environmental impact.	4.1.2 % of 4.1.1 that included elements of College as a Living Lab.	4.1.2.1 10% by March 2015 <ul style="list-style-type: none"> 20% by March 2016 50% by March 2017 		

Key Initiatives	Outcome	Metric	Target	Lead	Support
	4.2 Camosun is seen as a leader in reducing its environmental impact.	4.1.3 % of 4.1.1 showcase solutions, new technologies piloted or demonstration projects	4.1.3.1 10% per year (minimizing risk)		<ul style="list-style-type: none"> • Sustainability • Innovation • Deans & Faculty Champions • Contracted food service provider • Office of Environmental Sustainability
		4.1.4 % of 4.1.3 that get maintained	4.1.4.1 100% deemed successful by March 2017.		