

Olds College Sustainability Strategic Plan
2016-2020



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SUSTAINABILITY OFFICE

I am excited and enthusiastic about the future of sustainability at Olds College. For over a century Olds College has been implementing sustainable practices into the education, research and development of our school. Olds College is the premier Canadian integrated learning and applied research community specializing in agriculture, horticulture, land and environmental management. This statement alone speaks to our commitment to sustainability but this is further emphasized with the launch of the Office of Sustainability; as well as, including sustainability as one of our five institutional outcomes.

To have the opportunity to formally acknowledge the initiatives our campus embarks on in the future will not only aid in awareness of the college's accomplishments, but will help gain support and momentum for the sustainable actions taken by our campus community for years to come. As we take the next step in introducing our Office of Sustainability we are able to continue moving along with our goals focused on five pillars; Economic, Educational, Environmental, Governance and Social Sustainability. This plan includes strategies for each theme, organized as either a long term or short term goal. This plan will be reviewed annually.

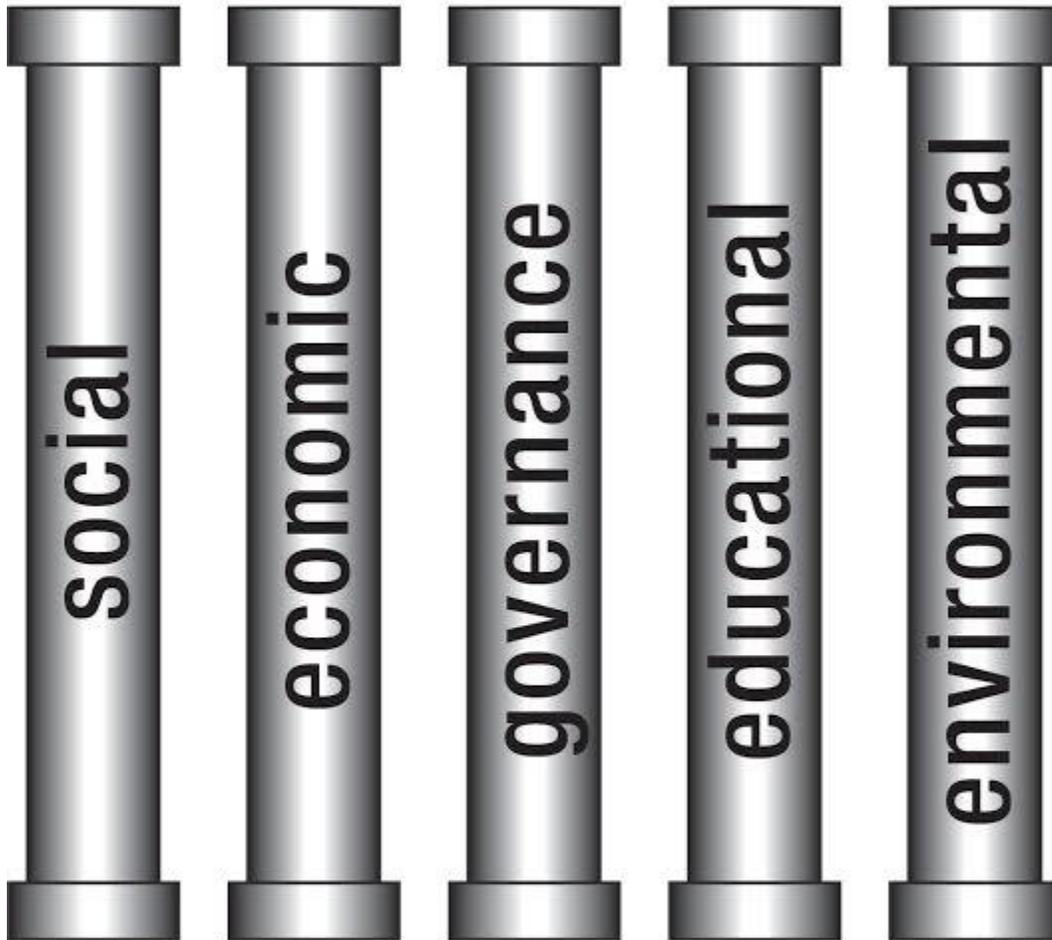
This office has been established to address the critical need for sustainability and to demonstrate Olds College's commitment to achieving sustainable practices. Sustainability as an endless, ever-improving process is a welcomed challenge to our campus, allowing engagement of staff, faculty and students in the process of constantly moving towards a future we are proud of. As our community is making a commitment to sustainable changes, we are committed to creating and maintaining sustainable operations based on multiple bottom-line concepts.

We look forward to constructing plans and working with our college as a team to place Olds College into a position of leadership for sustainability.

Jen Donofrio, MBA

Director of Corporate Enterprise and Sustainability

PILLARS of



SUSTAINABILITY

ENGAGEMENT STRATEGY

Engagement Principles - post plan implementation

- Ensure the entire college community has opportunities to participate
- Build on existing knowledge, academic programming, and areas of research
- Connect with key partners
- Assure transparency in the plan's development process
- Annual review process and plan flexibility

Consultation Processes

- Review and consider the 2014 Olds College Sustainability Stakeholder Survey, before brainstorming new initiatives
- Focus group at the start of 2016 with campus wide representation
- Base new goals on results of established baselines and previously achieved actions
- Use feedback of yearly reports to strengthen our governance and shared visions between the Office of Sustainability and managing teams at Olds College
- Share this sustainability plan online to give campus members a clear view of our next steps, allowing for feedback and ideas from our community
- Involve student representatives in the Office of Sustainability in order to gain additional pathways for student input and participation



VISION

To ensure the long-term well-being of the Olds College by creating a culture of sustainability that guides everyday activities to encourage preservation, innovation, and effective use of resources in facilities and operations, education and research, engagement and outreach. The ultimate goal is to build a healthier, more sustainable campus that supports our community and reaches globally.

STRATEGIES

Our sustainability strategy will be driven from our Comprehensive Institutional Plan (CIP).

Directly from our CIP:

2015-2018 Strategies

1. College will embark on an ambitious multi-year capital campaign
 - Planning, development and launch of the capital campaign
2. Implement a Comprehensive Approach to Managing Operations
 - Review current facility partnerships and identify future opportunities for partnerships
 - Identify and implement an annual review process of services and operations as they impact economic goals and environmental stewardship
 - Evaluate space utilization using new scheduling software which will enable long term infrastructure planning and investment
3. Engage Campus in Developing Strategic Sustainability Initiatives
 - Implement the Sustainability Strategic Plan by initiating one item per month that results in cost savings which are reinvested into further sustainability initiatives
 - Implement a flagship sustainability initiative that will future proof the college

INSTITUTIONAL OUTCOME: SUSTAINABILITY.

Olds College will achieve sustainable operations based on multiple bottom-line principles.

Principles

- Sustainability initiatives are enacted to achieve the College’s vision, mission and mandate.
- Sustainability principles are enacted collectively to achieve holistic sustainability outcomes.
- Sustainable actions are intended to “meet the needs of the present without compromising the ability of future generations to meet their needs.”
- Sustainability is a journey, not a destination. It requires ongoing monitoring and renewal.
- Sustainability is the collective responsibility of the College community.

Key Performance Indicators

- Revenue to Expense ratio per Full Load Equivalent by program
- Non-grant revenue as percentage of total revenue
- Full Load Equivalent growth
- Continuing Education Registration growth
- Composite Environmental Sustainability Indicator
- Annual Report of Board Activities
- Graduate Success Survey Report
- Percentage of programs with sustainability content in 2 or more branches
- Funding of Sustainability-related research initiatives
- Health and Wellness Report

A key concept in sustainability program with multiple objectives is “productivity”. Productivity in a post-secondary context means two things – revenue and FLEs. Any successful sustainability program must support both sustainability objectives (environmental or otherwise) and growth in productivity (revenue and FLEs). Key performance indicators must be measured as a unit of productivity (i.e. revenue/gigajoules of total energy consumed or FLEs/gigajoules of total energy consumed)

Reporting

Annually, in conjunction with a renewal of this plan, a progress report on sustainability that summarizes the deliverables and the results of the indicators will be generated. Quarterly updates to the campus community.

ECONOMIC



Over the long run... revenue that is diverse, reliable, and growing; and expenses that are predictable, maximally-leveraged, and controlled.

Definition

Economic Sustainability is the prudent use of all resources to optimize the College's capacity to achieve the vision without compromising the potential for continued benefits. It involves the discipline to create long-term benefits by securing diversified revenues and allocating resources based on current situational realities, anticipated future events, financial position and operational risks.

Measures:
Total Revenue
Total Expenses
Revenue/Expense per FLE by program
Fundraising Project Report
Investment Earnings Report
Administrative Overhead as % of total expenses
Non-grant revenue as % of total revenue

Strategies and Actions

- Annual review of learning enterprises and seeking out new opportunities
- Actively pursue innovative revenue streams to future proof the financial health of Olds College.
- Ensure that each program is maximizing value per dollar through careful financial management.
- Complete Organizational Excellence Reviews for each division identifying areas of improvement.

- Seek grants for sustainability initiatives
- Create an Olds College Sustainability Fund
- Impose a carbon tax on energy intensive buildings (long term goal)
- Seek community joint project partnerships to off load capital expenditure
- Engage in opportunities to offset energy costs, reuse energy and convert into waste where possible

EDUCATIONAL



Program development and improvement is agile. Instruction and delivery is exceptional. Value to the student is maximized. Our faculty, students, and graduates are sustainability champions in their fields.

Definition

Educational Sustainability encompasses the creation of life-long learning opportunities by planning, preparing and delivering programs and education in ways that exceed learner goals. It requires attracting and retaining skilled and knowledgeable staff committed to personal and learner development, innovative curriculum design, access to technology and tools and excellence in teaching and learning strategies. Staff, irrespective of role, creates an environment that inspires and enables individuals to develop their capabilities to the highest potential levels throughout their life. The secondary responsibility is conducting research to improve sustainability practices. It raises awareness of sustainability, research of sustainability and improves learning outcomes and student experiences. Research and teaching sustainability prepares students to be better citizens and leaders.

Measures:
Comprehensive Institutional Program Review
Financial Awards per Full Load Student
Full Load Equivalent Growth
Continuing Education Registration Growth
Graduate Employment Rate
% of Programs with sustainability content in 2+ branches
Sustainability Ethic on Graduation – Exit Survey
Funding of research initiatives.
Dollars spent on R&D to revenue ratio
Dollars spent on R&D to FLE ratio

Strategies and Actions

- Continue to provide world-class education that meets the needs of industry and provides jobs for students.
- Ensure well-trained and educated faculty and instructors.
- Faculty involvement in sustainability research
- Procure national-level funding of research projects focused on sustainability concepts relevant to our program.
- Provide development opportunities ensuring instructors understand and deliver sustainability content in their programming.
- Incorporate sustainability concepts in the curriculum of each program.
- Communicate the sustainability initiatives already underway on campus
- Include sustainability education and awareness in Open House and Orientation Activities

ENVIRONMENTAL



Net positive impact on the planet.

Definition

Environmental Sustainability involves the protection and enhancement of our environment. Sustainable practices include pollution prevention and recovery practices, and recycling processes. It involves choosing, where viable, clean technologies, clean and renewable energy sources, and environmentally responsible products. Programs, facilities and grounds will be planned, constructed and operated in a manner that reduces our environmental footprint and protects ecological systems.

Measures:
Composite Environmental Sustainability Indicator ¹
Natural Gas Consumption
Electricity Consumption
Energy productivity <ul style="list-style-type: none"> • (revenue/gigajoules of energy used) • FLEs/gigajoule of energy used
Water Consumption (cubic meters) and Wastewater Reduction
Water Productivity <ul style="list-style-type: none"> • Revenue/cubic meters of water consumed • FLEs/cubic meter of water consumed
Physical Waste Reduction (metric tonnes of total waste)
Waste Productivity <ul style="list-style-type: none"> • Revenue/metric tonnes of total waste produced

¹ The Composite Environmental Sustainability Index is a combined measure of each of the other reduction measures.

<ul style="list-style-type: none"> FLEs/metric tonnes of total waste produced
Recycling Volume
Greenhouse Gas Reduction (metric tonnes of CO2 emitted)
Carbon Productivity <ul style="list-style-type: none"> Revenue/metric tonnes of CO2 emitted
FLEs/metric tonnes of CO2 emitted
Organic/Local/Fair Trade Food (% Dollar Spent vs. Total Spend on all Food)

Strategies and Actions

- Establish a practice of review and renewal for utility and waste services that balances costs with efficiency and earth-friendly practices.
- Implement LEDs, light timers, solar panel and hydronics, and purchasing wind power.
- Development of a robust recycling program
 - Campus Zero Waste Program identifying all recyclable items possible
- Develop programs to encourage more environmentally conscious transportation options including car-share, bike, carpooling, walking programs, and college fleet renewal (with incentives where possible).
- Engage institutional partners and Environment-related clubs on campus in improvement efforts.
- Leverage resources such as the Botanic Gardens, composting centre, and greenhouse for local environmental improvement.
- Better planning and design of facilities, policies around sustainable building. Examples include LEED certification, green roofs, and motion activated taps and lights.
- Deal with contaminated land and inefficient dumping/storage on campus.
- Introduce fill-up stations for water bottles
- Create a sustainable procurement framework
 - Ensure appropriate consideration is given to the costs and benefits of environmentally friendly alternatives
 - Establish supplier preferences (committed to environmental improvement and use environmentally sustainable practices)
 - Internal purchasers to review their consumption of products and services, to reduce usage and modify where possible
- Ask stakeholders to make a personal commitment to reduce waste
- Utilize organic/local/fair trade food and promote sustainable food systems
- Reduction of office paper through process improvement and modification
- Climate action plan with long term objectives

GOVERNANCE



Shared leadership to envision and create a better Olds College that enhances and protects our future.

Definition

Governance Sustainability is a shared leadership practice that develops and empowers the Board of Governors and staff to be institutional leaders. A collaborative approach is founded on the principles of governance stewardship and moral leadership to achieve long-term growth and the development of the College. Through shared leadership practices, governance sustainability builds capacity by creating, sustaining and fulfilling the values, vision, mission and outcomes of the College.

Measures:
Annual Report of Board Activities
Human Capital Report
Annual Sustainability Report to the College Community
Evaluation of Sustainability Program
Executive to average employee compensation ratio
Leadership Gender Diversity Ratio

Strategies and Actions

- Move from AASHE STARS member status to reporter status. First submission to STARS by fall of 2017.
- Establish a web presence for Sustainability Initiatives and marketing.
- Develop Sustainability Partnership Agreements with key institutional partners such as Chinook's Edge School Division, Olds High School, Town of Olds, MountainView County, Pomeroy Inn and Suites, Olds Institute, College Housing (Olds) Co., and Chartwells.
- Identify a flagship Sustainability Initiative to build momentum and awareness.



- Host Pathways 2 Sustainability Conference in 2015.
- Target Sustainability Awards including the ACCC Sustainability Award and the Emerald Award.

SOCIAL



Staff, students, and stakeholders value and contribute to a strong and vibrant community.

Definition

Social Sustainability builds upon the basic needs of health, security and justice to enhance individual and community capacity. Capacity and quality is supported through learning and personal growth. It creates social inclusion and builds trusting compassionate communities.

Measures:
Health and Wellness Report
College Students' Health Assessment Survey
Community Events held on Campus
Staff Illness Days
Overall Revenue to amount spent on Professional Development ratio
FLE to amount spent on Professional Development ratio

Strategies and Actions

- Establish a strategy for special paid leave for volunteer activities by staff.
- Provide volunteer opportunities for students as part of a sustainability club.
- Promote physical and mental health for staff and students through the work of the Health & Wellness department.
- Market campus resources to the community to create greater uptake among community events.
- Engage students in on-campus research for sustainability maximization, including the creation of Student Sustainability Representatives under the Office of Sustainability
- Student sustainability outreach campaign
- Create two student scholarship awards for demonstrating leadership in sustainability



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