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Group 2: Waste and Procurement Policy  
Final Report



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## **INTRODUCTION**

Post-secondary institutions are committed to higher learning and public service which makes them an integral part of society. As educational institutions, they provide the means for research, outreach and networking; all of which significantly contribute to advancements within society. In order to provide and maintain this structure in the future, universities are required to provide goods and services that are similar to those of small municipalities. Post-secondary institutions have developed physical infrastructure to provide educational facilities, living accommodations, transportation, retail and leisure services, as well as waste management.

Since universities have student, staff, and faculty populations in the tens of thousands, as well as immense purchasing power, they are unique test-beds for research that can influence municipalities around the world. Successful programs run by the university can set an example and lead others toward a more sustainable future.

A sustainable university is one that actively works towards reducing its environmental impact while maintaining its function as an institute for higher learning. As human consumption and waste disposal continues to contribute to the degradation of natural environments, universities have an increasing moral and ethical responsibility to act in an environmentally conscientious way. It is critical that universities take on the added responsibility of promoting and encouraging environmental sustainability at the local, regional, and global level. By incorporating environmental sustainability policies and operations, universities can set a prominent example for the world, and thus play an integral part in helping society progress towards a more environmentally sustainable future. The environmental sustainability standards sought by universities can only be achieved with environmentally conscious purchasing, or “Green Procurement”, at the center of sustainability policies and implementation plans.

## **GREEN PROCUREMENT**

Increasing human consumption of goods and services is contributing to the depletion of natural resources and environmental degradation across the globe. The realization of this detrimental trend, and its effect on the natural environment, has catalyzed a shift in consumer behaviour known as “Green consumption”. ‘Green consumption’, also referred to as ‘sustainable purchasing’, is a method of consumption wherein the consumer identifies the relationship between their consumption of goods and the negative impacts this process has on the environment. Green Consumption begins when consumers adopt the ideologies of sustainable living into their daily tasks including making environmentally conscious purchases and waste disposal.

On a larger scale, “Green procurement” is the selection and purchasing of goods and services that shows a marked improvement in minimizing environmental degradation. (Joshi & Rahman, 2015, UBC Sustainable Purchasing Guide, 2010). This results in organizations making more holistic decisions when purchasing goods and services. Apart from seeking out the cheapest goods and services, sustainable procurement encourages purchasers to expand their purchasing

principles to include the impact of the environment, the longevity of the product's life-cycle, and any ethical concerns that may be associated with a particular good or service (UBC Sustainable Purchasing Guide, 2010). Applying the principles of sustainable/green purchasing is often associated with increased purchasing costs of goods and services which may exceed any marginal benefits (Clement & Erdmenger, 2003; Marron, 1997). In cases where the purchasing cost may exceed the price of a competing product, the marginal benefits of buying the environmentally preferred product is realized when calculating and comparing the life-cycle cost of the two products. While non-environmentally friendly products may be less expensive initially, their contribution to landfill waste streams makes them more costly for the company or organization to dispose, and thus the product is more costly in the end. In contrast, environmentally preferred products may be more expensive initially, however their lower disposal costs end up making them less expensive in the long run.

#### Work Cited:

Joshi, Yatish, and Zillur Rahman. "Factors affecting green purchase behaviour and future research directions." *International Strategic Management Review* 3.1 (2015): 128-143.

Marron, Donald B. "Buying green: government procurement as an instrument of environmental policy." *Public Finance Review* 25.3 (1997): 285- 305.

Clement, Simon, and Christoph Erdmenger, eds. *The Procura+ Manual: A Guide to Cost-Effective Sustainable Public Procurement*. Ökom verlag, (2003).

University of British Columbia. *Sustainable Purchasing Guide: UBC Supply Management and the Campus Sustainability Office*. (2012).

### **SCOPE OF ANALYSIS**

The University of Toronto is a leader in all aspects of post-secondary educational institutions, including sustainability. In order for the University of Toronto to maintain this leadership, the Sustainability Office expressed the need for preliminary research to be undertaken for the future development of procurement policy. This would improve and support the campus operations and facilities department in dealing with waste management moving forward. Through a quantitative and qualitative analysis of competing universities, this report is intended to contribute to the development of sustainable waste management and procurement policies at the University of Toronto St. George campus. By providing the Sustainability Office with a comparative data analysis, this report can provide a framework for the development and amendment of policy at the University of Toronto St. George Campus that directly influences the amount, and type of waste entering the campuses waste stream.

Waste generation and diversion statistics from the selected universities were collected, organized, and analyzed to test the effectiveness of related procurement policies, procedures,

strategies, and frameworks. For our analysis we applied a single criterion approach; using waste generation and diversion statistics as indicators of waste management performance in order to provide a general understanding of each university's waste management performance. From this information, we conducted quantitative and qualitative analyses that enable the client, the Sustainability Office, to observe trends in waste statistics and green procurement among universities that are competitive with the University of Toronto. Through careful analysis of these successful policies, we provide detailed information on effective policy and program implementation from other universities that have tangible results. This report is not intended to be a final product in terms of direct waste and procurement policy recommendations. Rather, it is a quantitative and qualitative resource that provides data for the Sustainability Office to make informed decisions regarding future draft sustainability, procurement and waste policy at the University of Toronto St. George Campus. It is also imperative to note that the findings in this report can be built on with further research.

## **METHODOLOGY**

The Sustainability Office expressed the need for the development and improvement of waste management and procurement policies at the University of Toronto St. George Campus. **In order to aid the our client we developed an inductive coding system and complete comprehensive appendix using the following methods:**

1. Analyzed UTSG's current policies regarding waste and procurement;
2. Selected and analysed 8 universities\* to be used as comparators. This process was based on the following criteria established with the help of the client:
  1. Universities of comparable population size (20, 000+ students)
  2. Universities located within high density urban areas within North America
  3. Universities with a strong reputation and proven track record in sustainability
3. Identified policies, procedures, and plans within each university pertaining to waste and procurement.
4. Identified common language in each university's policies, procedures and plans
5. Developed an inductive coding system for the comparison of key themes and common language found in each university's policies
6. Analyzed and compared quantitative data on waste generation rates pre and post policy implementation
7. Produced an appendix of university documents to provide guidelines for the development of green procurement and sustainable waste policy for the University of Toronto St. George.

\*Due to a lack of data availability for two of the institutions originally selected (University of Chicago, and University of California Los Angeles) we have reduced our study size to six universities.

## **USING THIS REPORT**

This report contains two important tools for moving forward with developing a green procurement and waste management policy.

1. Coded Index of Documents Pertaining to Sustainable Waste Management Practices

The coded index includes a colour-coded system indicating the type of information found in each document. For example, for efficient referencing, each University is listed in order to locate and use specific language and ideas gathered from the comparator universities.

2. An extensive appendix detailing each university's main policies pertaining to green procurement and waste management.

A complete list of policies, strategies, and plans pertaining to procurement, sustainability, and waste management is provided for each university. For each document there is a link provided to the original source, along with a summary of key terms, phrases, and language that would be of use for future policy development.

## **UNIVERSITY SUMMARIES**



**HARVARD**  
UNIVERSITY

### **Location:**

Cambridge, Massachusetts, USA [population ~ 109,700]

Urban Campus – Part of Boston Metropolitan Area [population ~ 4.5 million]

### **Population:**

Total Population: ~ 36,000

Student Population: ~ 22,000

Faculty and Staff Population: ~ 14,500

### **Geographic area:**

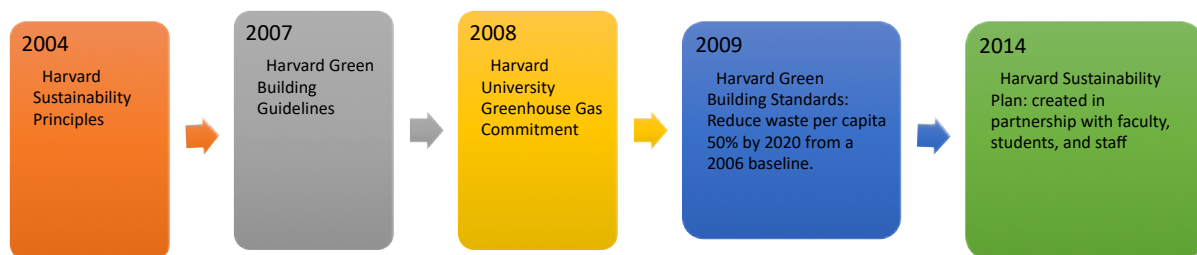
210 acres

### **Operating Budget:**

\$4.78 billion (USD)

Harvard's commitment is driven by Sustainability Principles, adopted in 2004, which provide a broad vision to guide University-wide sustainability initiatives. In 2008, President Faust and the Deans approved Harvard's most ambitious sustainability commitment to date: a long-term commitment to reduce the University's greenhouse gas emissions by the maximum practicable rate aligned with the best available science, and a short-term goal to reduce greenhouse gas emissions 30% by 2016, including growth, from a 2006 baseline. This goal mobilized the University community and allowed the Office for Sustainability to establish a framework for creating, scaling, and achieving University-wide goals by facilitating teamwork across disciplines and sectors. In addition, the University has achieved significant progress in areas beyond energy and emissions including sustainable transportation, healthy operations and maintenance, employee engagement, and student green living.

#### Timeline of Relevant Policies and Plans:



#### Location: Vancouver:

British Columbia [~603,500]

#### Population:

Total Population: ~67,114

Student Population: ~ 52,721

Faculty and Staff Population: ~ 14,114

#### Geographic Area:

988 acres

**Annual Operating Budget:**

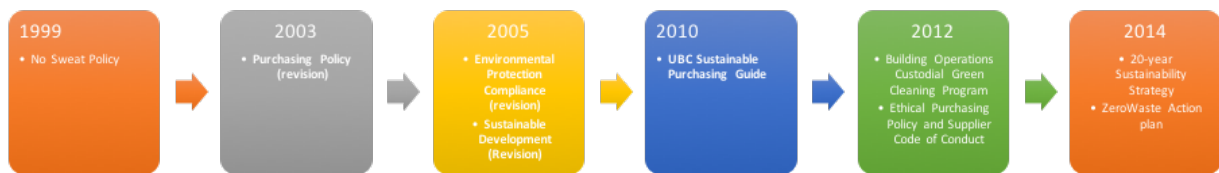
\$2.3 billion (CAD)

**Sustainability Vision**

[https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS\\_PDFs/PlansReports/Plans/20-Year-Sustainability-Strategy-UBC.pdf](https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS_PDFs/PlansReports/Plans/20-Year-Sustainability-Strategy-UBC.pdf)

*“At UBC's Vancouver campus, sustainability means simultaneous improvements in human and environmental wellbeing, not just reductions in damage or harm. By 2035, such regenerative sustainability is embedded across the University throughout teaching, learning, research, partnerships, operations and infrastructure, and the UBC community. UBC is a vibrant, healthy and resilient community, deeply engaged with its neighbours, surrounding region, partners around the world, and in a supportive and mutually respectful relationship with the Musqueam people.”*

**Timeline of Relevant Policies and Plans:**



**Location:**

Toronto, Ontario, Canada [~ 2,615,000]  
Urban Campus – Within the City of Toronto

**Population (Keele campus):**

Total Population: ~ 62,005  
Student Population: ~ 53,000  
Staff and Faculty Population: ~ 9,005

**Geographic area:**

over 200-acre campus

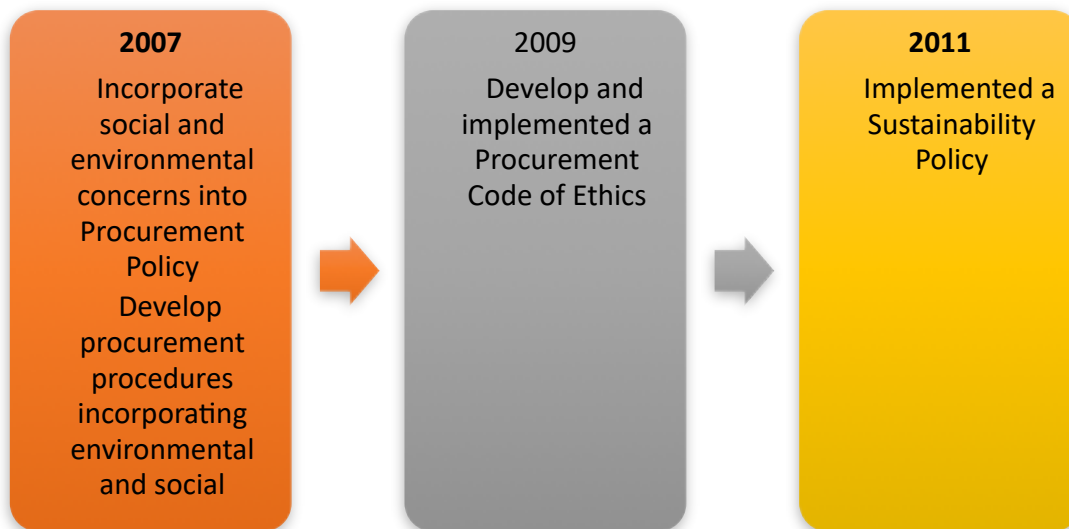
**Operating Budget:**

\$1 billion (CAD)



York University has shown early commitments in becoming a more environmentally sustainable institution. York's commitment to solid waste reduction and diversion began in the early 1990's with a commitment to achieve a 50% waste reduction rate by the year 2000. The commitments made in the 1990's lead to the formation of the Campuses ZeroWaste Initiative, along with an updated set of policies, procedures, and a procurement code of ethics that encourage sustainable procurement and enhanced waste management practices.

**Timeline of Relevant Policies and Plans:**





## **New York University**

### **Location:**

Greenwich Village New York City, New York, USA [~8,600,000]  
Urban Campus

### **Population:**

Total Population: ~ 76,245  
Student Population: ~ 57,245  
Staff and Faculty Population: ~ 19,000

### **Operating Budget:**

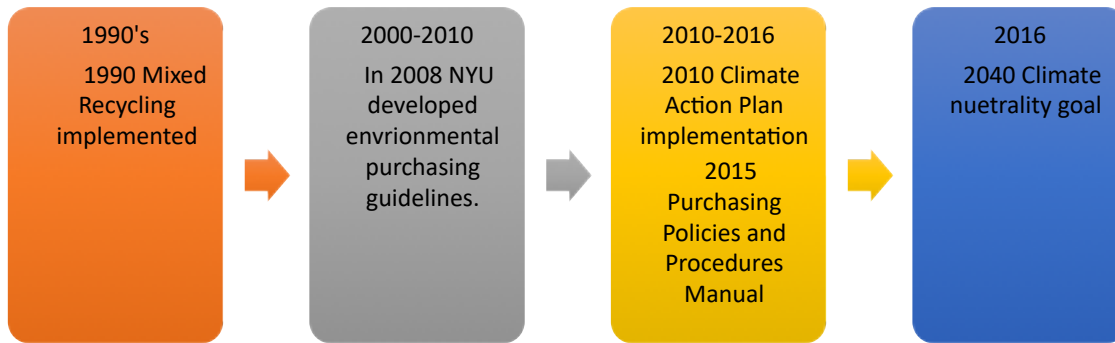
~ \$2.89 billion (USD)

### **Geographic Area:**

~5 Million square feet of Interior space\*

New York University is America's largest private university located in Greenwich Village, Manhattan. NYU has shown a great deal of environmental improvements since the implementation of mixed recycling in 1990. NYU has several plans and policies that are geared towards ensuring environmental sustainability as well as upholding ethical and responsible behaviors. NYU works alongside New York City to promote not only a more sustainable campus but to promote a more sustainable New York. New York City and University aims to have zero waste entering the landfill by 2031 as well as to create a completely sustainable environment through water conservation, energy efficient buildings, and improving infrastructure.

### **Timeline of Relevant Policies and Plans:**



### **University of Toronto St. George Campus**

**Location:** Toronto, Ontario, Canada [ ~ 2,615,000]

**University Population:**

Total Population: ~ 78,558

Student Population: ~ 59,000

Staff and Faculty Population: ~ 19,558

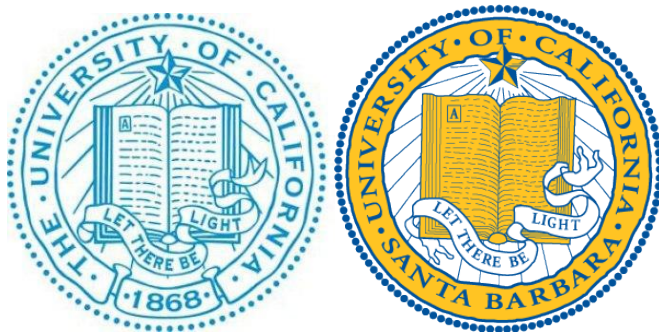
**Operational Budget:** ~ \$1.5Billion (CAD)

**Geographic area:** 180 Acres

<https://www.utoronto.ca/about-u-of-t>

*“The University of Toronto is Canada’s largest learning institution, located in the heart of downtown Toronto. The University of Toronto St. George Campus is one of Canada’s leading educational institutions. Currently the University is one of North America’s leading campuses in terms of waste diversion. Through the implementation of the Office of Sustainability there has been movement towards a culture of sustainability within both faculty and staff. UofT was named one of Canada’s Greenest Employers and has implemented several programmes on campus to help create a more sustainable educational environment.”*

**Timeline of Relevant Policies and Plans:**



**UNIVERSITY OF CALIFORNIA SANTA BARBARA**

**Location:** Santa Barbara, California [~ 90,412]

**Population:**

Total Population: ~ 29,920

Student Population: ~ 23,497

Staff and Faculty Population: ~6,423

**Geographic Area:**

1000+ acres

**Annual Budget:**

unknown

**UCSB Sustainability Vision:**

*“The University of California – Santa Barbara is positioned both within the UC System and nationally to take a leadership role in the integration of sustainability into higher education learning, discovery and operations. Current initiatives include significant accomplishments in the greening of campus structures, purchasing, and facility maintenance operations, as well as accountability for overall greenhouse gas emissions. In addition to these largely operational initiatives, UCSB has recently undertaken the drafting of a campus sustainability plan, which will provide a vision for long term comprehensive sustainability through a series of action items designed to meet specified targets in the 9 functional areas of campus. The plan provides a clear linkage between campus operations and academic experience of UCSB undergrad and graduate students, as well as faculty research direction development, and community stewardship”*







**Timeline of Relevant Policies and Plans:**



**CODED INDEX**


**Index of Documents Pertaining to Sustainable Waste Management Practices**


**CONTENT CATEGORIES**


-  Overarching Sustainability
-  Ethical Considerations
-  Environmentally Preferable Procurement / Responsible Purchasing
-  Zero Waste
-  Waste Diversion
-  Tracking / Accountability / Transparency

**UNIVERSITY OF TORONTO**

Environmental Protection Policy <http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppmar071994iii.pdf>

 Sustainability Yearbook <http://www.fs.utoronto.ca/sustainability-office/sustainability-yearbook-2015-16/>









 Supply Chain Code of Ethics <http://www.procurement.utoronto.ca/about-procurement/code-of-ethics>

 Procurement Policy <http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/Procurement.pdf>











**UNIVERSITY OF CALIFORNIA SANTA BARBARA**

-  Campus Sustainability Plan <http://www.sustainability.ucsb.edu/wp-content/uploads/2015-Campus-Sustainability-Plan.pdf>
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- 
- 
-  Sustainable Practices Policy <http://policy.ucop.edu/doc/3100155/>
- 
- 
- 
-  Waste Diversion Plan [http://www.sustainability.ucsb.edu/wp-content/uploads/2013UCSB-WasteDiversionPlan\\_FINAL.pdf](http://www.sustainability.ucsb.edu/wp-content/uploads/2013UCSB-WasteDiversionPlan_FINAL.pdf)

**HARVARD  
UNIVERSITY**

-  Sustainable Purchasing Guidelines [http://internal.procurement.harvard.edu/files/procurement/files/sustainable\\_purchasing\\_guidelines.pdf?m=1435290912](http://internal.procurement.harvard.edu/files/procurement/files/sustainable_purchasing_guidelines.pdf?m=1435290912)
-  Building Management Policies and Guidelines for Achieving Zero Waste <http://www.energyandfacilities.harvard.edu/sites/energyandfacilities.harvard.edu/files/Zero%20Waste%20-%20Building%20Management%20Policies%20and%20Guidelines%20v.2.pdf>
-  Sustainability Plan <https://green.harvard.edu/campaign/our-plan>
- 
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-  Green Building Standards <https://green.harvard.edu/topics/green-buildings/green-building-standards>
- 

**NEW  
YORK  
UNIVERSI  
TY**

-  Purchasing <https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/purchasing-policies-and-procedures-manual.html>
-  Policies and <https://www.nyu.edu/content/dam/nyu/compliance/documents/PurchasingPoliciesProcedures.2015.Edition21.pdf>
-  Procedures Manual
  
-  Construction and Renovation Waste Disposal Policy [https://www.nyu.edu/content/dam/nyu/environmentalHealthSafety/documents/Construction\\_Nov05.PDF](https://www.nyu.edu/content/dam/nyu/environmentalHealthSafety/documents/Construction_Nov05.PDF)
  
-  Climate Action Plan [http://www.nyu.edu/about/news-publications/news/2010/march/nyu\\_releases\\_climate.html](http://www.nyu.edu/about/news-publications/news/2010/march/nyu_releases_climate.html)
  
-  OneNYC <http://www1.nyc.gov/html/onenyc/visions/sustainability/goal-2-sustain.html>
- 
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- 
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**YORK  
UNIVERSI  
TY**

-  Procurement of Goods and Services Policy <http://secretariat-policies.info.yorku.ca/policies/procurement-of-goods-and-services-policy/>
  
-  Procurement of Goods and Services Procedure <http://secretariat-policies.info.yorku.ca/policies/procurement-of-goods-and-services-procedure/>



● Procurement of Goods and Services Code of Ethics <http://secretariat-policies.info.yorku.ca/policies/procurement-code-of-ethics/>

● Sustainability Policy <http://secretariat-policies.info.yorku.ca/policies/sustainability-policy/>

● Purchase of Environmentally Preferable Goods and Services <http://sustainability.info.yorku.ca/what-york-is-doing/purchasing/>














**UNIVERSITY OF BRITISH COLUMBIA**

● Purchasing Policy <http://universitycounsel.ubc.ca/files/2010/08/policy122.pdf>

● Sustainable Development Policy (and Procedures) <http://universitycounsel.ubc.ca/files/2010/08/policy5.pdf>

● Environmental Protection Compliance <http://www.universitycounsel.ubc.ca/files/2010/08/policy6.pdf>

● Building Operations Custodial Green Cleaning Program <http://www.buildingoperations.ubc.ca/wp-content/uploads/2011/06/Green-Cleaning-Program1.pdf>

	Supplier	<a href="https://finance.ubc.ca/vendors/supplier-code-conduct">https://finance.ubc.ca/vendors/supplier-code-conduct</a>
	code of	
	conduct	
	No sweat	<a href="https://bookstore.ubc.ca/faq-sections/fair-labour-policy">https://bookstore.ubc.ca/faq-sections/fair-labour-policy</a>
	policy	
	Zero waste	<a href="https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS_PDFs/RecyclingWaste/Zero_Waste_Action_Plan%202014%2010%2003%20final.pdf">https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS_PDFs/RecyclingWaste/Zero_Waste_Action_Plan%202014%2010%2003%20final.pdf</a>
	action	
	plan	
		
		
		
	2020-year	<a href="https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS_PDFs/PlansReports/Plans/20-Year-Sustainability-Strategy-UBC.pdf">https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS_PDFs/PlansReports/Plans/20-Year-Sustainability-Strategy-UBC.pdf</a>
	Sustainabil	
	ity	
	Strategy	

## QUALITATIVE ANALYSIS

While conducting our quantitative analysis we observed that both York University and UBC had significant increases in waste diversion per capita. Cross-referencing these qualitative observations with an overview of their policies and related documents we see that both institution have adopted a green procurement policy, purchasing guidelines, and a purchasing/supplier code of ethics/conduct.

Below are examples of key language we believe may contribute to the success in waste diversion rates of these institutions:

### Procurement/Purchasing Policy

York University:

*“York University aspires to high **ethical**, legal, **environmental**, managerial and professional standards in the management of the resources entrusted to it...”*

*“York University is **committed to promoting the values of sustainability and social responsibility**. To the degree possible, the University **shall incorporate sustainability standards into its procurement practices**, and give **favorable consideration** in its evaluation process to*

*those goods and services which reflect this commitment to sustainability or broader social responsibility.”*

-  
University of British Columbia

*“Community and Environmental Leadership – decision making factors may be weighted to acknowledge local business development and the **University’s role in environmental leadership.**”*

#### **Purchasing guidelines/procedures**

York University

-  
*Goods and services shall be acquired competitively from qualified vendors who meet specific requirements and provide the maximum benefit for funds expended, **subject to ethical, environmental and legal considerations.***

*“The University **shall normally give preference to vendors of environmentally friendly products and services.**”*

*“The University **shall not purchase apparel, including items with the University logo or trademark, from vendors under investigation or being monitored by an external monitoring agency or third party for violating fair labour practices.**”*

University of British Columbia

*“**Support the use of products and services that conserve natural resources and reduce carbon emissions. Choose products that are renewable, deconstructable, and/or use cradle-to-cradle design.**”*

#### **Purchasing/supplier code of ethics/conduct**

York University

-  
*York University aspires to high ethical, legal, **environmental**, managerial and professional standards in the management of the resources entrusted to it...”*

University of British Columbia

*University suppliers and their sub-contractors will:*

***“ensure all waste materials, as a by-product of production, are disposed of properly in an environmentally responsible manner, and according to the local and international laws and regulations.”***

*“seek out leading industry practices aimed at conserving natural resources and reducing carbon emissions.”*

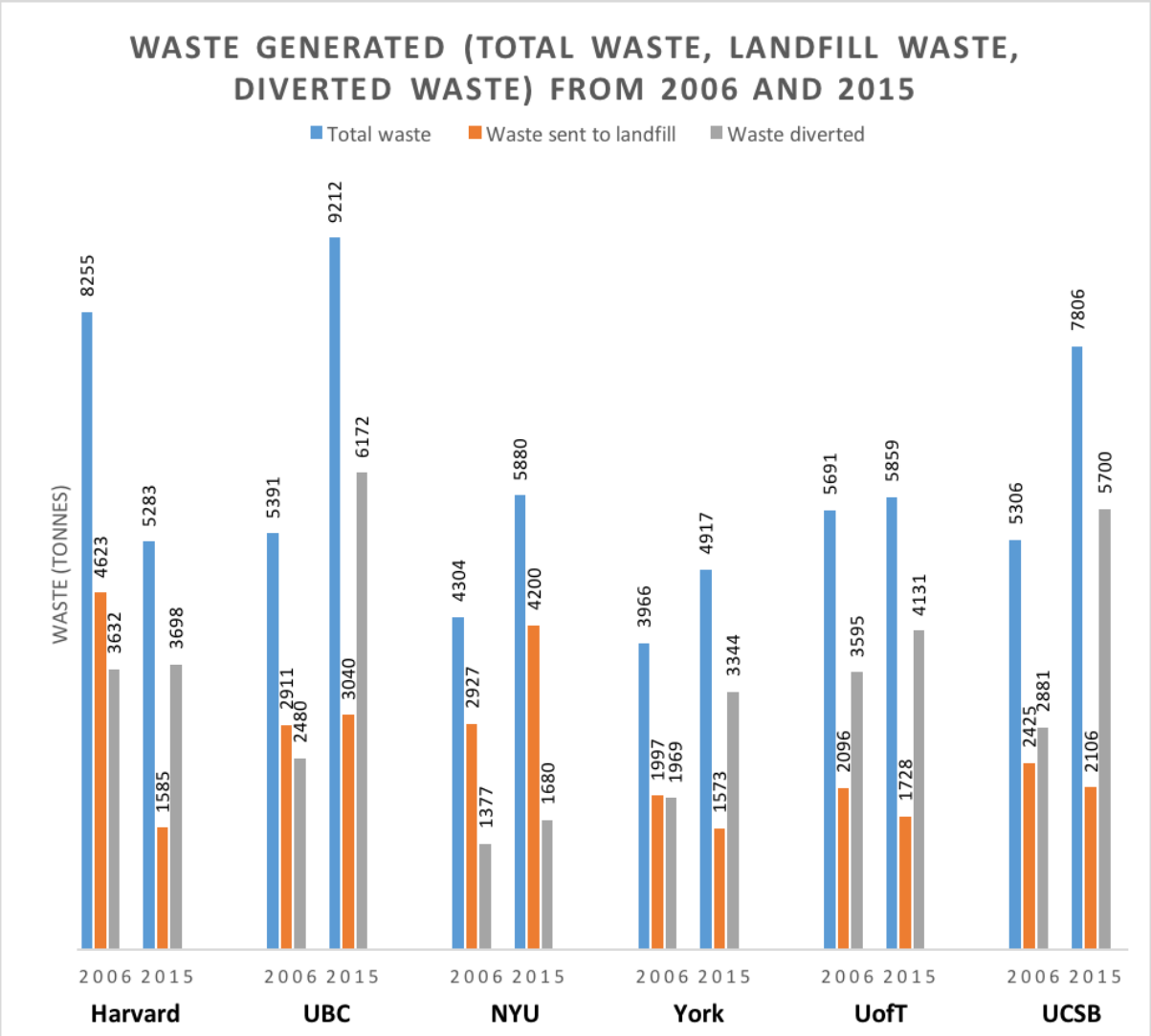
***“commit to packaging standards that reduce the amount of materials used/ or, have a recycled content with a minimum of 30% post consumer waste content.”***

***“ensure compliance with third party, bona fide, local and international standards for materials and ethical conduct.”***

### **QUANTITATIVE ANALYSIS**

The purpose of the quantitative analysis is to provide a snapshot of each university's waste management performance as it relates to total waste generated, waste sent to landfill, and waste diverted from landfill. It must be noted that due to a lack of transparency and inconsistencies in how each institution determines its waste diversion and landfill rates, these numbers cannot be used for cross-analysis. Rather, these numbers are to be used to establish changes within each university's waste generation and management.

The majority of related policy, strategies, and plans were implemented after the year 2006. By collecting and analyzing waste generation numbers pre and post 2006, we were able to make some basic generalizations through the analysis.



**FIGURE 1- The bar graph represents total waste generated (in tonnes) for the years 2006 and 2015 for each of the selected universities. Each university and year contains a statistic for total waste generated (blue), waste sent to landfill (orange), and waste diverted (grey).**

Because these numbers represent a point in time (2006 and 2015), changes in total waste generation may be influenced by specific one off events. For example, the University of British Columbia, Vancouver campus saw an increase in capital projects that lead to an increase in construction waste. Whereas, New York University saw an increase in total waste generation due to an increase of approximately 20,000 people in total population.

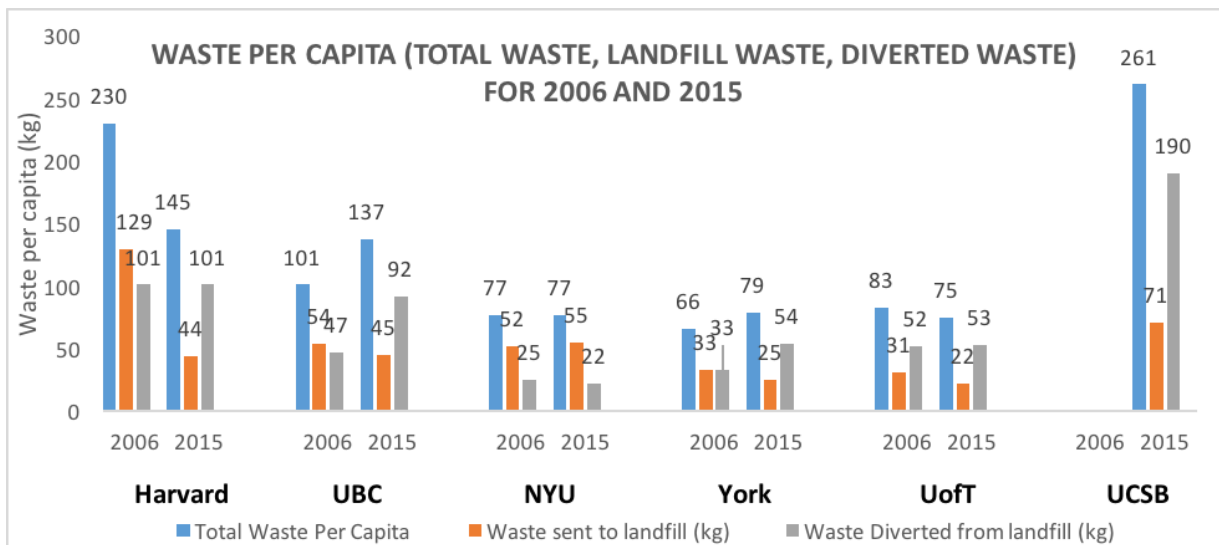
Observations

The following observations have been made through analysis of figure 1

- Harvard was the only university in the study to see an overall decrease (36%) in total waste generated from 2006 to 2015. However, it must be taken into account that

Harvard started with significantly more waste generated in 2006 compared to the other universities.

- Despite an increase in total waste generated, UBC increased its waste diverted from landfill by approximately 149%, and maintained its waste going to landfill
- It is recommended that further investigation be focused on Harvard and UBC. Harvard’s reduction in total waste generated suggests a fundamental change has occurred between 2006 to 2015.
- UBC is a leader in diverting construction waste from landfills (approximately a 80% diversion rate), which is the likely reason for their increase in total waste diversion from 2006 to 2015, as during that time they were involved in major construction projects. Therefore, it is recommended that focus be placed on UBC to develop a policy pertaining to construction waste.



**FIGURE 2 – The bar graph represents total waste generated per capita (kg) for the years 2006 and 2015 for each of the selected universities. Each university and year contains a statistic for total waste per capita (blue), waste to sent landfill (orange), and waste diverted from landfill (grey)**

### Observations

The following observations have been made through analysis of figure 2

- Harvard and the University of Toronto were the only two institutions to experience a reduction in total waste per capita.
  - o Harvard’s diversion rate stayed the same, but waste production per capita decreased. However, it must be noted that similar to their total waste

generation, Harvard started with a significantly higher waste generation per capita when compared to the other five universities. This implies that Harvard is lagging behind the University of Toronto, however, there is something within their institution that has shifted towards more sustainable waste management.

- NYU was the only university to experience a reduction in waste diverted. This may be due to an increase in operational waste caused by an approximately 20,000 person increase in campus population from 2006 to 2015
- York university and the University of British Columbia both saw a significant increase in waste diversion per capita. This suggest further analyses into their policies. Which will be highlighted within our qualitative analysis

To further the analysis of quantitative data there needs to be clarification and standardization of waste management statistics. Each university defines and quantifies waste statistics in their own way. As a result, we unable to conduct a cross-analysis study of empirical data.

### **Summary**

Based on the trends observed in waste statistics, as well as the policies that play a key role in maintaining waste management and green procurement, we can suggest that there is an underlying importance to not only having a green procurement policy, but also a set of guidelines/procedures, and a code of ethics.

### **RECOMMENDATIONS**

- Given time constraints and other limitations we focused our research within North America. If the University of Toronto is looking to become a global leader in sustainability, with an emphasis on sustainable procurement and waste management, we recommend that a similar analysis is conducted at the global level – with emphasis on nations and institutions with global reputations in sustainability.
- Missing from the University of Toronto’s Supply Chain Code of Ethics is any mention of sustainable purchasing. Therefore, we recommend amending the Supply Chain Code of Ethics to adopt similar language to that of York University’s Procurement Code of Ethics.
- We recommend the University of Toronto not only amend its procurement policy to reflect environmental preferences and commitment, but to build upon that policy with a set of guidelines/procedures, and a code of ethics/conduct. This recommendation is supported by our qualitative and quantitative analysis of York University and the University of British Columbia

## **Appendix**



<http://www.harvard.edu/about-harvard/harvard-glance>

### **Location:**

Cambridge, Massachusetts, USA [population: 109,700]

Urban Campus – Part of Boston Metropolitan Area [population: 4.5 million]

### **Population:**

Approx. 22,000 total students (6,700 Harvard College and 15,250 Graduate/Professional)

Approx. 5,000 academic staff

### **Geographic area:**

210 acres

### **Operating Budget:**

4.78 billion (USD)

Harvard's commitment is driven by Sustainability Principles, adopted in 2004, which provide a broad vision to guide University-wide sustainability initiatives. In 2008, President Faust and the Deans approved Harvard's most ambitious sustainability commitment to date: a long-term commitment to reduce the University's greenhouse gas emissions by the maximum practicable rate aligned with the best available science, and a short-term goal to reduce greenhouse gas emissions 30% by 2016, including growth, from a 2006 baseline. This goal mobilized the University community and allowed the Office for Sustainability to establish a framework for creating, scaling, and achieving University-wide goals by facilitating teamwork across disciplines and sectors. In addition, the University has achieved significant progress in areas beyond energy and emissions including sustainable transportation, healthy operations and maintenance, employee engagement, and student green living.

### **Relevant Policies**

Sustainable Purchasing Guidelines (2011)

[http://internal.procurement.harvard.edu/files/procurement/files/sustainable\\_purchasing\\_guidelines.pdf?m=1435290912](http://internal.procurement.harvard.edu/files/procurement/files/sustainable_purchasing_guidelines.pdf?m=1435290912)

GHG Reduction Goal (2008)



<https://green.harvard.edu/topics/climate-energy/greenhouse-gas-reduction-goal>

Green Building Standards (updated in 2014, building upon the 2007 Green Building Guidelines and 2009 Green Building Standards)

<https://green.harvard.edu/topics/green-buildings/green-building-standards>

Sustainability Principles (2014)

<https://green.harvard.edu/campaign/our-plan>

## Accountability

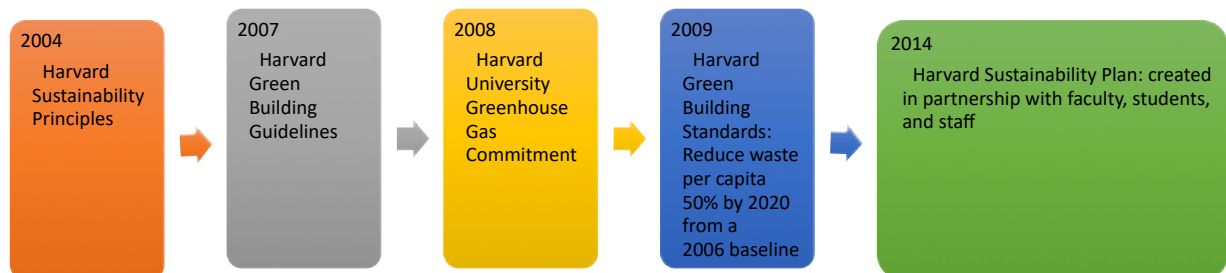
Harvard Sustainability Report

The Harvard Office for Sustainability reports annually on University-wide progress toward meeting the goals, standards and commitments as described in the University's Sustainability Plan released in 2014. The data was collected from individual Schools and departments, and aggregated by the Office for Sustainability. The 2015 Harvard Sustainability Report was announced via a community-wide letter from Heather Henriksen, Director of the Office for Sustainability.

Graphically tracks the progress of sustainability-related policy (quantitative/qualitative change; in progress vs. accomplished); easily accessible and easy to understand.

<http://report.green.harvard.edu/>

## History of waste and procurement legislation and commitments



<https://green.harvard.edu/campaign/our-plan>  
<http://www.greenreportcard.org/report-card-2011/schools/harvard-university/surveys/campus-survey.html>  
<https://green.harvard.edu/>

### **Harvard University (Campus-Wide) Recycling and Waste Generation Metrics and Milestones (Updated 2014)**

Reducing, reusing, and recycling our trash at Harvard generates significant environmental and economic benefits. Harvard began measuring its rate of recycling in 1989, which has since increased from 5% to 53% of the waste stream in 2012. During that same period, per capita trash went down from 660 pounds to 361 pounds.

These ongoing efforts are multi-dimensional and include active participation from the building management community, students and student organizations, procurement and purchasing staff, occupant engagement groups, and the Office for Sustainability. The Facilities Maintenance Operations (FMO) group performs many of the day-to-day handling and removal services as well as the contract management for the primary recycling and waste haulers.

<http://www.energyandfacilities.harvard.edu/facilities-services/recycling-waste-management/zero-waste>

<http://www.energyandfacilities.harvard.edu/sites/energyandfacilities.harvard.edu/files/Zero%20Waste%20-%20Building%20Management%20Policies%20and%20Guidelines%20v.2.pdf>

### **Sustainable Purchasing Guidelines (June, 2011)**

Structure of guidelines: Guidelines statement, reason for guidelines, who must comply, responsibilities (defines individual/office responsible for fulfilling responsibilities), procedures, procedural areas of focus, related policies, related documents and other resources, contacts

[http://internal.procurement.harvard.edu/files/procurement/files/sustainable\\_purchasing\\_guidelines.pdf?m=1435290912](http://internal.procurement.harvard.edu/files/procurement/files/sustainable_purchasing_guidelines.pdf?m=1435290912)

### **Harvard Sustainability Plan (2014)**

**Legislative History:**

**Approval Authority:**

**Signature:**

**Description:**

The Harvard Sustainability Plan is the University's roadmap for building and operating a healthier, more sustainable campus community. The Plan aligns Harvard's decentralized campus

around a holistic vision and sets clear University-wide goals and priorities based on the innovations and solutions that have been developed at our individual Schools and departments.

The Plan aligns our decentralized campus around a holistic vision and sets clear University-wide goals and priorities based on the innovations and solutions that have been developed at our individual Schools and departments. It is intended to be practical and operational from Fiscal Year 2015 through Fiscal Year 2020 and covers the entirety of Harvard's campus in North America, spanning all Schools, administrative departments, and properties.

The Harvard Sustainability Plan is organized around the five core topics of Emissions and Energy, Campus Operations, Nature and Ecosystems, Health and Well-Being, and Culture and Learning. Each topic includes areas of focus with specific actions that are organized within three categories:

1. **GOAL** | University-wide resource reduction goals with a specific target within a set timeframe.
2. **STANDARD** | Operational standards to facilitate alignment across the University, ensuring that a consistent approach is being implemented. Standards are designed to allow flexibility for how they are implemented by individual Schools and administrative departments.
3. **COMMITMENT** | A statement of commitment or recommendation for future research in areas where there was not enough information to set a specific numeric goal or standard.

This Plan should be seen as a living document. It sets a University-wide baseline from which we can continue to innovate and explore new ideas for the greater good. By providing a foundation for improved reporting and accountability, it also helps us create a stronger platform for better assessing our true University-wide impacts and results. We expect it to evolve and change over time, with a formal process to review and set new goals every five years

## **Relevant Examples**

### **2017**

#### **Green IT Standards**

**COMMITMENT** | Develop a best practices guide for managing and operating buildings in a sustainable and energy efficient manner in order to assist facilities teams in meeting sustainability-related goals, standards, and commitments.

## **2018**

STANDARD | Develop University-wide standards for targeted environmentally preferred products by 2018.

### **Environmentally Preferred Products**

COMMITMENT | Require all major vendors to report on progress in meeting Harvard standards and specified third-party environmental certifications, and demonstrate their commitment to sustainability through corporate responsibility reporting, by 2016.

COMMITMENT | Require all vendors, as appropriate, to comply with applicable Harvard sustainability goals and standards by 2020, and encourage vendors to align their practices with all sustainability commitments.

COMMITMENT | Reduce the amount of electronic waste generated per capita by 2020.



**Location: Vancouver: British Columbia [~603,500]**

### **Population:**

Total Population: ~67,114

Student Population: ~ 52,721

Faculty and Staff Population: ~ 14,114

### **Geographic Area:**

988 acres

### **Annual Operating Budget:**

\$2.3 billion (CAD)

### **Sustainability Vision**

[https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS\\_PDFs/PlansReports/Plans/20-Year-Sustainability-Strategy-UBC.pdf](https://sustain.ubc.ca/sites/sustain.ubc.ca/files/uploads/CampusSustainability/CS_PDFs/PlansReports/Plans/20-Year-Sustainability-Strategy-UBC.pdf)

*“At UBC's Vancouver campus, sustainability means simultaneous improvements in human and environmental wellbeing, not just reductions in damage or harm. By 2035, such regenerative sustainability is embedded across the University throughout teaching, learning, research, partnerships, operations and infrastructure, and the UBC community. UBC is a vibrant, healthy and resilient community, deeply engaged with its neighbours, surrounding region, partners*

around the world, and in a supportive and mutually respectful relationship with the Musqueam people.”

#### Timeline of Relevant Policies and Plans:



#### Key Policies

**Title:** Purchasing

**Policy No:** 122

**Approval Authority:** The University of British Columbia Board of Governors

**Responsible Executive:** Vice-President, Administration and Finance

**Approval Date:** October 1978

**Last Revision:** May 2003

**Link:** <http://universitycounsel.ubc.ca/files/2010/08/policy122.pdf>

#### Description

This Policy outlines the persons with authority to acquire goods and services on behalf of the University and the **principles upon which such acquisitions should be made**. It also provides for **the internal guidance of employees at the University and has no impact on the University’s relationship with third parties unless expressly part of a contract with them**.

#### 1.3. Principles

(1.3.1.5.) **Community and Environmental Leadership** – decision making factors may be weighted to acknowledge local business development and the **University’s role in environmental leadership**.

**Title:** Sustainable Development

**Policy No:** 5

**Approval Authority:** The University of British Columbia Board of Governors

**Responsible Executive:** All Vice-Presidents

**Approval Date:** May 1997

**Last Revision:** June 2005

**Link:** <http://universitycounsel.ubc.ca/files/2010/08/policy5.pdf>

#### Description

- to **develop environmentally responsible campus communities that are economically viable** and reflects the values of the members of its campus communities;

- to ensure **integration of ecological, economic and social considerations at all levels of strategic planning and operations** within the University;
- to work towards a sustainable future in **cooperation with organizations** such as the GVRD and the City of Vancouver;
- to assume **a leadership role through practising sustainable development and instilling sustainable development values in its graduates and employees, through research, teaching, and operations.**

## 2. General Guidelines

(2.1.3.) UBC **seeks ways to conserve resources and reduce waste.** This means developing methods to **minimize the energy and material intensity of university activities and reducing waste.**

(2.1.4. ) UBC has **information and reporting systems in support of decision making based on sustainable development principles** including life cycle, social and environmental costing and accountability to stakeholders.

(2.2.) UBC implements this policy, mindful of the need to balance ecological, social and economic imperatives, in an open and transparent decision-making process with the involvement of all stakeholders.

### Procurement Code of Ethics

**Supplier Code of Conduct (SCC)** sets the ethical performance expectations for suppliers of goods, services or equipment to the University of British Columbia.

**Link:** <https://finance.ubc.ca/vendors/supplier-code-conduct>

### Environmental Commitment

University suppliers and their sub-contractors will:

- **ensure all waste materials, as a by-product of production, are disposed of properly in an environmentally responsible manner, and according to the local and international laws and regulations.**
- seek out leading industry practices aimed at conserving natural resources and reducing carbon emissions.
- **commit to packaging standards that reduce the amount of materials used/ or, have a recycled content with a minimum of 30% post consumer waste content.**
- **ensure compliance with third party, bona fide, local and international standards for materials and ethical conduct.**

### Sustainable Procurement Procedures

environmental stewardship

**Support the use of products and services that conserve natural resources** and reduce carbon emissions. Choose products that are renewable, deconstructable, and/or use cradle-to-cradle design.

**Title:** Sustainable Development (**Procedures**)

**Policy No:** 5

**Approval Authority:** The University of British Columbia Board of Governors

**Responsible Executive:** All Vice-Presidents

**Approval Date:** May 1997

**Last Revision:** June 2005

**Link:** <http://universitycounsel.ubc.ca/files/2010/08/policy5.pdf>

## **1. Director for Sustainable Development**

(1) The Director for Sustainable Development, **reporting to the Associate Vice President Land and Building Services and working with all sectors in the University**, is responsible for focusing efforts on the objectives of the policy, promoting the development of sustainability target and action plans of individual units, and coordinating the many sustainable development activities, on-going and emerging, on the University's campuses. The Director liaises closely with the Environmental Programs Manager and the SEEDS program coordinator and is the chief contact with the external community about issues and advances in sustainability at UBC, providing linkages for campus and regional efforts. The Director coordinates reporting on all related University efforts, include recording and reporting on progress (and lack of progress) and plans for long-term development. The Director provides training and guidance to the University community and serves as the central information source about sustainability issues.

## **2. Targets and Action Plans of all Units**

(2.1) An action plan will be developed in all units for improving performance in key sustainability areas with clear indicators for targets, by all units, with the assistance of the Director for Sustainable Development. Plans will include evaluation guidelines, effective measures of progress, reporting mechanisms and appropriate educational support. Changes to existing practices as well as new and innovative methods are considered during the development of the plan.

(2.2.) Once drafted, the targets and action plans will be reviewed by the Vice President responsible for the area for approval of actions, timing and funding. Administrative heads of unit are responsible for ensuring communication about the goals of the unit's plan and its implementation once approved. Administrative heads report on their progress annually to the Vice President responsible for the units and send a copy to the Director for Sustainable Development Programs for publication of an annual report to the Board of Governors.

(2.3.) Target and action plans are reviewed by the unit every two years, taking into account new technologies and opportunities. The Director establishes management systems sufficient

and appropriate to UBC in order to develop plans and meet goals for sustainability approved by the Board of Governors.

#### **4. The Sustainability Advisory Committee**

(4.1.) The Director and the SEEDS program are advised by a committee composed of representatives (faculty, staff and students) of key areas across the campuses. The Sustainability Advisory SEEDS program are advisory to the Vice-President, Administration and Finance for operational matters, to the Vice-President, Academic and Provost for academic matters at the UBC Vancouver campus, and to the Vice-President, Learning & Research (UBC Okanagan) for academic matters at the UBC Okanagan campus.

#### **4.2. The committee's responsibilities are:**

(4.2.1.) to advise on the SEEDS program, in which students, staff and faculty engage in projects to enhance sustainability of UBC operations and to increase knowledge of and develop solutions to sustainability issues;

(4.2.2.) to foster the integration of knowledge and issues about sustainability into all relevant scholarly and research activities, the curriculum, and student activities of the University;

(4.2.3.) to enhance the capacity of academic units to teach and practice sustainable development principles; and

(4.2.4.) to assist the Director for Sustainable Development to communicate the goals of the sustainable development policy and develop support for them within both operational and academic units of the University.

**Title:** Environmental Protection Compliance

**Policy No:** 6

**Approval Authority:** The University of British Columbia Board of Governors

**Responsible Executive:** Vice-President, Academic and Provost; Vice-President, Administration and Finance; Vice-President, Research; Vice-President, Students

**Approval Date:** May 1994

**Last Revision:** June 2005

#### **Description:**

- to provide a formal statement of commitment in response to global and local concerns regarding environmental protection;
- to **provide a framework for establishing procedures that will ensure consistent response to environmental issues, and demonstrate responsibility and due diligence** on the part of the University;
- to **develop auditing and monitoring procedures** which are effective for a university setting;
- to ensure compliance with all applicable environmental regulations at all sites of University activity;
- to provide for the **development of programs to prevent pollution;**
- to provide communication and education about environmental issues; and



- to provide a platform for sustainable development efforts at UBC.

#### **General Guidelines:**

#### **The UBC Sustainable Purchasing Guide – UBC supply management and the campus sustainability office april 2010 • version 2**

#### **Building Operations Custodial Green Cleaning Program, Policy, and Procedures Level**

#### **Description**

UBC Building Operations' Custodial Unit is committed to reducing its impact on the environment and has implemented a comprehensive **High Performance Green Cleaning Program to complement its Green Cleaning Policy**. The goals of this policy are to reduce exposure of building occupants and maintenance personnel to potentially hazardous chemical, biological, and particulate contaminants, which adversely affect air quality, human health, building finishes and systems, and the environment.

#### **Responsibility**

UBC Building Operations Custodial Services is responsible for cleaning at all campus buildings operated by the University. This includes the purchase, handling, storage, disposal and standard operating procedures of all cleaning materials and equipment at UBC.

#### **Implementation**

##### **3.1 Staffing Plan**

UBC Custodial has implemented an appropriate staffing plan that is adequate to meet the cleanliness requirements set by the UBC Building Operations Custodial Green Cleaning Policy. To satisfy the policy commitments, and to protect building systems and finishes from contaminants, the following measures will be employed in all UBC Vancouver buildings:

- Regular training/re-training of all cleaning personnel to address staff turnover and rotation.
- Frequent and intensive cleaning around areas particularly susceptible to dirt and bacteria collection such as around building entryways, bathrooms and food preparation and dining areas. UBC Custodial recognizes that increasing the frequency of cleaning will be more effective than the use of stronger chemicals on an infrequent basis.
- Documentation (including periodic review and task frequency evaluation) of the operations relative to cleanliness outcomes in the cleaning program.

- Regular revision of the staffing plan according to the ongoing results of cleanliness outcomes to maximize resource efficiency.

**Roles and responsibilities are summarized as follows:**

**Superintendent:**

- Responsible to direct, manage, coordinate and lead a staff responsible for the cleaning of Campus Buildings to APPA standards. Responsible for development of strategic business plans, implementing annual objectives and ensuring effectiveness of objectives.

**Custodial Managers:**

- Develops and implements strategic and operational plans for the Custodial Department to ensure effective staffing, work methods, tools and systems. Plays a critical role in supporting the Superintendent in managing custodial services and linking the Custodial Department with user departments.

**Supervisors:**

- Responsible for the delivery of construction cleaning and project work for all new and renewed buildings on Campus. Oversees quality assurance programs and ensures customer service and performance objectives are met.

**Schedulers/Trainers:**

- Under general direction is responsible for the planning, implementing and ongoing review of the Custodial work and custodial staff levels.

**Head Service Workers:**

- Responsible for the daily supervision and performance of a group of service workers and include the determination of multiple client needs and staffing requirements and ensuring all safety and administrative policies and procedures are adhered to.

### **3.2 Training**

Training for the cleaning staff at UBC Custodial must address the use, maintenance, disposal and recycling of their cleaning chemicals, dispensing equipment and packaging.

UBC Custodial has developed a Building Service Worker Training Manual which provides details on UBC's vision for a clean environment, policies and practices for cleaning staff, health and

safety issues, information about equipment and supplies and standard cleaning and operating procedures (including low environmental impact practices and products).

The Building Service Worker Training Manual addresses:

- Green cleaning techniques and details on proper handling, use and storage of products and equipment.
- Environmental and health issues for the products and equipment used.
- Dispensing equipment and packaging.
- Management of hazardous spills and similar incidents.
- Cleaning by outsourced services.

### **3.3 Cleaning Systems**

UBC Custodial is dedicated to using low environmental impact cleaning systems in all buildings. This includes: chemical dilution systems, cleaning materials, cleaning products, hand soaps, cleaning equipment, and floor maintenance activities.

#### **3.3.1 Chemical Dilution Systems**

UBC Custodial is dedicated to using chemical concentrates with appropriate dilution systems to minimize chemical use. UBC Custodial has committed to providing wall-mounted chemical dilution systems in 99% of UBC buildings.

The following criteria are adhered to at UBC Custodial:

- Chemical concentrates are dispensed from portion controlled, closed dilution systems to minimize chemical use.
- Core-less paper products are used in the building where possible and feasible. If not possible, paper core should be included in the recycling stream.

The following criteria are adhered to at UBC Custodial with respect to disposable janitorial paper products and trash bags:

- U.S. EPA Comprehensive Procurement Guidelines for Janitorial Paper and Plastic Trash Can Liners.
- Green Seal GS-09 for Paper Towels and Napkins.
- Green Seal GS-01 for Tissue Paper.
- Environmental Choice CCD-082 for Toilet Tissue.
- Environmental Choice CCD-086 for Hand Towels.
- Janitorial paper products derived from rapidly renewable resources or made from tree-free fibers.
- 

#### **Fair Trade Purchasing**

## **No Sweat Policy**

### **Description**

**Our buyers will only purchase clothing from vendors and manufacturers who employ fair labour practices and are environmentally responsible.**

### **Vendor Code of Conduct**

Clothing vendors supplying products to the Bookstore are expected to comply with the following guidelines which are consistent with those established by the Fair Labour Practices Association, International Labour Organization, the UN Universal Declaration of Human Rights and the UN Convention of the Rights of the Child. We will not do business with vendors that do not meet these guidelines.

### **Health, safety and employment guidelines**

#### **Forced labour:**

There shall not be any use of forced labour, whether in the form of prison labour, indentured labour, bonded labour or otherwise.

#### **Child labour:**

No person shall be employed at an age younger than 15 (or 14 where the International Labour Organization exemption for developing countries allows) or younger than the age for completing compulsory education in the manufacturer's country where that age is higher than 15. Currently, employed child workers shall be kept employed and be given access to education and transitional economic assistance. Where a child worker must be displaced, adult family members should have the opportunity to assume the child's position in order to maintain family earnings.

#### **Harassment and abuse:**

Every employee shall be treated with respect and dignity. No employee shall be subject to any physical, sexual, psychological, verbal harassment or abuse.

#### **Non-discrimination:**

No person shall be subject to any discrimination in employment, including hiring, salary, benefits, advancement, discipline, termination or retirement, on the basis of gender, race, religion, caste, age, disability, marital status, sexual orientation, national origin, political affiliation or union membership.

**Women's rights:**

All employees shall have the right to work in an environment free from sexual harassment and abuse. No worker shall be subject to the forced use of contraceptives or pregnancy testing. Pregnant women will be entitled to appropriate maternity leave and appropriate medical benefits in accordance with national laws and regulations and consistent with national practices.

**Health and safety:**

Employers shall provide a safe and healthy working environment to prevent accidents and injury to health arising out of or occurring in the course of work or as a result of the operation of employer facilities. Workers will be provided with health and safety training appropriate to their industry.

**Freedom of association and collective bargaining:**

Employers shall recognize and respect the right of all employees to freedom of association and collective bargaining.

**Wages and benefits:**

Employers recognize that wages are essential to meeting employees' basic needs. Employers shall pay employees, as a minimum, at least the minimum wage required by local law or the prevailing industry wage, whichever is higher, and shall provide legally mandated benefits.

**Hours of work:**

Employees shall (i) not be required to work more than the lesser of (a) 48 hours per week and 12 hours overtime or (b) the limits on regular and overtime hours allowed by the law of the country of manufacture or, where the laws of such country do not limit the hours of work, the regular work week in such country plus 12 hours overtime and (ii) be entitled to at least one day off in every seven day period.

**Overtime compensation:**

In addition to compensation for regular hours of work, employees shall be compensated for overtime hours at such premium rate as is legally required in the country of manufacture or, in those countries where such laws do not exist, at a rate at least equal to their regular hourly compensation rate times 1.5. All overtime shall be voluntary.

Environmental guidelines: Vendors will seek out, implement and exercise environmental practices wherever possible, including a commitment to packaging standards that reduce the

amount of materials used/ or, have a recycled content. Vendors will also demonstrate environmental safety in the handling of all materials.

**Legal guidelines:**

Vendors will be law abiding and will observe criminal, civil and tax codes in the countries they do business and will comply with all applicable legal and customs requirements of Canada.

In 2011, UBC was designated the [first Fair Trade Campus in Canada](#), thanks to a collaboration between UBC Food Services, AMS Food and Beverage Department, UBC Engineers Without Borders, UBC faculty members and the SEEDS Program.

The designation from [Fair Trade Canada](#) recognizes UBC for its national leadership in Fair Trade purchasing and commits UBC to buying coffee, tea, chocolate and tropical fruit from producers who guarantee higher social, environmental and pay standards for farmers and workers.

100 per cent Fair Trade organic and shade grown coffee, and Fair Trade tea, are available at all non-franchise UBC Food Services, AMS outlets and Triple O's, as well as through all on-campus catering providers including Wescadia, AMS Catering and Peake of Catering at UBC Robson Square.

Starbucks carries a Fair Trade coffee option at all campus locations.

Fair Trade chocolate bars and sweets are available at UBC Food Services locations and Fair Trade bananas and other fair trade fruits are offered when available at Place Vanier Residence Dining Hall.

The UBC Bookstore now features a number of Fair Trade products including tea, chocolate, accessories and gifts, including No Sweat clothing. The UBC Bookstore is also working with the Sauder School of Business, AMS, SEEDS Program and UBC Food Services to increase the awareness of and range of fair trade products across campus.

**VENDOR REPORTING REQUIREMENTS**

The Bookstore requires clothing vendors it does business with to sign a 'Code of Conduct' letter confirming that it does not use sweatshop labour. The letter must confirm that the vendor:

- has adopted ethical practices that meet or exceed those contained in the Vendor Code of Conduct outlined in this policy
- has a certificate of membership for the Fair Labour Association (FLA) and endorses this policy for both its own manufacturing facilities and those of its subcontractors.

Those who are not members of the FLA are required to disclose their factory information

As an ethical buyer, the Bookstore responds to any reports of labour rights violations as follows:

- If we receive a report, that we consider credible (examples might include reports from a non-governmental organization, labour organization or media source), that a vendor or subcontractor has violated the Vendor Code of Conduct contained in this policy, the Bookstore will inform the vendor of the specific complaint. The vendor will have 30 days from the date of the notice to respond to the allegation on behalf of itself and its subcontractors. If the vendor acknowledges the allegation is wholly or partially correct, it must provide a detailed rectification plan acceptable to us outlining a program of how it will rectify the problems within a year
- We can request an inspection of a vendor's facilities by a third party to determine if a violation occurred or to establish whether the violation has been addressed. The cost of this inspection is borne by the vendor
- In the event that violations are found, whether they are acknowledged by the vendor or verified in an inquiry by an independent inspector, remedial action by the vendor must include, as a minimum, the reinstatement of any worker found to have been unlawfully dismissed, as well as compensation for lost wages
- If the vendor does not respond to the report of a violation, fails to cooperate with an inspection or fails to provide a rectification plan acceptable to us, we will terminate without notice or penalty any contract and will not conduct any future business with the vendor.

### **Sustainability Priority Areas 2014-2017**

#### Materials & Waste

UBC aspires to be a "zero waste" campus by changing what we purchase and improving how we manage our waste.

UBC Target: Increase overall diversion to 80% by 2020. Achieve a steadily decreasing trend in operational waste disposed to landfill/incineration despite forecasted campus growth.

#### **Supporting ZeroWaste**

<http://buildingoperations.ubc.ca/sustainability/zero-waste/recycling-programs/>

<http://buildingoperations.ubc.ca/sustainability/zero-waste/composting/>



**Location:**

Toronto, Ontario, Canada [2,615,000]  
Urban Campus – Within the City of Toronto

**Population (Keele campus):**

Total Population: ~ 62,005  
Student Population: ~ Approx. 53,000  
Staff and Faculty Population: ~ Approx. 9,005

**Geographic area:**

over 200-acre

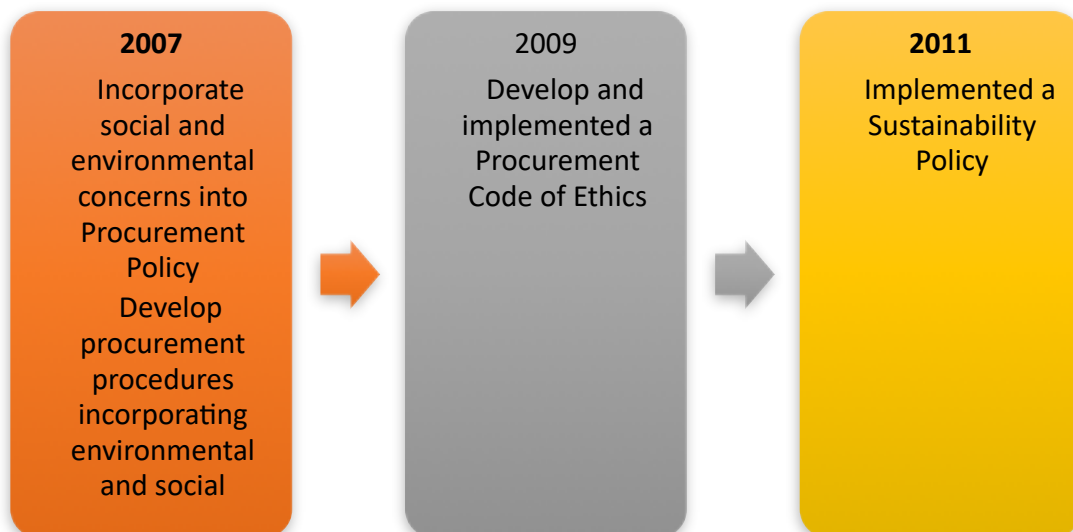
**Operating Budget:**

\$1 billion (CAD)

York University has shown early commitments in becoming a more environmentally sustainable institution. York's commitment to solid waste reduction and diversion began in the early 1990's with a commitment to achieve a 50% waste reduction rate by the year 2000. The commitments made in the 1990's lead to the formation of the Campuses ZeroWaste Initiative, along with an updated set of policies, procedures, and a procurement code of ethics that encourage sustainable procurement and enhanced waste management practices.

**Timeline of Relevant Policies and Plans:**





## KEY POLICIES

### Procurement of Goods and Services Policy (2007)

**Legislative History:** Replaces Policy on Purchasing of Goods and Services (1999). Approved by the Board of Governors: 2007/06/25; Date Effective: 2007/06/25

**Approval Authority:** Board of Governors

**Signature:** Marshall Cohen

**Description:** Establishes the principles for and the context within which University procurement activity may occur. Has associated procedure.

**Link:** <http://secretariat-policies.info.yorku.ca/policies/procurement-of-goods-and-services-policy/>

Of particular importance within the Procurement of Goods and Services Policy (2007) are **policy statements (1) and (3)**, which state the following:

(1) York University aspires to high **ethical**, legal, **environmental**, managerial and professional standards in the management of the resources entrusted to it. Within this context, the University's procurement function shall be performed in an open, fair and transparent manner where goods and services are procured in a competitive environment and where all transactions yield the optimal benefit to the University in the circumstances.

(3) York University **is committed to promoting the values of sustainability and social responsibility**. To the degree possible, the University **shall incorporate sustainability standards into its procurement practices**, and **give favorable consideration** in its evaluation process **to those goods and services which reflect this commitment to sustainability or broader social responsibility**.

\*The application laid out within the policy provides the direction needed by establishing the scope and level at which the policy is to be carried out.

(4) This policy shall **apply to all University acquisitions** (purchase, lease or rent) expended from University operating, capital, ancillary, special purpose and research funds unless exempt as noted below. **All University employees shall abide by this Policy and its associated procedures and guidelines**.

(5) All acquisitions of goods and services shall be pursuant to the Procedures issued under this Policy and guidelines created from time to time by **the Director of Procurement Services (Finance Department)**.

(6) York University shall **award contracts for goods or services using the most appropriate procurement practices based on the acquisition methods described in the Procurement Procedures**.

#### **Procurement of Goods and Services (Procedure)**

**Legislative History:** Replaces Procedure on Purchasing of Goods and Services (1999). Approved by the Vice-President Finance and Administration: 2007/04/30; Date Effective: 2007/06/25. Revised: July 1, 2012

**Approval Authority:** Vice-President Finance and Administration

**Signature:** Gary Brewer

**Description:** Sets out guidelines and processes for the acquisition of goods and/or services. Issued pursuant to the University Policy on Procurement of Goods and Services.

**Link:** <http://secretariat-policies.info.yorku.ca/policies/procurement-of-goods-and-services-procedure/>

Section three provides a series of guidelines that must be adhere to in order to be compliant with the associated Procurement of Goods and Services Policy. Below are guidelines that relate to sustainable procurement and waste management.

(6) Goods and services shall be acquired competitively from qualified vendors who meet specific requirements and provide the maximum benefit for funds expended, **subject to ethical, environmental and legal considerations.**

(8) The University **shall normally give preference to vendors of environmentally friendly products and services.**

(9) The University **shall not purchase apparel**, including items with the University logo or trademark, **from vendors under investigation or being monitored by an external monitoring agency or third party for violating fair labour practices.**

#### **Procurement Code of Ethics**

**Legislative History:** Approved by PVP, November 4, 2009; Board Finance and Audit Committee, November 23, 2009; Approved by the Board of Governors, December 7, 2009.

**Approval Authority:** Board of Governors

**Signature:** Paul Cantor

**Description:** The York University Procurement Code of Ethics is integral to the University Procurement of Goods and Services Policy and the University's practices are guided by this Code of Ethics.

#### **Code of Ethics**

York University aspires to high ethical, legal, **environmental**, managerial and professional standards in the management of the resources entrusted to it. Within this context, the University shall procure goods and services in an open, fair and transparent manner and in a competitive environment, so that all transactions yield the optimal benefit to the University in the circumstances.

#### **Guidelines**

All employees of the University who, during the course of their duties, are involved in the process of acquiring goods or services shall perform their duties to the following standards:

- Ensure all procurement activities are conducted according to University policies, provincial and federal laws, and respect the principles of ethical business practices
- Support collaborative procurement, and the adoption and sharing of leading procurement practices
- Conduct business with all current and prospective suppliers in good faith
- Grant all competing suppliers fair and equal consideration

- Strive to obtain the maximum value for each expenditure
- Require honesty and accurate representation of goods and services from all suppliers
- **Encourage suppliers** to consider sustainability and social responsibility in their product or service offerings
- Make every reasonable effort to negotiate an equitable and mutually agreeable settlement where disputes occur.

### **Sustainability Policy**

**Legislative History:** Reviewed by President and Vice-Presidents, February 16, 2011; Approved by the Board of Governors, April 25, 2011

**Approval Authority:** Board of Governors

**Signature:** Paul Cantor

**Description:** Describes the University's responsibility for and commitment to sustainability, and provides the framework for ongoing implementation of the policy and assists the University Community in incorporating Sustainability into decision making.

**Link:** <http://secretariat-policies.info.yorku.ca/policies/sustainability-policy/>

\* The policy statements presented below provide

- (1) In keeping with its subscription to the Talloires Declaration, York will work towards being a sustainable university. **A sustainable university is one that enhances the ecological functioning of its campuses;** models knowledgeable, active and responsible global citizens; **and does so within an integrated, long-term framework of full-cost economic and environmental accounting.** Features of a sustainable university include a long-term perspective, a holistic outlook, acceptance of limits, focus on place and active involvement in problem-solving.
- (2) York will bring vision, scholarship and high ethical standards to achieving and maintaining **institutional leadership in sustainable operations and community engagement.**
- (3) Progress will be monitored, and measurable goals will be explored and adopted where feasible.
- (4) (i) York will **draw upon the abilities and expertise of the university community to promote practices that maximize the beneficial effects and minimize the harmful impacts that may arise out of its operational, academic and research activities.**  
  
(ii) **Priority will be given to identifying ways of improving the long-term quality and regenerative capacity of the environmental, social and economic systems that support the University's activities and needs.**

- (5) York will strive to be at the forefront of sustainability research and education and will use its capacity and expertise to promote sustainability within and beyond the University, with its alumni, governments and the surrounding communities.  
York **will encourage the active engagement of all members of the university community in issues of sustainability and will support sustainability awareness in the greater community.**
- (6) **Priority will be given to developing opportunities to collaborate on sustainability initiatives among students, academic and administrative units** across and beyond the University.

\*The policy ensures to provide clarity by highlighting the roles and responsibilities

- (1) **The Board of Governors and all York faculty, students and staff members are responsible for acting in a manner that promote and support the objectives of this policy.**
- (2) Each of the **President and Vice-Presidents will be responsible for advancing sustainability within their respective areas. Each Division will include a reflection of their commitment to sustainability** in their annual integrated resource plans.
- (3) **The President’s Sustainability Council** is an advisory body to the President with **responsibility for providing input and recommendations on how to advance York University’s sustainability initiatives, projects, and practices** that are align with this policy. It serves as a pan-university forum to ensure that the different dimensions of sustainability are integrated into strategies for a York-specific approach to sustainability.

### York University Fair Trade

York already has Las Nubes fair trade coffee available on campus. Now the York University Bookstore, in partnership with the Business & Society Program (BUSO), will offer fair trade T-shirts. It's a first for a university bookstore in Canada, thanks to the work of three York professors.

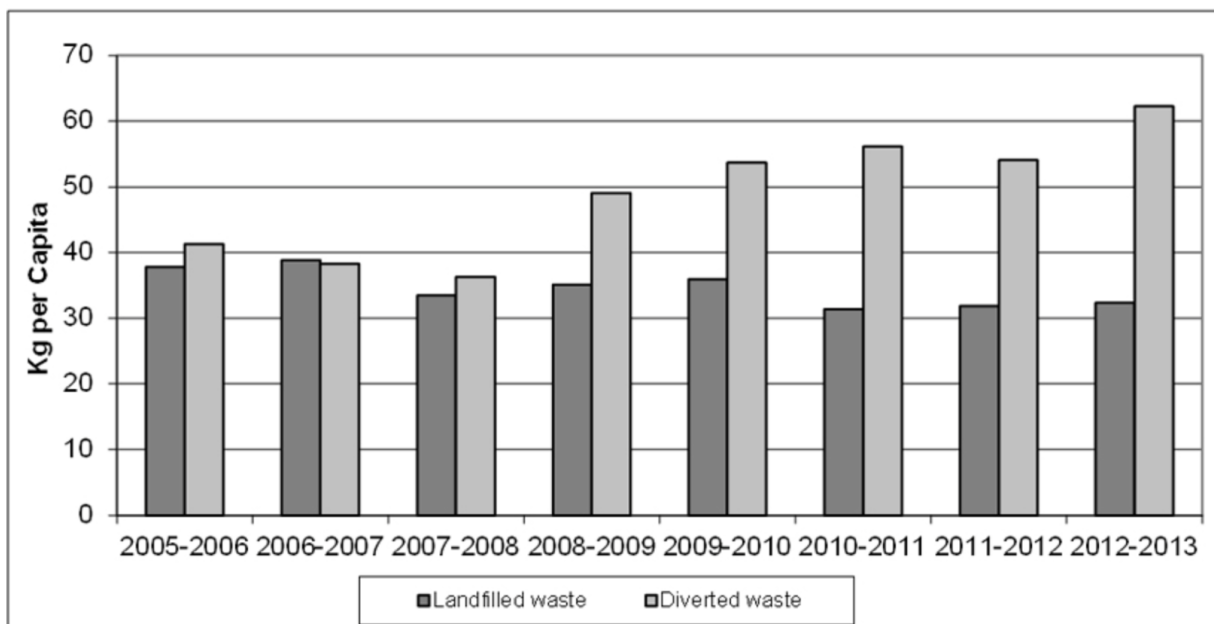
Provided by Wearfair, the T-shirts are made of 100 per cent fair trade organic cotton certified by TransFair Canada, a member of the Fairtrade Labelling Organizations International. In time, the bookstore plans on expanding beyond T-shirts into other clothes.

### Trends and accomplishments

	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	2011/ 2012	2012/ 2013

Landfilled waste (kg)	1,915,000	1,997,110	1,997,100	1,826,000	1,911,000	1,702,010	1,737,100	1,767,000
Diverted waste (kg)	2,092,000	1,969,460	2,163,900	2,549,000	2,856,000	3,004,910	2,946,120	3,399,000
Student population at York	50,694	51,420	59,685	51,989	53,205	54,237	54,507	54,590
Landfilled waste per capita (kg/ per capita)	37.78	38.84	33.46	35.12	35.92	31.38	31.87	32.37
Diverted waste per capita (kg/ per capita)	41.27	38.3	36.26	49.03	53.68	56.14	54.04	62.26
% of all waste being diverted from landfill (%)	52%	50%	52%	58%	60%	64%	63%	66%

**Waste Production and Diversion per Capita (student population)**





## **New York University**

**Location:** Greenwich Village New York City, New York, USA [~8,600,000]

### **Population:**

Total Population: ~ 76,245

Student Population: ~ 57,245

Staff and Faculty Population: ~ 19,000

### **Operating Budget:**

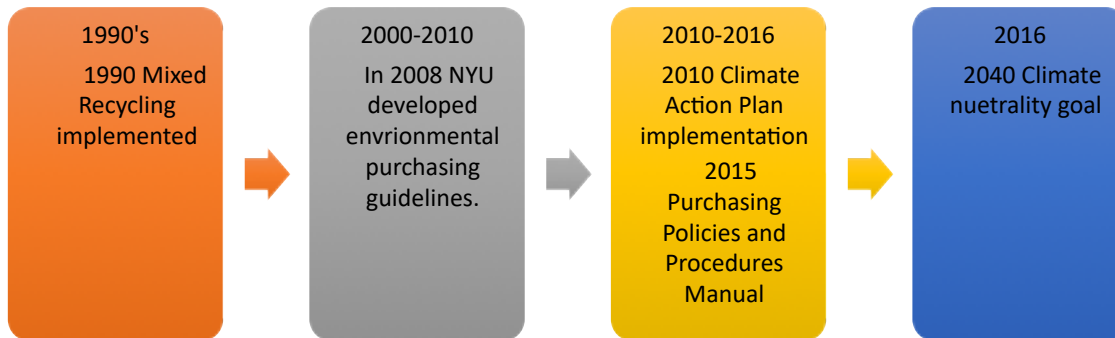
~ \$2.89 billion (USD)

### **Geographic Area:**

~5 Million square feet of Interior space\*

New York University is America's largest private university located in Greenwich Village, Manhattan. NYU has shown a great deal of environmental improvements since the implementation of mixed recycling in 1990. NYU has several plans and policies that are geared towards ensuring environmental sustainability as well as upholding ethical and responsible behaviors. NYU works along side New York City to promote not only a more sustainable campus but to promote a more sustainable New York. New York City and University aims to have zero waste entering the land fill by 2031 as well as to create a completely sustainable environment through water conservation, energy efficient buildings, and improving infrastructure.

### **Timeline of Relevant Policies and Plans:**



### **Relevant Policies and Procedures**

- Purchasing Policies and Procedures Manual (Updated 2015)
  - Environmental Philosophy and Practices (added 2008)
  - Environmental Purchasing Policy (added 2008)
- Waste Disposal Policy
- NYU Core Plan (updated and approved in 2014)
- NYU 2010 Climate Action Plan (2010)
- Plan NYC (2011)

### **Purchasing Policies and Procedures Manual (updated 2015)**

<https://www.nyu.edu/content/dam/nyu/compliance/documents/PurchasingPoliciesProcedures.2015.Edition21.pdf>

**Legislative History:** Updated to 21<sup>st</sup> Edition, Effective March 31, 2015

**Approved by:** Financial Operations and Treasury NYU Procurement

**Description:** The purchasing policies and procedures manual outlines the responsibilities and requirements of the New York University Procurement office in regards to purchasing and supplying. Procedure P100 outlines the standards and ethics that the Purchasing and Supply services adhere to. Standards and ethics outlines the importance in ethical purchasing because each sale is representative of the university.



1. *To consider first the interests of New York University in all its transactions and to carry out and believe in its established policies and objectives.* (p.5)

The manual also states that companies that are considered to be disadvantaged (women owned, small business, socially disadvantaged peoples), will be considered in the purchasing process, however these companies are not favored and must compete with larger companies. (p.37)

1. *Purchase Requisition is assigned to a Procurement Officer. The Procurement Officer consults the available listing of suppliers, and the supplier(s) suggested by the Requisitioner, and selects suitable bidders. a) **An affirmative obligation is assumed with respect to providing opportunity for Small, Disadvantaged, Women-Owned, or HUBZone Business Concerns to conduct business.***

2. *Obtain price quotations.*

3. ***Select the most suitable bidder.** a) **An affirmative obligation is assumed with respect to placing business with Small, Disadvantaged, Women-Owned or HUBZone Business Concerns to conduct business.***

4. *If the award is made to a Small, Disadvantaged, Women-Owned or HUBZone Business Concern, the electronic purchasing system automatically retains and can report the information. (See Procedure Number P105) a) **Note the reason for the failure of a Small, Disadvantaged, Women Owned or HUBZone Business Concern to receive the award (if such was the case - in the comment field file of the quotation file)** (p.37).*

### **Purchasing & Supply Services Divisional Environmental Philosophy (2008)**

Purchasing and Supply Divisional Environmental Philosophy pertains to the ideologies New York University adheres to when purchasing goods and services. The policy states:

*“Environmental Purchasing gives consideration to environmental factors in procurement decisions; **this includes the raw materials used to create the product, reusable/recycled materials over virgin materials, packaging, distribution, energy consumption, maintenance, reuse, and/or disposal.** (p.21)”*

New York University uses paperless transactions whenever possible and promoted the use the use of recycled paper wherever possible.

### **Environmental Purchasing Policy**

Implemented 2008

The Environmental Purchasing Policy outlines how those who are making purchasing should purchase goods with the least amount of waste, and with the least negative effect on the environment. The policy states states:

*“New York University is committed to responsible stewardship of the environment. The purpose of this policy is to support the University’s sustainability and stewardship effort by providing guidelines, information, and resources for the purchase of products that have the least negative impact on the environment to the greatest extent practicable.”* (p.22)

Environmental Purchasing Policy aims to follow best practice to limit waste through best practice procurement methods.

- 1. Reduce Waste**
- 2. Purchase Durable and Reusable goods**
- 3. Order less frequently or in bulk.** (p.22)

NYU is committed to purchasing **environmentally preferred products**

#### **Environmental Health and Safety Services—Waste Disposal Policy Administration**

<http://www.nyu.edu/life/safety-health-wellness/be-safe/environmental-health-and-safety/waste-disposal.html>

The Environmental Health and Safety Services outline the waste procedures for each department. All departments are provided guidelines as to how they are to dispose of wastes (universal wastes, construction, biohazards wastes).

#### **Construction & Renovation Waste Disposal Policy**

[https://www.nyu.edu/content/dam/nyu/environmentalHealthSafety/documents/Construction\\_Nov05.PDF](https://www.nyu.edu/content/dam/nyu/environmentalHealthSafety/documents/Construction_Nov05.PDF)

The Construction and Renovation Waste Disposal Policy outlines how Environmental Services guides the university and constructions on disposing of waste generated through construction projects. The policy outlines that construction personnel must be informed on this policy and agree to adhere to it.

#### **Universal Waste Minimization and Disposal Policy**

<https://www.nyu.edu/content/dam/nyu/environmentalHealthSafety/documents/uwaste.pdf>

The Universal Waste Minimization and Disposal Policy outlines the ways in which Environmental Services wishes for “Universal Wastes” (batteries, light bulbs, electronics and, chemicals) to be disposed and dealt with on campus. New York University adheres to state and local laws.

*It is the intention of New York University to*

- 1) comply with **all federal, state and local laws** which pertain to the minimization and disposal of universal waste;
- 2) ensure **that human health and the environmental are protected**;
- 3) ensure the safe use, storage and disposal of universal waste; and
- 4) ensure the **minimization of the amount of universal waste generated**.

### **New York University Core Plan**

Implemented: 2014

<https://www.nyu.edu/content/dam/nyu/govCommunAffairs/documents/nyu-in-nyc/core-plan-commitments/2012-7-24-NYU-Core-Restrictive-Declaration-FINAL.pdf>

NYU's Core Plan is a plan to expand the campus while ultimately improving its social environmental sustainability. The plan is to build buildings that are LEED certified, conserve water through low running toilets and the collection and storage of water, conserve energy through energy efficient windows and electrical appliances to ultimately reduce campus emissions.

Hazardous Materials Brought on Campus through Construction (p.32)

The policy states:

- Shall be consistent with the New York State Department of Health Generic Community Air Monitoring Plan
- Properly disposed of off campus—by the construction company following the Construction and Renovation Waste Disposal Policy

### **NYU Climate Action Plan**

Implemented: March 2010

[http://www.nyu.edu/about/news-publications/news/2010/march/nyu\\_releases\\_climate.html](http://www.nyu.edu/about/news-publications/news/2010/march/nyu_releases_climate.html)

In 2010 New York University joined Mayor Bloomberg's PlaNYC Climate Challenge which aims to reduce emissions by 30% by 2017 in the city of New York. NYU also joined the American College and University Presidents' Climate Commitment which aims to achieve climate neutrality by 2040.

- 1.9% of New York University's greenhouse gas emissions come from waste (NYU, Waste)

### **PlaNYC**

Implemented: April 2011

By: Bill de Blasio

<http://www1.nyc.gov/html/onenyc/index.html>

PlaNYC is a sustainability project implemented by the city of New York. Pertaining to waste plaNYC aims to have zero waste in landfills by 2030. New York University is participating in this as it is a city wide mandate.

## Accountability

Due to the fact that many of New York University's waste reduction and sustainability projects are closely linked with those that are implemented by New York City there is a transparency issue with regards to accountability and information surrounding the progress of implemented plans and policies. Waste Diversion percentages are difficult to obtain due to the fact that the waste is collected by the city, mixed and separated in a city wide facility.



### University of Toronto St. George Campus

**Location:** Toronto, Ontario, Canada [ ~ 2,615,000]

**University Population:**

Total Population: ~78,558

Student Population: ~59,000

Staff and Faculty Population: ~19,558

**Operational Budget:**

~ \$1.5Billion (CAD)

**Geographic area:** 180 Acres

<https://www.utoronto.ca/about-u-of-t>

*"The University of Toronto is Canada's largest learning institution, located in the heart of downtown Toronto. The University of Toronto St. George Campus is one of Canada's leading educational institutions. Currently the University is one of North America's leading campuses in terms of waste diversion. Through the implementation of the Office of Sustainability there has been movement towards a culture of sustainability within both faculty and staff. UofT was named one of Canada's Greenest Employers and has implemented several programmes on campus to help create a more sustainable educational environment."*

**Timeline of Relevant Policies and Plans:**



### **Relevant Policies**

#### **University Environmental Protection Policy**

**Implemented:** April 2010

**Approved by:** Business Board

<http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/ppmar071994iii.pdf>

The University Environmental Protection Policy acknowledges the university's contribution to environmental degradation. The UEPP outlines both the university's responsibility and objectives that must be taken in order to reduce the university's negative impact on the environment and create a more sustainable campus.

*"Minimize the use of energy, water and other resources, through efficient design, management and practice*

*Minimize waste generation and actively manage the impact of waste, emissions, & effluents generated by University activities."*

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#### **Sustainability Yearbook**

**Implemented:** 2013

<http://www.fs.utoronto.ca/sustainability-office/sustainability-yearbook-2015-16/>

The sustainability yearbook outlines the various initiatives and progress made on campus that relate to sustainability. The yearbook identifies programs implemented on campus with regards to all forms of sustainability not just environmental. The yearbook includes a statement from

President Meric S.Gurtler, where he states his acknowledgement for the significance of pursuing sustainability initiatives to fight against climate change and other environmental degradations.

*“Growing a culture of sustainability in and around campus”*

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### **Supply Chain Code of Ethics**

**Implemented:** April 1 2011

**Approved by:** Governing Council

<http://www.procurement.utoronto.ca/about-procurement/code-of-ethics>

The Supply Chain Code of Ethics provides a guideline to ethical procurement within the University of Toronto.

*“I. Personal Integrity and Professionalism  
II. Accountability & Transparency  
III. Compliance & Continuous Improvement”*

### **Procurement Policy**

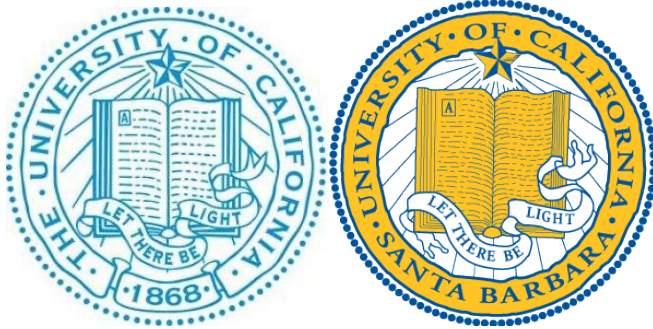
**Implemented:** April 4, 2011

**Approved:** Governing Council

<http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/Procurement.pdf>

The Procurement Policy at the University of Toronto provides guidelines for faculty purchasing procedures. The Policy follows the aforementioned Code of Ethics. The policy outlines budgets and monetary resources for procurement of goods and services as well it established the need to obey local and federal laws when purchasing.

*“Ongoing operation of this policy is delegated to the University of Toronto administration, which has procurement services, processes and procedures in place that are modified from time to time to comply with applicable procurement legislation and regulation and with good business practice. (4)”*



## **UNIVERSITY OF CALIFORNIA SANTA BARBARA**

**Location:** Santa Barbara, California [~90,412]

**Population:**

Total Population: ~ 29,920

Student Population: ~ 23,497

Staff and Faculty Population: ~6,423

**Geographic Area:** 1000+ acres

**Annual Budget:** unknown

**Sustainability Vision:**

*“The University of California – Santa Barbara is positioned both within the UC System and nationally to take a leadership role in the integration of sustainability into higher education learning, discovery and operations. Current initiatives include significant accomplishments in the greening of campus structures, purchasing, and facility maintenance operations, as well as accountability for overall greenhouse gas emissions. In addition to these largely operational initiatives, UCSB has recently undertaken the drafting of a campus sustainability plan, which will provide a vision for long term comprehensive sustainability through a series of action items designed to meet specified targets in the 9 functional areas of campus. The plan provides a clear linkage between campus operations and academic experience of UCSB undergrad and graduate students, as well as faculty research direction development, and community stewardship.”*

**Timeline of Relevant Policies and Plans:**



## Overarching Policy

### University of California Sustainable Practices Policy

“UC's Sustainable Practices Policy is one of the most comprehensive and far-reaching institutional sustainability commitments in the nation, with guidelines and goals in the areas of:

- Sustainable transportation
- Climate protection practices
- Sustainable operations and maintenance
- Waste reduction and recycling
- Environmentally preferable purchasing
- Sustainable food service
- Clean energy, and
- Green building.”

### Purchasing

Environmentally Preferable Purchasing: Environmentally preferable purchasing underlies and enables all other areas of sustainable practice in this Policy. Therefore, the University will maximize its procurement of environmentally preferable products and services.”

### Procedures

- The University will use its purchasing power to target environmentally preferable products and services for volume-discounted pricing to make them cost- competitive with conventional products and services.
- For products and services without available environmentally preferable alternatives, the University will work with its existing and potential suppliers and leverage the University’s purchasing power and market presence to develop sustainable choices.
- The University will integrate sustainability requirements into its practices for competitive bidding in material and services procurement, allowing for suppliers that meet these requirements to earn additional evaluation points.



- Packaging for all products procured by the University should be designed, produced, and managed in an environmentally sustainable manner.
- The University shall seek products that have take-back programs, as appropriate.
- When requested, suppliers citing environmentally preferable purchasing claims shall provide proper certification or detailed information on environmental claims, including benefits, durability, and take-back, reuse, and recyclable properties. Additionally, suppliers are responsible for providing proof of University of California-accepted third-party certification based upon the requirements of the University's Procurement Services Department located in the Office of the President.

### **Sustainable Procurement Plan**

Procurement Plans are designed by each University of California campus. These plans are aligned with the University of California Sustainable Practices Policy.

### **University of California Santa Barbara Campus Sustainability Plan**

"The Campus Sustainability Plan is a dynamic document intended to provide a roadmap for major steps toward achieving sustainability."

In regards to procurement, the Campus Sustainability Plan aims to "Employ efficient procurement strategies, processes, and systems for the acquisition and responsible use of resources in a manner that supports the economy, society, and environment."

### **Purchasing**

UCSB has an on-line procurement system: the UCSB Procurement Gateway. The university has developed 'green' options to be displayed before other options in order to direct sustainable spending.

### **Procedures**

- Participate as a pilot program with the Sustainable Leadership Purchasing Council (SPLC) to track and reduce our carbon footprint related to procurement.
- Develop a Green Procurement Model - partner with UC Santa Cruz and UC San Diego procurement teams to:
  - 1) identify green products and services
  - 2) have strategic sourcing/green vendors display priority purchase options
  - 3) increase the EPP reporting options.
- Strengthen the compliance of the UC and UC Santa Barbara policy of a minimum of 30% post-consumer waste recycled content paper, complete the phase-out of virgin paper

products for all office supplies, and move toward implementation of a policy requiring 50% to 100% recycled paper.

- Expand the use of green cleaning products and techniques throughout the campus and UC community.
- Enhance specifications for packaging to eliminate waste streams onto campus and expand recycling and closed loop design efforts.

### **Outcomes**

- Required the use of environmentally preferable modular carpet tiles.
- Established clear E-waste standards for UC Santa Barbara and system-wide application across the entire spectrum of contracts for electronic commodities.
- Enacted an interim Sustainable Furniture policy that requires green options be selected for all furniture purchases.
- Expanded organic and locally produced food options – currently, residential dining has incorporated 50.3% organics in their offerings.
- Added a 1.0 FTE Strategic Sourcing Manager position to the Purchasing staff, plus one other staffer dedicated to sustainability efforts.
- Physical Facilities and Housing & Residential Services now use Green Seal certified chemicals and 100% recycled content paper in all restrooms and kitchens.
- The campus has made Energy Star features mandatory with all new contracts for appliances, printers, copiers, fax machines, and personal computers
- Implemented an e-Procurement system, the UCSB Procurement Gateway (Gateway)
- Created two surplus sites to decrease purchase of new materials: a surplus chemical site and a surplus equipment site
- 

### **Waste Management Plan**

#### **University of California Waste Diversion Plan**

The Waste Diversion Plan provides information on the regional context of waste management in the Central Coast, waste-related programs and practices at UCSB, and waste diversion rates, and proposed waste diversion programs

### **Procedures**

- Landfill/commingled receptable pairing
- Compostable Contract Language for University Centre Tenants
- Campus wide policy mandating all food entities to provide compostable food serviceware on campus
- Waste Signage updates
- Waste Audits
- Zero Waste Weekend

## Outcomes

The University of California Santa Barbara achieved a 73% diversion rate for 2015, diverting a total of 5695460 tons of waste away from the landfill.

## Accountability/Transparency

The University of California maintains transparency in their plans and procedures by publishing the University of California “Annual Report on Sustainable Practices”. The report highlights the university’s progress in relation to its overarching Sustainable Practices Policy, and campus Sustainability and Waste Management Plans

## 2015 Data Chart

	Harvard	UCSB	York	UBC	NYU	UofT
<b>Total Population</b>	36,500	29,920	62,005	67,114	76,245	78,558
<b>Student Population</b>	22,000	23,497	53,000	53,000	57,245	59,000
<b>Staff &amp; faculty</b>	14,500	6,423	9005	14,114	19,000	19,558
<b>Geographic Area (Acres)</b>	210	1000+	200	988	230	180
<b>Annual operating budget (2015)</b>	\$4.78 billion		\$1 billion	\$2.3 billion	\$2.89 billion	\$1.5 billion
<b>Waste Diversion - operational and construction (latest)</b>	70%	73%	68%	67%	28.5%	70.5
<b>Waste generated - 2015(kg)</b>	5,283,444	7,806,000	4,917,000	9,212,000	5,880,000	5,859,034
<b>Total waste diverted (kg)</b>	3698411	5695460	3343560	6172040	1680000	4130619
<b>Total Waste per Capita/ kg</b>	144.8	260.8	79.3	137.3	77.1	74.6
<b>Total Landfill waste (kg)</b>	1,585,033	2,106,540	1,573,440	3,039,960	4,200,000	1,728,415
<b>Total Landfill waste per capita (kg)</b>	43.42	236.2	25.4	45.3	55.1	22

## 2006 Data Chart

	Harvard	UCSB (2005)	York	UBC	NYU	UofT
<b>Total Population</b>	35,862		59,961	53,197	56,156	68,954
<b>Student Population</b>	20,042		51,420	43,147	40,870	50,871
<b>Staff and Faculty</b>	15,820		8,541	10,050	15,286	18,083
<b>Annual operating budget (2006)</b>	\$3 billion			\$1.44 billion		\$1.096 billion
<b>Waste Diversion - operational and construction (2006)</b>	44%	54.30%	49.70%	46%	32%	63.20%
<b>Total Waste generated - 2006 (kg)</b>	8,255,381	5,306,577	3,966,570	5,390,128	4,303,684	5,691,140
<b>Total waste per capita (kg)</b>	230		66.2	101.3	76.6	82.5
<b>Total waste diverted (kg)</b>	3,632,367	2,881,491	1,969,460	2,479,458	1,377,178	3,595,280
<b>Total landfill waste (kg)</b>	4,623,014	2,425,086	1,997,110	2,910,669	2,926,506	2,095,860
<b>Total Landfill waste per capita (kg)</b>	129		33.3	55	52	30.4
<b>Waste Diversion - operational and construction (2006)</b>	44%	54.30%	49.70%	46%	32%	63.20%
<b>Total Waste generated - 2006 (kg)</b>	8,255,381	5,306,577	3,966,570	5,390,128	4,303,684	5,691,140
<b>Total waste per capita (kg)</b>	230.2		66.2	101.3	76.6	82.5
<b>Total waste diverted (kg)</b>	3,632,367	2,881,491	1,969,460	2,479,458	1,377,178	3,595,280
<b>Total landfill waste (kg)</b>	4,623,014	2,425,086	1,997,110	2,910,669	2,926,506	2,095,860

<b>Total Landfill waste per capita (kg)</b>	129		33.3	55	52	30.4
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