



UNIVERSITY OF  
**TORONTO**  
MISSISSAUGA

## **Sustainability Strategic Plan** Fostering a Culture of Sustainability 2030





# Table of Contents

Land Acknowledgement.....	2
Message from the Principal.....	3
Message from the CAO.....	4
Message from the Academic Dean.....	5
Introduction.....	7
The Plan.....	10
Who We Are: 2020 Facts and Figures.....	12
Ambitions, Goals and Targets.....	16
Pillar 1: Academic Programs and Curriculum.....	16
Pillar 2: Research.....	18
Pillar 3: Campus Engagement.....	22
Pillar 4: Civic Engagement.....	26
Pillar 5: Human Resources & Infrastructure.....	28
• Facilities/Built Environment.....	28
• Food & Dining.....	34
• Procurement.....	34
• Well-being/Wellness.....	36
• Waste.....	40
• Transportation.....	40
UTM's Sustainability Journey.....	43
Planning and Reporting.....	44
Appendix A - Strategic Planning Membership.....	46



## Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca and, most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.





## Message from the Principal



The University of Toronto Mississauga (UTM) strives to create a more sustainable future. Our first Sustainability Strategic Plan helps put that commitment in action. Developed through a year-long visioning endeavour from the Principal's Sustainability Advisory Committee (PSAC), the plan identifies short- and long-term goals grounded in UTM's five pillars of sustainability.

Located on 225 acres of protected greenbelt, UTM comprises the second-largest division of the University of Toronto. Our campus is home to a diverse community of more than 14,500 undergraduate students, 900 graduate researchers and 2,500 employees. The size and ingenuity of our campus provides an opportunity to take bold action and lessen our environmental impact on a warming world.

UTM has already taken steps toward positive change. We have constructed energy-efficient LEED certified buildings. We have spear-headed engagement initiatives in the Sustainability Office. We have designed innovative programs in teaching and research, such as the Master of Science in Sustainability

Management (MScSM). Backed by U of T's broader commitment to the University Climate Change Coalition (UC3) and the Investing to Address Climate Change Charter, UTM stands poised to become a national leader in sustainable practice. By affirming our culture of sustainability going forward, this Strategic Plan builds on our past efforts to realize an even better future.

After addressing our context in the wider community, the Strategic Plan articulates our mission, vision and definition of sustainability. We then describe UTM's five pillars as laid out by the Sustainability Pathways Working Group since 2017. Each pillar includes short- and long-term goals to measure progress, forming collectively a framework for ongoing success. Thank you to the PSAC and Working Group for developing such a powerful plan: I look forward to realizing our goals together as we create a more sustainable campus — and a more sustainable world.

A handwritten signature in black ink, appearing to read 'Alexandra Gillespie'.

**Professor Alexandra Gillespie**  
Vice President and Principal



## Message from the CAO

As a passionate sustainability-focused leader, I take great pride in UTM's green reputation, one that has grown from the collaboration and commitment of our faculty, staff, librarians, students, and community partners, including the City of Mississauga. Together, we have integrated sustainability into our everyday decision-making processes. In recent years, our buildings have all achieved Silver certification, or higher, from the Leadership in Energy and Environmental Design (LEED) system. Our campus commitment to sustainability has grown in tandem with our student population. As we continue to build, our aspirations to attain higher LEED targets expand in turn.

Our dedication to sustainability extends beyond construction projects. It lives in all aspects of our campus and community. Our operations in Hospitality and Retail Services, for example, have made great strides in sustainability leadership, earning Canada's first Silver Fair Trade Campus designation in 2020. Meanwhile, our on-site apiary harvests almost 1,000 pounds of honey per year; our vertical farms grow fresh produce used in campus meal preparation.

Our Utilities and Operations team, moreover, continues to make sustainability and energy conservation a key priority. Alongside their ongoing bike share program and bike repair shop, they have recently created a Low Carbon Action Plan, complete with aggressive climate targets.

Clearly, UTM values sustainability as an integral part of our mission. But we still have work to do. We need to pursue focused efforts before the world reaches an environmental tipping point. Accordingly, UTM will continue investing in the right direction, treating sustainable operations as an essential practice, not an option. I present our Sustainability Strategic Plan in the same environmental spirit. The plan's short, medium, and long-term goals represent the vision of the UTM community and will propel our future toward a culture of sustainability, both on campus and beyond.

### **Saher Fazilat**

Chief Administrative Officer  
Co-Chair Principal's Sustainability Advisory Committee





## Message from the Academic Dean



Sustainability represents one of our society's most urgent needs. No single corporation or institution, no city or country, can achieve sustainability alone. We all have a role to play in making our planet a more sustainable place.

In 2017, UTM created an Academic Plan to guide our vision and set campus priorities for the short and long term. The planning process involved formalizing a shared campus identity based on five distinctive attributes.

UTM is a campus that embraces **community**; that values **creativity**; that prioritizes clear **communication**; that champions leadership and **innovation**; and that promotes **sustainability**.

Named explicitly in our fifth priority, sustainability inheres implicitly in every aspect of UTM's identity. In implementing the Academic Plan, then, I organized the Sustainability Pathways Working Group (SPWG) to review UTM's sustainable practices, with special attention on curriculum, research, human resources, and infrastructure. As the SPWG recognized, our campus has the right foundation to become a world leader in sustainable

teaching, scholarship, and transdisciplinary innovation. The group further suggested the importance of a comprehensive sustainability strategy to create a more environmentally conscious campus.

At UTM, we have already started to integrate sustainability in our curricula and research. But we can't solve global sustainability challenges in isolation. We need to come together, across all parts of the world, and develop meaningful academic collaborations. We also need to engage sustainability holistically, in its scientific, political, social, cultural, and economic dimensions.

UTM's past success still leaves room for future improvement. We can foster a larger culture that embraces sustainability as an integral part of core practice. To realize that culture in action, I proudly introduce our Sustainability Strategic Plan. It commits to a series of goals and targets necessary to establish UTM as a world leader in sustainability.

### **Amrita Daniere**

Vice Principal, Academic and Dean  
Co-Chair, Principal's Sustainability Advisory Committee







## Introduction

The University of Toronto Mississauga (UTM)'s first Sustainability Strategic Plan comes at an important time. Record-breaking extreme weather events, diplomatic alliances through the 2015 Paris Agreement, and popularizations of the United Nations Sustainable Development Goals (SDGs) have provided both an increased awareness of and solutions to the on-going climate and biodiversity crises<sup>1</sup>. The discourse on climate change and sustainability has also continued at a national level: Canada has committed to reducing its greenhouse gas emissions by 30 per cent below 2005 levels by 2030 and aims to achieve net-zero emissions by 2050<sup>2</sup>. Closer to home, the City of Mississauga has declared a Climate Change Emergency, and in 2019 committed to reduce greenhouse gas emissions by 80 per cent by 2050 through its ambitious Climate Change Action Plan<sup>3</sup>.

As a globally recognized academic institution, the University of Toronto is committed to fostering a sustainable future. To this end, the University of Toronto signed the Investing to Address Climate Change<sup>4</sup> charter, pledging to integrate environmental, social, and governance (ESG) factors into investment decisions. The University has also committed to reducing its greenhouse gas emissions by 37 per cent below 1990 levels by 2030 as part of the University Climate Change Coalition (UC3) and has implemented the Low Carbon Action Plan<sup>5</sup> to reach its targets. The University's commitment to climate action was further reinforced when President Meric Gertler addressed the University community at the Adams Sustainability Celebration in 2020 and re-iterated U of T's leadership role.<sup>6</sup>

1 Extreme Events: <https://www.climate.gov/news-features/category/extreme-events>

2 Progress towards Canada's greenhouse gas emissions reduction target: <https://www.canada.ca/en/environment-climate-change/services/environmental-indicators/progress-towards-canada-greenhouse-gas-emissions-reduction-target.html>

3 The City of Mississauga Climate Change Action Plan. <https://yoursay.mississauga.ca/climate-change>

4 Investing to Address Climate Change Charter: [https://www.utm.utoronto.ca/green/sites/files/green/public/shared/Investing%20to%20Address%20Climate%20Change\\_18%20June%202020\\_EN\\_FINAL%20COPY%5B4%5D.pdf](https://www.utm.utoronto.ca/green/sites/files/green/public/shared/Investing%20to%20Address%20Climate%20Change_18%20June%202020_EN_FINAL%20COPY%5B4%5D.pdf)

5 UTM Sustainability Office: <https://www.utm.utoronto.ca/green/initiatives/energy-and-climate-change>

6 <https://www.utoronto.ca/news/we-all-have-role-adams-sustainability-celebration-highlights-u-t-sustainability-initiatives>.



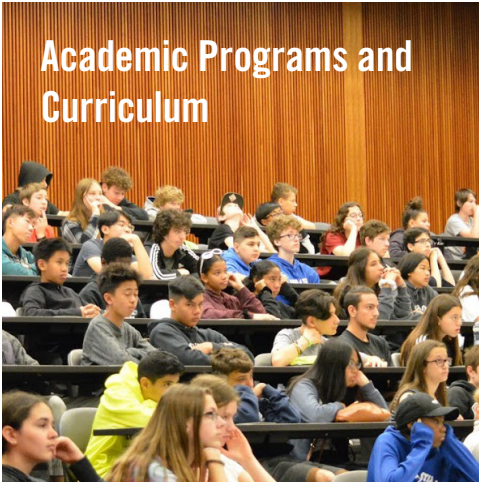
This broader national and university-wide context gives UTM both the opportunity and responsibility to take bold action. Our campus has already made substantial strides: through academics and research in the MScSM program and the Department of Geography, Geomatics and Environment; through engagement activities in UTM's Sustainability Office; through energy-efficient operations and LEED-certified infrastructure. The Sustainability Strategic Plan builds upon university and campus-wide efforts and formalizes a strategy towards a more sustainable UTM.

### UTM'S SUSTAINABILITY VISION

UTM aims to foster the culture of sustainability necessary to become a world leader in sustainable practice. Our vision of sustainability, as articulated by the Sustainability Pathways Working Group (SPWG), rests on the principle that the biosphere is the foundation for all human activities: the well-being of present and future generations depends on the health of our shared ecosystems. We seek to create a culture that respects the earth and all of its inhabitants. Influenced by the World Commission on Environment and Development (WCED), our commitment also encompasses the 17 United Nations SDGs.



## Academic Programs and Curriculum



## Research



## Campus Engagement



## Civic Engagement



## Human Resources & Infrastructure



### FIVE PILLARS OF SUSTAINABILITY AT UTM

UTM will foster a culture of sustainability across our entire operation. Our Sustainability Plan rests on the following five pillars:

1. Academic Programs and Curriculum
2. Research
3. Campus Engagement
4. Civic Engagement
5. Human Resources & Infrastructure

## The Plan

Devised over a period of 11 months, the Sustainability Strategic Plan started with the establishment of the Principal's Sustainability Advisory Committee (PSAC), comprised of passionate students, faculty, and staff. Highlights of this journey included monthly PSAC meetings to discuss the sustainability strategy, focus groups and townhalls with members of the UTM community and visioning sessions with key stakeholders to determine ambitions, goals and targets for each of the five pillars.

Across our five pillars, this strategic plan pursues 26 goals, organized as either short- or long-term projects. Each goal remains consistent with the United Nations Sustainable Development Goals and the Sustainability Tracking, Assessment & Rating System (STARS 2.2) of the Association for the Advancement of Sustainability in Higher Education (AASHE).





# UTM: Who We Are

## 2020 FACTS AND FIGURES

Year Established

1967

Academic Units

19

Programs

156

Areas of Study

92

Undergraduate Students

14,544

Faculty and Staff

2,500

Graduate Students

904



## KEY DEFINITIONS

**Carbon** signifies the carbon dioxide equivalent (CO<sub>2</sub>), unless otherwise indicated.

**Carbon Neutral** means net-zero carbon emissions, achieved either by balancing carbon emissions with carbon removal or simply by eliminating carbon emissions altogether.

**Greenhouse Gases (GHGs)**, including carbon dioxide, trap heat in the atmosphere and warm the planet. These gases differ in the length of their duration in, and the strength of their impact on, the atmosphere.

**Local Food** is produced in the same province or territory in which it is sold. The category also encompasses food sold across borders within 50km of the originating province or territory.

**Scope 1, 2, 3 emissions** classify an organization's greenhouse gas emissions into three categories:

- Scope 1 includes direct emissions from sources owned or controlled by the organization: e.g., the burning of natural gas to generate steam for heating and cooling.
- Scope 2 includes indirect emissions from the generation of purchased energy: e.g., the purchase and consumption of electricity from a utilities provider.
- Scope 3 includes additional indirect emissions that occur in the organization's value chain: e.g., emissions associated with travel.

## SUSTAINABILITY OFFICE

Established in 2004, UTM's Sustainability Office promotes initiatives under several broad categories: transportation, academics and curricula, research, energy and climate change, waste and recycling, general conservation and community engagement. The Sustainability Office, with the guidance and oversight of PSAC, led the creation of this Plan, incorporating the bold and

visionary ideas of the campus community. The Sustainability Office will also lead the implementation of this Plan, offering insight and expertise throughout the duration. But this work cannot happen alone. The effective implementation of the goals and targets set out in this Plan will rely on the collective and collaborative effort of the campus community.

## MScSM PROGRAM

In September 2014, UTM launched a groundbreaking program to address issues of global sustainability: the Master of Science in Sustainability Management (MScSM). The program takes a holistic view of sustainability based on an inter-disciplinary definition that includes social, economic and ecological dimensions. The program is known for its integration of love, sustainability, and care, the program emphasizes the growth of students as human beings. In a short period of six years, the graduates of the program have made immense impacts on every sector – corporate, government, community and non-government organizations. Students and alumni create a distinct culture, known as the Sustainability Management family, in which they value each person's success, and the group's success as a whole, above individual achievement in isolation.





## SUSTAINABILITY LEADERS' SERIES

Since 2015, the MScSM Program has hosted an annual lecture by a sustainability leader combined with an engaging poster presentation by MScSM students. The evening is open to all. Attendees learn about the innovative sustainability work that graduate students do with the host organizations of their internships and hear from world-class sustainability leaders. Past speakers include the Honourable Elizabeth Dowdeswell, the Lieutenant Governor of Ontario, David Miller (WWF), Bruce Poon Tip (G Adventures), and John Ehrenfeld (MIT). The series generates an open forum for discussion and learning about sustainability – allowing both experts and new learners alike to hear from brilliant minds in sustainability, and explore topics and concepts of substantial significance.



# 1

# ACADEMIC PROGRAMS AND CURRICULUM

## AMBITION

UTM STRIVES TO CREATE LEARNING OPPORTUNITIES THAT AFFORD STUDENTS THE SPACE TO EXPLORE CREATIVE APPROACHES TO CURRENT SYSTEMS, TO APPLY CRITICAL THINKING SKILLS, AND TO TAKE CALCULATED RISKS. WE AIM TO OFFER INTERDISCIPLINARY UNDERGRADUATE AND GRADUATE LEARNING PATHWAYS THAT ALL STUDENTS MAY ACCESS, REGARDLESS OF THEIR DEGREE PROGRAM.

### GOAL 1.1

**Every undergraduate and graduate student, regardless of their degree program, will have access to sustainability education**

- By 2030, 30 per cent of students will have graduated across all disciplines with a sustainability certificate/minor

### GOAL 1.2

**UTM will raise its profile as a leader in sustainability teaching, actively recruiting sustainability-focused faculty**

- By 2030, UTM will increase by 25 per cent the number of faculty who self-identify as leaders in sustainability teaching and learning



## ACADEMIC PROGRAMS AND CURRICULUM: ANNUAL TARGETS

### GOAL 1.1

ENABLE ACCESS TO SUSTAINABILITY EDUCATION	2020	21	22	23	24	25	26	27	28	29	30
Introduce a Sustainability Pathway as a Certificate option for undergraduates				●							
Explore the possibility of sustainability programs geared towards graduate students, including Ph.D. candidates				●							
Incorporate at least one “Sustainability Course” as part of distribution requirements				●							
Investigate and initiate a dedicated Research Centre for Transdisciplinary Sustainability				●							
Promote, encourage and incentivize international collaborative courses around sustainability				●	●	●	●	●	●	●	●
Identify on an annual basis one facet in the Study Abroad Program as sustainability-oriented				●	●	●	●	●	●	●	●
Explore methods to make sustainability education easier to identify and access for all students			●								
<b>Target:</b> Milestone achieved											●

### GOAL 1.2

ASSERT LEADERSHIP IN SUSTAINABILITY TEACHING	2020	21	22	23	24	25	26	27	28	29	30
Conduct baseline survey to understand how many faculty members self-identify as sustainability-minded		●									
Conduct annual survey and develop inventory of faculty members who self-identify as sustainability-minded			●	●	●	●	●	●	●	●	●
Create and promote a mentorship program for faculty and sustainability students alike			●	●	●	●	●	●	●	●	●
Undertake sustainability cluster hires. Hire five faculty members from different divisions who work in the field of sustainability, giving priority to applications from more than one academic department											
<b>Target:</b> Milestone achieved											●

# 2

# RESEARCH

## AMBITION

UTM WILL BECOME A PIONEER FOR INTER-DISCIPLINARY AND TRANS-DISCIPLINARY RESEARCH RELATED TO SUSTAINABILITY. OUR RESEARCH OPPORTUNITIES WILL PROVIDE A UNIQUE ACADEMIC SPACE TO WORK IN MULTI-DISCIPLINARY TEAMS ON VARIOUS SUSTAINABILITY-RELATED ISSUES AND THEIR SOLUTIONS.

### GOAL 2.1

**UTM will encourage internal research collaboration**

- By 2021, UTM will establish a working group to promote collaborative scholarship in sustainability

### GOAL 2.2

**UTM will create an inventory of internal scholars and faculty engaged in sustainability research**

- By 2022, UTM will engage the MScSM Program to compile a baseline record that names sustainability-focused scholars and helps measure future progress

### GOAL 2.3

**UTM will offer sustainability-focused grants**

- By 2023, UTM will create a Graduate Student Sustainability Funding Competition, complete with a sustainability-specific research grant
- By 2022, UTM will spearhead a campaign to promote the Undergraduate Research Grant Competition (URGC).

### GOAL 2.4

**UTM will reduce the environmental impact of research activities through the promotion of energy conservation, waste diversion, equipment management and sustainable procurement**

- By 2024, UTM will implement a Green Labs Program to help reduce the environmental impact of research activities on campus



## RESEARCH: ANNUAL TARGETS

### GOAL 2.1

PROMOTE SUSTAINABILITY RESEARCH	2020	21	22	23	24	25	26	27	28	29	30
Identify campus leaders for multi-disciplinary working group		●									
Establish working group to promote sustainability research		●									
<b>Target:</b> Working group created		●									

### GOAL 2.2

GENERATE INVENTORY OF UTM SUSTAINABILITY SCHOLARS	2020	21	22	23	24	25	26	27	28	29	30
Assign responsibility for the inventory to a MScSM graduate student			●								
Conduct baseline survey to understand how many faculty self-identify as performing sustainability research			●								
Create inventory based on survey results			●								
Conduct annual survey to ensure inventory remains up-to-date			●	●	●	●	●	●	●	●	●
<b>Target:</b> Milestone achieved			●								

### GOAL 2.3

RECOGNIZE UNDERGRADUATE AND GRADUATE RESEARCH	2020	21	22	23	24	25	26	27	28	29	30
Create campaign to highlight the URGC			●								
Create grant competition for graduate students using the URGC as a guide				●							
Take steps to create a sustainability focused grant at both the undergraduate and graduate level				●							
<b>Target:</b> Competition created and promoted			●	●							

### GOAL 2.4

DEVELOP A GREEN LABS PROGRAM	2020	21	22	23	24	25	26	27	28	29	30
Investigate and evaluate existing Green Lab Programs to determine best model for UTM		●									
Create Green Labs Program specific to UTM's needs and goals			●								
Create and run pilot for a subset of research labs using established Program				●							
Expand pilot to all labs					●	●	●	●			
<b>Target:</b> Green Labs Program implemented					●						

## SUSTAINABILITY WEEK

In March 2020, MScSM students collaborated with other student groups on the first Sustainability Week. It focused on the impact we make on the world around us: our ‘footprint.’ Each day of the week had a theme: Meatless Monday, Trashless Tuesday, Wellness Wednesday, Tech Thursday and Future Friday. The week provided opportunities for campus community members to showcase and share their passion and contributions to sustainability. Student participation was overwhelming, with more than 40 events run. This popularity demonstrates UTM students’ commitment to our emerging culture of sustainability.





# SUSTAINABILITY WEEK

What's Your Footprint?

March 9 - 13, 2020

1

## Meatless Monday

- Information Tables and Giveaways
- Carbon Footprint Visual Activity
- Greenpeace Panel Discussion & Table

2

## Trashless Tuesday

- Information Tables and Giveaways
- Campus Cleanup
- Repair Cafe
- Trashion Show

3

## Wellness Wednesday

- Mediation Sessions
- Nutrition & Wellness Workshops
- Wellness Massages
- Seeds of the Future Planting Session
- Sustainability Fair
- Ecofeminism Panel & Women in Sustainability Talk
- Documentary Screening
- Mini Boot Camp

4

## Tech Thursday

- Innovation Exhibition
- RC Cars Showcase
- E-Waste Collection
- Sustainability Careers Panel
- Climate March Posters Making

5

## Future Friday

- Climate March
- Climate Activist Talk
- World Cafe
- Movie Screening

6

## SMG Saturday\*

- \*March 21, 2020
- Show Me The Green Case & Conference
- Case Team Coaching
- Sustainability Workshops



# 3

# CAMPUS ENGAGEMENT

## AMBITION

UTM WILL ENCOURAGE WIDESPREAD CAMPUS ENGAGEMENT, FOSTERING A CULTURE OF SUSTAINABILITY WITH STUDENT, STAFF, LIBRARIAN, AND FACULTY-DRIVEN ACTIVITIES

### GOAL 3.1

**UTM will support campus engagement activities, promote community-led initiatives, and elevate our institutional profile for sustainability**

- By 2022, UTM will launch a Marketing and Outreach Plan that highlights sustainability events, programs, and outreach initiatives on campus

### GOAL 3.2

**UTM will develop and strengthen partnerships with internal stakeholders, including the Centre for Student Engagement, the Department of Student Housing and Residence Life, and the Department of Recreation, Athletics, and Wellness**

- By 2025, UTM will create internal collaborations that celebrate environmental programs and honour a culture of sustainability



# CAMPUS ENGAGEMENT: ANNUAL TARGETS

## GOAL 3.1

SUPPORT AND PROMOTE CAMPUS ENGAGEMENT	2020	21	22	23	24	25	26	27	28	29	30
Create a communications position to improve collaboration and campus involvement in sustainability initiatives		●									
Organize a working group of internal departments to increase campus engagement in sustainability events		●									
Devise a Marketing and Outreach Plan that highlights new and existing initiatives on campus		●									
Enhance the sustainability website to coordinate an array of sustainability programs			●								
Publish a sustainability guide that includes tips for living and working in a sustainable manner			●								
Develop an annual Webinar Series and Teach-In Sessions to highlight campus sustainability			●	●	●	●	●	●	●	●	●
<b>Target:</b> Program launched			●								

## GOAL 3.2

DEVELOP AND STRENGTHEN INTERNAL PARTNERSHIPS	2020	21	22	23	24	25	26	27	28	29	30
Establish working group of internal stakeholders to encourage collaboration		●									
Create a civic engagement guide, complete with an inventory of sustainability activities and events offered on campus				●							
Introduce and promote summer camps focused on sustainability			●	●	●	●	●	●	●	●	●
Incorporate inter-campus participation for environmental events that have broader awareness messages: e.g., Earth Day, Sustainability Week, World Environment Day, etc.			●	●	●	●	●	●	●	●	●
<b>Target:</b> Partnerships strengthened						●					



## SUSTAINABILITY: TRANSDISCIPLINARY THEORY, PRACTICE, AND ACTION CONFERENCE

In October 2019, UTM organized a sustainability conference for Transdisciplinary Theory, Practice, and Action. In bridging disciplines, groups, and concepts, the conference asserted our collective responsibility for the world's current state: we all have a role to play in fostering sustainability. The conference brought together 365 attendees from around the world, as well as 215 speakers and panelists: university faculty and students, Aboriginal scholars, business executives, policy makes, and other lovers of sustainability. In seven keynote talks, 10 panels, four training workshops, and 43 concurrent sessions, the group discussed the strategies necessary to realize sustainability theory in fact.





## LET'S TALK SUSTAINABILITY

Since 2018, the MScSM Program has organized an annual event—Let's Talk Sustainability—to educate younger generations about the importance of sustainability. Here, UTM connects students from public schools with sustainability experts, enabling learning in breakout sessions, case competitions, and demonstration booths. The event gives young students the opportunity to ignite a passion for sustainable practice that they can carry forward in their future studies and lives. In summer 2019, the event attracted 450 students from eight different schools.



# 4

# CIVIC ENGAGEMENT

## AMBITION

UTM WILL ESTABLISH LOCAL AND GLOBAL PARTNERSHIPS  
IN TEACHING, RESEARCH, AND OPERATIONS TO PROMOTE BEST  
PRACTICES IN COMMUNAL SUSTAINABILITY

### GOAL 4.1

**UTM will develop and strengthen partnerships with local elementary and high schools**

- By 2025, UTM will forge collaborations with neighbouring schools that encourage learning, share experiences, and promote sustainability

### GOAL 4.2

**UTM will develop and strengthen partnerships with external universities, organizations, and committees—locally, nationally, and internationally**

- By 2030, UTM will embrace partnerships across the globe that drive sustainable practices and foster multi-directional learning opportunities
- By 2021, UTM will align our sustainability goals with Mississauga's 2050 Climate Change Action Plan



# CIVIC ENGAGEMENT: ANNUAL TARGETS

## GOAL 4.1

DEVELOP AND STRENGTHEN PARTNERSHIPS WITH NEIGHBOURING SCHOOLS	2020	21	22	23	24	25	26	27	28	29	30
Establish relationships with schools that have dedicated sustainability programs			●								
Create and promote mentorship program amongst university and high school students				●	●	●	●	●	●	●	●
<b>Target:</b> Partnerships developed						●					

## GOAL 4.2

DEVELOP AND STRENGTHEN PARTNERSHIPS LOCALLY, NATIONALLY AND INTERNATIONALLY	2020	21	22	23	24	25	26	27	28	29	30
Leverage and promote collaborations to share best practices and initiatives			●	●	●	●	●	●	●	●	●
Initiate and organize case competitions that showcase inter-university collaboration				●							
Enhance relationships with neighbouring leaders—in government, transit, and other sectors—to build community						●					
Explore the possibility of Mississauga City Council endorsement of the Strategic Plan			●								
<b>Target:</b> Partnerships strengthened								●			

# 5

# HUMAN RESOURCES & INFRASTRUCTURE

## FACILITIES/BUILT ENVIRONMENT

### AMBITION

UTM WILL BUILD SUSTAINABILITY INTO HUMAN RESOURCES AND INFRASTRUCTURE MANAGEMENT PRACTICES

#### GOAL 5.1

**UTM will commit to a Greenhouse Gas (GHG) emissions reduction**

- By 2030, UTM will meet or exceed its commitment to reduce GHG emissions by 37 per cent from 2005 levels. Concurrently, UTM will carry out a plan to create a carbon neutral campus before 2050
- By 2021, UTM will increase its use of renewable energy

#### GOAL 5.2

**UTM will continue applying a sustainability lens in building design and construction**

- By 2030, UTM will design and construct new buildings to a minimum LEED Gold standard, with aims of achieving Platinum status, under the Canadian Green Building Council guidelines

#### GOAL 5.3

**UTM will incorporate a reduction program for Scope 3 emissions**

- By 2025, UTM will create a mitigation program to reduce emissions from business-related air travel

#### GOAL 5.4

**UTM will protect natural habitats on campus**

- By 2021, using recommendations of the campus Master Plan, UTM will identify strategies for landscape and storm water management
- By 2020, in collaboration with students and the Facilities Management team, UTM will assess campus spaces for vulnerable and endangered species
- By 2025, UTM will implement environmentally friendly alternatives to road salt

# HUMAN RESOURCES & INFRASTRUCTURE FACILITIES/BUILT ENVIRONMENT: ANNUAL TARGETS

## GOAL 5.1

MEET OUR 2030 COMMITMENT TO REDUCE GHG EMISSIONS	2020	21	22	23	24	25	26	27	28	29	30
Optimize how we produce, distribute, and consume electricity and natural gas		●	●	●	●	●	●	●	●	●	●
Reduce building energy consumption by completing retrofits, optimizing building systems, and designing to standards with superior performance in energy and carbon intensity.		●	●	●	●	●	●	●	●	●	●
Create an energy performance standard to facilitate the reduction of greenhouse gas emissions	●										
Incorporate clean and renewable energy in buildings		●	●	●	●	●	●	●	●	●	●
Establish Green Revolving Fund to support energy reduction projects		●									
Explore energy storage program	●	●	●	●	●	●	●	●	●	●	●
<b>Target:</b> Achieve 37% GHG reduction below 2005 levels											●

## GOAL 5.2

FULFILL OUR COMMITMENT FOR GREEN DESIGN AND CONSTRUCTION	2020	21	22	23	24	25	26	27	28	29	30
Conduct cost/benefit analysis to determine differential between LEED Silver, Gold, and Platinum certification		●									
Publish capital planning documents that reflect our green commitment in future builds		●									
<b>Target:</b> Commitment met											●

## GOAL 5.3

IMPLEMENT PROGRAM IN SCOPE 3 EMISSIONS REDUCTION	2020	21	22	23	24	25	26	27	28	29	30
Establish guidelines for work-related travel at UTM		●									
Create and run pilot program for a subset of departments using established guidelines			●	●	●						
<b>Target:</b> Air Travel Mitigation Program created						●					
<b>Target:</b> Strategy to reduce business-related air travel established						●					

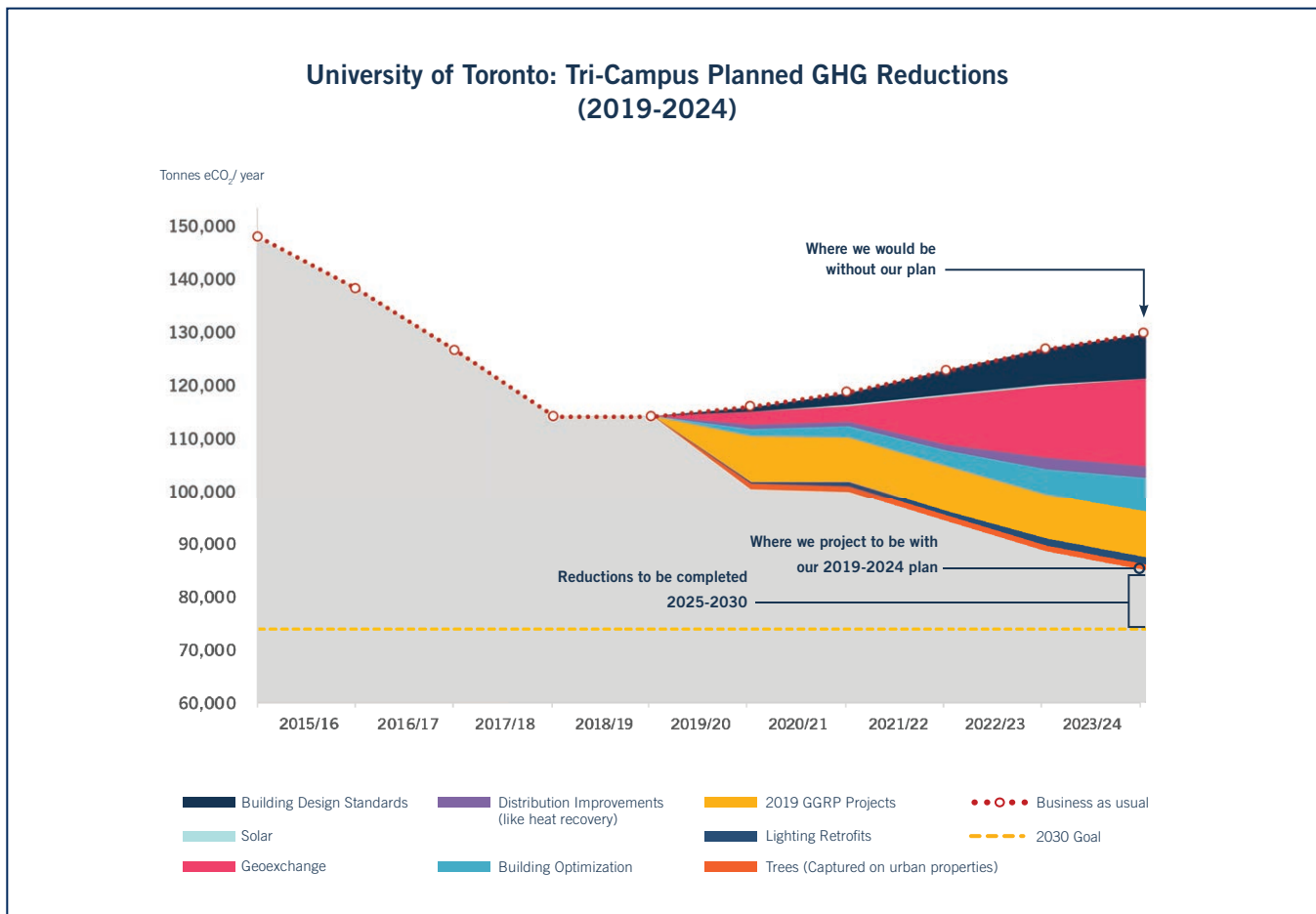
## GOAL 5.4

PROTECT UTM'S NATURAL HABITAT	2020	21	22	23	24	25	26	27	28	29	30
Leverage UTM's Campus Master Plan into a roadmap for landscape and storm water management		●									
Implement the roadmap's recommendations across campus			●	●	●	●	●	●	●	●	●
Evaluate best practices for salt use		●	●	●	●	●					
Apply a sustainability lens in salt use for campus operations						●	●	●	●	●	●
Assess campus spaces for vulnerable and endangered species in collaboration with students and Facilities Management team			●	●	●	●	●	●	●	●	●
<b>Target:</b> Commitment met											●



## LOW CARBON ACTION PLAN

In 2018, the University of Toronto joined the University Climate Change Coalition (UC3): a group of leading research universities in North America committed to reducing greenhouse gas (GHG) emissions on their own campuses and in their communities. In line with this commitment, the University of Toronto set a goal to reduce GHG emissions 37 per cent by 2030 from the baseline level in 1990. UTM, meanwhile, uses 2005 as a baseline. Already, in the past decade, university operations have reduced GHG emissions by more than 55,000 metric tons. Across the tri-campus system, moreover, U of T has developed a five-year Low Carbon Action Plan (2019-2024) to decrease carbon usage further still. Accelerating efforts towards our 2030 goal, the plan aims to optimize how we produce, distribute, and consume electricity and natural gas. Its strategies will substantially reduce energy and GHG output, even while improving our community's comfort.



## **TRI-CAMPUS ENERGY MODELLING & UTILITY PERFORMANCE STANDARD**

In response to the Low Carbon Action Plan, University operations developed a new Tri-Campus Energy Modelling & Utility Performance Standard. This standard provides project-specific targets for water and energy efficiency, used to inspire innovative designs and calculate appropriate GHG budgets. The targets ratchet down over time as cost-effective technologies and delivery methods improve. In introducing this streamlined process for modelling and documentation, the initiative propels operations across the tri-campus system toward our 2030 GHG goal.

## **2019 GREENHOUSE GAS CAMPUS RETROFITS PROGRAM**

In 2018-2019, the University of Toronto completed major projects aimed at reducing current and future GHG emissions across its three campuses. We combined support leveraged from the provincial government with our own investments to install innovations ranging from rooftop solar thermal systems to ground source heat pumps. These projects represent over \$50 million in investment and more than 8,600 tonnes in annual GHG emission reductions. By meeting tight schedules, we showcased our ability to implement high-performing energy and carbon reduction initiatives with timely efficiency.



## UTM FARM WALLS

In 2017, UTM's Hospitality and Retail Services (HRS) opened an indoor farm with a variety of herbs and leafy vegetables. To date, we have harvested more than 677 pounds of fresh produce, used in campus food service. Not only decreasing our purchasing costs, the project has also lowered the carbon footprint entailed by mass farming, packaging, and delivery. Our method has several additional advantages as well: it decreases water usage by up to 99 per cent; it has no environmental runoff from fertilizer; it grows produce two weeks faster than outdoor agriculture; and it uses little to no pesticides or herbicides. It also provides a plan to handle future food demands, enables crops to grow year-round, and brings UTM farming to an almost-organic level.



## FAIR TRADE CAMPUS



In 2019 we earned Canada's FIRST Silver Fair Trade Campus designation. UTM has set the standard for fair trade at Canadian universities, both in our choice of campus products and our commitment to campus-wide education. In 2020, UTM received the Fair Trade Canada TRAILBLAZER award for our dedication to environmental and social responsibility. We have committed ourselves to using sustainably and ethically sourced, farmed, and produced goods. Like all Fair Trade Certified organizations, UTM receives regular and rigorous audits from a third-party to ensure we continue to meet best practices.

## UTM BEES

Started in spring 2017 with three hives, the UTM Bee program has since grown to encompass five hives, 30,000 bees, and 1,787 pounds of honey. HRS distributes some of the honey to Community Kitchen programs for cooking and baking, making charitable donations throughout the year. On other occasions, HRS sells the honey locally, reinvesting 100 per cent of the proceeds. The program has many other benefits too: it combats Bee Colony Collapse Disorder; it helps the local environment and pollinates gardens; it decreases waste; and it provides an engaging educational opportunity for students and staff alike.



# FOOD & DINING

## GOAL 5.5

### **UTM will develop a formal strategy to reduce food waste on campus**

- By 2024, in collaboration with internal and external partners, UTM will achieve a 70 per cent diversion rate for its pre-consumer organics composting program in the kitchen eateries

## GOAL 5.6

### **UTM will ensure campus access to healthy, organic, local, and fair trade food and beverages, complete with vegetarian and vegan options**

- By 2030, UTM will implement programs that highlight our commitment to healthy food choices

## GOAL 5.7

### **UTM will support and celebrate food production programs on campus**

- By 2025, UTM will develop campus gardens and farms that promote a healthy lifestyle and offer educational opportunities
- By 2021, UTM will affirm its support for student-led food growth initiatives

# PROCUREMENT

## GOAL 5.8

### **Undertake procurement and planning activities that promote social, environmental, and financial sustainability**

- By 2030, all UTM faculty, staff and librarians will apply a sustainability lens when planning procurement and making purchases

## HUMAN RESOURCES & INFRASTRUCTURE FOOD & DINING: ANNUAL TARGETS

### GOAL 5.5

REDUCE FOOD WASTE	2020	21	22	23	24	25	26	27	28	29	30
Roll-out composting infrastructure in all eateries on campus		●	●								
Train employees on proper sorting techniques for all kitchen waste		●	●	●	●	●	●	●	●	●	●
Perform annual waste audits to determine diversion rate and ensure compliance		●	●	●	●	●	●	●	●	●	●
Safely re-introduce Bring You Own Container initiative; explore incentives such as discounts to encourage participation			●								
<b>Target:</b> Diversion rate achieved					●						

### GOAL 5.6

ENABLE ACCESS TO HEALTHY FOOD OPTIONS	2020	21	22	23	24	25	26	27	28	29	30
Achieve Fairtrade gold status under Fairtrade Canada guidelines						●					
Offer a 100 per cent plant-based restaurant on campus						●					
Commit to achieve 55 per cent of campus food from local sources						●					
Increase plant-based options on campus by 20 per cent			●								
<b>Target:</b> Strategies and programs implemented											●

### GOAL 5.7

SUPPORT ON-CAMPUS FOOD PRODUCTION	2020	21	22	23	24	25	26	27	28	29	30
Evaluate best practices for campus farms and gardens		●	●								
Complete financial and environmental analysis of relevant farming options			●	●	●						
Add a self-contained farm on campus to provide food for UTM cafeterias		●									
<b>Target:</b> Solutions recommended						●					

## HUMAN RESOURCES & INFRASTRUCTURE PROCUREMENT: ANNUAL TARGETS

### GOAL 5.8

PROCUREMENT PLANNING	2020	21	22	23	24	25	26	27	28	29	30
Organize meetings between Sustainability Office personnel and internal partners—e.g. I&ITS, procurement staff, business officers—to inform the sustainability procurement guide				●							
Create a procurement guide with best practices and recommended strategies for sustainable purchasing				●							
Initiate a pilot program in various departments to promote the guide's impact					●	●	●				
<b>Target:</b> Sustainability lens applied											●



# WELLNESS/WELL-BEING

## GOAL 5.9

### **UTM will formally recognize the dedicated sustainability work of its community members**

- By 2021, UTM will introduce recognition awards for all UTM staff, faculty, librarians and students who showcase an outstanding commitment to sustainability

## GOAL 5.10

### **UTM will align campus efforts with a Community of Care model**

- By 2025, UTM will expand the sustainability dialogue through recruitment and on-boarding of students, staff, faculty and librarians

## GOAL 5.11

### **UTM will explore flexible work arrangements**

- By 2030, UTM will increase its flexible and teleworking arrangements by 25 per cent to limit transit emissions and reduce the mental stress of commuting

## GOAL 5.12

### **UTM will encourage internal collaboration to increase awareness of campus initiatives in well-being**

- By 2021, UTM will establish a new working group, responsible for creating an action plan to enhance diversity, equity, inclusion, health, and wellness

**HUMAN RESOURCES & INFRASTRUCTURE  
WELLNESS/WEI-BEING: ANNUAL TARGETS**

**GOAL 5.9**

RECOGNIZE OUTSTANDING SUSTAINABILITY WORK	2020	21	22	23	24	25	26	27	28	29	30
Continue to promote the Green Ribbon Awards for faculty, staff, librarians and students		●	●	●	●	●	●	●	●	●	●
Implement and celebrate the Principal's Staff Awards for Sustainability		●	●	●	●	●	●	●	●	●	●
<b>Target:</b> Recognition awards introduced		●									

**GOAL 5.10**

ADOPT A COMMUNITY OF CARE MODEL	2020	21	22	23	24	25	26	27	28	29	30
Analyze how best to connect sustainability with student wellness		●									
Incorporate a sustainable model of student wellness into programs and events			●	●							
Include a sustainability component in onboarding and recruitment documentation		●	●	●	●	●	●	●	●	●	●
Promote the People Power Challenge to increase sustainability engagement for staff		●	●	●	●	●	●	●	●	●	●
Orient professional development toward sustainability and well-being				●	●	●	●	●	●	●	●
<b>Target:</b> Community of Care model introduced						●					

**GOAL 5.11**

IMPLEMENT FLEXIBLE WORK ARRANGEMENTS	2020	21	22	23	24	25	26	27	28	29	30
Engage Master of Science in Sustainability student to measure transportation emissions to create reduction target	●										
Create an advisory group to discuss and evaluate flexible work arrangements		●									
Determine strategy to implement flexible work in practice		●									
Pilot flexible work options for various departments			●	●	●	●					
<b>Target:</b> Flexible work arrangements introduced											●

**GOAL 5.12**

COLLABORATE TO INCREASE CAMPUS AWARENESS OF WELL-BEING	2020	21	22	23	24	25	26	27	28	29	30
Identify leaders from across campus to ensure appropriate working group representation		●									
Organize working group to create an action plan on sustainability-driven health and well-being		●									
<b>Target:</b> Working group established		●									



## BIKESHARE

Founded in 2004, UTM BikeShare remains one of the longest-standing sustainability initiatives on campus. Open to all students, faculty, and staff, UTM BikeShare provides free bike rentals for 24 hours, along with educational tips for DIY bike repair. The program also offers valuable opportunities for students in part-time and volunteer work positions. Here, students learn how to repair and maintain bicycles, how to hone their customer service skills, and how to manage a community gathering space. Many past employees and volunteers have gone on to work with other cycling organizations, strengthening a sustainable cycling community in Mississauga and the Greater Toronto Area.



## REPAIR CAFÉ

Founded in 2017, UTM's Repair Café joins an international movement to reduce the number of items sent to landfills and to change society's throw-away mindset. Many broken household items need only a basic repair, but many people lack the knowledge necessary to realize it in practice. The Repair Café provides a collaborative solution: visitors bring their broken items from home and expert volunteers lead them through the repair process. The program shares valuable repair skills, keeps useful items out of landfills, and encourages a larger reparative culture. Extremely popular across the UTM community, the Repair Café hosts three events each year: they have given articles of clothing, furniture, clocks, and other household items a new lease on life!



# WASTE

## GOAL 5.13

**UTM will implement waste management policies, programs, infrastructure, and receptacles to increase our diversion rate**

- By 2022, UTM will create a comprehensive Waste Management strategy

## GOAL 5.14

**UTM will introduce new engagement initiatives for sustainability**

- By 2022, UTM will launch a communications strategy that encourages faculty, staff, students, and librarians to reduce waste, reuse items, and divert material from landfills

# TRANSPORTATION

## GOAL 5.15

**UTM will reduce reliance on single occupancy vehicles for campus commuting**

- By 2027, UTM will decrease the number of single occupancy vehicles commuting to campus by 10%

## GOAL 5.16

**UTM will align all long-term strategies with approaches that support environmentally friendly transportation**

- By 2030, UTM will ensure that 50 per cent of the campus fleet uses alternative fuel options
- By 2030, UTM will apply a centralized scheduling approach for effective use of campus space

## TRANSPORTATION PROJECT

In the summer of 2019, UTM's Facilities team partnered with the MScSM program on a plan for Sustainable Modes of Transportation. Drawing on perspectives from faculty, staff, and students, the plan has already enabled the Facilities team to transform the current system of transit to campus. By empowering innovative transportation design, the plan promises to change our community's thinking about campus travel going forward.







## UTM's Sustainability Journey

In December 2017, to implement part of the Academic Plan, 17 members of the UTM community united to form a Sustainability Pathways Working Group (SPWG). Over the course of six months, SPWG conducted a wide-ranging discussion focused on incorporating sustainability in all areas of campus life: academic programs, research initiatives, campus outreach. After setting its mandate, SPWG divided into two targeted sub-groups: one charged with creating a working definition of sustainability, the other responsible for synthesizing best sustainability practices at other universities. The two sub-groups met twice independently and once collectively, after which they drafted a final report that drew on observations and discussions from all members.

We built on SPWG's insights to form another team in 2019: the Principal's Sustainability Advisory Committee (PSAC). After reading SPWG's report and considering several proposals for next steps, PSAC decided to

develop a long-term Sustainability Strategic Plan for UTM as a whole.

To ensure that the strategic plan included perspectives from staff, faculty, librarians, students, and alumni, UTM held extensive visioning sessions over the course of two months. For people unable to participate in the sessions themselves, we also distributed a university-wide survey for further feedback. Session participants and survey respondents advanced bold ideas for a sustainable campus, many of which embedded sustainability in our five pillars: Academic Planning & Curriculum, Research, Campus Engagement, Civic Engagement, and Human Resources & Infrastructure.

Many thanks to participants in the SPWG, PSAC, visioning sessions, and sustainability survey. Your feedback has played a crucial role in developing the goals and targets of this plan and in helping UTM realize a more sustainable future.

## Planning and Reporting

Our sustainability goals emerge from several months of dedicated effort, focused conversation, and long-term strategizing. We hope to continue the conversation going forward. Although approved in principle, this plan will function as a living document: many factors will shape our ability to realize its goals in practice. For this reason, PSAC will re-evaluate the plan annually to ensure its continued validity and viability, remembering that some of its goals and targets remain qualitative in nature. Effective evaluation will require accordingly a holistic overview of the plan's social, ecological, and economic dimensions. Our iterative process will enable UTM to adapt

to new best practices in sustainability, to changes in the financial landscape, and to the emergence of innovative technologies.

In our commitment to transparency, moreover, UTM will make the annual evaluation's results publically available online. We will also share online an annual report, written at the end of each fiscal year on 30 April. The report will commemorate achievements, provide status updates, and highlight lessons learned. In accordance with this reporting process, we have set the completion dates for all goals and targets at the end of the fiscal year.





## Appendix A

### Strategic Planning Membership

#### PRINCIPAL'S SUSTAINABILITY ADVISORY COMMITTEE (PSAC)

**Saher Fazilat**, *Chief Administrative Officer; Co-Chair Principal's Sustainability Advisory Committee*

**Amrita Daniere**, *Vice-Principal, Academic & Dean; Co-Chair Principal's Sustainability Advisory Committee*

**Shashi Kant**, *Director of the Master of Science in Sustainability Management Program*

**Barbara Murck**, *Professor, Department of Geography, Geomatics and Environment*

**Evonne Levy**, *Professor, Department of Visual Studies*

**Brent Wood**, *Professor, Department of English & Drama*

**Claire Westgate**, *Placement & Employer Relations Manager*

**Chelsea Dalton**, *Environmental/Sustainability Coordinator*

**Jennifer Reid-Burrell**, *Research Analyst, Academic HR & Assessment*

**Cindy Short**, *Lab Coordinator, Department of Biology*

**Vicky Jezierski**, *Director, Hospitality and Retail Services*

**Chad Nuttall**, *Director, Student Housing & Residence Life*

**Ahmed Azhari**, *Director, Utilities & Sustainability*

**Anita Srinivasan**, *Director, Academic Planning, Policy and Research*

**Amanda Azzopardi**, *Alumni*

**Vibhor Rohatgi**, *Undergraduate Student*

**Aidan Rando**, *Undergraduate Student, UTM Student Union*

**Diana Wei Dai**, *Graduate Student, MScSM Program*

**Beverley Ayeni**, *Sustainability Manager, Strategic Initiatives*

## SUSTAINABILITY PATHWAYS WORKING GROUP (SPWG)

**Amrita Daniere**, *Vice-Principal, Academic & Dean*

**Ingo Ensminger**, *Associate Professor, Department of Biology*

**Jumi Shin**, *Associate Professor, Department of Chemical and Physical Sciences*

**Teresa Lobalsamo**, *Associate Professor, Department of Language Studies*

**Barbara Murck**, *Professor, Department of Geography, Geomatics and Environment*

**Joan Simalchik**, *Associate Professor, Department of Historical Studies*

**Soo Min Toh**, *Associate Professor, Department of Management*

**Steven Hoffman**, *Professor, Department of Sociology*

**Amy Mullin**, *Professor and Associate Chair, Department of Philosophy*

**Jeffrey Graham**, *Associate Professor, Department of Psychology*

**Christopher Lengyell**, *Assistant Director, Residence Life*

**Laura Ferlito**, *Academic Advisor, Office of the Registrar*

**Loretta Neebar**, *Registrar & Director of Enrolment Management, Office of the Registrar*

**Amy Geisberger**, *Graduate Student, MScSM Program*

**Julia Morton-Marr**, *International Holistic Tourism Education Centre*

**Anuar Rodrigues**, *Director, Academic Planning, Policy, and Research, Office of the Dean*

**Shashi Kant**, *Director of the Master of Science in Sustainability Management Program*

## MEMBERSHIP OF TWO SUB-GROUPS

### SUSTAINABILITY DEFINITION SUB-GROUP

**Jumi Shin**, *Associate Professor, Department of Chemical and Physical Sciences*

**Barbara Murck**, *Professor, Department of Geography, Geomatics and Environment*

**Steven Hoffman**, *Professor, Department of Sociology*

**Laura Ferlito**, *Academic Advisor, Office of the Registrar*

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### SUSTAINABILITY BEST PRACTICES SUB-GROUP

**Joan Simalchik**, *Associate Professor, Department of Historical Studies*

**Soo Min Toh**, *Associate Professor, Department of Management*

**Loretta Neebar**, *Registrar & Director of Enrolment Management, Office of the Registrar*

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## VISIONING SESSION PARTICIPANTS

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**Jumi Shin**, Associate Professor, Department of Chemical and Physical Sciences

**Nythalah Baker**, Director, Equity, Diversity & Inclusion

**Tenley Conway**, Professor, Department of Geography and Programs in the Environment

**Devin Kreuger**, Director, Office of the Vice-Principal Research

**Jessica Silver**, Director, Student Engagement

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**Claire Westgate**, Placement & Employer Relations Manager

**Chelsea Dalton**, Environmental/Sustainability Coordinator

**Jennifer Reid-Burrell**, Research Analyst, Academic HR & Assessment

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**Marin Davidson**, Graduate Student, MScSM Program

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