# **BUSTAINABILITY** PLAN

2019-2024

HUMBER.CA/SUSTAINABILITY

## SEEDING ROOTS OF SUSTAINABILITY

From the realms of the human world, to the water beings, forest creatures and all other forms of life, land gives birth to, nurtures, and sustains all life. As human beings, each of us, whether we choose to acknowledge it or not, exist within interconnected and interdependent relationships with land. Land, or Mother Earth, provides the basics of connection, teaching not only who we are as human beings but also how to conduct ourselves in a good way.

In this way we are as much a part of the Earth as it is a part of us – every experience and expression of relationship developed in place is replete with stories that provide context and understanding of who we are as people, families, communities and nations. These stories, and their connected relationships, are the seeds of tomorrow, carrying ways of being that engender an ethic of stewardship and sustainability going forward into the future. At the same time, learning to live sustainably – in a deeply sacred and intimate relationship with place - requires respectful acknowledgement of the traditional lands on which one stands, including the impacts of that presence both historically and today.

Indeed, for the Michi Saagiig people, on whose traditional and treaty lands Humber College sits, the land has provided not only the sustenance necessary for life, but also a spiritual, cultural, and ancestral home since time immemorial. Known as Adoobiigok, the Place of the Black Alders in Michi Saagiig language, the region is uniquely situated along Gabekanang Ziibi (the Humber River

watershed), providing a home and habitat to 600 bodies of water, 755 species of plants, 42 species of fish, and over 185 animal species. This territory is also subject to the Dish With One Spoon Treaty, a covenant agreement between Anishinaabeg, Haudenosaunee, and allied nations to peaceably share the land and all its resources, ensuring the continued abundance and viability of the "dish" (ie. the land) into the future. Of particular importance is the fact that the Dish With One Spoon Treaty is also a covenant with nature, solidifying the need for reciprocal relationships with land, water, animals, plantlife, and other beings that human beings depend on for survival. In this framework people do not own the land but belong to the land as a relative and protector of land for future generations.

Today, we find ourselves in a pivotal moment. The recognition of responsibility to all walks and forms of life embedded in Indigenous philosophies like the Dish With One Spoon has never been more significant than this time of ecological crisis. We are all interconnected members of a universal family. Each and every person across the world eats from the same dish. Indeed, we are but one thread in the web of life; what we do next, with respect to our relationship with the land and each other, will set the course for the future. As people who have received the gift of land and all its resources, we hold not only the capacity but also the responsibility to lead by example in all that we do.

Regina Hartwick Acting Director, Indigenous Education

## SUSTAINABLE DEVELOPMENT GOALS

In 2015, United Nations world leaders adopted the 2030 Agenda for Sustainable Development. The Agenda outlines 17 goals that demonstrate how economic growth, social inclusion and environmental protection intersect as we strive for sustainable development.

It was a call to action to promote shared prosperity and well-being for all.

We know that our activities — from lighting our classrooms to preparing food for our community — are part of the problem the Sustainable Development Goals (SDGs) seek to address. However, as a leader in polytechnic education, Humber College has the opportunity to make positive contributions to the global goals. This is our action plan for the next five years.

## SUSTAINABLE G ALS



## Humber College's institutional value of Sustainability states We preserve our collective future.

We recognize the Brundtland's definition of Sustainable Development, development that meets the needs of the present without compromising the ability of future generations to meet their own needs<sup>1</sup>.

Humber's first Sustainability Plan 2013–2018 provided direction to advance sustainability efforts across the organization. This 2019-2024 Sustainability Plan outlines a bold approach to reimagine our future to shape healthy, inclusive and sustainable communities. We all have a shared responsibility to own and reflect our values in our actions. It is through culture change, leadership and collaboration that we will create positive change for our communities and environment.

Humber plans to be the healthiest campus in the country. In September 2018 we became the first public college or polytechnic in Canada to adopt the **Okanagan Charter**, thereby committing to incorporating health into everyday operations, business practices and academic mandates to support students, staff and faculty.



<sup>1</sup> World Commission on Environment and Development (WCED). Our common future. Oxford: Oxford University Press, 1987 p. 43.

## **CONNECTED INSTITUTIONAL ACTIVITIES**

Within Humber's **Strategic** Plan 2018-2023 there are several priorities that contribute to a sustainable campus and are led by several groups across the institution:

#### **STRATEGIC PRIORITY #1**

Transform education by creating opportunities for all students to participate in meaningful experiential learning, with a focus on work-integrated learning and applied research.

#### **STRATEGIC PRIORITY #5**

Expand and enhance Indigenous programming, methodology, research, practice and delivery.

#### **STRATEGIC PRIORITY #6**

Optimize student success by embedding health and well-being into all aspects of campus culture.

#### **STRATEGIC PRIORITY #7**

Continue to build a diverse and inclusive community of exceptional students, faculty and staff.

#### **Building NX Zero Carbon Retrofit**



Fairtrade Campus Designation

2024 Description of success: Provide national leadership in developing sustainable campuses.

## **MEASURING OUR SUCCESS**

The Association for the Advancement of Sustainability in Higher Education (AASHE) administers the Sustainability Tracking, Assessment and Rating System (STARS). STARS is a self-reporting framework for colleges and universities to measure, track and compare their campus sustainability performance.

In 2013, Humber was the first college in Ontario to achieve a STARS Silver rating and we received a higher rating of Silver in 2016. We will continuously use STARS to provide metrics for benchmarking, reporting our progress, and sharing our lessons learned. Our current STARS submission is publically available.







#### The North Campus NX building is Canada's first retrofit to achieve a Zero Carbon Building (ZCB) Design certification from the Canada Green **Building Council**

**Camp Choice** introduces young Aboriginal students to college life in grades 7 and 8, and stays connected with them throughout high school, to provide support and encourage positive postsecondary education choices

#### Camp choice



Learn more about these and other notable accomplishments at humber.ca/sustainability and in our annual sustainability reports.

NOTABLE **ACHIEVEMENTS**  In 2019, we taught 123 sustainability related courses and 701 sustainability inclusive courses

> In 2018, a group of interdisciplinary students won the World Wildlife Fund Canada's first **Designing Change for a** Living Planet competition

**Fairtrade Campus Designation across North** and Lakeshore campuses' support fair wages and good living conditions for farmers and workers

**Overview of Structure** 

We must have the courage to transcend tradition and breathe our institutional values everyday.



This plan challenges our communities to use systems thinking and the interconnectedness of all things when making decisions. Taking actions small and large will shape a courageous, innovative, equitable, healthy and sustainable institution.

The students, staff, faculty and partners that we engaged with were clear in the vision and actions they expect Humber to achieve in order to become a national leader in campus sustainability. As we reflected on what we heard, it was apparent that we need to support communities to change behaviour in order to build a more sustainable future. Whether it's embedding sustainability across curriculum, enchancing how we help connect people to nature or building net-zero buildings, every act supports sustainable behaviour that changes culture.

We are living in a time where one hears about the climate emergency on a daily basis. In October 2018, the Intergovernmental Panel on Climate Change (IPCC), assessed the science related to the climate crisis

and warned there was only 12 years left to keep global heating at a maximum of 1.5°C. If we do not act on the opportunities presented in the Sustainable Development Goals, the climate-related risks to health, livelihoods, food security, water supply, and economic growth will increase<sup>2</sup>.

As human beings, we exist within a universal family and share one planet. Every part of creation has an important purpose and is connected through reciprocal relationships that are shared with all beings, both human and non-human.

<sup>2</sup> IPCC, 2018: Summary for Policymakers https://www.ipcc.ch/sr15/chapter/spm This Sustainability Plan is organized into three pillars.

The Culture and Community Pillar is advanced and supported by the actions of the other two pillars, Sustainable **Operations and Teaching, Learning** & Applied Research. Actions associated with any of the pillars will directly affect the ways in which we will strengthen a sustainable campus culture and community. This is why the Sustainable Operations and Teaching, Learning & Applied Research pillars are embedded within the Culture and Community pillar. Each action and achievement made will move us towards a thriving culture and community.

SUSTAINABLE TRANSPORTATION

CLIMATE ACTION AND BUILT ENVIRONMENT

NATURAL ENVIRONMENT

SUSTAINABLE PROCUREMENT

WASTE SYSTEMS

## SUSTAINABLE **OPERATIONS**

FOOD SYSTEMS

This document outlines the description of success and strategic priorities for each of the three pillars, as well as highlights a selection of the supporting actions that we commit to.

APPLIED RESEARCH

#### STUDENT MINDSET

## TEACHING, LEARNING & APPLIED RESEARCH

## CULTURE AND COMMUNITY TEACHING AND LEARNING RESEARCH

STAFF AND FACULTY MINDSET

A second Supporting Actions document details all of the supporting actions that we commit to and will be tracked over the course of this five-year plan.

## CULTURE AND COMMUNITY

According to Humber's Equity, Diversity and Inclusion (EDI) Taskforce, Campus Culture is the personality of an organization, shaped by the institutional history, mission, physical settings, norms, values, practices, and assumptions that guide behaviour of individuals and groups in the institution.

Our culture and community promotes sustainable, equitable, diverse, and inclusive actions of students, faculty, staff, and partners. We will continuously place empathy, compassion, and humility at the centre of everything we do. Shaping a thriving culture involves seeing ourselves as both part of the problem and the solution. Culture does not change because we desire to change it; as we engage in thoughtful planning, decision-making, and action we will be part of creating a culture that encourages leadership in addressing the world's most pressing challenges.

Our community will have a profound effect on our success. Demonstrating allyship with our local and global community partners and collaborating on each of our strategic priorities, we will lead the way to a more sustainable world together.

## STRENGTHENING OUR CULTURE AND COMMUNITY

We have relied on the guidance of our community to develop this plan and have leveraged our partners' strengths when setting each goal. The following table shows select actions directed at shifting culture and community. The full list of actions can be found in the **Supporting Actions** document.

#### SELECT SUPPO

Establish an instituti and strategy

Establish and work to Campus framework a

Continuous outreach and initiatives that e in a culture of sustai

Okanagan Charter



Sustainability is directly linked to other institutional strategic priorities, which are not reported through this plan, but will directly contribute to creating a culture of sustainability, equity, diversity and inclusivity. Stakeholders said one of the three top priorities for campus sustainability was widespread engagement and awareness of sustainable practices.



DRTING ACTIONS	LED BY
tional EDI framework	Centre for Human Rights, Equity & Diversity
towards a Healthiest and goals	Healthy and Inclusive Campus Steering Committee & Task Force
through events, campaigns engage our community inability	Office of Sustainability

Indigenous Cultural Markers



International Education Week





To see more supporting institutional initiatives review the Supporting Actions document.

## **TEACHING, LEARNING & APPLIED RESEARCH**

Sustainability, one of the key mindsets within Humber's Institutional Learning Outcomes (ILOs), will be embedded into all academic program curricula to help prepare every Humber graduate to be career-ready citizens. Graduating students will be able to demonstrate Humber's Sustainability mindset and its interconnectedness with Equity, Diversity & Inclusion (EDI), Systems Thinking, and Indigenous Knowledge, which will support their future career journeys and their ability to be agents of social good in an increasingly complex world.

In order to integrate sustainability in all Humber programs, we will equip our faculty and staff with the tools they need, including professional development, resources, and peer to peer learning

USTAINABL GOALS 17 PARTNERSHIPS FOR THE GOALS

8

in sustainability. We will work closely with Humber's ILO framework team to develop integration assessment metrics to ensure sustainability lives meaningfully within each program curriculum. These actions will support a culture of teaching, learning, and applied research at Humber that produces citizens ready for the world of tomorrow.

The Office of Applied Research & Innovation (ARI) strives to be a leader among Canadian Polytechnics in sustainability-related applied research. We will look at this in three ways: how we seek out projects, which projects we choose and how the projects are executed.



## **TEACHING, LEARNING AND APPLIED RESEARCH**

#### **Strategic Priorities**

- **1.** Equip students with core skills and attributes that contribute to all the mindsets of the ILOs.
- 2. Advance knowledge and skills of faculty and staff with a set of core competencies that include all the mindsets of the ILOs.
- 3. Become a national leader in sustainability research, specifically sustainable architecture and energyefficient construction.
- 4. Advance knowledge and share evidence informed teaching practices related to sustainability through the scholarship of teaching and learning (SoTL).
- 5. Share experiences for reflection and improvement of teaching and learning processes related to sustainability subject matter.

#### SELECT SUPPO

Integrate the Sustain curriculum of all aca

Continue growing the Champions Group (e development and pe creation of resources

Create a framework w level of sustainability Applied research pro sustainability score

Actions document.

A sustainability mindset enables us to think and act with our collective future in mind. As sustainabilityminded individuals, Humber graduates lead by example. They promote sustainable practices in their professional and personal lives. They act responsibly in environmental, economic and social ways that protect our planet and contribute positively to the well-being of our communities.

#### Humber ILO Project

ORTING ACTIONS	METRIC	LED BY
nability mindset into the ademic programs	Percentage of courses/ programs that identify sustainability as being taught, reinforced and measured	Institutional Learning Outcome team
e Faculty-led Sustainability e.g. professional eer to peer learning, es)	Engagement/ attendance, resources created	Sustainability Steering Committee (SSC), Teaching and Learning support team, Office of Sustainability ILO team
which considers a project's y as an evaluation criterion. ojects with a high will be prioritized	Framework created and tracked	Applied Research and Innovation, Office of Sustainability

To see more supporting institutional initiatives review the Supporting

## **SUSTAINABLE OPERATIONS**

We are a leader in sustainable campus operations which support a vibrant campus community. With aggressive energy and climate commitments we build and operate low-impact campuses that support health and well-being, equity, diversity and inclusion, learning, innovation, biodiversity, ecosystem health and community.

We will continue working towards goals outlined in the comprehensive Integrated Energy Master Plan (IEMP) created in 2015 to meet significant energy efficiency, greenhouse gas and water reduction goals by 2034. The IEMP also ensures that our new buildings will be among the most efficient in the world.

In addition to reducing our carbon emissions we will improve human-made systems, such as waste, to minimize harm to the environment and our communities. Increasing the accessibility of Good Food and sustainable transportation options on our campuses will support the health and well-being of our diverse community. Our climate action plan will create a roadmap to help us adapt to the current and worsening impacts of the climate crisis.

GOALS 0 10 REDUCED INCOMANTIES 11 SUSTAINABLE CITES AND COMMANTIES 12 RESSONSBREE AND COMMANTIES 17 PARTNERSHIPS FOR THE GOALS

All campus development and operations begin by incorporating sustainability into the design and building process and connecting our students to real-world learning opportunities. In all areas of our operations, we will prioritize the health of our people and the nature around us through collaborative and data driven decision making.

- Natural Environment
- Food Systems
- Sustainable Purchasing
- Climate Action and Built Environment

8

- Sustainable Transportation
- Waste Systems

## NATURAL ENVIRONMENT

#### **Strategic Priorities**

- **1.** Stewardship of the natural environment and the regional biodiversity in which our campuses are located. We collaborate to protect and improve the health and resilience of these areas, which in turn will improve the quality of campus and community life now and for future generations.
- 2. Involve community in developing a campus land use plan which incorporates explicit sustainability goals.
- 3. Teach, learn and conduct Applied Research about nature's systems and its interconnectedness to the health and wellness of all living and non-living things. We advance experiential learning opportunities related to stewardship of the natural environment.
- **4.** Connect people with the natural world by engaging our communities with the surrounding natural environments and the benefits to health and well-being.

#### SELECT SUPPO

Develop a sustainat management progra for campus spaces

Create a Master Pla Arboretum that con College's campus la for academic and no

Enhance the natural Pond that includes I classroom, social ga and wildlife habitat

#### **Humber Pond Revitalization Project**



Created the award winning Forest **Nature Program** that connects young children to nature

Lead regular campus cleanups in partnership

### HIGHLIGHTS

with WWF Great Canadian **Shoreline Cleanup** 

The Humber Arboretum is involved in many important research projects and conservation initiatives with several community partners

DRTING ACTIONS	METRIC	LED BY
ble landscaping am (IPM)	Program created and tracked	Capital Development and Facilities Management (CDFM), Office of Sustainability
nn for the Humber inects with Humber and-use planning process on-academic purposes	Develop Master Plan	Humber Arboretum and Centre for Urban Ecology
l functions of the <mark>Humber</mark> living labs, an outdoor athering spaces s	Examples of activity annually	Humber Arboretum and Centre for Urban Ecology

Bee hives



Humber Arboretum launched the Learning by Leading program

Installed roof bee hives at both campuses to provide a safe home for bees

70% of students surveyed said they would commit to spending more time outdoors.

> The Humber Arboretum and Centre for Urban Ecology's Strategic Plan can be found on their website.

To see more supporting institutional initiatives review the Supporting Actions document.



Humber Food Learning Garden

**66%** of the Humber community will choose and promote local, organic, Fair Trade and healthy options when buying food.



### **FOOD SYSTEMS**

#### **Strategic Priorities**

- Ensure broad access to Good Food ("food that fundamentally respects human dignity and health, animal welfare, social justice and environmental sustainability") on our campuses that celebrates our cultural diversity, health and well-being.
- 2. Strengthen education and literacy about Good Food and increase the percentage of Good Food at Humber from a baseline set in 2019.
- Engage our community in food, health and wellness by establishing a Good Food Committee.

SELECT SUPPORTING ACTIONS	METRIC	LED BY
Conduct the Good Food Challenge every two years	Purchase data	Office of Sustainability, Meal Exchange
Expand the reach of the Humber Arboretum Food Learning Garden. Continue food growing and integration with Arboretum community programming and Faculty of Health Sciences programs	Partnerships and activities within Humber and with surrounding communities	Humber Arboretum and Centre for Urban Ecology, Faculty of Business – Canadian Centre of Culinary Arts and Science, Office of Sustainability, IGNITE
Explore where and how Good Food including culturally diverse food can be expanded and available across campus	Purchase data	Food Services, Office of Sustainability, Faculty of Business – Canadian Centre of Culinary Arts and Science, IGNITE

#### Vegetarian Awareness Day Event





**Soupbar** is a pay-what-youcan initiative started by IGNITE that serves nutritious soups from donated leftovers while addressing food insecurity and reducing wasted food.

### SUSTAINABLE PURCHASING

#### **Strategic Priorities**

- **1.** Educate and support the campus community to be able to apply social and sustainable purchasing practices.
- Introduce Campus Print Strategy to reduce paper consumption by 30% by 2024.
- **3.** Advance principles of Fair Trade on campus.

#### SELECT SUPPO

Create a guiding doci sustainable purchasi

Track printing data a

Reduce procurement materials campus-wi

#### Students using reusable water bottles



Since time immemorial, Indigenous peoples have honoured the sacredness of water. Described as the "blood of Mother Earth," water is life for all beings, flowing within and between us. A focus on honouring water has been embedded throughout the Sustainable Operations pillar.

ORTING ACTIONS	METRIC	LED BY
cument for social and ing practices	Document completed, communicated and tracked	Purchasing Services, Office of Sustainability
and share with community	Purchase data	Office of Sustainability, ITS
t of swag and physical ide	Purchase data	Purchasing Services, Office of Sustainability

**85%** of the Humber community are willing to stop purchasing or accepting single-use bottled water, and use their reusable bottle instead.



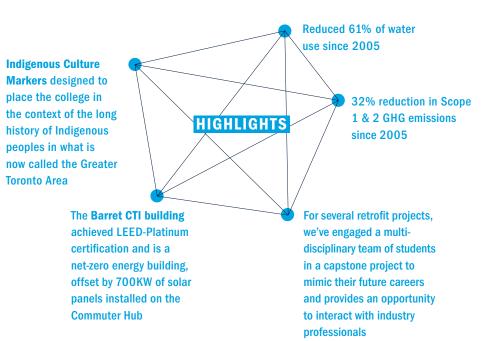
To see more supporting institutional initiatives review the Supporting Actions document.

## **CLIMATE ACTION AND BUILT ENVIRONMENT**

#### **Strategic Priorities**

- **1.** Significantly reduce campus greenhouse gas (GHG) emissions while preparing for and addressing the impacts of climate change.
- **2.** Pursue global best practice in sustainable design, construction and the operation of new and renovated buildings.
- **3.** Ensure our spaces prioritize health, accessibility, functionality and social inclusion.
- **4.** Our campuses will be places where students and the community come to learn from the latest in healthy and efficient building design and operations.
- **5.** Create spaces that situate the campus in the context of diverse histories, lands and waterscapes.

SELECT SUPPORTING ACTIONS	METRIC	LED BY
Formalize a Sustainable Building Standard for Humber Campuses using global best practices in all new construction and renovations	Standard created	Capital Development and Facilities Management, Energy team, Office of Sustainability
Continue progress towards Humber's Integrated Energy Master Plan resulting in 30% reductions of greenhouse gas emissions, 50% per unit area in energy use, 50% per student in water use by 2034	GHG: CO2e tons Energy: eKWH Water: m3	Energy Team, Capital Development and Facilities Management
Develop a Climate Action Plan for Scope 1, 2 and 3 greenhouse gas emissions	Plan created	Energy Efficiency Team Capital Development and Facilities Management, Office of Sustainability



#### **Solar Panels**







## SUSTAINABLE TRANSPORTATION

#### **Strategic Priorities**

- **1.** Improve sustainable transportation options so that they are accessible to connect students, staff and faculty to and from our surrounding communities.
- 2. Reduce the amount of fossil fuel emissions produced from transportation to and from campus.
- 3. Promote active transportation.
- 4. Support flexible working options to reduce travel.

Expected completion of the Finch West light rail transit (LRT) line at Humber College North Campus is 2023. This will greatly improve access to sustainable transportation to North Campus for many users and provide greater direct connections to other regional transit systems.

#### SELECT SUPPO

Implement a robust and revitalize the car

Incorporate accessibi into all campus desig

Embed information a transportation option and student information

#### **Electric Vehicle Charging**



Stakeholders consistently rated Humber continuing to be a leader in energy efficiency as a top priority.

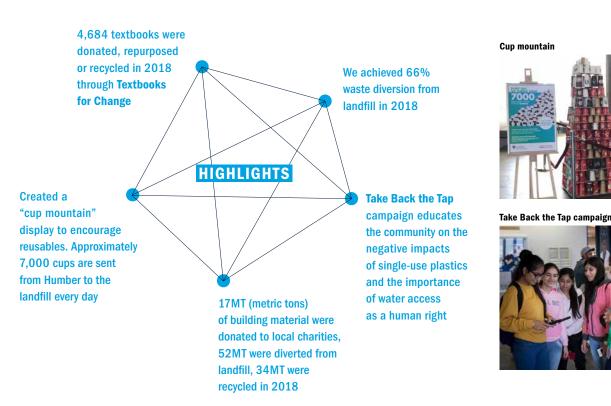
69% of students and 59% of staff and faculty are willing to take transit more often.

68% of students and 61% of staff and faculty indicated that help finding suitable people for a rideshare would encourage them to carpool.

ORTING ACTIONS	METRIC	LED BY
carpool matching tool arpool program	Tool created, communicated and tracked	Office of Sustainability, Parking Services
bility and bike infrastructure gn and infrastructure	Examples as they occur	Capital Development and Facilities Management
about sustainable ons into all staff, faculty ation	Examples as they occur	Student Success and Engagement, Office of Sustainability, HR



To see more supporting institutional initiatives review the Supporting Actions document.



### **WASTE SYSTEMS**

#### **Strategic Priorities**

- **1.** Embed waste reduction into all campus operations and functions in order to reduce campus waste generation, bin contamination and achieve 80% diversion.
- **2.** Significantly reduce single-use and unsustainable items.
- **3.** Embed accessibility within the waste management system through community-based participatory research and solution development.



To see more supporting institutional initiatives review the Supporting Actions document.

SELECT SUPPORTING ACTIONS	METRIC	LED BY
Reduce the volume of waste generated by 15% per campus user	Metric Tons	Office of Sustainability, Custodial Services
Reduce contamination in all waste streams	Metric Tons	Office of Sustainability, Food Services, Faculty of Business – Canadian Centre of Culinary Arts and Science, Custodial Services
Tax use of paper cups	Program created, communicated and cup purchases tracked	Food Services, Faculty of Business – Canadian Centre of Culinary Arts and Science, Office of Sustainability

66% of the Humber community is willing to use a reusable mug instead of single-use coffee cups.

All stakeholders put waste and recycling management in their top three priorities.

#### **Community Engagement**

Over 1,300 students, faculty, staff and partners contributed their ideas and aspirations for this Sustainability Plan.

## THE SUSTAINABILITY **STEERING COMMITTEE**

#### The Sustainability Steering Committee

(SSC) is a cross-institutional advisory body reporting to the President and Executive Team that provides integrated, collaborative, evidence-based advice to ensure Humber's commitment to sustainability is reflected in planning and decision-making across the college. It is responsible for providing advice and direction related to the execution of Humber's Campus Sustainability Plan.

### **OFFICE OF SUSTAINABILITY**

The Office of Sustainability is responsible for reporting on campus sustainability efforts, providing expertise and building engagement across all institutional functions to achieve Humber's goal to provide national leadership in developing sustainable campuses.

## REPORTING **AND CONTINUOUS** ENGAGEMENT

All actions in this plan will be tracked and reported annually. This plan will evolve and there will be continuous open dialogue with the Humber community internally and externally through direct contact, events, workshops, website communications, presentations, social media. We will host at minimum one engagement session at each campus per year inviting all stakeholders to provide feedback. In every annual report lessons learned and challenges will be acknowledged.

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#### Student vision boards



A full review of the stakeholder engagement conducted to develop this plan can be found here.

## **A COLLABORATIVE** JOURNEY

**BETWEEN OCTOBER 2018 AND APRIL 2018 OUR COMMUNITY PROVIDED FEEDBACK THROUGH:** 

#### **3** SSC workshops

**18** pop-up events at Lakeshore and North Campuses (over 500 people engaged)

**9** town halls at Lakeshore and North Campuses (105 participants)

**21** one-on-one stakeholder interviews

**1** online survey (**370** students and **353** staff & faculty responses representing all Humber students, staff and faculty)

Many individual meetings and reviews with campus partners Thank you to the Humber community that contributed to the collective vision of Humber Sustainability.

All Our Relations helped shape this plan.

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