

Sustainability Project Fund Application

Project Title: Vision 2020: Moving Beyond the Plan

Budget Requested: \$89,412

Timeframe: June 2013-May 2014

Applicant/Project Leader:

Martin Kraye von Krauss, Manager (Office of Sustainability)
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Project theme(s):

Primarily community, but also includes food, wellness & health, energy, academics, water, materials, land, social justice, finance.

Project Team (already resourced and/or funded):

- Justin Berot-Burns, Web Coordinator (Office of Sustainability)
- David Gray-Donald, Sustainability Coordinator (Students' Society of McGill University)
- Martin Kraye von Krauss, Manager (Office of Sustainability)
- David Loach, Multi-media Intern (Sustainability Projects Fund)
- Kathleen Ng, Environmental Officer (Office of Sustainability)
- Lily Schwarzbaum, Communications Intern (Office of Sustainability)
- Julia Solomon, Senior Communications Specialist (Communications and External Relations)
- Lilith Wyatt, Administrator (Sustainability Projects Fund)
- Translation Practicum Student (Vision 2020)

Project Staff (to be funded):

- Vision 2020 Coordinator, Project Team & Events
- Vision 2020 Coordinator, Process Management
- Vision 2020 Interns (x 2)

Appendices

Appendix A – Responsibilities of Oversight Body, Five Category Hubs, and the Office of Sustainability

Appendix B – Membership of Oversight Body and Five Category Hubs

Appendix C – Detailed Milestones and Deliverables

Appendix D – Coordinator Job Descriptions

Please carefully consider the [application criteria](#) before you begin. Consult the [FAQ](#) for further guidance. Application text may replace italicized instructions below. Length (before any appendices) cannot exceed 4 pages. Last revised: May 16, 2013.

I. PROJECT OVERVIEW

Project summary

Vision 2020: Moving Beyond the Plan aims to institutionalize and initiate the implementation of the long-term sustainability strategy developed for – and from – the McGill community through *Vision 2020: Creating a Sustainable McGill* (SPF Project #57). The project has three objectives:

1. To finalize a Sustainability Strategy for McGill University;
2. To establish and institutionalize an Oversight Body and five Sustainability Hubs¹ to oversee and drive implementation of the Strategy;
3. To develop resources for unit-level sustainability action planning and facilitate localized action planning with various groups.

The successful realization of these objectives will put in place the building blocks necessary to institutionalize a Sustainability Strategy and sustainability networks at McGill University. This work will enable Vision 2020 to perpetuate itself as a living process without SPF project funding in the future.

Background

Working within the mandate of the Sustainability Policy, *Vision 2020: Creating a Sustainable McGill* was initiated by the Office of Sustainability (OoS) in February 2012. The consultation and planning process fostered a culture of sustainability by bridging the gap between a groundswell of sustainability projects and initiatives, and McGill's high-level commitments to sustainability. It unfolded in three phases, each producing a report: the [Situational Analysis](#) (May 2012), the [Vision & Goals Report](#) (March 2013), and a draft [Action Plan](#) (May 2013).

A robust engagement process² brought together over a thousand staff, students, and faculty to develop an aspirational vision for a sustainable McGill and to identify 23 long-term goals across five categories (Research, Education, Connectivity, Operations, Administration & Governance). The process also convened multiple stakeholders in order to lay the foundation for transitioning to implementation.

Project Eligibility

This project will contribute to building a culture of sustainability by establishing and coordinating networks of key partners to oversee the implementation of a comprehensive Sustainability Strategy (see Objective 2), while securing their commitment to drive forward actions at multiple institutional levels.

Vision 2020: Moving Beyond the Plan has been designed to ensure that it will be a self-sufficient process after one year. By May 2014, an *Oversight Body* and five *Hubs*, supported by the OoS and driven forward by partnerships and community action, will be in a position to enable Vision 2020 to perpetuate itself as a living process. To this end, the OoS has already restructured human resources, priority projects and committee memberships in order to better align with, support, and steward the implementation of the Sustainability Strategy. Now guided by the McGill community's Sustainability Strategy, the activities of the OoS will increasingly return to facilitating sustainability actions at McGill.

Stakeholders

Over a thousand staff, students, and faculty have helped draft a Vision, Goals, and Action Plan for Sustainability. Many of them are stakeholders³ in *Vision 2020: Moving Beyond the Plan* and together, we will harness the existing community momentum behind Vision 2020 and create further opportunities to take action on sustainability. More specifically, Vision 2020 will convene and link a broad set of key

¹ One hub per Vision 2020 category: Research, Education, Connectivity, Operations, and Administration & Governance.

² See summary of engagement process in [Vision & Goals Report \(Appendix A\)](#).

³ List of stakeholders available in [Appendix B](#).

partners so that they may play an active role in shaping and guiding the implementation of the strategy. To this end, the following multi-stakeholder groups will play key roles:

- **Oversight Body:** To provide championship and high-level legitimacy for sustainability.
- **Five Sustainability Hubs:** To identify opportunities, make connections, ensure progress toward actions, and identify resources to support priority initiatives.
- **Office of Sustainability:** To provide support, facilitate action, and monitor progress.

Additional detail on the roles and responsibilities of these groups can be found in *Appendix A*. The Oversight Body and the five Hubs will be made up of different stakeholders, with exact membership to be determined but informed by those who have already participated in action planning.⁴

Project Details

Our implementation framework is structured around five key features, and is based on best practices for the implementation of community sustainability strategies⁵. The deliverables below (grouped according to these five key features) will help build momentum and expand the niche of sustainability at McGill by distributing responsibility for implementation through an *Oversight Body* and five *Hubs*, while enabling concrete projects and action at various levels.

KEY TO SUCCESS	DELIVERABLES ⁶
OVERSIGHT	<ul style="list-style-type: none"> - Oversight Body (Agreed-upon Terms of Reference & at least two meetings by May 2014) - Sustainability Hubs: Research, Education, Connectivity, Operations, Administration & Governance (Agreed-upon Terms of Reference & at least two meetings by May 2014) - Final Action Plan & Sustainability Strategy (After the Oversight Body and five Hubs have adopted them)
PARTNER ENGAGEMENT	<ul style="list-style-type: none"> - Online platform to register public commitments and to plug actions and projects into a living process (Up in October 2013, populated by February 2014) - Costing Plan for Senior Administration
COMMUNITY-WIDE ACTIONS	<ul style="list-style-type: none"> - Many projects that align with the Sustainability Strategy launched (May 2014) - Resources to enable sub-institutional sustainability action planning (October 2013) - 3+ sub-institutional sustainability action plans adopted (May 2014)
MONITORING AND MEASUREMENT	<ul style="list-style-type: none"> - A proposal for a Sustainability Tracking System and indicators adopted by oversight bodies⁷ (March 2014)
COMMUNICATIONS AND REPORTING	<ul style="list-style-type: none"> - Newsletters and multi-media progress updates (monthly) - Media Release (Online Platform, Strategy, Oversight Body and Hubs) - 1-year report on website and presented to governing bodies (April 2014)

⁴ List of stakeholders available in *Appendix B*.

⁵ Based on an in-depth review of sustainability community plans in 27 communities across Canada: *Passing Go: Moving Beyond the Plan*, Federation of Canadian Municipalities (2012). Author: Dr. Amelia Clark. www.fcm.ca/gmf

⁶ Detailed milestones and deliverables available in *Appendix C*.

⁷ We currently use AASHE’s Sustainability Tracking, Assessment & Rating (STARS) System, which is largely based on reporting initiatives and programs. Our tracking system will be based on core indicators for sustainability across the five categories.

II. PROJECT IMPLEMENTATION

To support *Vision 2020: Moving Beyond the Plan*, we intend to hire two full-time coordinators and two student interns as project staff. The Vision 2020 staff will work closely alongside a larger project team, composed of staff and student interns from the Office of Sustainability, and the SSMU. Tasks related to the longer-term institutionalization of the Sustainability Strategy have been assigned to permanent OoS staff wherever possible. See Appendix C for a detailed list of tasks and responsibilities for the project staff.

Project Staff (to be funded)⁸

- **Vision 2020 Coordinator, Project Team & Events (Fulltime)**
 - *Core tasks:* Coordinate project team; Plan, stage, and facilitate community engagement events; Support the Stewards of the Oversight Body and Hubs.
- **Vision 2020 Coordinator, Process Management (Fulltime)**
 - *Core tasks:* Design process to finalize Sustainability Strategy; Support Stewards of Hubs; Develop resources for sub-institutional action planning; Develop a proposal for a Sustainability Tracking System
- **Vision 2020 Interns (x 2, 8-12hrs/week for 3 Semesters)**
 - *Core tasks:* Support with events and communications, sub-institutional action planning and monitoring.

Project Team (already resourced and/or funded)

NAME	AFFILIATION	CORE TASKS	TIME
David Gray-Donald	SSMU	Engagement, planning, and events for students.	0.3 FTE ⁹
Martin Kraye von Krauss	OoS	Stewardship of Oversight body.	0.2 FTE
Kathleen Ng	OoS	Stewardship of Operations and Administration & Governance categories; Development of resources for sub-institutional action planning and Sustainability Tracking System.	0.75 FTE
Julia Solomon	Comms and External Relations	Coordination of communications and reporting; Stewardship of Connectivity category.	0.1 FTE
Lilith Wyatt	SPF	Oversight of Vision 2020 coordinators; Stewardship of Research and Education categories.	0.2 FTE
<i>Students</i>			
Lily Schwarzbaum	OoS	<i>Communications:</i> Compile and circulate monthly Vision 2020 newsletter; coordinate social media.	3-6 hrs/wk
David Loach	OoS	<i>Multi-media:</i> Develop videos and infographics to document the process and content.	3-6 hrs/wk
Justin Berot-Burns	OoS	<i>Web Coordinator:</i> Design and update website; Design online platform for public commitments.	5-10 hrs/wk
Translation Practicum	CCTR 500	<i>Translation:</i> Translate Situational Analysis and Sustainability Strategy into French.	1 semester, 3 credits

⁸ Detailed duties and skills for Coordinator positions available in *Appendix D*.

⁹ Full-time equivalents.

III. FINANCIALS

Detailed expenses

EXPENSE	DESCRIPTION	EST. COST
*All salaries include 4% vacation pay.		
Coordinator, Project Team & Events	TBD - 1 FTE from June 2013-2014 at M1 Salary	\$37,336 (max)
Coordinator, Process Management	Josée Méthot - 1 FTE from June 2013-2014 at M1 Salary	\$37,336 (max)
Intern, Communications & Events	\$1000 stipends for 3 semesters	\$3120
Intern, Action Planning & Reporting	\$1000 stipends for 3 semesters	\$3120
Oversight Body & Hub meetings	5 oversight body/steering meetings, 10 hub meetings (some meetings may be retreats)	\$2000
Community-wide events	2 large downtown events (1 forum + 1 celebration) + 1 Mac event	\$3500
Materials	Printing, equipment rentals, materials	\$2000
Contingency	Additional materials, partner events	\$1000
Staff and Interns	Martin, Kathleen, Lilith, Julia, David GD, Interns: Lily, Justin, Dave L, TBD	In-kind (OoS, SPF, SSMU)
TOTAL		\$89,412

Detailed revenues

Vision 2020's expenses have been, and will continue to be, supported in-kind by various staff agreements. The project team will continue to seek-out additional sources of funding through ongoing negotiations with various campus groups (e.g., Development and Alumni Relations; partners in the sustainability hubs).

REVENUE SOURCE	AMOUNT REQUESTED	CONFIRMED?
Office of Sustainability	Staffing (listed above, total of 1.25 FTE + 3 Interns)	Yes
Students' Society of McGill University	Staffing (0.4 FTE - David Gray Donald)	Yes
Communications and External Relations	Staffing (0.1 FTE - Julia Solomon)	Yes
Dept. of Translation & Written Communication	Translation Practicum (CCTR 500) 11,000-17,000 words	In progress

APPENDIX A: RESPONSIBILITIES OF OVERSIGHT BODY, FIVE CATEGORY HUBS, AND THE OFFICE OF SUSTAINABILITY

In order to ensure distributed leadership in implementing the community strategy, the Oversight Body, and the five Category Hubs (once launched), as well as the Office of Sustainability, will play integral roles in shaping and guiding implementation. Their relative responsibilities with respect to the implementation framework are outlined below (0 = none, 1 = very little, 5 = primary):

KEY TO SUCCESS	OVERSIGHT BODY <i>(Vision 2020 steering committee, in the interim)</i>	HUBS <i>(1 hub for each category)</i>	OFFICE OF SUSTAINABILITY
OVERSIGHT	5 <i>(Oversee implementation)</i>	5 <i>(Ensure ongoing progress and ID actions)</i>	3 <i>(Steward, facilitate and troubleshoot)</i>
PARTNER ENGAGEMENT	1	5 <i>(Recruit partners and ID actions)</i>	3 <i>(Identify, facilitate, and network)</i>
COMMUNITY-WIDE ACTIONS	1	3 <i>(Engage partners & community, drive action)</i>	3 <i>(Identify, facilitate, and network)</i>
MONITORING AND MEASUREMENT	3 <i>(Asks for and receives it)</i>	5 <i>(Report periodically)</i>	5 <i>(Monitor)</i>
COMMUNICATIONS AND REPORTING	1	3 <i>(Communicate change vision to partners)</i>	5 <i>(Report on progress, facilitate and connect)</i>

APPENDIX B: MEMBERSHIP OF OVERSIGHT BODY AND FIVE CATEGORY HUBS

Oversight Body

The interim Oversight Body is Vision 2020's multi-stakeholder Steering Committee (listed below). The Oversight Body will have a similar membership, and will provide championship and high-level legitimacy for sustainability.

Chuck Adler, *Director, Campus Space and Planning (Chair)*

Elena Bennett, *Associate Professor, Faculty of Agricultural and Environmental Sciences*

Anna Birnie-Lefcovitch, *Special Project Officer, Research and International Relations*

Andrea Clegg, *Special Projects Administrator, Social Equity and Diversity Education Office*

Nathalie Cooke, *Associate Provost, Academic Staff & Priority Initiatives*

Allison Cooper, *Students' Society of McGill University (SSMU) delegate*

Frederic Fovet, *Director, Office for Students with Disabilities*

Lynne Gervais, *Associate Vice-Principal, Human Resources*

Mariève Isabel, *Post-Graduate Students' Society (PGSS) delegate*

Susanna Klassen, *Macdonald Campus Students' Society (MCSS) delegate*

Mathieu Laperle, *Director, Food and Dining Services*

Bruce Lennox, *Chair, Department of Chemistry*

Jana Luker, *Director, Student Services*

Steve Maguire, *Associate Professor, Desautels Faculty of Management*

Morton Mendelson, *Deputy Provost, Student Life and Learning*

Denis Mondou, *Director, Utilities and Energy Management*

Marianna Newkirk, *Associate Dean (Research), Faculty of Medicine*

Kelly Nugent, *Post-Graduate Students' Society (PGSS) delegate*

Kristina Ohrvall, *Director, Research Planning and Special Projects, Research and International Relations*

Josh Redel, *Students' Society of McGill University (SSMU) delegate*

Nigel Roulet, *Professor, Faculty of Science*

Kathy Zendeabad, *Associate Director, Procurement Services*

Hubs in Research, Education, Connectivity, Operations, Administration & Governance

Each hub will be populated by a subset of the key partners, listed below, many of which have already participated in action planning. Other partners may also be identified prior to launching Hubs. The Hubs will be responsible for identifying opportunities, making connections, ensuring progress toward sustainability actions, and identifying resources to support priority initiatives. We will secure letters of commitment from Hub chairs in August 2013.

Research – Identified Partners (in no particular order)

AFFILIATION	KEY CONTACTS
Research and International Relations	Anna Birnie-Lefcovitch, Kristina Ohrvall
Academic representatives on Vision 2020 Steering Committee	Elena Bennett, Steve Maguire, Bruce Lennox, Nigel Roulet, Jim Nicell
McGill School of Environment	Marilyn Scott
B.A. & Sc. in Sustainability, Science and Society	Navin Ramankutty
Office of the Provost	Anthony Masi; Nathalie Cooke; Nancy Diamond
Post-Graduate Students' Society	Adam Bouchard
Students' Society of McGill University	Haley Dinel; David Gray-Donald
Macdonald Campus Students' Society	Kerry Blake-Savery, Susanna Klassen

Marcel Desautels Institute for Integrated Management	Steve Maguire, Ellen McDill
Champion Administrators	Jaye Ellis, Marianna Newkirk, Gillian Lane-Mercier, Gwendolyn Owens
Teaching and Learning Services	Cynthia Weston, Laura Winer, Marcy Slapcoff, David Syncox
Integrated Education for Sustainability Project/Student Services	Maria Mazzotta, Jana Luker

Education – Identified Partners (in no particular order)

AFFILIATION	KEY CONTACTS
Teaching and Learning Services	Cynthia Weston, Laura Winer, Marcy Slapcoff, David Syncox
Undergraduate Outcomes Group	Ellen Aitken
Libraries	Colleen Cook, Diane Koen
McGill School of Environment	Marilyn Scott, George McCourt
B.A. & Sc. in Sustainability, Science and Society	Navin Ramankutty
Post-Graduate Students' Society	Adam Bouchard
Students' Society of McGill University	Haley Dinel; David Gray-Donald
Macdonald Campus Students' Society	Kerry Blake-Savery, Susanna Klassen
McGill Energy Project	Marc-Etienne Brunet
McGill Food Systems Project	Lou-Anne Daoust-Filiatrault
Deputy Provost Student Life and Learning	Morton Mendelson
Student Services	Jana Luker, Lina Di Genova, Neil Whitehouse
Applied Student Research Interns	Evan Henry
Office of the Provost	Anthony Masi; Nathalie Cooke; Nancy Diamond
Innovative Pedagogies Work Group	Martin Grant
Marcel Desautels Institute for Integrated Management	Steve Maguire, Ellen McDill
Champion Administrators	Jaye Ellis, Marianna Newkirk, Gillian Lane-Mercier, Gwendolyn Owens
Academic representatives on Vision 2020 Steering Committee	Elena Bennett, Steve Maguire, Bruce Lennox, Nigel Roulet, Jim Nicell
Office of the Vice-Principal, Administration and Finance	Michael Di Grappa
Associate Vice-Principal, Human Resources	Lynne Gervais, Joanne Houle

Connectivity – Identified Partners (in no particular order)

AFFILIATION	KEY CONTACTS
Office of the Vice-Principal, Communications & External Relations	Olivier Marcil, Susan Murley, Doug Sweet, Carole Graveline, Marta Rochowska

Office of the Associate Vice-Principal, Human Resources	Lynne Gervais, Joanne Houle, Kathleen Tobin
Office of the Deputy Provost, Student Life & Learning	Morton Mendelson, Jana Luker, Maria Mazzotta
Office of the Provost	Wendy Owens
Research & International Relations	Anna Birnie-Lefcovitch, Isabelle Péan
Social Equity and Diversity Education Office	Veronica Amberg, Anurag Dhir
Office for Students with Disabilities	Frederic Fovet, Tanja Beck
Libraries	Colleen Cook, Diane Koen
Environmental Health & Safety	Wayne Wood
Students' Society of McGill University	Josh Redel, Haley Dinel, Allison Cooper, David Gray-Donald
Macdonald Campus Students' Society	Jaaved Singh
Post-Graduate Students' Society	Kelly Nugent

Operations - Identified Partners (in no particular order)

AFFILIATION	KEY CONTACTS
Athletics	Drew Love
Ancillary Services, transportation	Alan Charade, Jo-Ann Sciampacone
Campus and Space Planning	Chuck Adler, Paul Guenther , Brian Karasick, Radu Juster
Public Affairs	Julia Solomon; Susan Murley
Associate Vice-Principal, University Services	Robert Couvrette
Executive Director; Facilities, Operations, & Development	Ron Proulx
Utilities and Energy Management	Denis Mondou and Jerome Conraud
Procurement Services	Kathy Zendeabad; Francois Pouliot; Stephanie Leclerc
Design Services	Lorraine Mercier; Kinan Khatib
Teaching and Learning Services	Adam Finkelstein; Marcy Slapcoff; Cynthia Weston
Network and Communications Services	Gary Bernstein
McGill Food and Dining Services	Mathieu Laperle and Oliver de Volpi
Project Management (construction and renovation)	Robert Stanley, Daniel Chevarie, Daniel Doran
Building Services and Grounds	Marc Dozois, Mika Varelas; Michel Ducharme; Eric Champagne; Angelo Tambasco
University Safety, Hazardous Waste	Louise Savard, Wayne Wood, Christian Bouchard
Grounds, Architecture, and Arts	David Covo
Macdonald Campus Environment Committee	Caroline Begg
Libraries	Diane Koen, Julie Jones, Genevieve Gore, Francisco Oliva

Residences	Janice Johnson, David Balcombe
PGSS Environment/ Sustainability Coordinator	Kelly Nugent/Shona Watt
SSMU Environment Committee/ Coordinator	Kristen Perry & Cameron Butler / David Gray-Donald
McGill Energy Project	Marc-Etienne Brunet
McGill Food Systems Project	Lou-Anne and Noah
Construction & Renovation	Bob Stanley, Dan Durand
Facilities and Operations Development Working Group (FOD)	George Lazaris, Michel Ducharme, Chris Bender, Adrian Nicolicescu, Christian Blagoi

Administration & Governance – Identified Partners (in no particular order)

AFFILIATION	KEY CONTACTS
Office of the Vice-Principal, Administration and Finance	Michael Di Grappa, Joyce Donohue
Office of the Associate Vice-Principal, Human Resources	Lynne Gervais, Joanne Houle, Kathleen Tobin
Office of the Provost	Anthony Masi, Nathalie Cooke, Nancy Diamond
Office of the Dean of Students	Andre Costopoulos
Office of Investments	John Limeburner, Dave Brochet
Social Equity and Diversity Education Office	Anurag Dhir, Andrea Clegg
Secretariat	Stephen Strople, Edyta Rogowska, Andrew Biteen
Student Services	Jana Luker, Maria Mazzotta
Marcel Desautels Institute for Integrated Management & The Social Economy Initiative	Steve Maguire, Dror Etzion, Anita Nowak
Students' Society of McGill University	Josh Redel, David Gray-Donald
Macdonald Campus Students' Society	Jaaved Singh
Post-Graduate Students' Society	Marieeve Isabel
Divest McGill	Bronwen Tucker, David Summerhays, Lily Schwarzbaum, Chris Bangs
Administrative & support staff on the Vision 2020 Steering Committee	Chuck Adler, Anna Birnie-Lefcovitch, Andrea Clegg, Nathalie Cooke, Frederic Fovet, Mathieu Laperle, Jana Luker, Morton Mendelson, Denis Mondou, Marianna Newkirk, Jim Nicell, Kathy Zendeabad
Management Forum Steering	Patricia Posius, Kathleen Ng
Trottier Institute of Sustainability in Engineering and Design	Lauren Penney
Principal's Task Force on Diversity, Excellence, and Community Engagement	Gwendolyn Owens
Senate subcommittee on Women	Dora Koop
Senate subcommittee on Race and Ethnic Relations	Adrienne Piggott

APPENDIX C: DETAILED MILESTONES AND DELIVERABLES

MILESTONES	DELIVERABLES
MOVING FROM STRATEGY TO IMPLEMENTATION	
Partner meetings: focused on securing feedback and commitment (resource allocation) to actions and taskforces. Provide resources to drive forward implementation. (June-August 2013)	Draft Action Plan and Implementation Plan for partners, with as much detail as possible (internal – September 2013)
Events/Hub Meeting #1: 1 per category, to build relationships, trust, terms of reference, and to agree on actions in each category. (September 2013- January 2014)	
Confirm responsible parties, where possible, and costing of action plan (September-October 2013)	Final Draft of Action Plan (November 2013)
EVENT: Community Conversation to seek broad-based approval of the strategy and to launch implementation (November - January 2014)	Sustainability Strategy: Final Draft (December 2013) Final Action Plan & Sustainability Strategy (After the Oversight Body and five Hubs have adopted them at a meeting)
OVERSIGHT	
Hire Coordinator (June 2013)	
Steering Committee Meeting (June 2013)	
Hub chairs confirmed (June 2013)	Draft Hubs Terms of Reference (July 2013)
Steering Committee Meeting (August 2013)	
Steering Committee Meeting (October 2013)	Draft Oversight Body Terms of Reference (October 2013)
First Oversight Body Meeting – agree on ToR and Sustainability Strategy (January 2014)	Oversight Body: Agreed-upon Terms of Reference & at least two meetings (May 2014)
Confirm membership & hold first taskforce meetings ¹⁰ - agree on ToR and Category actions (September 2013 – January 2014)	Hubs: Agreed-upon Terms of Reference & at least two meetings (May 2014)
PARTNER ENGAGEMENT	
	Online platform to register public commitments and to plug actions and projects into a living process (Up in October 2013, populated by February 2014)
Endorsement/Approval of Sustainability Strategy by McGill's governing bodies ¹¹ (Fall 2013? Winter 2014?)	Costing Plan for Senior Administration (necessary for endorsement)
COMMUNITY-WIDE ACTION	
Resources to enable sub-institutional	

¹⁰ The date of the first taskforce meeting will vary depending on the maturity of the content and relationships in each category. First meeting focused on process (relationships, roles, decision-making, TORs).

¹¹ The Vision & Goals have already been endorsed by SSMU, PGSS, MACES, and MCSS. We are in discussions with the Senior Administration and the Secretariat regarding an appropriate endorsement process for the Senate & BoG.

sustainability action planning (October 2013)	
At least 3 sub-institutional sustainability action plans have been initiated ¹² (March 2014)	At least 3 sub-institutional sustainability action plans have been adopted (May 2014)
Project proposals submitted to taskforces (September 2013 – January 2014).	Many projects that align with the Sustainability Strategy launched (May 2014)
MONITORING & MEASUREMENT	
Draft list of indicators for each category (November 2013)	
Draft KPI set submitted to Oversight Body (October 2013) / Steering Committee January 2014)	
Monitoring Framework Adopted by Oversight Body (March 2014)	A proposal for a Sustainability Tracking System and indicators adopted by Oversight Body (March 2014)
COMMUNICATIONS & REPORTING	
	Newsletters and multi-media progress updates (monthly)
Hire Translation Practicum Student (August 2013)	Translated: Situational Analysis and Sustainability Strategy (December 2013)
	Media Release (Fall 2013 or Winter 2014 – Oversight Body, Hubs, and Online Platform)
	1-year report on website and presented to governing bodies (April 2014)

¹² Procurement, Education, Mac Campus.

APPENDIX D: COORDINATOR JOB DESCRIPTIONS

POSITION: Vision 2020 Coordinator, Process Management

DUTIES:

The coordinator will work closely alongside another Vision 2020 coordinator, staff from the Office of Sustainability, and Vision 2020 interns on:

- 1) Successfully finalizing a Sustainability Strategy for McGill University through partner engagement;
- 2) Supporting Sustainability Hub stewards as they coordinate key partners to oversee and drive implementation;
- 3) Developing sub-institutional action plans for sustainability, alongside enabling resources; and
- 4) Developing a proposal for a Sustainability Tracking System for McGill University.

Specific duties will include:

Process design:

- Work collaboratively with co-coordinator to plan and manage the Vision 2020 process and project implementation, in consultation with the project team
- Design and execute engagement processes (e.g., events, engagement) for finalizing the Sustainability Strategy and developing sub-institutional action plans
- Design methods for data collection where needed, and synthesize results for use in reports (Sustainability Strategy, sub-institutional action plans)

Plan development and monitoring:

- Develop resources to support sub-institutional action planning for sustainability (e.g., toolkit)
- Identify opportunities to begin sub-institutional action planning and drive forward implementation (e.g., in faculties, in administrative units, with specific stakeholder groups).
- Work with the Office of Sustainability's Environmental Officer (Kathleen Ng) to develop a framework for a Sustainability Tracking System for McGill University

SKILLS AND QUALIFICATIONS:

The successful applicant must possess a DEC III or undergraduate degree. Working knowledge of Microsoft Office Suite is also required. Knowledge of French, previous experience at McGill, and previous experience with sustainability in higher education are considered assets.

- Previous experience with multi-stakeholder engagement and planning processes (design and execution)
- Previous experience with sustainability monitoring and reporting
- Previous experience collecting and interpreting data using qualitative techniques
- Excellent writing skills
- Strong communication skills (a people person)
- Strong problem solving skills

HOURS: 33.75 hours per week, June 2013 – May 2014

RENUMERATION: Commensurate with experience (\$35,900 - \$39,400 per annum)

POSITION: V2020 Coordinator, Project Team & Events**DUTIES:**

The coordinator will work closely alongside another Vision 2020 Coordinator, staff from the Office of Sustainability, and Vision 2020 interns on:

- 1) Successfully finalizing a Sustainability Strategy for McGill University through partner engagement;
- 2) Coordinating the Vision 2020 project team;
- 3) Planning, staging, and facilitating multi-stakeholder community engagement and events; and
- 4) Supporting Sustainability Hub stewards as they coordinate key partners to oversee and drive implementation.

Specific duties will include:

Project coordination:

- Work collaboratively with co-coordinator to plan and manage the Vision 2020 process and project implementation, in consultation with the project team
- Coordinate the project team by providing direction and support, while identifying and resolving issues
- Mentor, motivate, and supervise project interns
- Plan, schedule, and track project timelines, milestones, and deliverables
- Manage the project budget
- Determine and assess needs for additional staff and/or consultants and recruitment
- Proactively manage changes in project scope, identify potential challenges, devise contingency plans

Community engagement:

- Design and coordinate multi-stakeholder meetings, community events, etc.
- Facilitate engagement events
- Organize event logistics in collaboration with project interns
- Foster positive relationships with diverse community members (students, staff, and faculty) through engagement work

SKILLS AND QUALIFICATIONS:

The successful applicant must possess a DEC III or undergraduate degree. Working knowledge of Microsoft Office Suite is also required. Certified training in facilitation and community engagement, knowledge of French, previous experience at McGill, and previous experience with sustainability in higher education are considered assets.

- Previous experience with multi-stakeholder engagement and planning processes (design and execution)
- Excellent facilitation skills as demonstrated by previous experience
- Proven ability to manage/coordinate a team
- Excellent organizational skills
- Strong communication skills (a people person)
- Strong problem solving and conflict management skills
- Ability to work individually, in large groups, and with diverse stakeholders
- Comfortable with risk, uncertainty, and ambiguity

HOURS: 33.75 hours per week, June 2013 – May 2014

RENUMERATION: Commensurate with experience (\$35,900 - \$39,400 per annum)