



SPF Application Form
Section A - Cover Page

Fill out this Cover Page and save it to your files for future reference before uploading it on the SPF website.

Project Title Closing the Gap: Vision 2020 Action Teams

In one to three sentence(s), explain what your project is about:

In tandem with the preparation of the 2017-2020 Action Plan for Vision 2020, five Action Teams will be created (Research, Education, Connectivity, Operations, Governance & Administration) to mobilize individuals and units in support of identified high-level Priority Actions.

Indicate the McGill campus(es) where your project will be implemented:

Macdonald **Downtown** **Gault Reserve** **Bellairs Research Institute**

Approximate Budget Requested to the SPF (\$): 24,000

Approximate Total Project Budget (incl. other sources of funding if applicable) (\$): 48,000

List 1 to 3 main item(s)/expense(s) for your project that SPF money will be used for (incl. approx. % of total budget): coord. salary (\$17K, 71%), intern salary (\$6K, 25%), events (\$1K, 4%)

Indicate which of the following team members...

... will be in charge of monitoring the project's budget (maximum 1 person): Francois Miller

... will be the Project Lead (Project Lead will be the contact person for the SPF Staff): Francois Miller

The Project Lead stays for the entire duration of the project: **Y** **N**

If no, explain in a few sentences your leadership transition plan for one or both of the Project Lead for sustainable continuation of the project: N/A

PROJECT TEAM MEMBERS

The SPF encourages your team to be inclusive of individuals who voluntarily self-identify as members of marginalized communities (e.g. women, Indigenous people, people of colour, LGBTTQI, student parents, members of ethnic minorities, immigrants, people with disabilities).

1. Student Team Member (read details about [SPF Evaluation Criteria #5](#) for more information)

First Name & Last Name Kristen Perry **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #) +1 (438) 888-9737 **Specify if Other** _____
Email kristen.perry@mail.mcgill.ca **Faculty/Unit/Organization** SSMU Environment Commissioner

2. Staff Team Member (academic/non-academic) (read details about [SPF Evaluation Criteria #5](#) for more information)

First Name & Last Name Francois Miller **Affiliation (select one)** Non-academic Staff (ST)
Phone (daytime; only put #s) +1 (514) 398-4675 **Specify if Other** _____
Email francois.miller@mcgill.ca **Faculty/Unit/Organization** McGill Office of Sustainability

3. Additional Project Team Member

First Name & Last Name Jerome Conraud **Affiliation (select one)** Non-academic Staff (ST)
Phone (daytime; only put #s) +1 (514) 398-5870 **Specify if Other** _____
Email jerome.conraud@mcgill.ca **Faculty/Unit/Organization** Utilities & Energy Management

4. Additional Project Team Member

First Name & Last Name Lauren Penney **Affiliation (select one)** Non-academic Staff (ST)
Phone (daytime; only put #s) +1 (514) 398-3953 **Specify if Other** _____
Email lauren.penney@mcgill.ca **Faculty/Unit/Organization** TISED

SPF Application Form Section A - Cover Page

PROJECT TEAM MEMBERS (CONT'D)

5. Additional Project Team Member

First Name & Last Name Julia Solomon **Affiliation** (*select one*) Non-academic Staff (ST)
Phone (*daytime; only put #s*) +1 (514) 398-5338 **Specify if Other** _____
Email julia.l.solomon@mcgill.ca **Faculty/Unit/Organization** MOOS

6. Additional Project Team Member

First Name & Last Name _____ **Affiliation** (*select one*) _____
Phone (*daytime; only put #s*) _____ **Specify if Other** _____
Email _____ **Faculty/Unit/Organization** _____

7. Additional Project Team Member

First Name & Last Name _____ **Affiliation** (*select one*) _____
Phone (*daytime; only put #s*) _____ **Specify if Other** _____
Email _____ **Faculty/Unit/Organization** _____

8. Additional Project Team Member

First Name & Last Name _____ **Affiliation** (*select one*) _____
Phone (*daytime; only put #s*) _____ **Specify if Other** _____
Email _____ **Faculty/Unit/Organization** _____

To list more members, fill a 2nd Cover Page form and save it separately. Then merge with your 1st Cover Page before uploading to the SPF website.

OPTIONAL:

If applicable, total number of team members voluntarily self-identifying as members of marginalized communities: _____

Represented marginalized communities: _____

Specify if Other(s) and/or add more: _____

Relevant link(s): (to website(s) or social media re: project and/or team members)

How did you learn about the SPF? (*select one*) SPF Staff **Specify if Other** _____

Please check the boxes to confirm that you have read and agree to the following information:

- All our project team members understand that the SPF is publicly funded and therefore, by default SPF projects are not confidential. We agree that if needed, the SPF Steward, the SPF Administrator and/or the SPF Working Group members read and/or share the application and/or communicate part of its content in the cases where they would need to (e.g. to receive professional advice, connect our team to stakeholders, etc.).
- If our project is approved, all our project team members agree that their name, email, and phone number as well as their participation to the project be disclosed (e.g. for contact information or through our application and progress/final reports published on the SPF website).
If you do not check this box, the SPF staff will communicate with you to know who's information to remove before sharing your project online.
- All our project team members have read and understood the [SPF Terms & Conditions](#), and we confirm that we agree to respect them.
If any aspects of the [SPF Terms & Conditions](#) are unclear to you, contact the [SPF Staff](#) before you submit your application so that you can check this box in all confidence. Also note that, if your project is approved, the Project Leads and the person monitoring the project's budget will have to confirm in writing (through email or document's signing) that they agree to the [SPF Terms & Conditions](#) before officially starting the project.



Sustainability Projects Fund (SPF)
McGill Office of Sustainability (MOOS)
1010 Sherbrooke St West, Suite 1200
Montreal, Quebec H3A 2R7



Fonds des projets durables
Bureau du développement durable
1010, rue Sherbrooke Ouest, bur. 1200
Montréal (Québec) H3A 2R7

SPF Application Form

Section B - Project Overview

Answer the following questions and save this form to your files for future reference before uploading it on the SPF website with Section A - Cover Page.

Project Title Closing the Gap: Vision 2020 Action Teams

Student Project Lead Francois Miller
First & Last Name _____
Phone +1 (514) 398-4675
First & Last Name _____
Phone (daytime) _____
Email francois.miller@mcgill.ca

Before you fill out this Project Overview, make sure you have consulted all related application documents online, including the [SPF Evaluation Criteria](#), the [SPF Glossary](#), and the [SPF Sustainability Brief](#). Read all questions first before starting answering them. Answer exactly what is being asked. You will have a chance to include any other information in appendices at a later stage of the application process. The characters' limit (including spaces) is indicated for each question so that you can draft your answers in Word first if you want to. Note that any skipped line will make you lose the line's characters (approx. 140 characters). Once you successfully pass this first stage of the application process, the SPF Staff will ask you to fill a Project Plan, in which you will specify your expected impacts, S.M.A.R.T. objectives and main activities, outputs, success indicators, stakeholders, main risks and mitigation measures, preliminary timeline, and costs. Although it is OK for you not to have all these details ready at this stage, having thought about them in advance will help you succeed in responding to the following questions.

Project Vision McGill community members, including students, are excited about & meaningfully contribute to V2020 Priority Actions

A vision depicts the ideal future that someone is hoping for. Thus, a vision is a dreamed aspiration that someone intends to lead or contribute to, and it does not necessarily need to currently seem realistic. As such, tell us how you see McGill campuses in an ideal world once your project is completed successfully. The vision does not need to be completed within the timeline of the SPF funding.

Project Goal Establish 5 multi-stakeholder Action Teams, corresponding with the Vision 2020 categories, to link motivated individuals with meaningful avenues for action to advance the Priority Actions identified in the 2017-2020 Action Plan.

A goal is the overarching desired tangible realization (and thus change) to be achieved within the project's lifespan. The goal contributes to the project's vision in a palpable and realistic manner. The project's goal may last longer than the SPF funding lifespan. In line with the SPF mandate, when achieved, your project's goal should result in a culture shift (e.g. change in ideas, habits, behavior).

1. What is the specific sustainability-related issue/challenge that you see on McGill campus(es) that you want to address?
(530 char. max. ~80 words)

The 2014-2016 V2020 Action Plan targeted administrative units & did not provide clear ways for individuals (esp. students) to contribute. This limited impact in building a culture of sustainability.

2. What is your project idea and how will it help address the above issue/challenge? (2000 char. max. ~300 words)

Without SPF funding, the design and implementation of the 2017-2020 Action Plan will be led by five EXPERT GROUPS (convened and funded by McGill Office of Sustainability). Comprised of targeted McGill staff experts & senior administrators, these groups – one per Vision 2020 category – will, in consultation with the new SENIOR ADVISORY COUNCIL ON SUSTAINABILITY, identify 1-2 impactful, doable, measurable priority actions per category. Each of the selected actions will be under the responsibility of a lead central unit. Student participation in this process will be limited and the resulting plan will be effective in advancing particular dossiers, but not a tool for building widespread engagement. MOOS has determined this to be the most strategic option under current funding constraints.

With SPF funding, the EXPERT GROUPS and SENIOR ADVISORY COUNCIL will be complemented by 5 ACTION TEAMS (1 per category) to catalyze the Priority Actions, which will be open to the McGill community and comprised of students, faculty, & staff. This process will bring together all interested parties around the Priority Actions, which will be developed iteratively by the EXPERT GROUPS, SENIOR ADVISORY COUNCIL, and ACTION TEAMS. These ACTION TEAMS will engage the community on the actions, which will be crafted so they can be broadly implemented in a variety of scales and contexts (from a student society to a department to an operational unit), and will give individuals meaningful ways to contribute (e.g. ASR, internships, local pilot projects, awareness & behaviour change campaigns, etc). These ACTION TEAMS will significantly close the gap between the institutional and grassroots approaches to sustainability, ensuring that as Vision 2020 becomes embedded in McGill's organizational culture, it also remains accessible to the McGill community.

3. What impacts do you want your project to have on McGill structures, processes and/or systems? Also specify how this should positively transform peoples' behaviors/perspectives/habits on McGill campus(es). (935 char. max. ~135 words)

Five self-sustaining multi-stakeholder Action Teams (~10-15 individuals per team) will channel energy to support the Priority Actions. They will make these actions visible and tangible for McGill community members and provide ways for interested individuals to contribute. Each Action Team will meet at least twice during the project period, with a structure in place for continued activity after the end of the project period. A communications campaign will ensure that people know they can join the teams. The activities of the Action Teams will raise the profile of the Priority Actions, empower people to contribute to McGill's sustainability priorities, and contribute to a widespread culture of sustainability at McGill.

SPF Application Form

Section B - Project Overview

4. What arrangements will make these impacts continue after the SPF funds have been spent? (530 char. max. ~80 words)

Initially the Action Teams will be stewarded by an Action Team intern, working with a Vision 2020 coordinator (funded partially by MOOS), but they will be facilitated in a way that builds ownership & capacity to self-sustain after the project period is completed. This will be done using lessons about leadership transition from successful past SPF projects (e.g. identifying & mentoring potential leaders early in the project). MOOS staff will also be able to provide a baseline level of ongoing support to the Action Teams.

- ABOUT SUSTAINABILITY -

5. How do you intend to address social, environmental, and/or economic dimensions of sustainability in your project's objectives? (1350 char. max. ~200 words)

The Vision 2020 Sustainability Strategy encompasses all three of these dimensions through the breadth of the vision, goals, and categories. The Priority Actions identified for 2017-2020 will be chosen to "close the gap" between the goals in each category and the progress made so far (through the 2014-2016 Priority Actions) and will also cover this full range. Without SPF funding, MOOS will work with lead administrative partners to advance the Priority Actions via McGill's decision-making structures. However, we believe that--funding permitting--a more participatory process for selecting and implementing the Priority Action will strengthen the culture of sustainability at McGill, honoring the important legacy of grassroots action in McGill's sustainability movement and the broad engagement that characterized the original V2020 process. The creation of Action Teams to complement the Expert Groups and Advisory Council will ensure that the Priority Actions chosen reflect the will of the McGill community, are written in a way that is approachable and scalable, and are implemented in way that helps individuals and units make meaningful contributions. By making the Priority Actions more broadly impactful, this project will also improve McGill's sustainability performance and our AASHE STARS score.

6. In addition to having sustainability-related objectives (Q5), how will you ensure that your project is also planned and managed sustainably (e.g. material local sourcing; accessibility - see the [SPF Sustainability Brief](#))? (530 char. max. ~80 words)

The Office of Sustainability is committed to equity in hiring, and will use best practices when choosing the Action Team intern & Vision 2020 Coordinator. We are also experienced with engagement processes, and have learned some lessons about how to make our work broadly accessible (e.g. timing & location of workshops, types of media used for communication). Finally, we have expertise in organizing green events and will use these practices when convening the Action Teams and expert groups.

Beside appear the five categories in which the McGill students, faculty, and staff think the University can make a positive difference within society. The [McGill Sustainability Strategy, Vision 2020](#), describes a specific vision and goals for each of these categories, as they were defined by the McGill direct stakeholders through a comprehensive consultation process.

7a. In the figure, check all the categories under which your project falls (you can select only one if no others apply to your project).

7b. Among the categories that you checked, select the one that you think is most relevant to your project:

Dominant Category: Governance & Administration

7c. How does your project concretely contribute to advancing the vision and goals described under the [Vision 2020](#) category that is most relevant to your project? (800 char. max. ~115 words)

Action Teams will help embed sustainability in McGill's decision-making and day-to-day activities--not just at the highest administrative levels, but throughout the organization. This category is really about "walking the talk" of sustainability at McGill, and although senior leaders have some impact over this, many of the most important decisions (hiring, performance evaluation, budget allocation, purchasing, etc) are made at more local levels. Action Teams can take sustainability, and specifically, the Priority Actions, out to the places where these decisions are made. They will help ensure that "the way we function as an institution and a community matches the values we hold, and supports the commitment McGill has made to sustainability".

Vision 2020 Categories

- Finance & Investment
- Diversity & Equity
- Transparency
- Inclusiveness
- Accessibility
- Experimentation
- Accountability
- Leadership
- Human Resources

- Materials
- Energy
- Food
- Water
- Transportation
- Land
- Living Lab



- Exploring Sustainability
- Collaborative
- Community-Engaged
- Social-Ecological Footprint
- Interdisciplinary
- Applied Student Research

- Citizenship
- Leadership
- Lifelong Learning
- Experiential Learning
- Sustainability Knowledge & Skills

- Wellness & Health
- Community Engagement
- Sense of Belonging
- Accessibility
- Community Spaces
- Knowledge Sharing

SPF Application Form

Section B - Project Overview

8. How does your project relate to any current/past initiative(s) on McGill campus(es) (e.g. other SPF projects)? If applicable, also indicate: 1) how your project complements the initiative(s), and 2) how you will partner with them in implementing your project (e.g. working together on some activities, sharing material/resources/costs). (2000 char. max. ~300 words)

This project builds on the work of Vision 2020 (SP0057) and Vision 2020 #2 (SP0104). These projects made possible the development of the Vision 2020 Sustainability Strategy, and set up initial structures for implementation of the Priority Actions. It is worth noting that without SPF funding for these projects, the broad and deep community engagement that characterized Vision 2020 would have been impossible, because MOOS simply does not have the capacity to support this level of project coordination.

It will also build on the work of the Student Engagement Facilitator (Lily Schwarzbaum), employed by MOOS from summer 2014 - summer 2015, who captured and documented many lessons about how to effectively work with and empower student sustainability initiatives at McGill, and whose work was motivated by this same mission of "closing the gap" between the institutional and grassroots elements of McGill's sustainability movement.

As the exact nature of the 2017-2020 Priority Actions emerges, many other potential partnerships will become clear. They will likely include ASR projects (eg. McGill Spaces Project, McGill Food Systems Project), departmental and faculty-based student initiatives and collaboration with professors to integrate research related to the Priority Actions into their coursework and research projects.

9. List the other stakeholders on/off of McGill campus(es) that you will partner with for your project. (530 char. max. ~80 words)

Note: Under Stage 2 of the SPF application process, in the Detailed Project Plan, you will be asked to select your key stakeholders and specify how they will participate in your project. You will also be able to submit any documents that you want in appendices to demonstrate your communications and agreements with the key partners of your project (e.g. support letters, emails).

Stakeholders will include the 3 students' societies, faculty and departmental student associations, student-groups with relevant scale and mission (eg. SEAM), and any faculties/departments (eg. Education, Libraries) or unit (eg. Human Resources) who are keen to apply and integrate the Priority Actions within their domains. See attached support letters from SSMU, MCSS, and Professor Bruce Lennox (Dean of Science & former chair of Vision 2020 Steering Committee).

10. What key recommendations and/or lessons learned from current or past initiative(s) do you plan to build your project upon? (800 char. max. ~115 words)

During Vision 2020 #2 a great deal of best practices research was done about the implementation of sustainability plans. At that time MOOS experimented with the formation of category-based "hubs" as part of the implementation plan; however, the hubs were not aligned directly with Priority Actions, and the Priority Actions were not written in a way that made them easily scalable or adaptable to local contexts. As a consequence the hubs struggled with identity questions and did not take root. Without them, though, implementation of the 2014-2016 Priority Actions has proceeded primarily at the senior administrative level. Based on MOOS' own impressions and feedback we have received, this has been somewhat alienating to members of the community, especially students.

- ABOUT SPF FUNDING -

11. Why do you think that your project should be funded by the SPF rather than by, or in addition to, another source of funding (i.e. what aspects of your project make it specifically relate to the SPF mandate)? (530 char. max. ~80 words)

We have chosen to apply to the SPF to fund this project because of the close match with the SPF mandate--Action Teams will advance the culture of sustainability at McGill and strengthen collaboration between students and administration. MOOS will support the creation of the 2017-2020 Priority Action plan to the best of our ability within our available budget and capacity, but SPF funding is essential for the creation and support of the Action Teams.

12. What other sources of funding have you approached for your project? If applicable, also provide the relevant details on these sources (e.g. responses given, amounts already committed, what these amounts will pay). (530 char. max. ~80 words)

MOOS can support a partial salary of a coordinator for one year (\$20,500) and some event & project expenses (\$3,500). The focus for these funds will be stewarding the Expert Groups, research, & writing. This SPF project would add an intern (\$6,000), increase the hours of the coordinator (by \$17,000) and increase the event budget (by \$1,000) to create and support Action Teams. MOOS is also currently working with University Advancement to set up a web page where potential donors could contribute to this and other projects.

Thank you! After you save it to your files, you can now upload this form and Section A - Cover Page on the SPF website to complete this first stage of the application process. The SPF staff will contact your team within two weeks to provide feedback and accompany you towards next stage - Project Plan. Congratulations for applying to the SPF!



SPF Application Form

Section C - Project Plan

Answer the following questions and save this form to your files for future reference before uploading it on the SPF website.

Project Title Closing the Gap: Vision 2020 Action Teams

Student Project Lead Francois Miller **Phone** +1 (514) 398-4675 **Email** francois.miller@mcgill.ca

First & Last Name _____ **(daytime)** _____

Before you fill out this Project Plan, make sure you have consulted all related application documents online, including the [SPF Evaluation Criteria](#) and the [Project Plan Flowchart](#). Also make sure to consult the [SPF Glossary](#), as it clearly defines each term underlined in this form, as well as the [Sample Project Plan](#), which gives some concrete examples for each term. Last, also do not forget to refer back to your 'Section B - Project Overview' to make sure that all the details you specify here align with it. For more support, consult the SPF website and the SPF staff.

Project Vision McGill community members, including students, are excited about & meaningfully contribute to V2020 Priority Actions

As indicated in your Section B - Project Overview.

Project Goal Establish 5 multi-stakeholder Action Teams, corresponding with the Vision 2020 categories, to link motivated individuals with meaningful avenues for action to advance the Priority Actions identified in the 2017-2020 Action Plan.

As indicated in your Section B - Project Overview.

1. List 1 to 3 main impacts you expect/wish to have with your project - these must relating to the above Vision and Goal:

As per question #3 of your Project Overview. If you think of more than 3 impacts, only indicate the ones you think are the most relevant to sustainability at McGill.

Expected/Desired Impact (200 char. max. ~30 words)	
A	5 Action Teams, each comprised of 10+ students, faculty, & staff are meeting regularly & working collaboratively with relevant groups to advance the Priority Actions.
B	Individuals at McGill are aware of, informed about, and feel empowered to contribute to the Priority Actions via the Action Teams.
C	McGill is implementing an ambitious, impactful sustainability Action Plan for 2017-2020 with broad community participation.

2. List 4 to 7 of your objectives to reach the above impacts with your project. Try to make your objectives as S.M.A.R.T. as possible. For each objective, indicate one key Success Indicator. (see [SPF Glossary](#), [Sample Project Plan](#), and [Sample](#)

Of your 4-7 objectives, you should have a minimum of one "monitoring" objective, one "outreach" objective, and two "other" objectives. A monitoring objective ensures or verifies the progress and effectiveness of your project, thus allowing you to learn from it. An outreach objective ensures that your project is adequately communicated to the McGill community to increase stakeholders' awareness of and/or participation in your initiative. These two types of objectives might lead to project monitoring and outreach activities (next question). The nature of the 2-5 other objectives is for you to decide and tailor to your project. If you have more than 7 objectives, only indicate the ones that relate best to the above impacts and thus to sustainability at McGill. For each objective, specify the key success indicator(s) that you think should be used to assess the objective's degree of achievement/completion. Your indicators can be qualitative or quantitative (e.g. number of participants, participant testimonials, website analytics, quantity of energy saved, etc.). See the document [Sample Indicators](#) for inspiration.

#	Type of Objective	S.M.A.R.T. Objectives (125 char. max. ~20 words)	Related Impact(s) (A, B, C)	Related Key Success Indicator(s) - also indicate targeted numbers for each (85 char. max. ~15 words) (ignore the circles for now)	
1	Monitoring	Action Teams will be self-sustaining (Dec 2016)	A, C	5 Action Team leaders committed & leadership transition plans in place	<input type="radio"/>
2	Outreach	Existence & accessibility of Action Teams will be communicated to students, faculty & staff (May & Nov 2016)	B	3 media articles, 2 blog posts, #10+ social media & web mentions	<input type="radio"/>
3	Other	At least 2 well-attended meetings of each Action Team will be facilitated by the Action Team Intern (May & Nov 2016)	A, C	10 Action Team meetings held, 15+ participants each	<input checked="" type="radio"/>
4	Other	At least 2 groups will be working with the Action Teams to advance the Priority Action(s) in their contexts. (Dec 2016)	A, C	# groups working w/ Action Teams to advance Priority Actions	<input type="radio"/>
5	Other	Action Plan is finalized (Dec 2016)	C	Action Plan completed and approved by P7	<input type="radio"/>
6					<input type="radio"/>
7					<input type="radio"/>

SPF Application Form

Section C - Project Plan

3. List the 4 to 7 most important activities that you need to conduct to reach the objectives you listed before. Try to make these as S.M.A.R.T. as possible. Also indicate at least one output and a key success indicator per activity. (Sample Project Plan)

Your main activities should relate to the objectives you listed. As such, if you consider this crucial to your project, you may end up having an activity that relates to your monitoring objective(s) (e.g. developing a survey, any other activity that will help you and other stakeholders learn through your project) or to your outreach objective(s) (e.g. producing and promoting a video about the project). For each activity, indicate the output(s) that will be created as a result, such as a deliverable (e.g. video, report), training, website, network, design plan, or any other output adding value to the project and helping reach objectives/impacts.

S.M.A.R.T. Main Activities (125 char. max. ~20 words)	Related Objective #(s)	Resulting Output(s)	Related Key Success Indicator(s) - also indicate targeted numbers for each (85 char. max. ~15 words) (ignore the circles for now)	
Hire V2020 Coordinator & Action Team Intern (Apr 2016)	1,2,3,4,5	staff hired	1 coordinator & 1 intern hired w/in 2 months after funding awarded	<input type="radio"/>
Publicize Action Teams via communications tools & platforms (April/May & Oct/Nov 2016)	2	articles, blogs, social media	2 articles in student media, 1 in McGill Reporter, 2 Sandbox articles, +10Twitter/FB	<input checked="" type="radio"/>
Convene two Action Teams meetings (May & Nov 2016)	3	meetings held & attended	10 meetings held, at least 15 participants each	<input type="radio"/>
Identify leaders for each Action Team (Summer 2016)	1,5	leaders identified	5 leaders identified & committed	<input checked="" type="radio"/>
Identify groups to advance Priority Actions (Summer & Fall 2016)	4,5	groups identified	2+ groups identified to advance Priority Actions	<input type="radio"/>
Support groups as they develop & implement plans to advance Priority Actions (Fall 2016)	4,5	action taken by groups	2+ groups do things to advance Priority Actions (hold events, conduct studies, etc)	<input type="radio"/>
Complete & share SPF deliverables inc progress report, video and final report (Fall 2016)	1,2,3,4,5	reports, video	1 progress report, 1 final report, 1 video	<input type="radio"/>

Provide any additional qualitative details that you would like to share with the SPF about your activities.(800 char.max.~115 w.)

These activities are closely related to the activities of the Senior Advisory Council and the Expert Groups. See appendix for a flow chart of how the work of these groups interacts.

4. Now, about the circles....: Select a total of 3 success indicators that you wish to track more seriously and report on during your project out of all those you indicated for your objectives and activities. These 3 indicators should be the most relevant to your goal and to creating a culture of sustainability at McGill and they should be relatively easy to monitor.

When selecting your indicators, make sure that you will have/plan the time and resources you will need to allocate to monitor them throughout the course of your project. Before you start your project, the SPF may ask you to change a chosen indicator for another that seems more pertinent to the SPF or to the University sustainability reporting. Note that, in addition to these three indicators, you will be asked to track four other generic ones that will be specified in the Award Letter.

You will be required to indicate progress towards your final 7 indicators in your progress and final reports to the SPF. Because the SPF values the experiences and learning that occurs during your project (not only results), these reports will also gather related information through open-ended questions.

We have selected the 3 Success Indicators that we wish to monitor during the project:

5. For all projects, there exist various risks, i.e. factors or preconditions whose probable presence or absence could negatively influence the successful achievement of the project's objectives. Please indicate 2 to 4 main risks for your project and the mitigation measures you intend to use/implement to reduce their likelihood. (advise if you have more to list)

It is particularly important that you list all risks to health and safety of the project's team members, direct and indirect stakeholders, and/or the environment.

Main Risks (65 charac. max. ~9 words)	Preventative Measures (65 char. max. ~9 words)
Inability to sustain Action Teams over long term	Identify leaders early, provide baseline ongoing MOOS support
Frustration about ability to influence Priority Action selection	Involve Action Teams in drafting/vetting Priority Actions
Narrow participation in Action Teams	Write Priority Actions to be cross-cutting & inclusive
Confusion by participants about mandate of Action Teams	Design & plan meetings that give them tangible meaningful tasks

We have more risks to list:

SPF Application Form

Section C - Project Plan

6. List the 3 to 10 stakeholders on/off McGill campus(es) that will be involved with and/or impacted by your project, and indicate their respective role in your project.

Stakeholder's Name(s)	Affiliation	Role in the project	Confirmed support/participation
Jerome Conraud	Utilities & Energy Mgmt	advisory (based on prior V2020 & SPF experien)	Yes
Kristen Perry	SSMU EnviroComm	advisory (based on prior MOOS & SSMU experi)	Yes
Lauren Penney	TISED	advisory (based on prior V2020 & faculty expe)	Yes
SSMU	students' society	participate in & publicize Action Teams	Yes
MCSS	students society	participate in & publicize Action Teams	No
PGSS	students society	participate in & publicize Action Teams	No
Current Vision 2020 partners	varied (some already confirmed)	participate in Action Teams & Expert Groups	No

- PRELIMINARY TIMELINE ASSUMING THAT PROJECT STARTS IN 3 MONTHS -

Note: If your project is approved, you will be asked by the SPF staff to fill out a more detailed timeline before any funding can be allocated.

Key Tasks and/or sub-tasks	Related Output(s)	Responsible Team Member(s) <i>(Section A-Cover Page - members' initials)</i>	Start Date	End Date
Hire Action Team Intern & V2020 Coordinator	2 staff hired	Francois Miller	Feb 1, 2016	Apr 1, 2016
Communications push--Action Team Mtg #1	event promotion	Julia Solomon	Apr 1, 2016	May 31, 2016
Mtg 1 of all Action Teams	5 meetings held	Francois Miller	May 1, 2016	May 31, 2016
Identify potential leaders for Action Teams	5 leaders identifie	Francois Miller	Jun 1, 2016	Sep 1, 2016
Communications push--Action Team Mtg #2	event promotion	Julia Solomon	Oct 1, 2016	Nov 30, 2016
Mtg 2 of all Action Teams	5 meetings held	Francois Miller	Nov 1, 2016	Nov 30, 2016
Finalize V2020 2017-2020 Action Plan	action plan	Francois Miller	Dec 1, 2016	Dec 31, 2016
Comms push--Action Plan launch & reflection	celebration/learni	Julia Solomon	Jan 1, 2017	Jan 31, 2017
Prepare SPF deliverables	video, reports	Francois Miller	Nov 1, 2016	Jan 31, 2017

Provide any additional details that you would like to share with the SPF about your timeline. (530 charac. max. ~80 words)

The tasks provided in this timeline are closely related to the activities of the Senior Advisory Council and the Expert Groups. While there is some flexibility related to the start date of the project, the value will be greater if the Action Teams can be convened as early as possible in the process of selecting Priority Actions.

- ADDITIONAL INFORMATION -

Qualifications: Where relevant, the profiles/CVs of the people to be directly involved in the project are attached:

List of appendices, if any (max. 7 pages of appendices, excluding profiles/CVs):

If a McGill department/unit is to contribute financially to your project, make sure to include a support letter from its Financial/Budget Officer confirming contribution. Note that the SPF Working Group will evaluate your project based on your main application forms (i.e. Sections A, B, and C), not on appendices.

Appendix #	Title/Topic of Appendix	Total Qty of Pages
1	V2020 Action Plan Infographic	1
2	Budget Detail	1
3	SSMU support letter	2
4	Dean of Science support letter	1
5		
6		
7		



SPF Application Form
Section C - Project Plan
- BUDGET -

When completing this form, please refer to the [SPF Guide to Budgeting](#) for additional information and explanations. If you would like to submit a more elaborated Financial Model/Business Case in addition to this SPF project budget (for instance, because of the nature of your project; e.g. you plan to generate some revenues through selling some items, revenues that will then allow your project to become financially self-viable), please develop it separately and join it as an appendix to this application. If you need guidance on how to elaborate a Financial Model/Business Case, see [suggested resources on the SPF website](#).

REVENUES

Please indicate any funding you will receive or anticipate receiving to complete your project, including funds from McGill Departments and Units. Reminder: For McGill department/unit's financial contributions, make sure to include a letter from its Financial/Budget Officer confirming contribution in appendix. Note that this contribution will also need to be confirmed at the end of the project.

(A) Funding Source(s)	(B) Amount (\$)	(C) Status
1. Sustainability Projects Fund (SPF)	\$24,000.00	Unconfirmed
2. McGill Office of Sustainability	\$24,000.00	Confirmed
3.		
4.		
REVENUES GRAND TOTAL - add all (B)	\$48,000.00	

EXPENSES

1. Salaries & Wages

If applicable, indicate the job position(s) under your project and the associated costs. See the [SPF Guide to Budgeting](#) for further instructions.

(A) Year	(B) Position Title	(C) ~# of Hours per Week	(D) ~# of Weeks	(E) Hourly Wage* (\$)	(F) Subtotal (\$) (C x D x E)	(G) 20% Benefits	(H) Total Cost (\$) (F x G)	(I) Funding Source(s)**
16	Vision 2020 Coordinator	27	50	\$23.00	\$31,250.00	1.2	\$37,500.00	SPF/MOOS
16	Vision 2020 Intern	8	50	\$12.36	\$5,000.00	1.2	\$6,000.00	SPF
						1.2		
						1.2		
Expenses Subtotal 1 - add all (H)							\$43,500.00	

2. Other Expenses

Indicate all of the expenses associated with your project; think back to all of your project's activities and all of the items that you need to complete them. It may be beneficial to group by category (not required); if you do so, please use the following categories: Materials-Supplies, Equipment, Printing, Events, Transportation, One-time Profess. Fees, and Miscellaneous.

(A) Year	(B) Item Description (inputs)	(C) # of Units	(D) Unit Cost (\$)	(E) Total Cost (\$) (C x D)	(F) Funding Sources**	(A) Year	(B) Item Description (inputs)	(C) # of Units	(D) Unit Cost (\$)	(E) Total Cost (\$) (C x D)	(F) Funding Sources**
16	Events	10	\$250.00	\$2,500.00	SPF/MOOS						
16	Printing	10	\$50.00	\$500.00	MOOS						
16	Materials-Supplies	10	\$50.00	\$500.00	MOOS						
16	Miscellaneous			\$1,000.00	MOOS						
Expenses Subtotal 2 - add all (E)				\$4,500.00		Expenses Subtotal 3 - add all (E)					

EXPENSES GRAND TOTAL (Subtotals 1 + 2 + 3) \$48,000.00

* If position hosted and managed under a McGill Department or Unit, consult with their HR staff or supervisors for the applicable salary rates. If position not hosted and managed under a McGill Department or Unit, see the [SPF Guide to Budgeting](#) for the Hourly Wages applicable to hiring under the SPF.
 ** To indicate the one or many Funding Source(s) that will pay for the expenses, use their respective number as you listed under Revenues (SPF or other).

Thank you! After you save it to your files, you can now upload this form and any appendices on the [SPF website](#) to complete the application process. The SPF staff will contact your team within two weeks to provide feedback. Congratulations for applying to the SPF!

PROCESS FOR VISION 2020 ACTION PLAN DEVELOPMENT (Conditional to SPF funding) – November 24, 2015

ADVISORY COUNCIL (Composed of external partners, senior administrators, senior academics, students—for more detail on this council see Action 14 of the 2014-2016 Priority Action Plan.)

Meeting #1 : March 2016

Objective:

- Have a **common understanding** of the goal of the Council
- Have a **broad overview** of the V2020 content (including the progress made so far)
- Identify the **V2020 goals that need to be addressed** in priority in the 2017-2020 action plan.

Content / Information provided:

- McGill sustainability Strategy
- V2020 Progress Report
- Analysis of V2020 goals vs current actions.

Outcome: List of priority goals

Meeting #2 : Sept 2016

Objective:

- Propose actions to **address the priority goals** of the V2020 strategy and to **position McGill** as a leading institution in sustainability.

Content / Information provided:

- Filtered actions coming from 'the original 51' + Inspiring ideas from other universities, for which the pertinence & feasibility have been assessed by experts and the potential to mobilize has been assessed by Action teams.
- Analysis of Vision2020 goals vs proposed actions.

Outcome: List of strategic priority actions

Meeting #3 : December 2016

Objective:

- **Finalize the 2017-2020 action plan.**
- Identify ways to **measure the impacts** of new action plan.

Content / Information provided:

- Final list of actions + mobilizing tools for each one.
- Sustainability KPIs.

Outcome: A final action plan to propose to P7.

Report to P7

EXPERT GROUPS (5) – one per V2020 category (Composed mid- & senior-level McGill staff with expertise and authority in portfolios relevant to the actions.)

Meeting #1 : April 2016

Objective:

- **Evaluate the pertinence and feasibility** of the long list of actions that came out of the V2020 consultation.
- Propose **new actions** that might not have been suggested during the V2020 consultation.

Content / Information provided:

- List of actions called 'the original 51'
- Inspiring ideas from other universities
- Rating system to evaluate pertinence and feasibility

Outcome: List of actions that are pertinent and feasible

Meeting #2 : Oct 2016

Objective:

- Assess the **financial impact** (if it applies) of the proposed actions, and the **units that could be involved**.

Content / Information provided:

- Short list of actions proposed by the Advisory Council

Outcome: Assessment of priority action.

ACTION TEAMS (5) – one per V2020 category (Composed of students, faculty, & staff—open to all interested parties. Membership may overlap with Expert Groups and/or Advisory Council)

Meeting #1 : May 2016

Objective:

- Identify the actions with the **greatest potential to mobilize** the McGill community in the next action plan.

Content / Information provided:

- List of actions called 'the original 51'
- Inspiring ideas from other universities (complemented by the expert groups)
- Rating system to evaluate potential to mobilize

Outcome: List of actions that have a potential to mobilize

Meeting #2 : Nov 2016

Objective:

- Identify **tools to mobilize** the community on the selected actions.

Content / Information provided:

- Examples of mobilizing tools from McGill and other institutions.

Outcome: List of mobilizing tools that will be implemented.

Meeting #3 : 2017...

Objective:

Implementation of priority actions...

Without SPF Funding

With SPF Funding

SPF Application

“Closing the Gap: Vision 2020 Action Teams”

Budget detail

Item	Source of funding		TOTAL
	MOOS	SPF	
Vision 2020 Coordinator	20,500\$	17,000\$	37,500\$
Action Team Intern	0\$	6,000\$	6,000\$
Events	1,500\$	1,000\$	2,500\$
Printing	500\$	0\$	500\$
Material and Supplies	500\$	0\$	500\$
Miscellaneous	1,000\$	0\$	1,000\$
TOTAL	24,000\$	24,000\$	48,000\$

Dear SPF Working Group,

November 18, 2015

Historically, much of the inspiration and energy propelling sustainability initiatives forward at McGill have originated from students. Indeed, students have driven initiatives such as the institution of the McGill Office of Sustainability itself, the creation of the Sustainable Projects Fund, and the operation of over 50 sustainability groups on campus. In efforts to harness this energy, MOOS reached out to engage students, and many other stakeholders, from the start of the Vision 2020 (V2020) community consultations. This ultimately led to the development of a collective vision for a sustainable university, and the identification of several actions necessary to bring us closer to this vision.

The majority of V2020 goals identified as priorities for the 2014-2016 period have assigned institutional partners, with only a few student groups listed. The current sustainability strategy has no formal mechanisms for students and community members at large to get involved in advancing the strategy's specific priorities. This has likely contributed to a contraction of student participation during the first implementation phase of V2020, relative to the extensive student involvement in the visioning process.

The SSMU sees both great need and great opportunity for greater inclusion of all community members, and particularly students, in the execution of the next iteration of McGill's sustainability strategy. The SSMU Executive Committee fully supports the efforts of MOOS to more effectively connect students to ongoing institutional sustainability efforts. We believe that the 5 multi-stakeholder action teams proposed by MOOS will facilitate this.

Through the action team framework, students will have the ability to meaningfully engage with the V2020 category of most interest to them. These action teams also present a significant opportunity for skill-building, knowledge-sharing and networking amongst various stakeholders across the university. This improved connectivity will very likely promote project collaboration that will serve to accelerate the process of positive change-making at McGill, producing higher quality outcomes at a more rapid pace than is currently possible.

The new 2017-2020 sustainability strategy has the potential to build on the many wonderful sustainability initiatives that are already underway at McGill. By approving funding for the implementation of a community engagement component for this, the Sustainability Projects Fund will be supporting a sustainability strategy that is not only backed by institutional support, but also deeply rooted in the community. Thus, we strongly encourage the SPF working group to approve funding for this application. Finally, the SSMU Executive Committee reiterates our support for the commendable and ongoing efforts of MOOS to further engage students and community members in developing a stronger culture of sustainability McGill.

Sincerely,

The SSMU Executive Committee





McGill

Faculty of Science Faculté des sciences

November 27, 2015

SPF Project Review Committee

McGill University

Dear Committee Members:

I am writing to strongly support the SPF project application "Closing the Gap: Vision 2020 Action Teams" submitted by Francois Miller on behalf of the McGill Office of Sustainability (MOOS) team. I feel that I am qualified to comment on this proposal as I am very aware of (i) the structure of MOOS, its staffing, and its capabilities through my work as Chair of the Vision 2020 Steering Committee for 2 yrs or so, and (ii) the content of Vision 2020.

The submitted proposal is central to MOOS planning of implementing Vision 2020. The proposal specifically seeks funding for an intern and partial funding for a Vision 2020 coordinator. This personnel will direct a set of Action Teams linked to the development and subsequent stewardship of the next round of Vision 2020 Priority Actions. I note that the applicants have clearly delineated the need for two parallel processes to achieve their goals - one solely involves MOOS staff while the other requires the requested partnership. This is very well thought out and is consistent with the analytical skills that the MOOS team brings to policy development and its implementation.

Since its beginnings, MOOS has involved very important partnerships with individual students, student societies, academic and administrative departments, and academic units. The resulting level of inclusion without hierarchy has produced wonderful synergies that are a model for the entire university to follow. The MOOS staff is clearly aware of the importance of involving all sectors of McGill in tackling the Vision 2020 priority actions. I am thus very confident that their attention to this via the proposed staffing will indeed bridge the gap between the institutional and grassroots approaches to sustainability at McGill.

In sum, let me reiterate that I strongly support this application and highly recommend it for funding. SPF funding will help move Vision 2020 to its next stage, and in doing so will ensure that sustainability is thoroughly embedded in the fabric of McGill University.

R.B. Lennox
Dean of Science
Tomlinson Professor of Chemistry