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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   Zero-Waste Action Plan Implementation

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

We'd like to transform McGill's waste system into an engaging, strategically designed & zero-waste campus by hiring a Zero-Waste Coordinator to implement the 2018-2025 Waste Reduction & Diversion Action Plan.

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

◉ **Macdonald**   ◉ **Downtown**   ○ **Gault Reserve**   ○ **Bellairs Research Institute**   ○ **Other (Specify):** _____

Approximate Budget Requested to the SPF ($):	61,682	**Approximate Total Project Budget** (*incl. other sources of funding if applicable*) **($):** 66,862

List 1 to 3 main item(s)/expense(s) for your project that SPF money will be used for (*incl. approx.% of total budget*)**:**

Coordinator Salary, Campaign Materials

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:

PROJECT TEAM MEMBERS (*read details about* SPF Evaluation Criteria #5 *for more information*)

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. Project Team Member

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

2. Additional Project Team Member

		Affiliation (*select one*)	Administrative Staff (ST)
First Name & Last Name	George Lazaris	**Specify if Other**	
Phone (*daytime; only put #s*)	+1 (514) 398-6205	**Faculty/Unit/Organization**	Buildings & Grounds
Email	george.lazaris@mcgill.ca	**Campus** (*select one*)	Downtown

3. Additional Project Team Member

		Affiliation (*select one*)	Administrative Staff (ST)
First Name & Last Name	Amelia Brinkerhoff	**Specify if Other**	
Phone (*daytime; only put #s*)	+1 (514) 398-7023	**Faculty/Unit/Organization**	Office of Sustainability
Email	amelia.brinkerhoff@mcgill.ca	**Campus** (*select one*)	Downtown

4. Additional Project Team Member

		Affiliation (*select one*)	Administrative Staff (ST)
First Name & Last Name	Denis Mondou	**Specify if Other**	
Phone (*daytime; only put #s*)	+1 (514) 398-8192	**Faculty/Unit/Organization**	Energy Management
Email	denis.mondou@mcgill.ca	**Campus** (*select one*)	Downtown

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SPF Application Form
Section A - Cover Page

PROJECT TEAM MEMBERS (CONT'D)

5. Additional Project Team Member

First Name & Last Name   Amanda Starnino

Phone (daytime; only put #s)

Email   amanda.starnino@mail.mcgill.ca

Affiliation (select one)   Post-graduate (PG)

Specify if Other

Faculty/Unit/Organization   Office of Sustainability intern

Campus (select one)   Downtown

6. Additional Project Team Member

First Name & Last Name   Philippe St-Jean

Phone (daytime; only put #s)

Email   philippe.st-jean@mcgill.ca

Affiliation (select one)   Administrative Staff (ST)

Specify if Other

Faculty/Unit/Organization   Design Services

Campus (select one)   Downtown

7. Additional Project Team Member

First Name & Last Name

Phone (daytime; only put #s)

Email

Affiliation (select one)

Specify if Other

Faculty/Unit/Organization

Campus (select one)

8. Additional Project Team Member

First Name & Last Name

Phone (daytime; only put #s)

Email

Affiliation (select one)

Specify if Other

Faculty/Unit/Organization

Campus (select one)

To list more members, fill a 2nd Cover Page form and save it separately. You may then e-mail it to SPF Staff directly, also specifying your project title.

Has any member on your team been part of an SPF project in the past? ☒ **Y** ☐ **N** *If yes, list all the projects they have been part of in a one-page appendix, which you will be asked to submit later in the application process.*

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)*

If you plan to recruit volunteers to help implement your project, please indicate how many: 30

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 of 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 case 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 whose 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 aspect 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 confidence. Also note that, if your project is approved, all project team members will have to confirm in writing (through email or signing the document) that they agree to the SPF Terms & Conditions before officially starting the project.

Thank you! Save this form to your files for future reference and then fill Section B - 'Project Overview' of the SPF Application Form to complete the first stage of the SPF application process.

Date   11/22/17

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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   Zero-Waste Action Plan Implementation

Project Lead First & Last Name	Francois Miller	**Phone** *(daytime)*	+1 (514) 398-4675	**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, the SPF Project Flow Diagram, and the SPF Sustainability Brief. Read all questions first before starting answering them. Answer **exactly** what is being asked: go straight to the point and stay clear and succint. If need be, you will have a chance to include additional 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 (you will have to remove all formatting in Word before pasting here). Note that any skipped line will make you loose 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   To transform McGill's waste system into an engaging, strategically designed & zero-waste campus.

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   Increase waste management and coordination capacity by hiring a Zero-Waste Coordinator to begin the implementation of the 2018-2025 Waste Reduction & Diversion 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)

While progress has been made to improve McGill's waste system, it is a highly complex and decentralized system. The units running on-the-ground waste operations are separate from those designing campus waste standards. The units communicating campus wide initiatives are separate from the students working to induce behavior changes. There are many different approaches and actors needed to transform McGill into a zero-waste campus, and they need a connector to coordinate all of the different pieces.

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

The Waste Task-Force recently completed building the 2018-2025 Waste Reduction & Diversion Action Plan. This Plan lays out concrete steps, in the form of 25 priority actions, to strategically transform McGill into a zero-waste campus. Currently, responsibilities pertaining to McGill's Waste System are distributed across many different units and time-lines. A number of past projects - some of them student-led, some of them staff-led, and many of them SPF funded, have advanced specific parts of McGill's waste system. There is no lack of effort, energy, or understanding of the importance of this problem.

What we do need, is a point-person who can kick-start the 25 priority actions within the new Plan & work to institutionalize campus changes. This individual would also partner and work with students, create new & effective communication strategies, and collaborate to remove barriers in McGill's current system. Having a full-time coordinator would permit McGill to jump into this new Plan, and match McGill's current operations with our ideal future. With over 200 buildings to update, this individual would organize waste data to ensure compliance, and set a schedule for waste-station updates. This person would also be best equipped to plan out McGill's addition of campus-wide organic waste collection.

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)*

Diversion rate & Data: We'd like to see a significant improvement to McGill's waste diversion rate. Currently & according to limited data, it sits at roughly 15%. There are lots of opportunities to better organize and manage data, and to increase this percentage. Signage & Infrastructure: We'd like to see all waste-stations on campus become uniform - all of the bins and the signage. This will require a timeline & funding. Communications: From the signage above waste-stations, to general building posters, to website information, we hope to have a streamlined commications plan. People will be able to access information on waste, learn about on-going projects, and have more assurance about the McGill waste system. Engagement: We want to create formalized ways for students to engage with the waste system, and see coordinated activities on campus.

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SPF Application Form
Section B - Project Overview

4. What institutional and financial arrangements will make these impacts continue after SPF funding? *(530 char.max.~80 words)*

This position is meant to catalyze a set of changes on campus - both physical/infrastructural changes and organizational/behavioral changes. These changes will be embedded & institutionalized across the variety of units responsible for waste management. After the mandate, we hope to create a student internship to manage continued engagement on campus.

- 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)*

This project most directly impacts McGill's environmental footprint. Our low diversion rates mean low amounts of re-use, and high amounts sent to landfills - which are quickly filling up, and have negative environmental and community impacts. Socially speaking, our waste system impacts the quality of life on campus, by providing students, staff and faculty with clean and healthy spaces to work and study. Our low diversion rates indicate high contamination rates, which may mean a health hazard to those working on and off-campus in waste operations. In terms of improving the waste system, we'll strongly consider the social impacts of any proposed changes. Ex: possible health implications of certain project ideas, like expanding compost collection across campus. That "social impact of waste" will be a key message and integrated into the communications and engagement plan. This could mean a video series showing the path that McGill's waste takes - through the hands of many blue-collar workers & into neighborhoods with lower health outcomes.

Waste also poses a significant economic issue. If we can improve our diversion rate - by increasing recycling amounts (which we can be reimbursed for) and reducing landfill amounts, we will be saving significant amounts of money. We plan to to track these financials.

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

As the individual will be physically located and managed within the Office of Sustainability, they will have access to resources on sustainable purchasing, sustainable events, etc. The individuals managing this position will oversee this.

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.

Vision 2020 Categories

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: Operations

7c. How does your project <u>concretely</u> 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)*

This project specifically works on improving the way that McGill uses and disposes of materials. We predict a lot of positive environmental impacts - increased recycling rates, increased organic collection, and decreased contamination rates. Eventually, this will impact McGill's GHG Inventory. With increased opportunities for ASR projects, this project will also support the idea of the 'Campus Living Lab". Improved waste practices will have positive impacts on education at McGill, as well - in terms of potential learning opportunities through volunteering and demonstrated leadership.

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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 is the next step for improving McGill's waste system, as agreed upon by the multi-stakeholder Waste Task-Force. We have been closely in touch with leaders of past waste-related SPFs - LEEDing Change, LEEDing Operations and Maintenance & SHHS Waste Education. This project will directly build on the progress made by these projects, and indirectly build on the work of other past SPFs that have sought to tackle waste (Gorilla Composting, Teva).

This individual will take the lessons learned and the products of past projects, and work to scale them across campus. Two specific examples:
- The zero-waste teams from the LEED SPFs have created design standards for waste-stations across campus. They have run pilot projects with these standards, and are experimenting with them in a variety of different building types. The Zero-Waste Coordinator will work to expand the use of these standards across all of campus buildings.
- The SSHS Waste Education Program began full-scale composting in residence food locations at McGill. They did so by hiring teams of students to introduce campus to sustainable waste practices. The Zero-Waste Coordinator will use certain parts of their project - hiring/volunteer structure, etc. to expand composting (where feasible) on campus.

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 Project Plan, you will be asked to indicate your final key partners 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 these key partners (e.g. support letters, emails).

Buildings & Grounds, Design Services, Procurement Services, Energy Management, Student Housing & Hospitality Services, Athletics, Communications.

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)*

We've learned that a complex problem, like a waste system that serves over 40,000 individuals across more than 200 buildings, will need to be solved with many stakeholders involved. This individual will have access to working with a wide variety of different departments. We also know that it;'s helpful to have specific goals when dealing with waste. Because the 2018-2025 Waste Plan is already complete and has specific targets within it, this individual can follow a template that has already been agreed upon by stakeholders.

- 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 relevant to the SPF mandate? *(530 char. max. ~80 words)*

This project is built on continuous improvement from past initiatives, and seeks to catalyze a set of significant changes on campus. We hope that the year-long mandate will encourage the type of culture change that the SPF intends to fund, because the system will have support in the change process, but will still need to manage/maintain those changes after the position ends.

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)*

N/A

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!

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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 Zero-Waste Action Plan Implementation

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

> *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 To transform McGill's waste system into an engaging, strategically designed & zero-waste campus.

As indicated in your Section B - Project Overview.

Project Goal Increase waste management and coordination capacity by hiring a Zero-Waste Coordinator to begin the implementation of the 2018-2025 Waste Reduction & Diversion 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 relate 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	A significant improvement to McGill's waste diversion rate, and better comprehensive data on waste management at McGill. This rate currently sits at roughly 15%, according to limited data.
B	Improvements to McGill's waste infrastructure - a time-line for all waste-stations (bins & signage) on campus to become uniform.
C	Refined communications on waste management efforts - through a concerted effort to create website, video & physical materials to better inform and engage community members.

2. List 4 to 7 of your objectives to reach the above impacts with your project. 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 Indicators)*

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	Ensure that over 50% of 2018-2025 Waste Plan actions have begun implementation by December 2018.	A,B	% waste actions started implementation	⦿
2	Outreach	Build a communications plan to work with and across FMAS & the University by June 2018.	C	# of communications initiatives started	◯
3	Outreach	Engage with at least 50 students on applied student research projects, waste audit & education efforts.	A,C	# of students engaged	⦿
4	Other	By September 2018, create time-line and map to improve all waste-stations on campus.	A,B	# plans approved (map, timeline, funding)	◯
5	Other	By December 2018, achieve waste-station improvement in 5 campus buildings.	A,B	# buildings	◯
6	Other	By July 2018, begin a pilot project to improve staff waste practices in 5 campus buildings.	A,B	# buildings	◯
7					◯

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3. List the 4 to 7 most important <u>activities</u> that you need to conduct to reach the objectives you listed before. Make these as <u>S.M.A.R.T.</u> as possible. Also indicate at least one <u>output</u> and a key <u>success</u> <u>indicator</u> 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)*	
Schedule regular meetings with all units responsible for priority actions in 2018-2025 Waste Action Plan, beginning Feb 2018.	1,2,4,5	Plan awareness	# of regular meetings	◯
Create a data management system to organize relevant waste data, by May 2018.	1	Waste Plan targets	% of campus waste map data completed, accurate waste diversion %	◉
Update all website information pertaining to waste management at McGill, by May 2018.	2,3	Community awareness	# website sections updated	◯
Launch an official McGill-wide student waste team to achieve engagement goals, by April 2018.	3	students engaged	# students involved	◯
Work with Design Services, Building Managers, etc. to establish first 5 updated buildings (w/ waste-stations).	4,5	5 sites chosen	# sites chosen	◯
Work with relevant stakeholders (i.e. Building Managers) to roll out pilot project on staff waste practices.	6	5 sites chosen	# sites chosen	◯
				◯

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

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 <u>risks</u>, 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)*
Funding barriers - cost of new bins, organic collection cost	strategic phase-in timeline, close collaboration w/ FMAS units
Lack of quality waste data	enact stronger data management systems, contract management
Resistance to change from operational staff	strong network of Building Managers, FMAS leadership

If needed, list additional Main Risks in a separate appendix.

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6. List the 3 to 10 stakeholders/partners on/off McGill campus(es) that will be involved with and/or impacted by your project, and indicate their respective role in your project. *If your project team (as presented on Section A - Cover Page) does not include a student member or a faculty or administrative staff member, please make sure to have this group represented as part of your stakeholders/partners to better align with* SPF Evaluation Criterion #5.

Stakeholder's Name(s)	Affiliation	Role in the project	Confirmed support/ participation
George Lazaris	Buildings & Grounds	Waste Task Force Member, co-	Yes
Denis Mondou	Energy Management	Waste Task Force Co-Chair	Yes
Philippe St-Jean	Design Services	Waste Task Force Member	Yes
Amanda Starnino	MOOS	past Zero-Waste intern	Yes
Jerome Conraud	Energy Management	Waste Task Force Member	Yes
Oliver De Volpi	SHHS	Waste Task Force Member	Yes
Stephanie Leclerc	Procurement	Waste Task Force Member	Yes
Lara Fabiano	SHHS	Waste Task Force Member	Yes

- 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) and Time (initials + if paid, estimated # of hours to do task)	Start Date	End Date
Establish hiring committee & hiring process	job posted	FM	Jan 8, 2018	Jan 29, 2018
Hiring of Coordinator	Position filled	FM	Feb 5, 2018	Feb 28, 2018
Data analysis (finding gaps, etc.)	data man. plan	Coordinator	Mar 1, 2018	Mar 30, 2018
Create & launch student engagement plan	students involved	Coordinator	Mar 1, 2018	Apr 27, 2018
Create & launch communications materials	materials created	Coordinator	Apr 2, 2018	May 31, 2018
Waste-station timeline, map, funding created	plans approved	Coordinator	Apr 2, 2018	Jun 29, 2018
Begin waste-station transitions	waste improvem.	Coordinator	Apr 2, 2018	Dec 19, 2018

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

- ADDITIONAL INFORMATION -

Qualifications: If applicable, a List of Tasks for each position to be funded and the CVs of those to be employed in the project are attached: ☐

List of appendices, if any *(maximum 7 pages of appendices, excluding CVs, but including List(s) of Tasks for all positions to be funded)***:**

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	Waste Task Force Support Letter	1
2	Buildings & Grounds Support Letter	1
3	Student Support Letter	1
4	Job Description - Zero-Waste Coordinator	2
5	Waste Reduction & Diversion Action Plan DRAFT	
6		
7		

- 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)	$61,862.00	Unconfirmed
2.	Office of Sustainability	$5,000.00	Confirmed
3.			
4.			
	REVENUES GRAND TOTAL - add all (B)	$66,862.00	

EXPENSES

1. Salaries & Wages *(only if applicable)*
If applicable, indicate the job position(s) under your project and the associated costs. See the SPF Guide to Budgeting for further instructions.

(A) Position Title	(B) ~# of Hours per Week	(C) ~# of Weeks	(D) Hourly Wage* ($)	(E) Subtotal ($) (B x C x D)	(F) 20% Benefits	(G) Total Cost ($) (E x F)	(H) Funding Source(s)**
Zero-Waste Coordinator	33.75	52	$27.00	$47,385.00	1.2	$56,862.00	SPF
					1.2		
					1.2		
					1.2		
			Expenses Subtotal 1 - add all (G)			$56,862.00	

Do you already have a specific person in mind for filling the above position(s)? ☐ Y ☒ N

Do you have a personal and/or professional affiliation with the above position(s)? ☐ Y ☒ N

If you answered 'Y' to one or both of the above questions, please disclose: Additional note: the wage above was chosen for equity purposes, as it is in-line with the hiring unit's current practices and job responsibilities.

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) Item Description (inputs)	(B) # of Units	(C) Unit Cost ($)	(D) Total Cost ($) (B x C)	(E) Funding Sources**	(A) Item Description (inputs)	(B) # of Units	(C) Unit Cost ($)	(D) Total Cost ($) (B x C)	(E) Funding Sources**
Project Materials (events, audits, volun.)	1	$5,000.00	$5,000.00	SPF					
Employee Support (onboarding,office,etc)	1	$5,000.00	$5,000.00	MOOS					
Expenses Subtotal 2 - add all (D)			$10,000.00		Expenses Subtotal 3 - add all (D)				

EXPENSES GRAND TOTAL (Subtotals 1 + 2 + 3)	$66,862.00

* See the **SPF Guide to Budgeting** for the conditions and 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!

Date 11/22/17

Facilities Management and
Ancillary Services
1010 Sherbrooke Street West, 10th Floor
Montreal, Quebec Canada H3A 2R7

Gestion des installations et
services auxiliaires
1010, rue Sherbrooke Ouest, 10e étage
Montréal (Québec) Canada H3A 2R7

E-mail: george.lazaris@mcgill.ca
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November 21, 2017

To the Sustainability Projects Fund,

I am writing to show support for the **Zero-Waste Strategy Implementation** SPF application. As the Director of Buildings, Grounds, Events Support, Printing and Mail Services at McGill, I see the importance of adding capacity to coordinate all of the distinct parts of McGill's waste system. Communicating the work that we do, and engaging with waste initiatives on Campus are paramount to improving McGill's waste system.

I feel that having a **Zero-Waste Coordinator** will help connect different units responsible for waste at McGill, align communications and education activities, and strategically redesign the Campus waste system. In order to increase the potential of the Zero-Waste Coordinator to influence University operations related to waste management, I also confirm that the position – even though physically located at the Office of Sustainability – should report to both myself George Lazaris (Buildings, Grounds, Events Support, Printing and Mail Services) and François Miller (Office of Sustainability).

Sincerely,

George Lazaris
Director
Buildings, Grounds, Events Support
Printing & Mail Services

To the Sustainability Projects Fund,

We are writing on behalf of McGill's Waste Reduction & Diversion Task Force, to show support for the **Zero-Waste Strategy Implementation** SPF application. As the co-chairs of this task force, we have seen a variety of McGill stakeholders join together in attempts to understand and improve McGill's waste system. It has become clear that the prominent barrier to improvement is a lack of capacity around implementing, coordinating and maintaining waste reduction initiatives. Additionally, we see that communications and engagement are key to seeing behaviour changes on campus.

To this end, we feel that having a **Zero-Waste Coordinator** will help connect different units responsible for waste at McGill, align communications and education activities, and strategically redesign the campus waste system. This position would have a co-reporting structure – to both Buildings & Grounds, and the Office of Sustainability, in order to be able to access information and work across departments to enact changes on campus.

Sincerely,

The Co-Chairs of McGill's Waste Reduction & Diversion Task Force

Denis Mondou, Director of Utilities & Energy Management

Francois Miller, Director of Office of Sustainability

Members of McGill's Waste Reduction & Diversion Task Force:

Stéphanie Leclerc, George Lazaris, Jerome Conraud, Adam Dudeck, Kathleen Ng, Amelia Brinkerhoff, Philippe St-Jean, Christian Bouchard, Oliver De Volpi, Angelo Battista

To the Sustainability Projects Fund,

We are writing in support of the **Zero-Waste Strategy Implementation** SPF application.

As students who have worked to improve McGill's waste system, we see that adding capacity around waste coordination & education initiatives would greatly help the situation. There are a lot of McGill students who are passionate about waste issues, and many past students who have poured their energy into projects - from Gorilla Composting to the Plate Club to the SHHS Waste Education Program. By having a permanent position focused on waste management at McGill, institutional memory would be better maintained, which will provide invaluable support to the students enthusiastic about getting involved in these projects.

We hope that this staff position would work closely with students and student groups to coordinate engagement, improve communications, and redesign McGill's campus waste system.

Sincerely,

Lara Fabiano
Kelly Ma
Patricia Sachirarwe
Dhananga Pathirana
Tamara Mitchell
Antonina Scheer
Genevieve Westgate
Tue Le
Jayden Rae
Caroline Lou
Kelvin Mansaray
Charlotte Aubrac
Eesha Kodi
Aditya Jain
Jeff Tétreault

Job Description: McGill Zero-Waste Coordinator

Faculty/Unit: Facilities Management and Ancillary Services

Department/Sub-unit: Joint McGill Office of Sustainability, Buildings & Grounds

Position Title: Zero-Waste Coordinator

CONTEXT:

McGill's Waste Reduction and Diversion Task-Force was established to identify opportunities to optimize McGill's waste management system. This Task-Force has recently completed the new 2018-2025 Waste Reduction & Diversion Plan, and would like to have a Zero-Waste Coordinator in place to implement this Plan. This individual will be responsible for coordinating all aspects of Plan implementation. This includes but is not limited to the following list of tasks:

RESPONSIBILITIES:
- Manage the comprehensive implementation of the 2018-2025 Waste Reduction & Diversion Plan.
- Collaborate with various McGill units to ensure that Waste Plan priority actions are being implemented – including: upgrading multi-bin waste stations, collecting all relevant data, conducting solid waste audits to track progress, etc.
- Work with Building Managers to strengthen waste operations network.
- Create a campus communications strategy for waste education & awareness, including webpage information, video series, printed information, etc.
- Develop a long-term plan for organic campus waste collection.
- Support student applied research initiatives around waste management.
- Coordinate all waste education activities for orientation & other campus-wide events.
- Conduct campaigns and workshops throughout the year to engage and educate McGill's community.

REQUIRED SKILLS:

- Bachelor's degree in business, environmental studies, political science, economics, geography, sociology or related field and 2 to 4 years of experience.
- At least two years of experience, with practical experience in facilitating groups, working with diverse stakeholders and project management.
- Strong working knowledge and passion for the concept of sustainability, waste, environmental management, awareness of the central issues and controversies in the discourse on sustainable development.

- Excellent research, analytical and organizational skills;
- Demonstrated organizational, communication and interpersonal skills.
- Prior project-management experience with proven ability to meet deadlines and remain on budget.
- Computer skills and expertise required. Intermediate skills in Word (able to incorporate graphics into reports), Excel (able to format spreadsheets, use formula functions, create graphs), PowerPoint (able to create templates).
- Experience composing and delivering presentations.
- Works well independently and as part of a decentralized team.
- Team player and multi-tasker who can establish and follow priorities while maintaining flexibility.
- Works well with students.
- English and French (written/spoken);

REPORTING

The **Zero-Waste Coordinator** will be physically situated at the Office of Sustainability, and report to both the Director at the Office of Sustainability & the Director at Buildings and Grounds.

HOURS:

DURATION:

McGill University

Waste Reduction & Diversion Action Plan

2018-2025

Prepared by:

The McGill Office of Sustainability

VISION AND STRATEGY

The following set of goals, objectives and priority actions were identified, in hopes of becoming a more sustainable University. As McGill aspires to become a Zero Waste Campus, the University is committed to completing these actions and becoming a leader in our community for responsible waste management.

As outlined in Quebec's *Residual Materials Management Policy*, the ultimate goal is to "make end waste the only residual material sent for disposal in Quebec." In order to achieve this, the Plan sets out 5 objectives to be accomplished from the years 2016-2021, which will in turn be modified and then adopted as the objectives for McGill University's *Waste Reduction and Diversion Action Plan*. These include:

1. Reducing the quantity of residual materials sent for disposal;
2. Recycling 62 % of organic materials;
3. Recovering 70 % of recyclable materials;
4. Recovering 89 % of construction, renovation and demolition waste, and;
5. Recovering on average 51 % of other residual materials (i.e. 79 % domestic hazardous waste, 73 % textiles, 73 % bulky materials and 51 % of other residual materials generated in the planning territory of the CMQ).

GOAL: CREATE A ZERO WASTE CAMPUS

<u>Objective:</u> Reduce the quantity of residual materials sent for disposal

Table 1: Priority Actions for Garbage Waste Stream

Priority Actions	Lead Units
· Remove all stand-alone trash bins found on campus	Buildings and Grounds
· Indoor: Transition to large multi-purpose bins	Buildings and Grounds
· Outdoor: Install a combination of waste and recycling bins	Buildings and Grounds
· Work with suppliers to reduce or improve product packaging, and improve product durability, where feasible	Procurement Services
· Conduct regular solid waste audits to monitor contamination rates and track improvements	Zero-Waste Coordinator

<u>Objective:</u> Recover 70 % of recyclable materials

Table 2: Priority Actions for Glass/Metal/Plastic and Paper/Cardboard Waste Stream

Priority Actions	Lead Units
· Continue to expand the centralized recycling system across campus, to ensure widespread access to large multi-purpose bins	Buildings and Grounds
· Ban the sale of bottled water on campus	McGill Office of Sustainability
· Develop and introduce, in a wide range of contracts, proper contractual terms and conditions that ensure optimal recovery and recycling of materials leaving McGill	Procurement Services

· Enhance the use of reusable containers, mugs and bottles across campus	Student Housing and Hospitality Services

GOAL: CREATE A ZERO WASTE CAMPUS

<u>Objective:</u> Achieve 62 % of organic waste compost

Table 3: Priority Actions for Organics Waste Stream

Priority Actions	**Lead Units**
· Optimize compost collection in residence buildings	Student Housing and Hospitality Services
· Explore opportunities for compost in other buildings across campus, where organic matter is generated in significant quantities	Zero-Waste Coordinator
· Work with the food suppliers in order to reduce single-use food packaging, and transition towards more compostable materials	Student Housing and Hospitality Services in collaboration with Procurement Services

<u>Objective:</u> Recover 89 % of construction, renovation and demolition (CRD) waste

Table 4: Priority Actions for Construction, Renovation and Demolition Waste Stream

Priority Actions	**Lead Units**
· Create a centralized data tracking system	McGill Office of Sustainability or Buildings and Grounds
· Create a centralized contract for CRD removal from the campus and its responsible waste management	Procurement Services in collaboration with FMAS (Project Management Team)
· Develop and implement an asset management framework which aligns with the University's 4-R hierarchy	Procurement Services in collaboration with other key stakeholders (IT, VP RI, FMAS)

GOAL: CREATE A ZERO WASTE CAMPUS

Objective: Recover, on average, 51 % of other residual materials (i.e. bulky materials)

Table 5: Priority Actions for Other Residual Materials Waste Stream

Priority Actions	Lead Units
· Set up a new contract with a supplier responsible for the management of bulky waste items, in accordance with McGill's 4-R hierarchy	FMAS, Procurement Services
· Set-up procedures for the sound management of certain end-of-life assets, as part of the University's Asset Management Program	FMAS, Procurement Services, IT, VP RI
· Seek ways to enforce sound waste management practices by our general construction contractors	FMAS, Procurement Services
· Include certain take-back clauses in our contracts with furniture suppliers	FMAS, Procurement Services
· Seek ways to promote redeployment of the assets within McGill	Zero-Waste Coordinator

To accomplish the priority actions listed above, a behavioural change will need to take place on campus. This will be achieved by targeting two priority areas (Education + Engagement and Communication and Awareness), and completing the following priority actions:

Table 6: Priority Actions for Education and Engagement

Education and Engagement	Lead Units
· Support student applied research initiatives around waste management	Zero-Waste Coordinator
· Include waste management information in orientation activities (i.e. Discover McGill and Frosh)	Zero-Waste Coordinator
· Coordinate waste education programs in high traffic areas, that will be conducted bi-annually	Zero-Waste Coordinator
· Conduct campaigns and workshops throughout the year to engage and educate McGill's community	Zero-Waste Coordinator
· Piggyback on the industry knowledge of waste management service providers to introduce best practices on campus	Zero-Waste Coordinator
· Network with the city, other institutions and groups on the subject of waste management – use the approach of lessons learned and benchmarking	Zero-Waste Coordinator

Table 7: Priority Actions for Communication and Awareness

Communication and Awareness	Lead Units
· Standardize all multi-bin stations across campus, by ensuring all labels and colours are consistent	Design Services
· Create a short tutorial video for students and staff about waste management	Zero-Waste Coordinator
· Create a short tutorial video for building occupants that outlines the "Sustainable Events Guide"	Zero-Waste Coordinator
· Create a communications plan that explains all efforts taken by the University, and shares the progress that has been made	Zero-Waste Coordinator
· Develop call for tender (CFT) and contracting strategies that ensure waste management service provider(s) are properly picking up and managing the different types of waste	Procurement Services
· Audit and report on the performance of the contracted waste management service provider(s) to ensure appropriate management of the waste according to each stream	FMAS
· Set-up objectives to reduce waste by each unit/department, and show them how they can measure their performance. Compare, publish, and reward the high achievers, and encourage the principle of train the trainer	Zero-Waste Coordinator