



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 Athletics Intern - Sustainability

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

McGill's Athletics and Recreation recently collaborated with a team of students to write a unit-level sustainability action plan but need an employee to take the next steps when it comes to integrating sustainability into day to day operations.

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 (\$): 16,268

Approximate Total Project Budget (incl. other sources of funding if applicable) (\$): 16,268

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

Wage for an intern, project materials

Indicate which of the following team members...

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

... will be the Project Lead (Project Lead will be the contact person for the SPF Staff): Angelo Battista

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).

<p>1. Project Team Member</p> <p>First Name & Last Name Angelo Battista</p> <p>Phone (daytime; only put #) +1 (514) 398-7010</p> <p>Email angelo.battista@mcgill.ca</p>	<p>Affiliation (select one) Administrative Staff (ST)</p> <p>Specify if Other _____</p> <p>Faculty/Unit/Organization Athletics & Recreation</p> <p>Campus (select one) Downtown</p>
<p>2. Additional Project Team Member</p> <p>First Name & Last Name Jill Barker</p> <p>Phone (daytime; only put #s) _____</p> <p>Email jill.barker@mcgill.ca</p>	<p>Affiliation (select one) Administrative Staff (ST)</p> <p>Specify if Other _____</p> <p>Faculty/Unit/Organization Athletics & Recreation</p> <p>Campus (select one) Downtown</p>
<p>3. Additional Project Team Member</p> <p>First Name & Last Name Andrew Persons</p> <p>Phone (daytime; only put #s) +1 (514) 398-7529</p> <p>Email andrew.persons@mcgill.ca</p>	<p>Affiliation (select one) Administrative Staff (ST)</p> <p>Specify if Other _____</p> <p>Faculty/Unit/Organization Athletics & Recreation</p> <p>Campus (select one) Downtown</p>
<p>4. Additional Project Team Member</p> <p>First Name & Last Name Amelia Peres</p> <p>Phone (daytime; only put #s) +1 (514) 398-7023</p> <p>Email amelia.peres@mcgill.ca</p>	<p>Affiliation (select one) Administrative Staff (ST)</p> <p>Specify if Other _____</p> <p>Faculty/Unit/Organization Sustainability</p> <p>Campus (select one) Downtown</p>



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Section A - Cover Page

PROJECT TEAM MEMBERS (CONT'D)

5. 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) _____

6. 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) _____

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: 2

Represented marginalized communities: Women LGBTTOI

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: _____

How did you learn about the SPF? (select one) MOOS/SPF website 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.



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 Athletics Intern - Sustainability

Project Lead Angelo Battista **Phone** +1 (514) 398-7010 **Email** angelo.battista@mcgill.ca

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

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 succinct. 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 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 A thriving athletics facility where operations, athletes, and staff are all fully engaged in campus sustainability

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 Full implementation of our recently created unit level action plan ensuring community members are aware of the new sustainability measures. Strong collaborative relationship between athletics and sustainability departments.

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)

Here at Athletics and Recreation (A&R), we want to be more involved in sustainability efforts on campus. Our athletics community is largely an 'untapped market' when it comes to sustainability, meaning there are many small improvements we can make that will have huge impacts. We would like to see ourselves more connected to current initiatives but within the context of athletics and its unique challenges based on the age, number, and high rates of use of our facilities.

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

Given the growing sustainability momentum on campus, now feels like an exciting time to amplify our sustainability efforts. As a first step, we participated in a course on sustainability consulting as one of the clients. The output of this was our newly created sustainability action plan. Proposed actions are (1) decrease use of single-use plastic water bottles (2) increase waste diversion at facilities and games, (3) create outdoor exercise space (4) create varsity travel data tracking system (5) improve fleet efficiency when possible (6) achieve sustainable events certification at games (7) continue using renovations as an opportunity to improve the efficiency of building operations (8) implement an educational and awareness campaign through social media, orientation information, and targeted information on the relationship between exercise and mental health. While our team is very excited about all of these projects we do not currently have the resources to initiate them ourselves. In one of our consultation meetings it was suggested we hire an intern with a strong background in sustainability who also understands the athletics context at McGill. This intern would be a part-time employee throughout the 2018-2019 academic school year to run outreach initiatives (#1, 2, 8), lay the ground work for complex action items (#1-4), achieve a sustainable events certification for games and events, and generally begin fostering a culture of sustainability at athletics. During summer 2019 they would work full time to continue their implementation, focusing on ensuring institutionalization of the action plan. This intern will be an employee of A&R, but work closely with the McGill Office of Sustainability (MOOS) to foster a stronger relationship between the two departments. Our hope is that this intern will act as the much needed link between our operations and sustainability culture on campus during this dynamic period.

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)

The A&R department supports many passionate students and staff at both the downtown and Mac campuses, who could be making more sustainable choices if they were better informed. Given that there have been no direct partnerships between A&R and MOOS in the past, there is a huge opportunity for impactful change through this collaboration. Behaviors such as bringing refillable water bottles to the gym, properly sorting waste, or taking shorter showers, are significant but are often ignored because of a lack of connection to the message. This intern would help to shift the culture at athletics and make sustainability accessible to McGill's active community and other visitors who otherwise may not be reached by existing communications.

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Section B - Project Overview

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

The intern will be working with the current athletics staff to make positive sustainable impacts and written strategies to be used by the staff in marketing, facilities, coaches, etc. This will also be achieved through trainings, consulting, and creating a community guide to sustainability at athletics. After the internship period, MOOS will work with us to make sure the new initiatives continue.

- 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 will address all aspects of sustainability. Social and environmental sustainability will be addressed through the implementation of the sustainability action plan and direct work of the intern. In particular, actions will impact waste reduction, energy efficiency and personal behaviour of community members. Economic sustainability will be achieved through the intern sharing their knowledge and passion throughout the department, and institutionalizing long lasting change through a series of written strategies. First, they will be creating a branding strategy to create some guidelines for how the department should best be communicating their efforts in a genuine and effective way. This will address concerns such as green-washing and inaccessible language. Second, they will be creating a bottled water and waste reduction strategy to ensure changes continue to be implemented. Finally, they will be writing a toolkit for sustainable usage of the athletics facilities, which will be publicly available and distributed among staff members.

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)

The proposed work term of the intern is centered around the student schedule ensuring accessibility to students of all economic backgrounds (providing part time flexible employment during the year, and full time employment during the summer, at a living wage). Materials will be sourced from sustainable avenues when possible, and the intern will be briefed on sustainable office practices by Amelia at MOOS as part of their training.

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: Connectivity

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)

We are passionate about connecting our department to the sustainability work happening on the rest of campus. While there will be many operational and educational advancements as well, they will all be part of the larger project of engaging the athletics community in sustainability in a way that is appealing and accessible. On the flip side, A&R has a lot to offer sustainability through mental health initiatives, connections to different demographics and strong community values.

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

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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)

-The inspiration from this project came from the development of a unit level action plan, so it is already integrated into the Vision 2020 plan in that way. Amelia Peres, the current Vision 2020 Administrator, will be working with us to provide support and guidance to the intern.

-One event that highlighted the necessity for this position was the recent water bottle phase out which is a difficult and complicated process for our department. The intern will work with MOOS to develop an awareness strategy for the first year and some initial actions for the second year. This will ensure the advancement of the project while maintaining the integrity and safety of our operations.

-The intern will work in line with McGill's newly released Waste Reduction and Diversion Strategy (2018-2025) and the new waste reduction coordinator to implement the new actions at athletics facilities

-One action in our new sustainability plan is to work with the sustainable events team to get our games sustainability certified. The intern will work with their event consultants to achieve this goal.

-Another idea proposed in our consultation meetings was to collaborate with the spin bike gardens to create outdoor exercise space. This can be explored more by the intern.

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).

This project will largely consist of a partnership between athletics and sustainability, but will likely engage with McGill units pertaining to sustainable development including utilities & energy management, design services, food & dining, procurement, and Healthy McGill. It will also be important to create a relationship between our facility and the Green Sports Alliance (external organization).

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)

-In the past certain projects, such as the water bottle ban, did not include special provisions for A&R which led to miscommunication surrounding expectations for the initiative. We believe communication and certain initiatives can be improved by hiring an individual that has a level of knowledge in both athletics and sustainability.

-Other intern based SPF projects such as the energy and food interns found that they needed to focus on the larger picture when it came to planning, but individual interactions when it comes to engagement. These reports will be shared with the intern to make sure we all learn from previous SPF projects.

- 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 directly related to advancing sustainability on campus. While A&R has made large commitments to improving operational sustainability, we are still looking to change our overall culture through community engagement. This is an exciting collaboration between our department and MOOS, and is expected to make lasting impacts on everyone who uses our space.

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)

None. Unfortunately, our department does not have the resources to support an intern for a year at a living wage. Given the direct sustainability mandate of the position, the non-academic focus, and the impact on students, staff, faculty and community alike, the SPF is the best potential source of funding on campus. It was also decided that applying for work study would limit the pool greatly since many student athletes are not on the work study program.

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 Athletics Intern - Sustainability

Project Lead Angelo Battista **Phone** +1 (514) 398-7010 **Email** angelo.battista@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 A thriving athletics facility where operations, athletes, and staff are all fully engaged in campus sustainability

As indicated in your Section B - Project Overview.

Project Goal Full implementation of our recently created unit level action plan ensuring community members are aware of the new sustainability measures. Strong collaborative relationship between athletics and sustainability departments.

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	Clear way forward - implementation strategy developed for all action items and a firm understanding of next steps
B	Improved sustainability literacy in A&R staff, who will use this knowledge to continue incorporating sustainability into future operations
C	Community awareness of sustainability initiatives being taken by A&R, space users engaging in sustainability in their day-to-day activities

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	Other	Phase out single-use water bottles	A	# water bottles sold at facilities, # refillable bottles sold	<input checked="" type="radio"/>
2	Outreach	Achieve sustainable event certification for games	A, C	# of games with sustainable event certification	<input type="radio"/>
3	Other	Improve waste diversion at games & facilities	A, C	Consistency of signage, # new waste stations installed	<input type="radio"/>
4	Outreach	Increase communications and social media presence surrounding sustainability at A&R	A, B, C	Creation of sustainability tab on website, # posts/month	<input type="radio"/>
5	Monitoring	Varsity travel tracking data available annually for GHG Inventory	A, B	Availability of annual report	<input type="radio"/>
6	Outreach	Sustainable athletics document available to staff and space users	B, C	# staff members trained on sustainable athletics, # site downloads	<input checked="" type="radio"/>
7	Other				<input type="radio"/>

3. List the 4 to 7 most important activities that you need to conduct to reach the objectives you listed before. 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)	
Launch educational campaign about reducing single-use bottle usage	1,2,3,4,6	Campaign launched	1 campaign strategy created	<input type="radio"/>
Sustainable Athletics branding strategy created, outlining key messages, wording, logos, etc.	1,4,6	Clear social media brand	1 branding strategy created	<input checked="" type="radio"/>
Work with sustainable events consultants to identify and resolve missing actions	1,2,3	Sustainable events cert.	# of games sustainable event certified	<input type="radio"/>
Sustainability section of website created and updated regularly	4	Web page created	1 new web page, 1 update/year	<input type="radio"/>
Create sustainable athletics guide for individuals to use (staff, students, space users, etc.)	1,2,3,4,6	Guide written	1 guide produced, available on website	<input type="radio"/>
Work with finance and travel employees to create team travel tracking system	5,6	Tracking system	1 spreadsheet created, all annual data inputed	<input type="radio"/>
				<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.)

While certain goals have been identified, it is very possible that other objectives and activities will arise through further understanding of the community's needs. The overall goal is to create a shift in the sustainability culture at A&R, and while we currently believe these to be the most important first steps, these may shift over the course of the project.

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)
Safety concerns associated with a bottled water phase-out	Extensive educational campaigns before full phase-out
Significant cost associated with waste diversion	Collaborate with Zero-Waste coordinator & MOOS projects
Community uninterested/unwilling to change behaviours	Reach out to coaches and individual teams to raise awareness

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

- 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
Francois Miller	Office of Sustainability	Sustainability guidance and consulting	Yes
Caroline DesRoches	Bookstore	Refillable bottle vendor	No
Will Davidson	Student athlete	Student liaison	Yes
Ryan Thorne	Basketball Coach	Teams liaison	Yes
Linda Forcillo	A&R - Client Services Manager	Assisting with team travel data tracking	Yes
Varsity Council	Athletics Student Council	Varsity teams liaison	Yes
Student Activity Council	Athletics Student Council	Student liaison	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 <i>(initials + if paid, estimated # of hours to do task)</i>	Start Date	End Date
Hire intern	intern hired	Amelia + Angelo	Aug 27, 2018	Sep 21, 2018
Intern training	training complete	All	Sep 24, 2018	Sep 28, 2018
Craft branding strategy for department	brand strategy	Intern (15 hours) & Jill	Oct 1, 2018	Dec 15, 2018
Create sustainability content for website	page created	Intern (20 hours) & Jill	Oct 1, 2018	12/15/2018
Design and execute educational campaign	campaign	Intern (50 hours), Jill & Andrew	Oct 1, 2018	Apr 30, 2019
Go through sustainable event cert. process	certification	Intern (20 hours), Andrew & Amelia	Nov 1, 2018	11/30/2018
Provide staff trainings on sust. behaviors	training manual	Intern (40 hours)	Jan 20, 2019	Apr 30, 2018
Create sustainable athletics users guide	guide	Intern (50 hours), project team	May 1, 2018	Aug 31, 2018
Create bottled water and waste strategy	strategic plan	Intern (50 hours), project team	May 1, 2019	Aug 31, 2018
SPF final report written	report	Intern (30 hours)	May 1, 2019	Aug 31, 2018

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

Given that the position runs until the end of August, we understand this exceeds the usual SPF timeline of 1 year. As such, if successful we would request to release the funds only at the end of Summer 2018. Additionally, we realize that the projected hours do not line up with the total number of hours requested. We suspect many projects will involve additional work indirectly, and would like to make room for the possibility of new projects being identified.

- 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	Francois Miller, letter of support	1
2	Intern job description and task list	1
3	Unit level action plan	2
4		
5		
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)	\$16,268.00	Unconfirmed
2.		
3.		
4.		
REVENUES GRAND TOTAL - add all (B)	\$16,268.00	

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)**
Sustainable Athletics Intern (F/W)	10	28	\$14.50	\$4,060.00	1.2	\$4,872.00	SPF
Sustainable Athletics Intern (S)	30	18	\$14.50	\$7,830.00	1.2	\$9,396.00	SPF
					1.2		
					1.2		
Expenses Subtotal 1 - add all (G)						\$14,268.00	

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:

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**	
Campaign materials (ex: events, posters, signage, reusable materials, etc.)			\$2,000.00	SPF						
Expenses Subtotal 2 - add all (D)				\$2,000.00	Expenses Subtotal 3 - add all (D)					

EXPENSES GRAND TOTAL (Subtotals 1 + 2 + 3)	\$16,268.00
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* 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!

To the Sustainability Projects Fund Working Group

OBJECT: Letter of support for the Sustainable Athletics Intern Project,

Dear working group members,

I am writing to express my excitement and support of the Athletics & Recreation department hiring an intern to work on sustainability in their unit. We are committed to being available to the department for consultation and guidance, and are excited to see Athletics take a leading role in implementing their new Sustainability Action Plan.

We see this project as being particularly invaluable as they will be able to impact students, staff, and faculty. We hope to see an ever growing commitment to sustainability – and corresponding action items – at the athletics facilities in the years to come. We also hope other units could be inspired by the changes that will result from the hiring of the Athletics sustainability intern.

Please do not hesitate to contact me if you have any further questions,

A handwritten signature in blue ink, appearing to read "Francois Miller". The signature is stylized and written in a cursive-like font.

Francois Miller
Director of the Office of Sustainability



Position Title: Athletics Intern – Sustainability (Program Assistant C)

Salary: \$14.50/hour, plus 4% vacation pay and compensation for legal holidays

Schedule: 10 hours/week throughout the academic year (Oct-April), 30 hours/week throughout the summer (May-August).

Start and end date of employment: October 1st, 2018-August 31st 2019

Deadline to apply: TBD

Context

McGill's Athletics & Recreation department is looking to advance our sustainability efforts on campus. We have a strong track record of sustainability when it comes to our renovations and building upgrades, but are looking to increase outreach and engagement in our facilities, through a series of exciting new projects.

Duties

- Gain familiarity with daily operations and goings-on in our department
- Design and execute an awareness campaign, engaging space users with sustainability from an athletics context
- Put in place an operational plan regarding the University's new single-use water bottle phase out
- Work with the facilities department to improve waste diversion at our stadiums and buildings
- Create branding strategy for sustainability-related communications and social media
- Work with McGill's Sustainable Events team to get games and events certified (<https://www.mcgill.ca/sustainability/get-involved/sustainable-events>)
- Develop and provide sustainability trainings to our staff
- Create team travel data tracking system to be used in McGill's annual GHG Inventory
- Create strategies and documents to ensure these changes are institutionalized

Skills & Qualifications

- Strong background in sustainability (environmental and social)
- Familiarity with McGill Athletics & Recreation facilities and operations
- Experience with outreach, social media, and/or marketing
- Detail oriented with outstanding organizational abilities
- Ability to keep track of, prioritize, and complete multiple tasks
- Ability to take initiative and work independently
- Experience working with multiple stakeholders on complex projects

How to apply

Email your C.V. and cover letter to angelo.battista@mcgill.ca in PDF format entitled *firstname_lastname_CV* and *firstname_lastname_coverletter* with subject line: Athletics Intern – Sustainability.

For more information email Angelo Battista at angelo.battista@mcgill.ca

Unit-Level Action Plan

Department	<i>Athletics and Recreation</i>
Prepared by	<i>MSUS 401</i>

[Strategic Objective 1:](#)

Understanding the current emissions and commitments to sustainability

[Strategic Objective 2:](#)

Effectively communicating sustainability efforts within the department and amongst the community

[Strategic Objective 3:](#)

Dedicating resources to be a leader in sustainability through awareness of the landscape and the development of new initiatives

Category	Action	Deliverable	KPI	Implementation Timeline
<i>Research</i>	<i>Address GHG emissions for team travel</i>	<i>Adopt the Sports Team Travel Tracker</i>	<i>% of trips logged each season</i>	<i>Medium term</i>
		<i>Explore partnership with Teo Taxi</i>		<i>Medium term</i>
<i>Operations</i>	<i>Decrease use of single-use plastic water bottle</i>	<i>Improve accessibility of reusable bottles</i>	<i># of reusable bottles handed out to new members each school year</i>	<i>Medium term</i>
		<i>Complete the modification of water fountains to fill water bottles</i>	<i>% of water fountains adapted to fill water bottles by the end of 2018</i>	<i>Short term</i>
		<i>Phase out sales from vending machines and cafeterias</i>	<i># of non-carbonated water bottles sold in retail and vending machine locations</i>	<i>Short term</i>
		<i>Work with MOOS on a plan to reduce sales of plastic water bottles during events</i>		<i>Long term</i>
<i>Operations</i>	<i>Improve waste diversion at facilities</i>	<i>replace trash containers with recycling and composting containers</i>	<i># of recycling bins added</i>	<i>Medium term</i>
		<i>Streamline signage</i>		
<i>Operations</i>	<i>Increase capacity and Strengthen Relationship with MOOS</i>	<i>Hire intern in partnership with MOOS</i>	<i>Hired intern for 2018</i>	<i>Short term</i>
<i>Education</i>	<i>Raise awareness for the relationship between exercise and mental health</i>	<i>Create outdoor exercise space in the downtown campus</i>	<i>Installation of at least 1 outdoor exercise space</i>	<i>Short term</i>
		<i>Create a sustainability and well-being educational campaign</i>	<i># of people reached</i>	<i>Medium term</i>
			<i>% of survey respondents that say campaign was educational</i>	

<i>Connectivity</i>	<i>Increase awareness of the department's sustainability efforts among the McGill community</i>	<i>Improve sustainability content in orientation for student athletes and staff</i>	<i>% of attendants that say orientation was educational</i>	<i>Short term</i>
		<i>Create a sustainability section in the A&R website</i>	<i># of clicks on sustainability section</i>	<i>Medium term</i>
		<i>Create a suggestions and feedback channel on the different communication platforms</i>	<i># of engagements/ comments</i>	<i>Medium term</i>
		<i>Onboarding staff to increase support and communication of sustainability initiatives</i>	<i>% Change of survey respondents that were aware of initiatives implemented in the past year</i>	
		<i>Send regular updates on A&R initiatives</i>	<i># of updates a year</i>	<i>Short term</i>
<i>Governance & Administration</i>	<i>Embed sustainability practices in the department's operations</i>	<i>Achieve Sustainable Events Certification at games</i>	<i>% of certified events a year</i>	<i>Medium term</i>
		<i>Incorporate sustainable improvements as renovations are required</i>	<i>% of lightbulbs replaced with LED bulbs</i>	<i>Short term</i>
			<i>% of water fixtures replaced with low-flow fixtures</i>	<i>Short term</i>
			<i>% of construction and synthetic surface material removed to a recycling facility</i>	<i>Short term</i>