

VISION 2020


A SUSTAINABILITY STRATEGY FOR
MCGILL UNIVERSITY



McGill

SUSTAINABILITY
AT MCGILL





“MCGILL UNIVERSITY ASPIRES
TO **ACHIEVE THE HIGHEST POSSIBLE
STANDARDS OF SUSTAINABILITY** ON
ITS CAMPUSES AND IN ITS DAY-TO-DAY
ACTIVITIES THROUGH ITS ACADEMIC
PRACTICES, IN ITS FACILITIES AND
OPERATIONS, AND BY ITS OUTREACH
TO THE BROADER COMMUNITY.”

MCGILL SUSTAINABILITY POLICY, 2010

A WORD FROM THE PRINCIPAL



Welcome to McGill University’s Sustainability Strategy. It is a signal of our commitment to a shared vision for sustainability—a vision for the community, from the community.

Through conversations and consultations across the University—including the Vision 2020 initiative—the McGill community has made clear its aspirations, its priorities. This is a time of great challenges and opportunity, and we are embracing both with an awareness of the important role that new knowledge plays in building cultural, social and economic well-being.

Sustainability is a priority for McGill. The Sustainability Strategy reflects the progress that has already been made and addresses the challenges ahead. We have set ambitious goals and I am confident that our drive, our talent—and our engagement, within the University and beyond—will allow us to succeed.

Suzanne Fortier

Principal and Vice-Chancellor

WHY A SUSTAINABILITY STRATEGY?

This strategy fulfills a directive of McGill’s Sustainability Policy (2010), which calls for “a sustainability plan with specific goals and objectives”. It also provides a conceptual framework that may inform and support the future application of guiding documents at McGill that integrate sustainability

as a priority — e.g., Achieving Strategic Academic Priorities (2012), the Strategic Research Plan (2013), the Master Plan Principles Report (2008), the Procurement Policy (2013), and the Student Services Core Values & Goals.

EXECUTIVE SUMMARY

Sustainability at McGill has come a long way in the past several years. The McGill Sustainability Strategy emerged out of a need to coordinate and scale up the sustainability initiatives already underway at the university, and to provide a framework for future endeavours. In alignment with the McGill Sustainability Policy (2010) and the product of extensive community engagement, the Sustainability Strategy presents one enduring vision for sustainability at McGill, 23 long-term goals, and 14 priority actions for the period 2014-2016. The goals and actions are presented across five categories: **Research, Education, Connectivity, Operations, and Governance & Administration**. The Sustainability Strategy will be updated in 2016 to include new priority actions.



McGill's two campuses are located in downtown Montreal and Sainte-Anne-de-Bellevue, Quebec. Both are on the traditional territory of the Kanien'kehá:ka (Mohawk).





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INTRODUCTION

What role will McGill University play in creating a future where both people and the planet can flourish? How can we, as an institution, as a community, and as individuals, move toward that more sustainable future?

The answers to these questions can be glimpsed in many places around McGill's campuses. Some of us catch sight of them as we discover Quebec-grown food in the cafeterias, or when we tackle real-world problems in classrooms designed for collaboration. Others see them when renovation projects enable creative energy savings or research equipment is purchased with lifecycle costs in mind. And many see the less tangible sustainable developments—connections and relationships—being created by diverse groups of students, faculty, and staff who congregate to relax and learn after classes or push together for positive change.

Sustainability is not a new concept for McGill. Grassroots action, paired with administrative support, has been a key driver of progress and policy changes since the 1990s. Yet, until recently, many sustainability initiatives lacked a sense of connection, shared purpose, and broader support. Sustainability priorities have been emergent, actions have been decentralized, and progress has occurred in the absence of an over-arching strategy for and from the whole university community.

This is changing. In the past several years, McGill's students, staff, and faculty have worked together to establish McGill's Office of Sustainability, create the flagship Sustainability Projects Fund, and adopt a comprehensive Sustainability Policy. Over this period, there has been a groundswell of projects and initiatives around sustainability, spanning McGill's downtown campus in the heart of Montreal, our Macdonald campus in Sainte-Anne-de-Bellevue, and the networks that connect us with communities near and far.

The people behind sustainability initiatives on campus are working harder than ever to address the full scope of sustainability—social, economic, and environmental—while honouring and connecting with the efforts of many others. As momentum builds, many are beginning to see themselves as part of a loosely woven movement that spans societal and professional boundaries. Perhaps most importantly, sustainability is gradually being recognized as fundamental to McGill's mission and value in society.

There remains, however, a lot of ground to cover. And so while the Sustainability Strategy has emerged as a result of a slow culture shift, it is also presented as a catalyst for its quickening. With no time to lose and an enormous amount of work to be done, this strategy will provide an important touchstone for progress on sustainability in the coming years. Developed by the McGill community as one element of an ongoing community engagement process, the vision, goals, and actions included here were written with the aim of integrating, institutionalizing, and scaling up the culture of sustainability at McGill. **Here we go.**

BENCHMARKING OUR SUSTAINABILITY PERFORMANCE

Before developing this strategy, McGill completed a comprehensive Situational Analysis¹ to benchmark our sustainability performance relative to peers and best practices. The primary framework used to assess McGill's performance—the AASHE STARS² framework—is the most widely endorsed system for tracking sustainability at universities in North America. McGill earned a rating of **mid-range silver** when it reported to AASHE STARS for the first time in 2012.

Based on these results, it would be easy to conclude that McGill's sustainability performance is in the middle of the pack. Generally speaking, this is true. However, digging a little deeper reveals a more complex story. In some areas, McGill is setting the bar—for example with the \$840,000 per year Sustainability Projects Fund, the campus food system, and efforts to green and pedestrianize the campuses. However, in other areas we lag substantially behind our peers—for example in energy efficiency and green buildings.

To better understand McGill's sustainability performance, it is important to keep in mind that context matters—the areas where McGill is leading and lagging are deeply tied with the culture and characteristics of McGill as an institution. We have 37,000 students hailing from 150 countries, administer approximately \$500 million of research funding, and operate roughly 200 buildings, 82 of which were built before 1940. We have a working farm, a UNESCO Biosphere Reserve, and a main campus that is located at the centre of a multicultural, multilingual metropolis where the mean temperature in July is 35 degrees Celsius higher than the mean temperature in January. Though we will strive to do better across the board, a sustainable future will look different at McGill than it would at another university.

The vision, goals, and actions laid out in the Sustainability Strategy are consistent with the scope of sustainability measured by the AASHE STARS framework, and progress toward our own goals can be expected to translate into an improved AASHE STARS rating. It is important to keep in mind, however, that earning a Gold AASHE STARS rating is not a goal in and of itself; rather, it is an indicator that we are making progress toward the sustainable future we have articulated for ourselves. It is also worth recalling that benchmarking isn't everything—some of the most important aspects of sustainability are among the most difficult to measure, and sustainability is not a competition among institutions. It is an ongoing challenge to learn to live equitably within the limits of a finite planet.

¹ *Vision 2020: A Situational Analysis*. 2012.

Available: http://www.mcgill.ca/sustainability/sites/mcgill.ca.sustainability/files/mcgill_situational_analysis.pdf

² *The Association for the Advancement of Sustainability in Higher Education (AASHE) has developed the Sustainability Tracking, Assessment & Rating System (STARS) for universities to measure their sustainability performance.* Available: <https://stars.aashe.org/>



More than 80% of McGill's staff and students commute using active or public transit, and the downtown campus became car-free in 2010.



DEFINING SUSTAINABILITY

In October of 1987, *Our Common Future*, also known as the *Brundtland Report*, was published by the World Commission on Environment and Development, and the term sustainable development was officially defined:

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”³

Since this influential beginning, sustainability has shed its explicit connection to development and expanded into an interdisciplinary dialogue on social, economic, and ecological wellbeing.⁴ The rich diversity of contemporary approaches to sustainability, however, means that a universally-agreed upon definition of the word remains elusive. While basic principles, such as the consideration of interconnected systems over longer time scales, are common across the board, actions are often tailored to local scenarios. As with other relative concepts such as beauty or democracy, the concept of sustainability requires interpretation within a given context.

Here at McGill, the Sustainability Policy (2010) asserts that the mission of the University “will be attained responsibly by carrying out its activities in a manner that achieves a balance between the social, economic and environmental dimensions of sustainability.” With this in mind, we can define sustainability for our purposes as **working together toward a shared vision for a flourishing future in a manner that integrates social, economic, and environmental dimensions**. These dimensions form the foundation of the vision, goals, and actions that make up this strategy, and are well aligned with the norms established by organizations such as the Association for the Advancement of Sustainability in Higher Education⁵ and the Global Reporting Initiative.⁶

Seeking to situate this general definition within a local context, the Vision 2020 process essentially crowd-sourced a more nuanced understanding of what sustainability means for McGill. When asked to envision a sustainable future, McGill’s students, staff, faculty and administrators answered with the ideas presented here.

They also identified **five categories of sustainability**. These provide a framework for addressing the work we’re doing here, and reflect the five key areas in which a university can make a positive difference within society:

Research | Education | Connectivity | Operations | Governance & Administration

³ United Nations. 1987. *Our Common Future; The World Commission on Environment and Development*. Available: [conspect.nl/pdf/Our_Common_Future - Brundtland_Report_1987.pdf](https://www.conspect.nl/pdf/Our_Common_Future_-_Brundtland_Report_1987.pdf)

⁴ Adams, W.M. 2006. *The Future of Sustainability: Re-thinking Environment and Development in the Twenty-first Century*. Available: www.iucn.org

⁵ AASHE defines sustainability “in an inclusive way, encompassing human and ecological health, social justice, secure livelihoods, and a better world for all generations.” Available: www.aashe.org

⁶ Sustainability reporting consists of measuring, understanding, and communicating an organization’s “economic, environmental, social and governance performance.” Available: www.globalreporting.org

FIVE CATEGORIES OF SUSTAINABILITY AT MCGILL

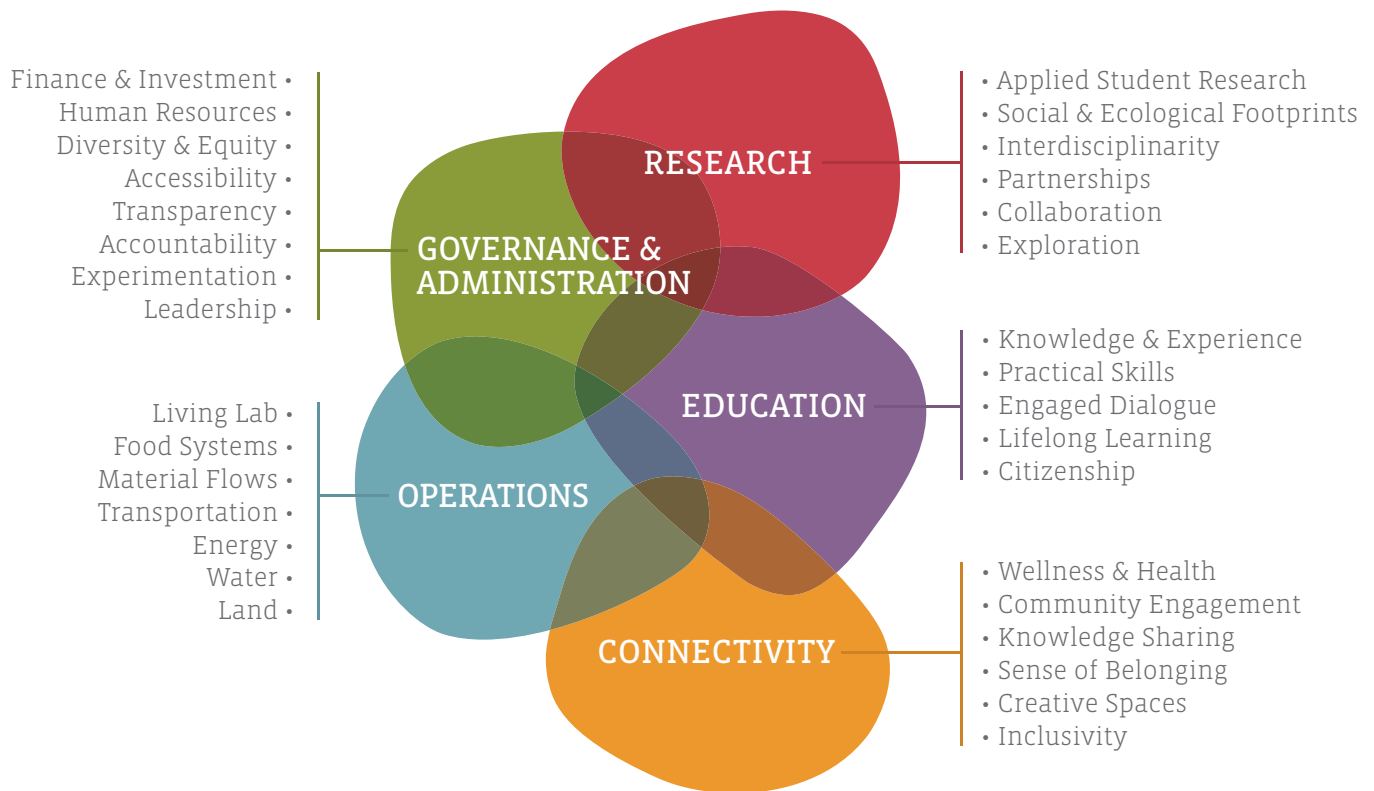
Research: This category encompasses the 'what', 'why', 'how' and 'who' of research at McGill, and considers research activities conducted both on campus and elsewhere.

Education: This category focuses on student, staff, faculty, and institutional learning.

Connectivity: This category emphasizes the need for strong connections, both within McGill and with the local and global communities of which we are a part.

Operations: This category encompasses the physical activities that support the ongoing functioning of the University.

Governance & Administration: This category addresses how the University is managed in terms of people, funding and finance, decision-making, and process implementation.



Through a process of community engagement, five categories and their related themes were identified as key to sustainability at McGill.

DEVELOPING THE STRATEGY

The Vision 2020 process through which this strategy was developed has been led by McGill's Office of Sustainability (MOOS) and funded by the Sustainability Projects Fund. The process was guided by a multi-stakeholder steering committee⁷ and supported by a core project team.

The contents of the Sustainability Strategy, however, come from the McGill community. Since February 2012, **over one thousand McGill community members have contributed their visions and action ideas to this process** through more than twenty public events, dozens of presentations, and online. Students, staff, and faculty were engaged in countless conversations, world-café style discussions, flash consultations, one-on-one interviews and working groups to imagine and plan for a more sustainable McGill.⁸ The engagement process neither intended to nor succeeded in reflecting every voice in the McGill community, but care was taken to talk with and listen to a diverse cross-section of McGill stakeholders.⁹

This strategy emerged from those conversations, which have been distilled into **one vision, 23 goals, and 14 priority actions for sustainability at McGill**. Many other action ideas were discussed over the course of Vision 2020, and it is expected that these will inform the development of the next iteration of the Sustainability Strategy (2016-2018). It is important to note that many actions not currently reflected in the Strategy will also be pursued over the coming years. A groundswell of sustainability projects is currently underway, with students, staff, and faculty actively working together on every scale to foster positive changes at the University. Continuing to connect with, support, and learn from these individuals and groups will be crucial to the development of sustainability at McGill.

Nevertheless, and despite our best intentions, two years from now one or more of the actions listed here may still be on the "to do" list. Conditions change and flexibility will be needed as we adapt to them. Our challenge is to stay rooted in our vision and goals for sustainability while continually seeking skillfull approaches to getting there.

VISION 2020'S PRINCIPLES OF ENGAGEMENT

Inclusive of the McGill community
Receptive to existing knowledge
Holistic in approach to engagement and recognizing the valuable roles played by everyone
Adaptive to lessons learned along the way
Transparent in decision-making and prioritizing

⁷ See the McGill Office of Sustainability website for a complete list of the Steering Committee members.
Available: http://www.mcgill.ca/sustainability/sites/mcgill.ca.sustainability/files/2013-2014_vision2020_steeringcommittee.pdf

⁸ See Appendix A of the Vision 2020 draft Vision and Goals Report (2013) for more details on the engagement process.
Available: http://www.mcgill.ca/sustainability/sites/mcgill.ca.sustainability/files/2013-03-01_draft_sustainability_vision__goals_rev.pdf

⁹ For reflections and lessons on how Vision 2020 did and didn't live up to its principles, see the Vision 2020 Impact Report and Failure Report.
Available: http://www.mcgill.ca/sustainability/sites/mcgill.ca.sustainability/files/impact_report_final.pdf;
http://www.mcgill.ca/sustainability/sites/mcgill.ca.sustainability/files/failure_report_final.pdf



THE SUSTAINABILITY STRATEGY

In crafting the **Sustainability Strategy**, the Vision 2020 core team and Steering Committee have sought to balance realism and ambition, asking both “Is this possible?” and “Is this enough?”

The **vision** of the Strategy is ambitious. It describes a desired future state and sets a long-term direction for McGill’s sustainability efforts.

The **goals** are equally ambitious but more specific and detailed.¹⁰

The **actions** ground us in the present day. They ask: what can we do in the next two years (2014-2016) to move one more step toward our vision and goals?

Many members of the McGill community have already signed on to specific actions as partners, demonstrating a growing momentum toward sustainability and also the distributed responsibility that characterizes the movement. A companion document to the Sustainability Strategy—titled “**Priority Action Briefs 2014-2016**” describes each action in more detail and lists the partners involved in implementing actions.

The actions and partners are slanted toward the administrative side of the University. This is intentional—the groups listed here play vital roles in shaping the policies, practices, and culture of McGill. The priority actions, as presented here, fall squarely within their mandates. The sustainability vision and goals, however, belong to everyone. The section entitled “Moving Forward” (page 22) touches on the many ways individuals, units, faculties, and others can help move McGill toward the sustainability vision and goals presented here.

¹⁰ The vision and goals are intended to guide direction, not set policy. Any programmatic changes inspired by these goals in the future will be submitted to and vetted by the relevant approval bodies as they are developed.



MCGILL'S SUSTAINABILITY VISION*

McGill recognizes and embraces the unique responsibility of universities to support societies in their transition toward sustainability. We generate the knowledge needed to create a more sustainable future. We cultivate citizens and leaders who have the skills and commitment to put that knowledge into practice. This is one of the leading places in North America to study and learn about sustainability.

McGill — as an institution and a community — “walks the talk” of sustainability in all that we do. Our decisions and actions reflect our role as part of nature and our duty to current and future generations and the planet. Our campus community is diverse, caring, and inclusive — a place where people and ideas flourish.

At McGill, we strive to be one of the best universities in the world by doing our best for the world.

**The vision and goals describe a desired future.
They are written in the present tense to make that future easier to imagine.*



RESEARCH VISION FOR 2020*

A rich diversity of research is conducted at McGill by faculty, students, staff and community partners. We value both curiosity-driven and problem-oriented research for their ability to generate knowledge and contribute to society. Recognizing the interconnected nature of complex local, regional and global issues, we collaborate across disciplines to inform and advance solutions to contemporary problems. We are aware of and responsible for the environmental, economic and social implications of our research.

Photo: McGill's world-leading green chemistry research group seeks to find benign alternatives to the harmful substances used in and produced by many chemical reactions.

**This vision is closely aligned with the vision advanced in McGill's Strategic Research Plan 2013-2017 and ASAP 2012: Achieving Strategic Academic Priorities.*

RESEARCH

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN

THE FOLLOWING GOALS ARE MET

- McGill recognizes and supports research that informs and advances solutions to sustainability challenges.
- McGill actively facilitates collaborative research in sustainability both within disciplines and across disciplinary boundaries.
- The social, economic and environmental impacts of all research activities undertaken by or on behalf of McGill are considered in advance and negative effects are minimized.

PRIORITY ACTIONS FOR 2014-2016

- Through a consultative process, develop a working definition of “sustainability research” and map the presence of such research at McGill (*Action 1*).
- Develop a networking platform to facilitate collaborative sustainability research (*Action 2*).
- Develop and implement a Sustainable Labs program aiming to foster sustainability in labs (*Action 3*).

See the document “Priority Action Briefs 2014-2016” for more detail on these actions.





EDUCATION VISION FOR 2020*

McGill is a truly student-centered institution and one in which the learning of faculty, staff, and community partners is also actively supported. We learn together and from each other, in and out of the classroom, to become engaged citizens. Where appropriate, concepts of and strategies for sustainability are integrated into our programming, pedagogy and assessment, equipping McGill's students and staff with the skills, values, experiences, and perspectives to address the grand challenges of the 21st century.

Photo: Students involved in the Macdonald Student-Run Ecological Garden get hands-on experience in everything from vegetable production to business management.

**This vision is closely aligned with the vision advanced in ASAP 2012: Achieving Strategic Academic Priorities (2012). It is also congruent with reports of the McGill Inquiry Network and the mandate of the Undergraduate Learning Outcomes working group (2012-2014).*

EDUCATION

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN THE FOLLOWING GOALS ARE MET

- McGill's student experience cultivates citizenship and leadership both inside and outside the classroom.
- McGill's academic, administrative and support staff are supported in their professional development and encouraged to be lifelong learners.
- McGill graduates have acquired skills that equip them to work across disciplinary, sectoral and cultural boundaries.
- McGill graduates have practiced translating classroom knowledge to complex real-world situations through an applied learning experience.
- McGill graduates understand what sustainability means, why it is important and how it relates to their fields of study.

PRIORITY ACTIONS FOR 2014-2016

- Identify and facilitate opportunities for applied student research that advances sustainability (*Action 4*).
- Develop a program in which small groups of faculty members are identified each year as Faculty Fellows in Sustainability (*Action 5*).

See the document "Priority Action Briefs 2014-2016" for more detail on these actions.





CONNECTIVITY VISION FOR 2020*

The fabric of the McGill community is strong, and so are our ties with the interconnected communities into which we are woven, from local to global. All members of the McGill community feel welcome, valued, relevant and informed—recognizing themselves as integral participants in the campus community. McGill as a whole values its important role beyond the campus, and is connected with and responsive to Montreal, Quebec, Canada and the world. Strong relationships, accessible information and multidirectional listening and learning are the norm.

Photo: The student-led Farm-to-School project helps local elementary students get their hands dirty while learning where their food comes from.

**This vision is closely aligned with the recommendations of the Principal's Task Force on Diversity, Excellence and Community Engagement (2011). It is also congruent with the Strategic Research Plan and ASAP (2012).*

CONNECTIVITY

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN

THE FOLLOWING GOALS ARE MET

- McGill supports the health and happiness of students, faculty and staff, and facilitates their integration into the McGill community.
- Community engagement—within and beyond McGill—is valued as a core element of the McGill student, staff and faculty experience.
- McGill sustains many strong, reciprocal relationships with partners in local, regional and global communities.
- Knowledge flows freely in all directions—within McGill, from McGill to the communities to which we belong and from those communities to McGill.

PRIORITY ACTIONS FOR 2014-2016

- Renovate underused indoor and outdoor spaces on campus to transform them into community gathering spaces (*Action 6*).
- Collaborate with the City of Montreal and other partners to redevelop McTavish Street into a pedestrian-friendly corridor that showcases best practices in sustainable urban planning and serves as a center of community activity (*Action 7*).

See the document “Priority Action Briefs 2014-2016” for more detail on these actions.





OPERATIONS VISION FOR 2020*

Acknowledging the finite limits of the planet, we have re-oriented all activities carried out by or on behalf of McGill to minimize their impact and maximize their contribution to resilient, just and flourishing human and ecological systems. We recognize that this is a responsibility shared by all members of the McGill community—individuals, units, departments and organizations across McGill understand and embrace the role that they play. We consider all activities in light of their life cycle and in light of the question, “Is this really needed?” Operations at McGill are closely integrated with research and education as a mutually beneficial system that encourages adaptation and improvement.

Photo: McGill's cutting-edge Bellini Life Sciences Complex was certified LEED Gold in 2012. Sustainable features include a green roof, rainwater capture system, and heat recovery system.

*This vision is closely aligned with McGill's Sustainability Policy (2010) and Physical Master Plan (2008).

OPERATIONS

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN

THE FOLLOWING GOALS ARE MET

- Renewable energy sources supply the vast majority of McGill's energy needs and McGill is progressively increasing the share of its energy coming from renewable sources while minimizing non-renewables.
- All products and services purchased by McGill are sustainably-sourced.
- Zero waste (energy, water, solid, air) is the target for all activities at McGill. This target is aggressively pursued and improvement is continuous.
- McGill's natural and built environment supports resilient ecosystems, strong communities and individual well-being.
- McGill's operations serve as a "living lab" that fosters learning for staff and students through close and mutually beneficial integration with education and research. Experimentation and adaptation are encouraged and lessons are shared within and beyond McGill.

PRIORITY ACTIONS FOR 2014-2016

- Adopt McGill green building standards that incorporate the LEED credit system and aim to achieve at least LEED Silver for all major construction and renovation projects (*Action 8*).
- Implement the Sustainable Procurement Strategic Action Plan (*Action 9*).
- Conduct a campus waste assessment and develop a waste action plan (*Action 10*).
- Develop an energy action plan (*Action 11*).

See the document "Priority Action Briefs 2014-2016" for more detail on these actions.





GOVERNANCE & ADMINISTRATION VISION FOR 2020*

All decisions at McGill are made and implemented with a sustainable future in mind. The way we function as an institution and a community matches the values we hold, and supports the commitment McGill has made to sustainability. This can be seen in our recruitment, evaluation, financial portfolio and resource allocation, as well as in our decision-making. Our institutional structures are flexible, adaptive, and inclusive, nurturing innovation, equity and the development of best practices in administration and governance.

Photo: The Vision 2020 process which led to this Sustainability Strategy brought together McGill's faculty, staff, and students to share their visions for the future.

**This vision is closely aligned with the recommendations of the Principal's Task Force on Diversity, Excellence and Community Engagement (2011). It is also congruent with the Strategic Research Plan and ASAP (2012).*

GOVERNANCE & ADMINISTRATION

WE WILL KNOW WE HAVE ACHIEVED THIS WHEN

THE FOLLOWING GOALS ARE MET

- McGill attracts, retains and supports students, faculty and staff who have diverse origins, ideas and experiences, and who embody a broad definition of excellence.
- McGill recognizes and rewards commitment to sustainability in its evaluation of the performance of faculty and staff.
- Participation, transparency and accessibility are valued as core components of decision-making at McGill.
- Sustainability is considered in decisions made at all levels at McGill.
- McGill's financial portfolio is managed according to principles of sustainability (social, economic and environmental).
- McGill's budgetary process and resource allocation demonstrate a commitment to sustainability as a core priority for McGill.

PRIORITY ACTIONS FOR 2014-2016

- Develop a framework for monitoring & reporting on sustainability performance across the five categories of Vision 2020 (*Action 12*).
- Convene a public consultation on the revision of the terms of reference of the Committee to Advise on Matters of Social Responsibility (*Action 13*).
- Establish a Senior Advisory Council on Sustainability and name a Senior Advisor on Sustainability (*Action 14*).

See the document "Priority Action Briefs 2014-2016" for more detail on these actions.



MOVING FORWARD

From the start, the Vision 2020 process has promised to create a strategy that is both *from* and for the McGill community. The broad engagement that led to the creation of this strategy ensures the *from*, but what about the *for*? How exactly does a community sustainability strategy take flight?

Countless other universities, municipalities and communities have created and implemented their own sustainability strategies, and we can learn from their collective experience. Five things stand out as important elements of implementation: engaging partners, spearheading community-wide actions, having effective oversight, practicing good monitoring and reporting, and focusing on communications.¹¹ Getting these elements in place now will help us move forward in the coming years, and several of the actions speak directly to their establishment.

But at the end of the day, one of the most exciting things about the Strategy is thinking beyond it. Change is never a linear process, and some of the most transformative developments flow from a deceptively small tweak in the right place at the right time. While this strategy will help put some components in place to institutionalize sustainability at McGill, it doesn't capture everything.

Independent and grassroots actions, driven forward by students, staff, and faculty, are fundamental to the process of making the McGill community more sustainable. From individual actions and targeted projects to institution-wide commitments, the Strategy will come to life at many scales and on many timelines. **There are as many ways to participate in building a culture of sustainability as there are people at McGill, and we'll learn and adapt together as we go.**

¹¹ Clark, Amelia. 2012. *Passing Go: Moving Beyond the Plan*, Federation of Canadian Municipalities. Available: www.fcm.ca/gmf



The Edible Campus project on McGill's downtown campus transformed underused space into a productive growing area which supplies vegetables to a local community organization.

CONCLUSION

As the Sustainability Strategy goes to print, the two questions that continually informed the process of creating it—“is this possible?” and “is this enough?”—continue to resonate. **The scope of the change described in this document is vast, but so is the scope of the imperative before us.** The truth is that if we genuinely mean to create a clean, just, and hope-filled future, these changes are only the beginning.

The transformation described here will take time for McGill. Perhaps we will never get all the way there. Perhaps it will not be enough. And yet, after nearly two years of community-wide conversation in the development of this strategy, we are well positioned to give it our absolute best: the actions of the past have been honoured, the complexity of the present moment has been recognized, and a map for the coming years is now in place.

A map, however, does little good when tucked away in a pocket. Comparing it to the ever-shifting landscape and making our way forward requires the active contribution of every member of the University. It demands an unprecedented degree of experimentation, collaboration, hard work, and genuine courage. **But for a richly diverse community whose raison d'être is both learning and engagement, such a challenge is in fact the finest call to action.** By navigating toward this vision and these goals here at McGill, we can contribute to a world in which people and the planet flourish for generations to come. **It is possible, and we have begun.**

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Website <http://www.mcgill.ca/sustainability>