



VISION 2020

CLIMATE & SUSTAINABILITY
ACTION PLAN 2017-2020



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A Word from the Principal



International research results have undoubtedly established that climate change and its resulting socio-economic impacts pose a serious threat to life on earth. While the phenomena we examine at McGill often take us to the far reaches of our planet, the magnitude of the challenges we face also requires us to look at our own institutional footprint.

As citizens, scientists, and members of a global community, we must seek to act in accordance with the science we produce. That is why McGill is committed to becoming a carbon neutral university by 2040 and reaching a Platinum sustainability rating by 2030.

This Climate & Sustainability Action Plan will allow us to work in tandem – students, faculty, and staff – to lower our emissions and create more resilient campuses.

Together, let us harness the great talents and minds across the University to lead the way towards a sustainable future.

Suzanne Fortier

Principal and Vice-Chancellor

Land Acknowledgement

The Climate & Sustainability Action Plan lays out a pathway for McGill to improve its relationship with the land and people with whom we share it. Before we start, it is important to situate ourselves, both physically and historically, to deepen our understanding of this place we aim to make more sustainable.

McGill University is located on land that has long served as a site of meeting and exchange amongst Indigenous peoples, including the **Haudenosaunee** and **Anishinaabeg** nations. We honour, respect, and recognize these nations as the traditional stewards of the lands and water on which McGill now stands.

Historically, the cultural protocol of acknowledging traditional territory served to reify the importance of place and identity for Indigenous peoples. Within many Indigenous communities, protocol requires that individuals situate themselves, and their relationships to the people and the land. For many Indigenous peoples in Canada, and increasingly in broader Canadian society, traditional territory acknowledgements are an important practice at ceremonial events that acknowledge and honour Indigenous peoples' connections to their ancestral lands.

The island called "Montreal" is known as **Kawenote Teiontiakon** in the language of the Kanien'kehá:ka people, a nation of the Haudenosaunee (Iroquois) Confederacy. Among the many values and traditions central to Haudenosaunee culture is that of the **Seventh Generation**, a principle memorialized in the Great Law of Peace, the oral constitution of the Haudenosaunee Confederacy. This principle explains that all decisions and actions made in the present must take into account the welfare of those who are not yet born. This sense of responsibility not only applies to environmental ethics, but to all choices that affect the culture and wellbeing of our descendants.

While this Action Plan looks ahead to the year 2020, the Seventh Generation principle reminds us to look further: to live and act today as if we are only borrowing the world from future generations. It is our sincere hope that Vision 2020 can push our University forward towards a path that recognizes this sacred duty.



Introduction

Since its founding in 1821, McGill has grown from a small college to a University with two campuses, 10 faculties, over 300 programs of study, and more than 40,000 students. As one of the world's leading universities, McGill is recognized for the excellence of its teaching and research programs. Today, our professors are building the new field of epigenetics, developing alternative energy sources from crop plants, and driving human achievement in every field imaginable.

The path towards sustainability has taken many different forms in the McGill community. Innovative research projects, student-led campaigns, the improvement of the University's operations, and collaborations with the wider Montreal community have all contributed to this journey. Increasingly, sustainability is part of McGill's culture, and, according to a survey of incoming students, about 82% said that McGill's commitment to sustainability is either important or very important to them. The timeline below marks many of McGill's sustainability achievements and milestones to date.

The Vision 2020 Sustainability Strategy lays out a framework for achieving the highest possible standards of sustainability on our campuses. The Strategy was launched in 2014 following a two-year community engagement process, along with the 2014-2016 Action Plan, which detailed more immediate priority actions to be achieved during this period. This first Action Plan was able to bring a wide variety of campus players together to tackle our sustainability challenges. It succeeded in scaling sustainability initiatives upwards and outwards, providing a strong framework for future projects.

1998

McGill School of Environment is founded.

2001

McGill adopts its Environmental Policy.

2009

Sustainability Projects Fund is created.
McGill Office of Sustainability opens.
The Macdonald Campus Farm begins growing food for McGill residence cafeterias.

2010

McGill's downtown campus is converted into a pedestrian zone.
The Senate and Board approve McGill's Sustainability Policy.

2011

The first LEED Gold certified building is completed (Life Science Complex).

2012

McGill gets a silver sustainability rating.*

2013

Strategic Research Plan (2013-2017) includes sustainability as a core commitment.

2014

Vision 2020, McGill's first sustainability strategy, is released.

2015

The Sustainability Projects Fund Working Group approves its 150th project.

2016

McGill gets a gold sustainability rating.*
The McGill Advisory Council on Sustainability is formed.

* This rating is based on the Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking, Assessment, and Rating System (STARS).

Introduction

One Vision, Two Action Plans

McGill's Sustainability Strategy (Vision 2020) covers the 2014-2020 period. It includes **one vision, 5 categories, and broad goals.**

2014-2016: Action Plan focused on sustainability

2017-2020: Action Plan focused on climate and sustainability

The Climate & Sustainability Action Plan (2017-2020) builds on the previous plan's successes, aims to cover new ground, and distributes sustainability leadership across the University. This is also McGill's very first Climate Action Plan, which articulates a number of initiatives specifically aimed at reducing the University's carbon footprint. To accommodate this addition, the **22 priority actions are separated into two spheres: climate and sustainability** (although it is important to note that these are not discrete). The Plan also sets two long-term targets: **achieve carbon neutrality by 2040** and **attain a Platinum sustainability rating by 2030**. These targets are meant to keep us on track to improve our sustainability performance and lower our greenhouse gas emissions well into the future.

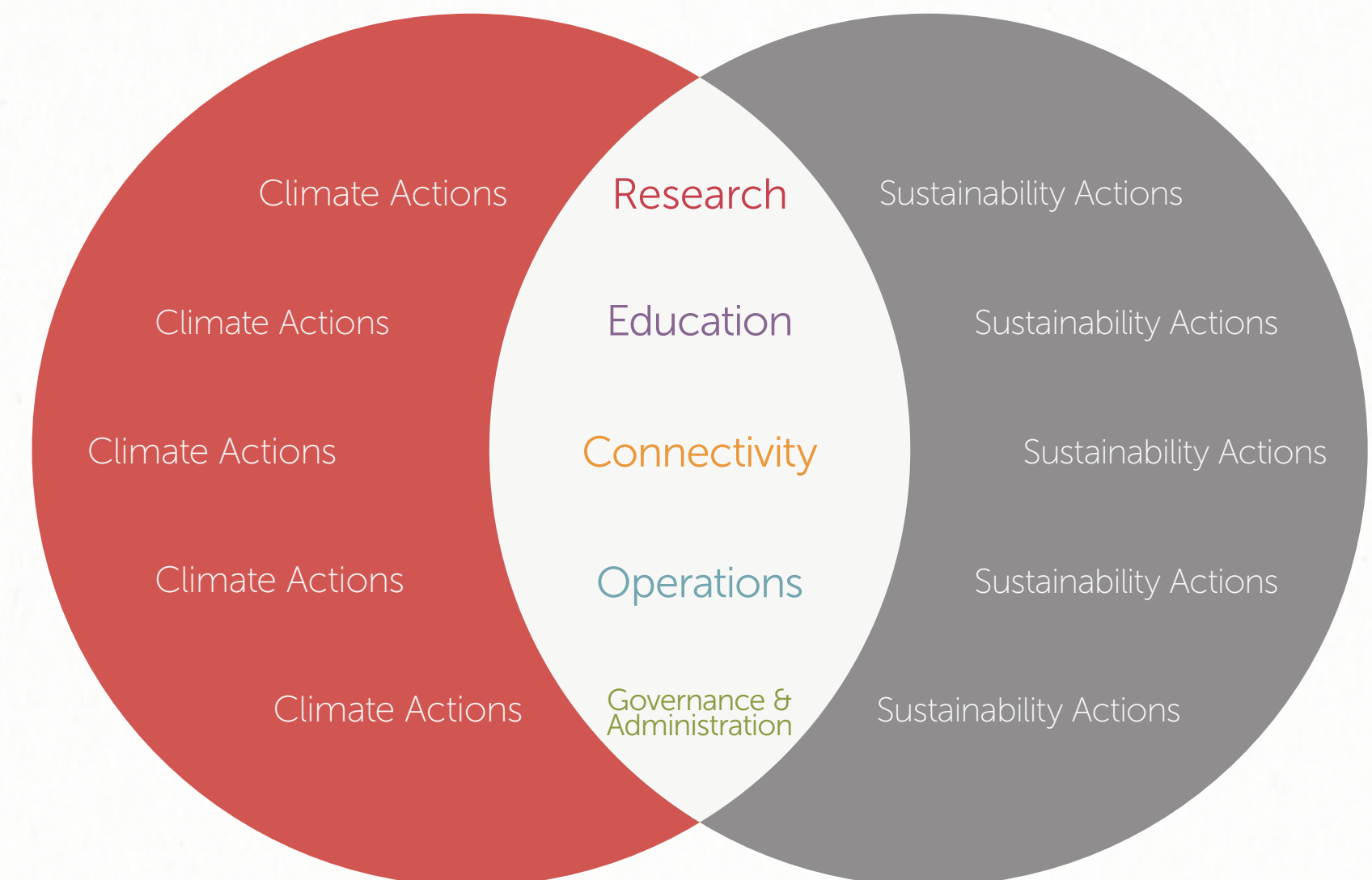
Structure of the Climate & Sustainability Action Plan (2017-2020)

Long-term targets >

Achieve Carbon Neutrality by **2040**

Attain a Platinum Rating by **2030**

Short-term Action Plan (2017-2020) >



McGill's Vision for Sustainability

Before McGill adopted its Sustainability Strategy, the University lacked a cohesive vision to guide its sustainability efforts. The Vision 2020 Sustainability Strategy was able to capture a collective vision for sustainability at McGill. The statement below, first published in 2014, is meant to guide our actions and remind us of the ideals to which we aspire at McGill.* While this original vision does not explicitly mention climate change, we infer that ensuring a sustainable future also involves mitigating our greenhouse gas emissions and committing to a low-carbon future.

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 describes a desired future. It is written in the present tense to make that future easier to imagine.



Consultation Process

How did we get here? From September 2016 to May 2017, the McGill Office of Sustainability (MOOS) led a consultation process that engaged over **500 McGill community members at over 20 events**. These consultations reflected on past achievements and lessons learned, evaluated our most pressing challenges, and laid out the most effective means to create change. This process shaped the content of the Climate & Sustainability Action Plan, including the 22 short-term actions aligned with two long-term targets. Below is an overview of the consultation events organized by MOOS.

Action Team Meetings

Students, faculty members, and staff who were strongly interested, involved, or implicated in one of the five thematic categories laid out in Vision 2020 (Research, Education, Connectivity, Operations, and Governance and Administration) formed the basis of our five Action Teams. These teams met three times during the 2016-2017 academic year. They began with broad brainstorming around sustainability and climate action ideas, and concluded with the evaluation and selection of four to five actions in each category.



Outdoor Consultations and Web Submissions

In October 2016, the MOOS team spent a day outside on McGill's downtown campus talking to students, faculty members, and staff, in order to reach those who may not otherwise be engaged with sustainability programs. Those passing by the outdoor installation were asked to list some of the initiatives they would value seeing on campus.

The Vision 2020 webpage was also used as a venue for community members to submit ideas and concerns electronically. Over 50 submissions were received over the course of the year.

Consultation Process

Unit-Specific Consultations

MOOS worked with several units and groups across our campuses in order to create a plan that was reflective of the needs and desires of the University as a whole. These partnerships enabled stakeholders to dig deeper into the roots of sustainability issues, discuss viable solutions, and **distribute the ownership of priority actions**.

Community Conversations on Carbon Neutrality

Partway through our consultations, the concept of carbon neutrality emerged as a central theme of many of our Action Team meetings and stakeholder discussions. In order to raise awareness about the topic of carbon neutrality and gather feedback from the broader McGill community, MOOS hosted three Community Conversations on Carbon Neutrality (March 28th - 30th). The first event was held at **Macdonald campus** and the latter two were held **downtown**. In total, **43 staff, students, and faculty members attended** to share their opinions and ideas surrounding McGill's ability to achieve carbon neutrality. The discussions shed light on the level of support of carbon neutrality within the community, their opinions on carbon offset mechanisms, and their thoughts on the carbon neutral date.

Other Relevant McGill Initiatives

The content of the Climate & Sustainability Action Plan was also influenced by a combination of policies, reports, and events that occurred during the consultation process:

- Open Forum on the Recommendations of the 2016 CAMSR Report on Divestment (or "Open Forum on Sustainability") (September 2016)
- Joint Board-Senate meeting on McGill's Sustainability Plans and Initiatives (November 2016)
- Provost Response to the Open Forum on Sustainability (January 2017)
- McGill Sustainability Research Symposium (March 2017)
- Provost's Task Force on Indigenous Studies and Indigenous Education (June 2017)

Action Planning Process



Task Force of Academic Experts on Carbon Neutrality

The Task Force consisted of **six McGill professors** from the Departments of Natural Resource Sciences, Biology, Economics, Geography, Biology, and the Faculty of Management. The group discussed the scientific and ethical case for carbon neutrality, as well as different scenarios under which McGill could transition to net-zero emissions.

Advisory Council on Sustainability

Created in 2016, the Advisory Council on Sustainability (a body that provides advice on McGill's sustainability priorities) has regularly discussed the Climate & Sustainability Action Plan. The Council, which is chaired by the Provost and Vice-Principal (Academic), and by the Vice-Principal (Administration and Finance), consists of roughly 20 members, including the Director of the Office of Sustainability, two senior administrators, four senior academic leaders, one Indigenous representative, three students, and six external members with expertise in sustainability governance and policy.

Long-Term Targets

Achieve Carbon
Neutrality

2040

2030

Attain a
Platinum
Sustainability
Rating

Achieve Carbon Neutrality by 2040

Context

Among 60 of McGill's peer universities, 13 have committed to carbon neutrality. McGill joins this select group by committing to carbon neutrality by 2040, a commitment that includes our **Scope 1, 2, and 3 emissions**¹. The 2040 target date positions McGill as a leader amongst leaders, since most of these institutions aim to achieve carbon neutrality by 2050 and some plan to include Scope 1 and 2 emissions only. **McGill will reassess this target date every three years** to take into account potential changes in regulations, available technologies, carbon markets, and climate conditions that could accelerate our timeline.

The selection of the target date has been informed by a variety of internal and external factors. These include the scientific consensus on required global decarbonization timelines, the future deferred maintenance investments with potential impacts on energy, the gradual implementation of the Real Estate Master Plan, recurring investments in energy efficiency, the continually evolving performance of alternative energy sources, and forecasted legislations that will push for further carbon reductions.

Discussions around carbon neutrality have generated broad interest in the McGill community. For example, during the Open Forum on Sustainability held in September 2016, many speakers expressed that they thought a carbon neutral university was realistic. The Provost supported this standpoint in his January 2017 response to the Open Forum, stating, "[we should], to the extent possible given the nature of McGill's physical infrastructure, set a target date and implementation plan for McGill to become a carbon neutral institution". Further, during the November 2016 Joint Board-Senate meeting on McGill's Sustainability Plans and Initiatives, several participants considered that "Set[ting] a target date to have McGill become carbon neutral and devis[ing] an action plan to get there" was an important pathway to advance McGill's sustainability objectives in teaching, research, and operations in the long term. Finally, the Community Conversations on Carbon Neutrality held in March 2017 illustrated that there is general support and interest for McGill to commit to carbon neutrality.

¹Greenhouse gas emissions are grouped into three Scopes: Scope 1 (direct emissions) includes emissions from sources owned or controlled by an institution, such as McGill's buildings and fleet vehicles. Scope 2 (energy indirect emissions) includes emissions from the generation of purchased energy, particularly electricity. Scope 3 (other indirect emissions) includes all indirect emissions not included in Scope 2 that occur in the value chain of the reporting institution, including both upstream and downstream emissions. Examples of Scope 3 emissions are commuting, leased vehicles, and air travel.



Achieve Carbon Neutrality by 2040

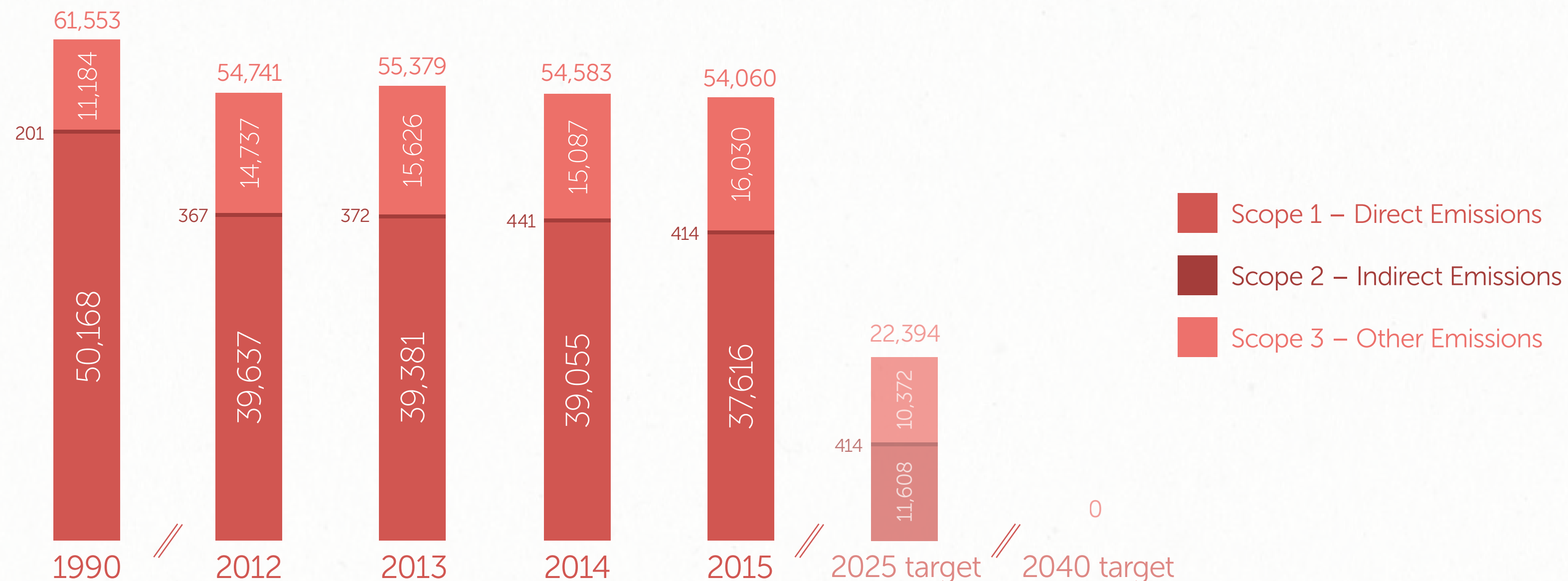
Where are we now?

McGill, as a world-class research and teaching institution, is characterized by high energy intensity, a travelling population, and a sizeable carbon footprint. In 2015, we emitted 54,060 tonnes of CO₂e (carbon dioxide equivalent) per year. Between 1990 and 2015, we reduced our total emissions by 12%. However, both Scope 2 and 3 emissions have increased due to growth in McGill's population. Scope 1 has been the only area of reduction, and is currently 25% lower than it was in 1990. McGill's annual Greenhouse Gas Inventories provide historical and current information, and indicate how McGill's emissions have evolved.

Where are we headed?

McGill aims to achieve carbon neutrality by 2040, with an intermediate target of reducing our GHG emissions by 58% by 2025 compared to 1990 levels and the aforementioned recurring 3-year target review cycles. In addition, the 2016-2021 phase of McGill's Energy Management Plan includes a 64% GHG reduction target below 1990 by 2021 for building energy consumption.

McGill's Greenhouse Gas Emissions (tCO₂e)



Carbon Neutrality 101

Carbon neutrality is a process that is intended to achieve net-zero greenhouse gases by two means: 1) eliminating greenhouse gas (GHG) emissions wherever feasible, and 2) implementing a combination of carbon sequestration and carbon offsetting initiatives for the equivalent amount released. Therefore, the three considerations of carbon neutrality are, in order of priority: GHG reductions, carbon sequestration, and carbon offsets.

GHG reduction

There are various initiatives possible, including those in this Action Plan, to reduce GHG emissions:

- Implement both energy efficiency measures and low-carbon energy systems.
- Develop programs to encourage employees to use sustainable transportation.
- Reduce the carbon footprint of our fleet of vehicles.

GHG sequestration

Carbon sequestration is a natural process of long-term storage of carbon dioxide that can mitigate the effects of climate change. Woodlands and agricultural lands can either be carbon sinks or carbon sources depending on land management practices. Other carbon capture engineering solutions relying on biological, chemical, or physical processes have been developed, few of which have reached technological maturity.

GHG offsets

A carbon offset (or GHG offset) is a credit for greenhouse gas reductions achieved by one party that can be purchased and used to compensate (offset) the emissions of another party.

Attain a Platinum Sustainability Rating by 2030

Context

In our efforts to improve the overall sustainability of our university, it is helpful to track and measure our performance in order to identify our strengths and weaknesses. The **Sustainability Tracking, Assessment, and Rating System (STARS)** is widely used by higher education institutions across North America to do just that (see “Sustainability Rating 101”, p. 12).

Among McGill’s peer institutions in North America, 21 schools out of 32 have already earned a sustainability rating using STARS. Out of those, none have already attained the Platinum level². By committing to join this select group by 2030, our institution also commits to embedding sustainability in the various areas covered in STARS and making progress on multiple fronts during the next 13 years. Due to the fast-paced nature of technology and policy changes, McGill will reassess the validity of its target date to attain a Platinum sustainability rating every three years.

The selection of the target date has been largely informed by a benchmark analysis in which we compared our performance to peer universities. As a result, most of the actions proposed in the Climate & Sustainability Action Plan will contribute directly or indirectly to McGill’s sustainability rating, bringing us closer to Platinum as these actions are being implemented.

As we are aiming for a Platinum sustainability rating, it is important to keep our unique context in mind. The areas where McGill is leading and lagging are deeply tied with the culture and characteristics of our institution. We have over 40,000 students, administer approximately \$500 million of research funding per year, 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.**

² To date, three universities that are not part of McGill’s peer group have achieved Platinum: University of New Hampshire (2017), Colorado State (2015 and 2017), and private peer, Stanford (2017).



Attain a Platinum Sustainability Rating by 2030

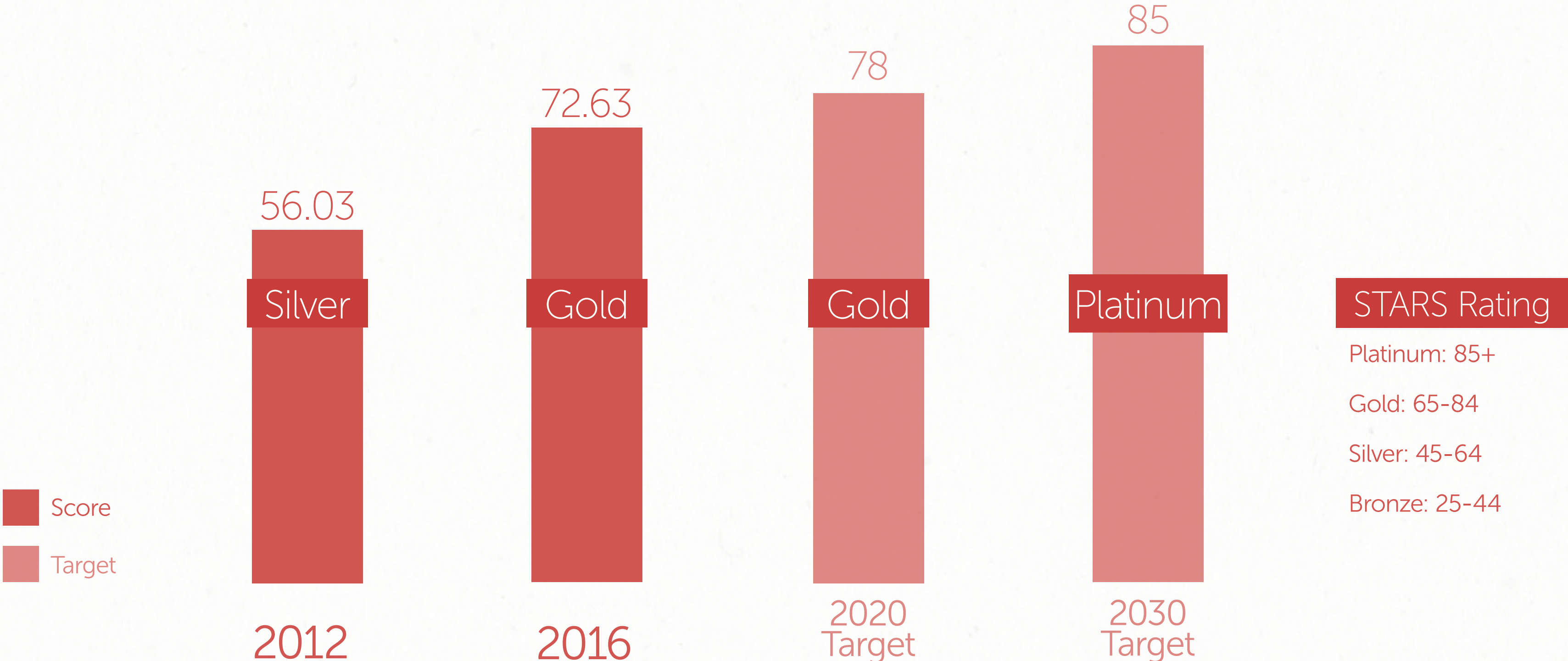
Where are we now?

McGill reported to STARS in 2016 and earned a Gold sustainability rating with a score of 72.63. Compared to peer universities who have reported to STARS, McGill's sustainability strengths lie in curriculum and research, dining services, and purchasing.

Where are we headed?

McGill aims at attaining a Platinum sustainability rating by 2030, with an intermediate target of reaching a score of 78 by 2020.

McGill's Sustainability Rating (STARS score)



Sustainability Rating 101

The Association for the Advancement of Sustainability in Higher Education (AASHE) is a North American association of over 1000 colleges and universities working to create a sustainable future. AASHE oversees STARS, a transparent, voluntary system for higher education institutions built by higher education institutions to understand their sustainability performance and the areas where they could improve.

STARS is built around four Categories: Academics, Engagement, Operations, and Planning & Administration. A score is provided to each organization based on more than 1,000 datum across 70 credits. Additional points can be earned through the submission of 'Innovations': projects or initiatives that go above and beyond what STARS asks in the report.

- There are five levels of recognition for STARS:
- Reporter
 - Bronze (minimum score required: 25)
 - Silver (minimum score required: 45)
 - Gold (minimum score required: 65)
 - Platinum (minimum score required: 85)
- Submissions are reviewed by AASHE staff prior to confirmation of rating.

Climate & Sustainability Action Plan (2017-2020)

This Action Plan is structured around five categories that comprise the main areas of climate and sustainability action at McGill. These categories are described below.

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, faculty, staff, 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

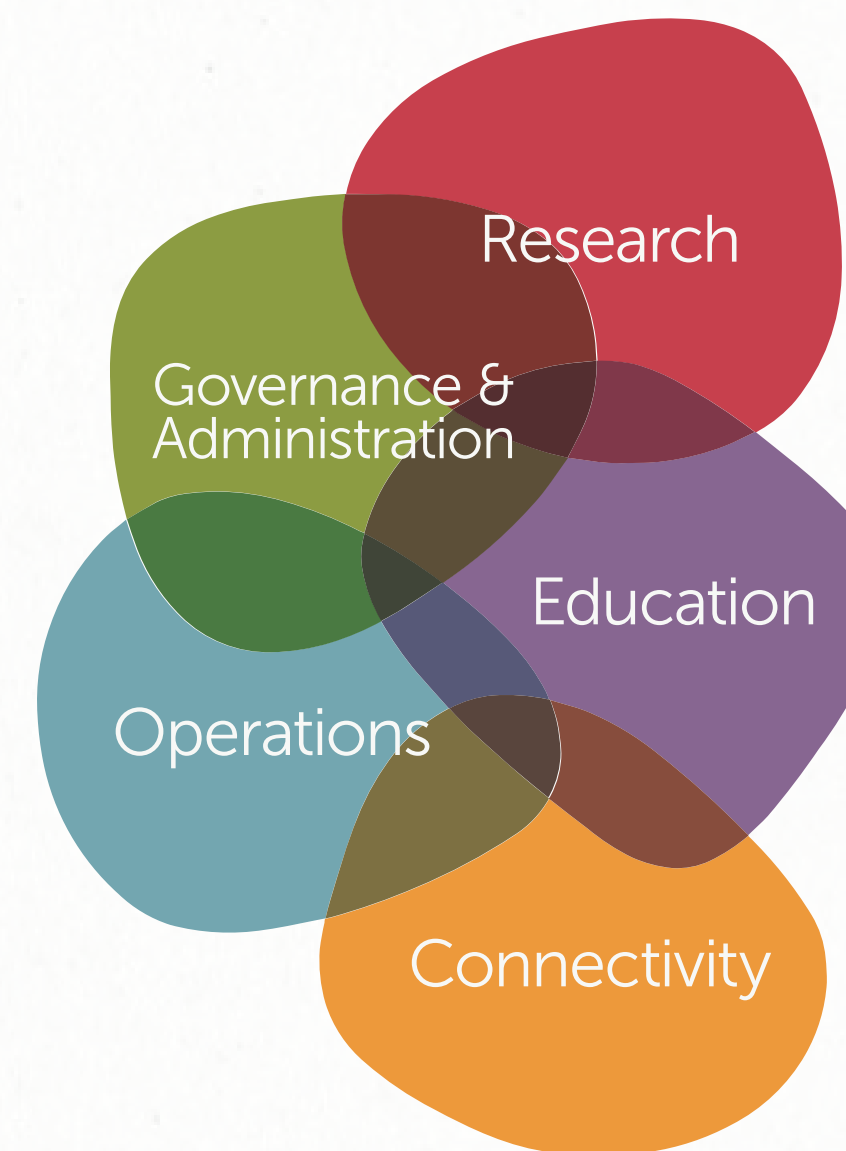
In the pages that follow, a total of 22 actions and 45 associated deliverables are listed across these five categories.

For each deliverable, we outlined if it is primarily concerned with climate action, sustainability action, or both.

Vision 2020 Categories & Associated Themes

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

Living Lab
Food Systems
Material Flows
Transportation
Energy
Water
Land



Applied Student Research
Social & Ecological Footprints
Interdisciplinarity
Partnerships
Collaboration
Exploration

Knowledge & Experience
Practical Skills
Engaged Dialogue
Lifelong Learning
Citizenship

Wellness & Health
Community Engagement
Knowledge Sharing
Sense of Belonging
Creative Spaces
Inclusivity

Research

Vision for 2020*

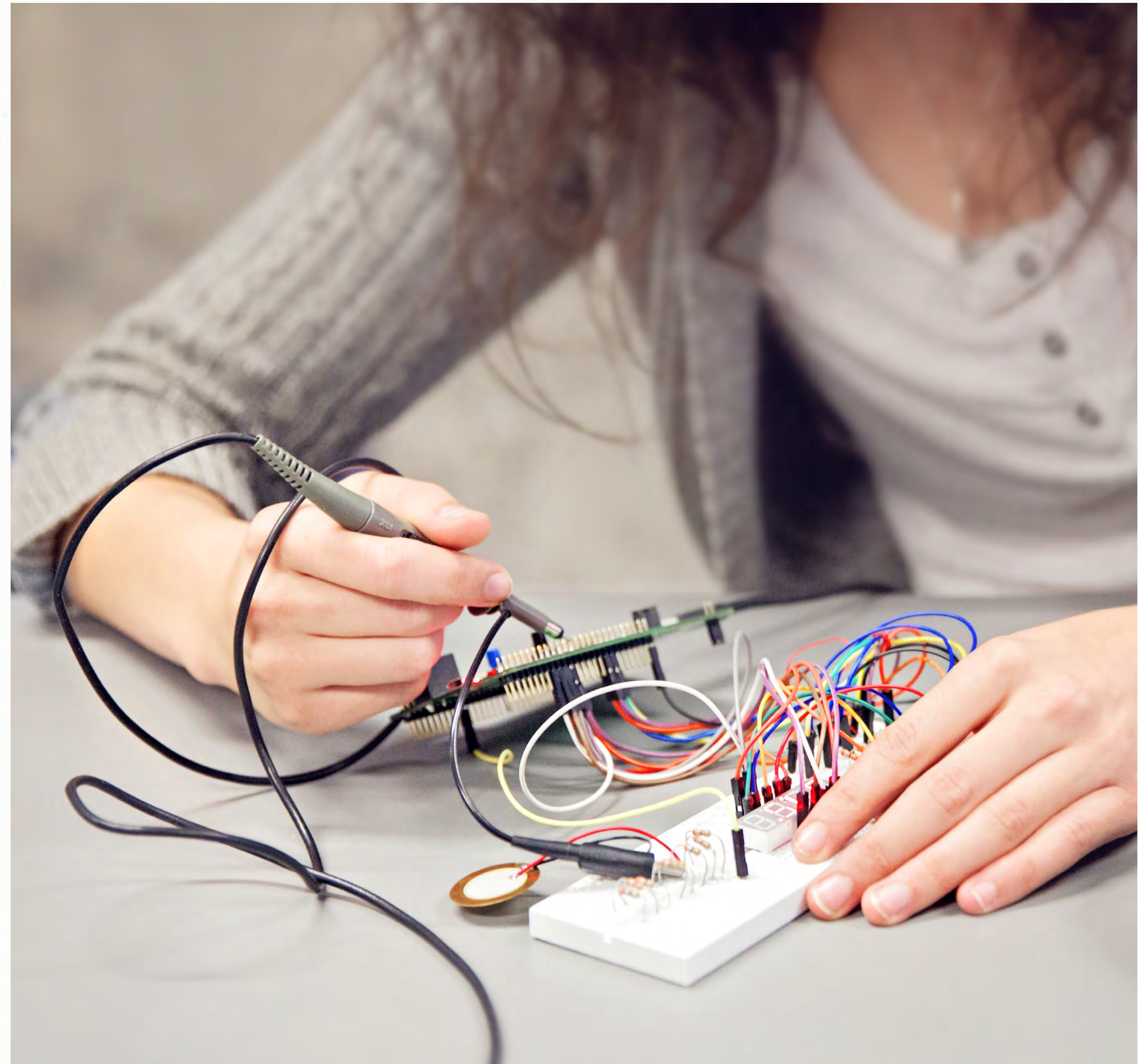
A rich diversity of research is conducted at McGill by faculty, students, staff and community partners. We value both curiosity-driven and problem-oriented research for their ability to generate knowledge and contribute to society. Recognizing the interconnected nature of complex local, regional, and 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.

What's happening at McGill?

One of McGill's greatest assets is its expansive repertoire of innovative research. McGill researchers address countless dimensions of sustainability and climate change through many faculties, programs, and institutes.


















- The University boasts award-winning professors engaged in sustainability research who have been granted honours such as the CIHR Applied Public Health Chair, Tier 1 Canada Research Chair, and the NSERC E.W.R. Steacie Memorial Fellowship.
- McGill's Strategic Research Plan identifies sustainability as a core value.
- Undergraduate students have access to resources to conduct Applied Student Research projects in order to identify and act upon targeted sustainability challenges on campus.
- Many McGill sustainability research projects are highlighted annually at the Sustainability Research Symposium, a student-led initiative that brings together many of the most important campus research voices and projects.
- The multistakeholder Sustainable Labs Working Group seeks to embed best sustainable labs practices at McGill.

*This is the original vision statement developed for Research outlined in the Vision 2020 Sustainability Strategy, which was developed in 2014.



Research 2017-2020 Priority Actions



Action	Deliverable
<p>R-1: Enhance the visibility of sustainability research at McGill</p>	<ul style="list-style-type: none"> • Publish a regular column on sustainability research in McGill’s newsletters or publications.  • Host and support networking events to promote sustainability research. 
<p>R-2: Raise awareness about sustainable management of research projects</p>	<ul style="list-style-type: none"> • Integrate sustainability information into Welcoming Sessions for new investigators.  • Integrate sustainability information into investigator guides. 
<p>R-3: Institutionalize McGill’s sustainable labs practices</p>	<ul style="list-style-type: none"> • Launch sustainable labs awards program.   • Develop a sustainable labs design process.  
<p>R-4: Create a hub of expertise and centre of excellence in sustainability systems</p>	<ul style="list-style-type: none"> • Articulate a small number of McGill research themes in sustainability systems.   • Develop transdisciplinary projects based on the research themes in sustainability systems.   • Seed-fund innovative and ambitious sustainability systems projects and ideas.  
<p>R-5: Address GHG emissions from air travel</p>	<ul style="list-style-type: none"> • Develop a “carbon responsibility” program to offset air travel emissions.  • Quantify and communicate GHG emissions information to University travelers.  • Raise awareness of teleconferencing options. 
<p>By 2020...</p>	<p>Expected GHG Reductions: -2545 tCO₂e</p> <p>Expected STARS Points: 0</p>

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.

What's happening at McGill?

At McGill, students have opportunities to learn about and engage with sustainability across campuses, and inside and out of the classroom.

- The McGill School of Environment (MSE) is a hub for community and education, and offers a wide variety of academic programs that provide students with opportunities to focus on sustainability in their degree.
- The Sustainability, Science, and Society interfaculty program is a recent addition to this suite of programs, in which coursework is structured into three pillars: 1) ethics, equity, and justice, 2) economics, policy, and governance, and 3) science and technology.
- In the Faculty of Engineering, McGill hosts the Trottier Institute for Sustainability in Engineering and Design, which offers a number of programs on select topics related to sustainability.
- In the Desautels Faculty of Management, students can enroll in the undergraduate Managing for Sustainability program.
- Summer field semesters, such as the Montreal Urban Sustainability Experience, are an additional way that students can learn about sustainability.
- Student groups support a tremendously vibrant culture of sustainability – from the McGill Plate Club and McGill Farmer's Market to Sustainability in Engineering at McGill.

* This is the original vision statement developed for Education outlined in the Vision 2020 Sustainability Strategy, which was developed in 2014.



Education 2017-2020 Priority Actions



Action	Deliverable
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E-1: Increase access to extra-curricular opportunities in sustainability for undergraduate students

- Embed sustainability in McGill's Skills 21 program. 
- Develop a sustainability leadership program.  

E-2: Assess students' knowledge of sustainability

- Create and implement a Sustainability Literacy Test. 

E-3: Improve sustainability content in McGill orientation events

- Include a campus Sustainability Tour at Orientation. 
- Increase the number of orientation events that are sustainable-event certified. 
- Incorporate sustainability into orientation training materials. 

E-4: Create educational opportunities around carbon neutrality

- Collaborate with professors across faculties to include the carbon neutrality challenge in their courses. 

By 2020...

Expected GHG Reductions:	Expected STARS Points:
0	+1.87

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.

What's happening at McGill?

- One of the Principal's Priorities focuses on enhancing McGill's partnerships with the wider Montreal community, including non-profit organizations, industry partners, and public organizations.
- McGill's Social Equity and Diversity Education Office (SEDE) is one of campus's strongest partners in community endeavors and they also provide a variety of trainings and programs to support inclusive, respectful, and supportive communities on campus.
- McGill's wide range of Student Services provides students with access to everything from Counseling and Mental Health Services to Career Planning and spirituality communities.
- A number of SPF-funded projects operate in the Connectivity category, including the Anti-Oppression Program, the McGill Spaces Project, ECOLE, and the Farm to School initiative.

* This is the original vision statement developed for Connectivity outlined in the Vision 2020 Sustainability Strategy, which was developed in 2014.



Connectivity 2017-2020 Priority Actions





Action	Deliverable
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C-1: Address GHG emissions from commuting activities

- Finalize a Transportation Master Plan.  
- Increase bike parking capacity across campus. 
- Develop a program to encourage the use of sustainable transportation for commuters. 

C-2: Engage and connect McGill staff members through sustainability-related programs and activities

- Establish a Sustainable Workplace Certification. 
- Launch a Staff Sustainability Network. 


C-3: Assess and improve physical accessibility on campus

- Update the McGill Design standards to improve physical accessibility. 
- Complete an accessibility audit and integrate audit findings into the McGill Map. 

C-4: Raise awareness of Indigenous issues & climate change on campus

- Recruit an indigenous scholar or artist-in-residence with the assistance of a representative Steering Committee.  

C-5: Increase Indigenous symbolism on McGill's campuses

- Collaborate with campus and Indigenous partners to implement projects around Indigenous symbolism. 

By 2020...

Expected GHG Reductions:
-335 tCO₂e

Expected STARS Points:
+1.74

Operations

Vision for 2020*

Acknowledging the finite limits of the planet, we have reoriented 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.

What’s happening at McGill?














- McGill has a strong history of Applied Student Research on our campuses, which has contributed to the progress we have made in our operational sustainability.
- McGill is home to an award-winning sustainable Food and Dining Services unit, with a suite of sustainable food purchasing and engagement programs. An “Appetite for Sustainability”, their Strategic Plan, covers many of these initiatives.
- The Sustainable Procurement Strategy aims to ensure that all goods and services purchased by the University are sourced with sustainability in mind. This unit continues to expand resources related to sustainable procurement.
- Much of the progress McGill has made in lowering its emissions has been coordinated by McGill’s Energy Management Plan.
- McGill’s Green Building Standards are now embedded in renovation and construction processes.

* This is the original vision statement developed for Operations outlined in the Vision 2020 Sustainability Strategy, which was developed in 2014.



Operations 2017-2020 Priority Actions



Action	Deliverable
<p>O-1: Address GHG emissions from McGill's fleet of vehicles</p>	<ul style="list-style-type: none"> • Develop a sustainable Vehicle Management Program.  • Offer training to promote eco-driving techniques. 
<p>O-2: Optimize the environmental performance of McGill's buildings</p>	<ul style="list-style-type: none"> • Attain the LEED Operations & Maintenance certification for 5 buildings.   • Have all new buildings and most major renovation projects be at least LEED Silver certified.   • Implement the Energy Management Plan. 
<p>O-3: Develop a Waste Reduction and Diversion Plan</p>	<ul style="list-style-type: none"> • Identify the primary challenges in McGill becoming a zero-waste campus.   • Create a Waste Reduction and Diversion Plan that addresses these specific challenges.  
<p>O-4: Develop and adopt McGill's first Licensee Code of Conduct</p>	<ul style="list-style-type: none"> • Use the Licensee Code of Conduct for all McGill branded products sold by "Le James" bookstore.  • Expand the use of the Licensee Code of Conduct to other university areas. 
<p>By 2020...</p>	<p>Expected GHG Reductions: -13,492 tCO₂e</p> <p>Expected STARS Points: +1.64</p>

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.

What's happening at McGill?

- In the fall of 2016, an Open Forum on Sustainability was held to discuss the recommendations outlined in a report on divestment that was prepared by the Committee to Advise on Matters of Social Responsibility (CAMSR).
- Sustainability has been added to the Board of Governors stewardship role. The Senate and senior administration are also informed of sustainability considerations.
- In the fall of 2016, the University's first Sustainability Advisory Council was created. This Council has helped guide the development and content of the new Action Plan, and will continue to offer advice and recommendations on matters of sustainability.
- McGill created a Task Force on Indigenous Studies and Indigenous Education, in response to the The Truth and Reconciliation Commission of Canada: Calls to Action report. The Task Force's Final Report details many ways in which the McGill community can come together to reconcile and educate on Indigenous issues.
- The University has a Diversity, Excellence, and Community Engagement Task Force dedicated to enhancing support around diversity and inclusivity.
- Additionally, in order to create a safer community for all of those at McGill, the University created its first Policy Against Sexual Violence and the Office for Sexual Violence Response, Support, and Education.

* This is the original vision statement developed for Governance & Administration outlined in the Vision 2020 Sustainability Strategy, which was developed in 2014.



Governance & Administration 2017-2020 Priority Actions






Action	Deliverable
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G-1: Increase McGill's internal capacity on climate action

- Appoint a Climate Officer tasked with reducing McGill's carbon footprint. 
- Assess the key climate-related risks for the University and define mitigation options 





G-2: Facilitate and support planning of sustainable events across campus

- Design a sustainable event certification process. 
- Create a sustainable events student team to assist organizers. 
- Train staff in sustainable event planning with an Organizational Development module. 

G-3: Encourage employees to adopt and promote sustainable behaviours

- Embed sustainability in the performance dialogue plan and appraisal form of employees. 

G-4: Provide sustainability information to people in governance roles

- Include sustainability-related content in the Board of Governors and Senate orientation material.  
- Add sustainability key performance indicators (KPIs) to the Board of Governors' reporting framework.  

By 2020...

Expected GHG Reductions: 0 **Expected STARS Points:** +0.12

Contribution of Priority Actions to Long-Term Targets

The table below summarizes how the actions under each Vision 2020 category are forecasted to contribute to McGill's long-term climate and sustainability targets by the year 2020. The forecasted contributions have been calculated using a number of assumptions relevant to the McGill Real Estate and Development Plans, as well as assumptions inherent to each individual activity.

While some actions included in the Action Plan will not have a direct impact on the two long-term targets, they are included because the community deemed them important during the consultation process. Examples of those actions are also included in the table below.

Long-Term Targets	Achieve Carbon Neutrality by 2040	Attain a Platinum Sustainability Rating by 2030	
Current situation	54,060 tCO ₂ e (2015)	72.63 points (2016)	
Expected results in 2020	37,687 tCO ₂ e	78 points	
Gap to fill by 2020	-16,372 tCO ₂ e	+5.37 points	Examples of complementary actions that emerged from the V2020 consultation
Actions under 'Research'	Expected GHG reductions (tCO₂e): -2,545 (16% of reductions)	Expected STARS points: 0 (0% of points)	Enhance the visibility of sustainability research at McGill (R-1)
Actions under 'Education'	Expected GHG reductions (tCO₂e): 0 (0% of reductions)	Expected STARS points: +1.87 (35% of points)	Create educational opportunities around carbon neutrality (E-4)
Actions under 'Connectivity'	Expected GHG reductions (tCO₂e): -355 (2% of reductions)	Expected STARS points: +1.74 (32% of points)	Raise awareness of Indigenous issues & climate change on campus (C-4)
Actions under 'Operations'	Expected GHG reductions (tCO₂e): -13,492 (82% of reductions)	Expected STARS points: +1.64 (30% of points)	Develop and adopt McGill's first Licensee Code of Conduct (O-4)
Actions under 'Governance & Administration'	Expected GHG reductions (tCO₂e): 0 (0% of reductions)	Expected STARS points: +0.12 (3% of points)	Facilitate and support planning of sustainable events across campus (G-2)
TOTAL	Expected GHG reductions (tCO₂e): -16,372	Expected STARS points: +5.37	

Implementation

This Action Plan is a living document that requires the input and collaboration of students, faculty, and staff across multiple units on our campuses. The implementation of the Climate & Sustainability Action Plan relies on a few key elements: community engagement, effective communication, unit-level action plans, and the Sustainability Projects Fund. McGill has everything it needs — the brainpower, a motivated community, and a will to innovate — to successfully achieve the actions and targets outlined in the Action Plan.

Engagement – Student, Faculty, and Staff

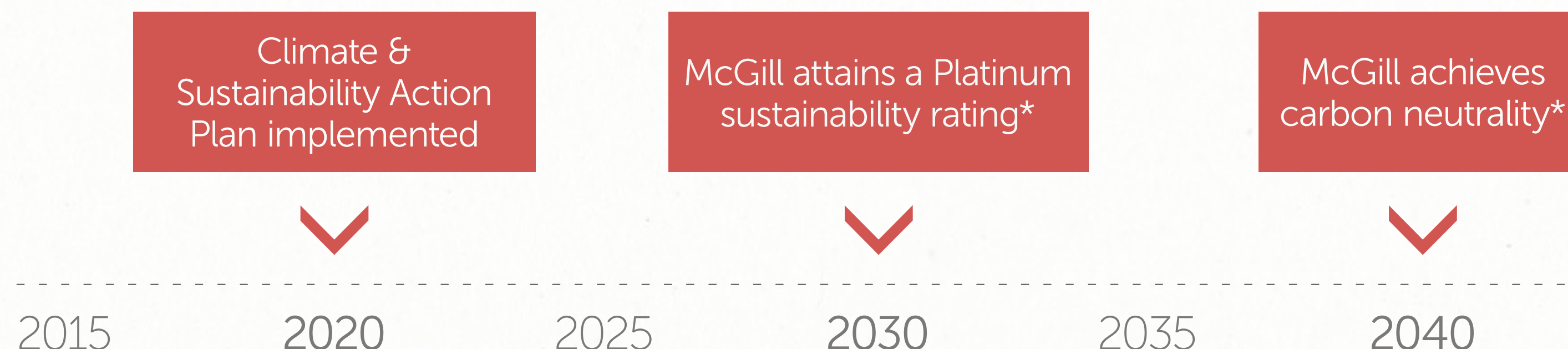
Students, faculty, and staff at McGill helped draft this plan and their contributions will not end there. Members of the McGill community will be able to get involved with particular actions by volunteering with a specific project team or building a similar initiative in their own unit or department.

Information about each category and each priority action will be mounted on McGill's Sustainability website. Project leaders are strongly encouraged to involve students throughout the implementation process.

Communications

A key component of the implementation includes regularly publicizing Vision 2020 news and progress updates. Progress will be communicated through the Office of Sustainability website, newsletter, blogs, and social media accounts, as well as through broader McGill platforms, such as the McGill Reporter and Alumni Magazine. The actions and deliverables articulated in the Plan will also be integrated into messaging from our university's leaders to ensure that more people both at McGill and in the broader community are aware of our commitments.

Achievements set out in the Climate & Sustainability Action Plan



* Long-term targets reassessed every 3 years, starting in 2020

Unit-Level Climate & Sustainability Action Plans

The team at the Office of Sustainability will be working with administrative units, academic departments, and student groups to embed these actions throughout the university. Faculties and units are encouraged to create their own Climate & Sustainability Action Plans that are relevant to their own needs and challenges.

Sustainability Projects Fund

The Sustainability Projects Fund (SPF) is a unique and valuable tool at McGill, and one that will undoubtedly help support the implementation of various priority actions.

As the largest fund of its kind in North America, the SPF was created to kickstart a culture of sustainability on McGill campuses. The seed-funding and support provided by the SPF allows members of the McGill community to contribute to building a culture of sustainability on McGill campuses through the development of interdisciplinary projects.

The underlying goals of the SPF—campus-wide collaboration, experiential learning, and creating a sustainability culture that espouses social, economic and environmental dimensions—align well with the actions and values within Vision 2020.

Monitoring & Reporting

Progress Reports

Two Vision 2020 Progress Reports will be published – one at the mid-point (the end of 2018), and one at the end of implementation (in 2020). Each of the 22 priority actions will be assessed in these reports, along with the degree of completion of the 45 deliverables. An overall glimpse of each of the five Vision 2020 Categories (Research, Education, Connectivity, Operations, and Governance & Administration) will also be provided.

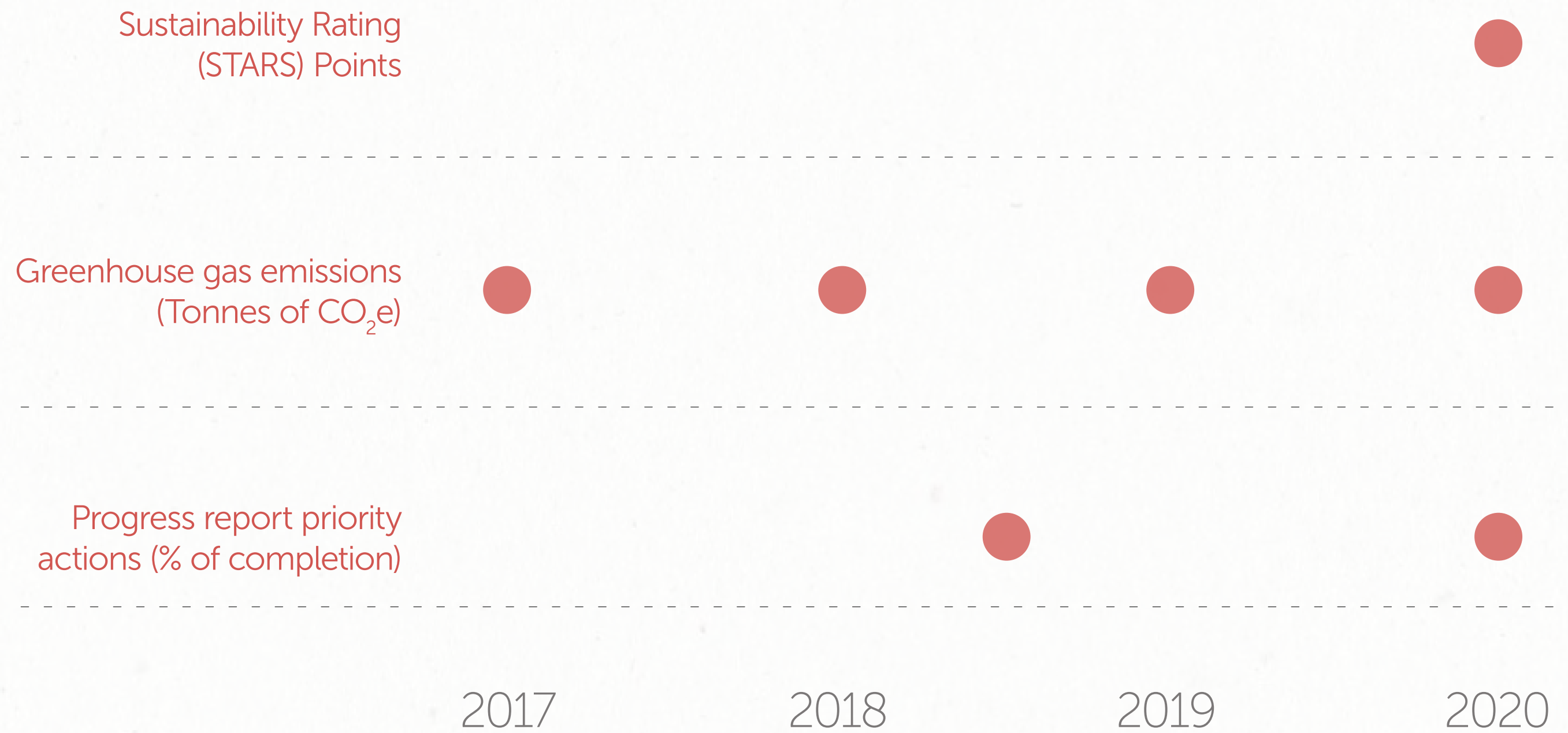
Key Performance Indicators

Key performance indicators (KPIs) will be reported to the Board of Governors to give an indication of the progress towards our objectives. These KPIs are strategically aligned with the content of the current Action Plan.

- McGill's Sustainability Rating (STARS points) will be reported to the Board every three years (we aim at achieving a Platinum rating by 2030).
- McGill's greenhouse gas emissions (tonnes of CO₂e) will be reported to the Board yearly (we aim at achieving carbon neutrality by 2040).
- The progress report on Vision 2020 priority actions will be reported to the Board (see previous section) at the mid-way point and at completion in 2020.

The Advisory Council on Sustainability will also play a major role in the monitoring of Vision 2020 progress. They will continue to meet three to four times per year, assessing progress and giving strategic guidance when necessary.

Data Availability of the Sustainability KPIs for the Board of Governors



Thank You

We would like to extend a heartfelt thank you to everyone who contributed to this process. To every student who contributed their creative ideas, every staff member who assisted in crafting implementation plans, and every faculty member who took time to challenge and guide us—we are grateful for your time and commitment.

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Photo Credits

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Appendix

McGill departments, groups, and units directly involved in the implementation of the Climate & Sustainability Action Plan

- Campus Planning & Development Office
- Design Services
- Environmental Health & Safety
- First Peoples' House & Special Advisor, Indigenous Initiatives
- Human Resources
- McGill Secretariat
- McGill Sustainability Systems Initiative
- Office for Students with Disabilities
- Office of Student Life & Learning
- Office of the Provost and Vice-Principal (Academic)
- Office of Sustainability
- Office of the Vice-Principal (Administration and Finance)
- Office of the Vice-Principal (Research and Innovation)
- Office of Analysis, Planning, and Budget
- Parking & Transportation Services
- Procurement Services
- Project Management
- Social Equity and Diversity Education Office
- Student Housing & Hospitality Services
- Sustainable Labs Working Group
- Teaching & Learning Services
- Student associations
- Utilities & Energy Management
- Waste Reduction & Diversion Task Force

Other departments, groups, and units will have the opportunity to get involved in the implementation of the Climate & Sustainability Action Plan, especially through the creation of their own unit-level action plans.