



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 The Kohlrabi Collective - A Resilient, Integrated, Student-Centric Micro Food System at McGill

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

A collaboration among the McGill Farmers' Market, the MacDonald Student-Run Ecological Gardens (MSEG) and Organic Campus, to establish self-reinforcing partnerships and overcome individual/group challenges.

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

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

Approximate Budget Requested to the SPF (\$): 1,973

Approximate Total Project Budget (incl. other sources of funding if applicable) (\$): 2,733

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

walk-behind plastic mulch layer: ~\$1420 (%52 of budget)

Indicate which of the following team members...

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

... will be the Project Lead (Project Lead will be the contact person for the SPF Staff): Matthew McCormick

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

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, LGBTTTQI, student parents, members of ethnic minorities, immigrants, people with disabilities).

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

First Name & Last Name Matthew McCormick **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #) +1 (204) 805-0816 **Specify if Other**
Email matthew.lewis.mccor@gmail.com **Faculty/Unit/Organization** McGill Farmers' Market, MSEG

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

First Name & Last Name Dr. Caroline Begg **Affiliation (select one)** Academic Staff (AC)
Phone (daytime; only put #s)
Email caroline.begg@mcgill.ca **Faculty/Unit/Organization** Plant Science

3. Additional Project Team Member

First Name & Last Name Anna Lyon **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #s)
Email anna.lyon@mail.mcgill.ca **Faculty/Unit/Organization** MSEG

4. Additional Project Team Member

First Name & Last Name Erlend Bjorklund **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #s)
Email erlendbjorklund@gmail.com **Faculty/Unit/Organization** MSEG

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PROJECT TEAM MEMBERS (CONT'D)

5. Additional Project Team Member

First Name & Last Name Alex Daigle **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #s) _____ **Specify if Other** _____
Email alexandre.daigle@mail.mcgill.ca **Faculty/Unit/Organization** MSEG

6. Additional Project Team Member

First Name & Last Name Renuka Giles **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #s) _____ **Specify if Other** _____
Email renukagiles@gmail.com **Faculty/Unit/Organization** McGill Farmers' Market

7. Additional Project Team Member

First Name & Last Name Kristen Perry **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #s) _____ **Specify if Other** _____
Email kristen.perry@mail.mcgill.ca **Faculty/Unit/Organization** McGill Farmers' Market

8. Additional Project Team Member

First Name & Last Name Amelia Peres **Affiliation (select one)** Undergraduate (UG)
Phone (daytime; only put #s) _____ **Specify if Other** _____
Email ameliakperes@gmail.com **Faculty/Unit/Organization** Organic Campus

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

OPTIONAL:

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

Represented marginalized communities: _____

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

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

mcgillfarmersmarket.blogspot.ca, mseg.weebly.com, organiccampus.blogspot.ca

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

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

All our project team members understand that the SPF is publicly funded and therefore, by default SPF projects are not confidential. We agree that if needed, the SPF Steward, the SPF Administrator and/or the SPF Working Group members read and/or share the application and/or communicate part of its content in the cases where they would need to (e.g. to receive professional advice, connect our team to stakeholders, etc.).

If our project is approved, all our project team members agree that their name, email, and phone number as well as their participation to the project be disclosed (e.g. for contact information or through our application and progress/final reports published on the SPF website).

If you do not check this box, the SPF staff will communicate with you to know who's information to remove before sharing your project online.

All our project team members have read and understood the [SPF Terms & Conditions](#), and we confirm that we agree to respect them.

If any aspects of the [SPF Terms & Conditions](#) are unclear to you, contact the [SPF Staff](#) before you submit your application so that you can check this box in all confidence. Also note that, if your project is approved, the Project Leads and the person monitoring the project's budget will have to confirm in writing (through email or document's signing) that they agree to the [SPF Terms & Conditions](#) before officially starting the project.



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	The Kohlrabi Collective -- A Resilient, Integrated Micro Food System at McGill		
Project Lead	Matthew McCormick	Phone	+1 (204) 805-0816
First & Last Name		<i>(daytime)</i>	
		Email	matthew.lewis.mccor@gmail.com

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

Project Vision Student food groups are connected and stable over time, and widely recognized as unique applied learning experiences

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 Create lasting partnerships among three student groups (Farmers' Market, MSEG, Organic Campus), encourage systems thinking, resource/knowledge sharing to increase resilience of these projects through collaboration.

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)

Student-run projects that promote/distribute/produce local food on both campuses are experiencing challenges that threaten their project's stability. To date, there has been little attempt to realize and act upon the potential to form collaborations. As a result, our community of student food groups is broken; individual groups are acting in isolation, despite having similar mandates. On their own, they are failing to impact stakeholders across campus achieve their potential to shift food culture at McGill.

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

In Fall 2015, the project leader completed an ASR project to identify challenges faced by student-run food projects (Farmers' Market, Organic Campus and MSEG). For example, the farmers' market could not meet total demand for its CSA baskets; Organic Campus lost its produce supplier; and MSEG, due to its physical isolation, struggled to reach the downtown campus. These groups can work together to overcome their individual project challenges collaboratively. The project resulted in 1) the establishment of official business partnerships among the three groups and 2) the creation of a student local food collective (the Kohlrabi Collective) that will encourage future collaboration. The MFM is now selling CSA baskets on behalf of MSEG and Organic Campus will be selling MSEG produce at their retail space in SSMU. Come Fall 2016, student produce from the ecological garden will be more accessible to the downtown community through CSA shares at the market and over-the-counter sales three days/week in SSMU. As a collective, the three groups will meet twice/term to discuss ways to overcome longer-term barriers to project stability and collaborate on events/outreach activities. Our application to the SPF is a request for funding that will cover the costs of putting these collaborations into action. Such partnerships will require purchasing additional capital to ensure that business among these groups will occur efficiently. For example, in order to meet the increase in demand for produce downtown, MSEG will require investment in efficiency of vegetable harvest. Collaboration among MFM, MSEG and OC will help alleviate the short-term challenges faced by these groups, and facilitate deep connections among campus food groups that before now, have never occurred. Our project will transform this broken food student food system into a network that shares resources in order to achieve wider campus impact.

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 Kohlrabi Collective will increase the resilience of student food groups by integrating existing initiatives into a unified food system. Prior to this project, the student food system was disconnected – groups were not working together to their full potential and as a result, their individual impacts were not felt across the entire campus. By forming a collective, we hope to share the existing resources and campus connections among all members so that collectively, these groups can have a larger impact in our community. By making MSEG produce more accessible downtown through MFM and OC, we hope to foster new excitement within the downtown community for locally produced, sustainable food. We hope to increase awareness among students, staff and faculty about the existence of these projects and increase community engagement in our student food projects.

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Section B - Project Overview

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

Collaborations are sustainable over time because all groups were involved in the process of designing partnerships. Working together will alleviate challenges of each member group such that partnerships are self-reinforcing. It is in the interest of each group to maintain and improve on these collaborations into the future. We intend to record the 'story' of collaboration to maintain institutional memory, and incorporate collective knowledge into training of future project coordinators.

- 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)

Social – our project seeks to create connectivity, and establish a shared vision among groups who will work together to achieve it. We will make local produce more accessible to folks living/studying downtown. Through collaboration, we hope to increase the revenue of each student project allowing them to pay their staff more equitable wages and make employment opportunities in our sector more accessible to folks with varying degrees of financial security.

Environmental – We hope to increase awareness of local food and ecological agriculture in general, while increasing name recognition of our student groups. Our goal is to encourage more students, staff and faculty to purchase local food, and support initiatives that provide students with the opportunity to gain hands on experience in local food production/marketing. By doing so we hope to change the habits of consumers, while strengthening these projects that produce future leaders in food sustainability.

Economic - By increasing project revenue, we also hope to provide groups with the freedom to invest further in their projects. Through collaboration, each project will become more visible on campus. We hope that such recognition will open the door to future funding opportunities (student fee levy, internal funding from department of agriculture/environment, external grants).

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

We plan to order/purchase materials from local sources. By combining existing knowledge from within our community, our project will make contributions and participation by all community members accessible. Our team is made up of a diverse group of people from various disciplines. By nature, our project is inclusive, as its success depends on integrating various stakeholders from across campus. This initiative incorporates existing research (ASR) and future opportunities for student learning (outreach collaborations).

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 seek to source knowledge, skills and capital from a wide range of stakeholders to work toward a collective vision. We hope to create a sense of pride for student-run local food initiatives and increase our community's sense of belonging to a sustainable, integrated food system. By increasing the presence of these groups on campus, making information more accessible, we hope to increase public interest in getting involved. We hope to provide further opportunities for students/staff/faculty to join our projects and invite other student groups with sustainable food-related mandates to join our collective once collaborative momentum is achieved. Through collaboration, we'll share our individual campus connections in order to achieve a larger collective impact at McGill.

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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Section B - Project Overview

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

Both the MFM and MSEG received extensive support through the SPF in the past in order to seed these initiatives. To my knowledge, no prior initiative has attempted to integrate McGill student groups engaging in local food production/distribution. Therefore, this particular project will seek to build further resilience of previously funded SPF projects by integrating them into a unified system. McGill Feeding McGill is an initiative that connects Mac Campus production with the downtown community and was successfully funded by the SPF for 2-3 years. Our project will complement this progress by providing downtown with additional locally produce and ensure that students are more directly involved in the process. Though the Hort. Centre (from which Dining Sourced sources tens of thousands of kilograms of produce each fall) employs students and takes measures to produce vegetables sustainably, MSEG offers an additional source that is entirely student-run and follows organic standards of production. By providing MSEG, Farmers' Market, and Organic Campus with more of a presence in this movement toward food sustainability at McGill, we hope build on past projects by increasing student engagement in our food system and increasing the accessibility of local food that is produced more sustainably.

Moreover, Ag Connect - Inclusive Education is current initiative in progress with which we can collaborate. We share with this project the desire to make knowledge, skills and education in agriculture more accessible to all.

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

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

Meal Exchange (national registered charity), McGill Food Systems Project, Oliver de Volpi, Food and Dining Services, John Lindsey (Student Sustainability Coordinator of SHHS), Kimber Bialik (VP Clubs and Services SSMU), SSMU Environment Committee, Campus Crops, Out of the Garden Project, Concordia Food Coalition, Isabelle Mailhot-Leduc (Sustainable Food Systems Coordinator Concordia), SNAX, Student-Run Cafeteria, McGill Food Coalition.

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)

McGill Feeding McGill demonstrated that there is a demand for produce from within the university, and an attractiveness to keeping financial resources on campus by purchases from our farms. It also proved that our administration and consumers support student employment in agriculture. The recognition and media attention received by this initiative further goes to show that sourcing from our own campus farms is exciting and attractive to our community. The Kohlrabi Collective, is an attempt to facilitate cooperation among SPF-funded projects so that they can share resources to collectively achieve more financial security. We discovered that isolated action is unsustainable, and are excited to explore the future of collective action/systems thinking.

- ABOUT SPF FUNDING -

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

We believe our project goals are directly in line with the mission of the SPF - to encourage student food groups to think like a system and build a stronger, more connected system of student food producers/marketers. By increasing student involvement in the institutional movement toward food sustainability on campus, we are changing the culture of sustainability - empowering students to have a larger role in this system, a feat for which they will feel a sense of pride and accomplishment!

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)

SSMU Green Fund: \$350; denied (intend to appeal/reapply before mid February)

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 The Kohlrabi Collective

Student Project Lead Matthew McCormick **Phone** +1 (204) 805-0816 **Email** matthew.lewis.mccor@gmail.com
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 Student food groups are connected and stable over time, and widely recognized as unique applied learning experiences as indicated in your Section B - Project Overview.

Project Goal Create lasting partnerships among three student groups (Farmers' Market, MSEG, Organic Campus), encourage systems thinking, resource/knowledge sharing to increase resilience and impact of these projects through collaboration.

As indicated in your Section B - Project Overview.

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

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

Expected/Desired Impact (200 char. max. ~30 words)	
A	Facilitate a shift from our currently divided student food system to united network in which groups share resources, knowledge and connections to various stakeholders across campus.
B	Carry out mutually beneficial partnerships between MSEG, Organic Campus and Farmers' Market in such a way that continued collaboration is in the best interest of all groups.
C	Through collaboration, allow groups to collaboratively address challenges they are facing, while increasing the campus-wide impact of each individual project.

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

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

#	Type of Objective	S.M.A.R.T. Objectives (125 char. max. ~20 words)	Related Impact(s) (A, B, C)	Related Key Success Indicator(s) - also indicate targeted numbers for each (85 char. max. ~15 words) (ignore the circles for now)	
1	Other	By August 2016, ensure that MSEG, Organic Campus, and Market are confident and prepared for fall season collaborations	A, B	Nature of responses collected from each group one month prior to start of fall	<input type="radio"/>
2	Other	Throughout the project, MSEG, Organic Campus and Farmers' Market coordinators meet twice per semester	A, B, C	# of collab. outreach events proposed/completed; collective mandate, action plan	<input type="radio"/>
3	Outreach	By August 2016, have completed sufficient advertising/promotional work to get the word out about new partnerships	A	# of campus news publications; # of new stakeholders met, collective website	<input type="radio"/>
4	Monitoring	Throughout the project, ensure that project stays within budget and activities completed on time	B	Budget updated every 2 weeks; % of activities completed on time	<input checked="" type="radio"/>
5	Other	Demonstrate that student food groups have capacity to increase their resilience, and increase their impact on campus	A, B, C	%revenue increase by each project; # of additional volunteers and CSA members	<input type="radio"/>
6	Monitoring	Throughout, maintain communication with all three student groups to 'check-in' on successes/issues with partnerships	B	# of issues resolved; # of successes indicated	<input type="radio"/>
7					<input type="radio"/>

SPF Application Form Section C - Project Plan

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

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

S.M.A.R.T. Main Activities (125 char. max. ~20 words)	Related Objective #(s)	Resulting Output(s)	Related Key Success Indicator(s) - also indicate targeted numbers for each (85 char. max. ~15 words) (ignore the circles for now)	
Identify and collectively resolve remaining concerns among groups participating regarding finances and structure of collabs.	1, 2, 5, 6	Meet. Minutes, Consensus	written contracts: frequency/quantity of \$transactions, and pick-up/drop-off times	<input checked="" type="radio"/>
Include announcement in multiple campus listervs, and publish an article in the McGill Daily + Tribune, CKUT interview	3, 5	blurb, publish media	# of listserv submissions 20, and media coverage 3; # increased CSA basket interest	<input type="radio"/>
Decide number of MSEG baskets sold through Market; finalize Organic Campus' Fall weekly produce order from MSEG	1, 2, 6	produce order, CSA list	# of baskets and weekly order sheet confirmed	<input checked="" type="radio"/>
Finalize collective mission statement, mandate and 2 year action plan	1, 2, 5, 4	mission, plan, mandate	%members attending meetings, frequency of meetings 70, % attendee participation 75	<input type="radio"/>
Finalize hiring of new market and organic campus coordinators; incorporate partnership logistics into training of all new staff	6, 4	new training manuals	%attendance of new staff at collective meetings 80, updated training manuals	<input type="radio"/>
				<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.)

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)
non-student farmers/vendors may sense student group favouritism	they have been/will continue to be informed of partnerships
MSEG may find that selling own baskets downtown more profitable	Agree#baskets to sell through market,adjust next year as needed
Introducing middle-people may remove farm-buyer connections	MSEG will be present every market available to meet consumers
Organic Campus having additional supplier may complicate process	new staff training manuals, adjust process as needed to simplify

We have more risks to list:

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Section C - Project Plan

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

Stakeholder's Name(s)	Affiliation	Role in the project	Confirmed support/participation
Oliver de Volpi	Advisor, admin stakeholder	attended a collective meeting, stated support	Yes
Caroline Begg	Advisor, faculty stakeholder	Advisor to MSEG and Market	Yes
John Lindsay	Student sust. coordinator, SHHS	Stakeholder, MFSP mgmr, collective member	Yes
Dana Lahey, Meal Exchange	Market founder, stakeholder	supplier of resources, advisor to project	Yes
Sarah Archibald, Meal Exchange	national student food network	connect collective to national student projects	Yes
Isabelle Mailhot Leduce	Sust Food Coordinator, Concordia	share experiences of Concordia food coalition	Yes
Kimber Bialik	SSMU VP Clubs/Services	advise on club status of collective, fee levy	No
McGill Food Systems Project	Facilitate food research/collabs	collective members, connect us w/food groups	Yes
Ag. Connect Inclusive Education	Partner w/ market and MSEG	work placements for students w/disabilities	Yes
Farm 2 School	Partner w/market, MSEG, OC.	Collaborate on collective education/outreach	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) (Section A-Cover Page - members' initials)	Start Date	End Date
Update coordinator training manuals	training guides	M.M. - R.G. - K.P. - A.P.	Mar 14 2016	April 11, 2016
1 Collective meeting in March, 2 in summer	Mandate, mission	all	Mar 14 2016	Aug 31 2016
Write formal agreements between partners	contract	M.M. - R. G. - A.L - E.B. - A.D. - A.P	May 16, 2016	July 4, 2016
Write and submit article(s) and blurb to media	article, blurb	M.M. - K.P. - A.L. - A.P.	May 16 2016	Jul 29 2016
Write collective mission, action plan	plan, mission	all	Sep 12 2016	Oct 3 2016
Write and submit SPF progress report	progress report	M.M.	Aug 17 2016	Sept 1 2016
Produce and Submit SPF video	project video	M.M. - K.P. - E.B.	Sep 1 2016	Oct 20 2016
Write and submit final SPF report	final report	M.M.	Oct 19 2016	Nov. 1 2016

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

- ADDITIONAL INFORMATION -

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

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

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

Appendix #	Title/Topic of Appendix	Total Qty of Pages
1	Summary of related applied student research	2
2	Summary of Student Projects Forming the Kohlrabi Collective	1
3	Summary of budget by item	1
4	Support Letter - Caroline Begg	1
5	Support Letter - Marisa Lenetsky	1
6		
7		

SPF Application Form

Section C - Project Plan

- BUDGET -

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

REVENUES

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

	(A) Funding Source(s)	(B) Amount (\$)	(C) Status
1.	Sustainability Projects Fund (SPF)	\$1,973.00	Unconfirmed
2.	SSMU Green Fund	\$360.00	Unconfirmed
3.	Donation Dorval Horticultural and Ecological Society	\$400.00	Confirmed
4.			
REVENUES GRAND TOTAL - add all (B)		\$2,733.00	

EXPENSES

1. Salaries & Wages

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

(A) Year	(B) Position Title	(C) ~# of Hours per Week	(D) ~# of Weeks	(E) Hourly Wage* (\$)	(F) Subtotal (\$) (C x D x E)	(G) 20% Benefits	(H) Total Cost (\$) (F x G)	(I) Funding Source(s)**
						1.2		
						1.2		
						1.2		
						1.2		
Expenses Subtotal 1 - add all (H)							\$0.00	

2. Other Expenses

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

(A) Year	(B) Item Description (inputs)	(C) # of Units	(D) Unit Cost (\$)	(E) Total Cost (\$) (C x D)	(F) Funding Sources**	(A) Year	(B) Item Description (inputs)	(C) # of Units	(D) Unit Cost (\$)	(E) Total Cost (\$) (C x D)	(F) Funding Sources**
16	LG. Veg. Bins	10	\$14.00	\$140.00	1						
16	MED. Veg. Bins	10	\$13.00	\$130.00	1						
16	Push Cart (market)	1	\$75.00	\$75.00	2						
16	Market Tent	1	\$138.00	\$138.00	2						
16	Sandwich boards	3	\$50.00	\$150.00	2						
16	Plastic 4 grnhouses	2	\$243.00	\$486.00	3, 1						
16	harvest machete	2	\$21.00	\$42.00	1						
16	produce knife	2	\$26.00	\$52.00	1						
16	plastic mulch layer	1	\$1,420.00	\$1,420.00	1						
16	veg. transport trays	5	\$20.00	\$100.00	1						
Expenses Subtotal 2 - add all (E)					\$2,733.00	Expenses Subtotal 3 - add all (E)					\$0.00

EXPENSES GRAND TOTAL (Subtotals 1 + 2 + 3)

\$2,733.00

* If position hosted and managed under a McGill Department or Unit, consult with their HR staff or supervisors for the applicable salary rates. If position not hosted and managed under a McGill Department or Unit, see the [SPF Guide to Budgeting](#) for the Hourly Wages applicable to hiring under the SPF.

** To indicate the one or many Funding Source(s) that will pay for the expenses, use their respective number as you listed under Revenues (SPF or other).

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

Summary of Related Applied Student Research

Building Resilience of Student Local Food Groups Through Collaboration

Project Coordinator/Researcher:

Matthew McCormick

Community Partners:

MacDonald Student-Run Ecological Gardens (MSEG)

Organic Campus

McGill Farmers' Market

ECOLE Project

Project Duration:

Sept 2015 - October 2016

Problem Statement:

Student local food producers and distributors at McGill (Organic Campus, MSEG, Farmers' Market) are facing barriers to project stability. These projects have not, up until now, realized their potential to work collaboratively to share resources, knowledge and connections.

Research Questions:

1. What are the short-term and long-term challenges faced by each student local food project?
2. How can they work together to overcome challenges, and increase their resilience and campus impact?

Method:

Using Community-Based Participatory Action Research,¹ representatives of each group were asked to state both long- and short-term barriers to project stability. After compiling these results and imagining a new system in which groups were more connected, the potential to gain from partnerships was explained to the groups by the project facilitator and collective action was taken to establish consensual, formal relationships for the coming 2016 season.

Findings:

The student garden (MSEG) identified the following to be their most pressing challenges:

- Countless hours spent preparing fields for planting and harvesting/cleaning vegetables reduces available time spent on community outreach. As a result, the main focus of staff is on maintaining financial self-sufficiency by prioritizing profit over engagement.

¹ CBPAR is a collaborative approach to research that involves all community partners in every stage of the research process. See: <http://depts.washington.edu/ecph/commbas.html>

Appendix 1

- Combination of yearly staff turnover and low-productivity of labour leads to low efficiency of production
- The physical inaccessibility of the garden, even to Mac campus students, reduces visits by community members; most do not know where to find the garden

The McGill Farmers' Market is experiencing the following challenges:

- Late summer demand for CSA baskets is greater than capacity of current farm partners to supply
- Market coordinators struggle to encourage early commitment to CSA program and receive payments in advance²
- Requires investment in new tents, and signage for the market to accommodate new vendor participation

Organic Campus identified the following challenge:

- In winter 2015, they lost their partnership with local farm, True Food Ecostere Farm, whose owners are unable to produce organic vegetables indefinitely. Organic Campus must find a new produce supplier in order to continue their vegetable sales in the Shatner Building, a requirement of their SSMU Student Service status.

Project Outcomes:

Taking into consideration the above challenges faced by each project, the following collaborations were put into action:

- The McGill Farmer's market is now selling CSA baskets to the downtown community on behalf of MSEG. By doing so the market will be able to meet additional demand for CSA baskets, and MSEG will become more integrated into/known by the downtown community
- MSEG will fill Organic Campus' pressing need for a produce supplier, and MSEG will be introduced further to the downtown campus, overcoming some awareness-related challenges caused by their inaccessibility
- All three student groups, in addition to the McGill Food Systems Project, have agreed to meet twice per semester and continue to discuss potential collaborations in the future. Together, they are warmly referred to as the Kohlrabi Collective.

Conclusion:

A kohlrabi is a resilient, temperature-tolerant vegetable that grows well in our climate. It embodies the spirit of Montreal's local food movement, and is a symbol of strength and durability. We believe the 'Kohlrabi Collective' is an appropriate name to describe the unity of our projects. Working together, we can overcome our pressing challenges, share our existing resources, and collaborate on ways to increase our presence on campus into the future.

² Community Supported Agriculture is a means for consumers to support local farmers *in advance* of the harvest season. By signing up for a membership and paying the farmer early, consumers purchase a share in the farm and provide the producer with financial capital to pay for seed orders and early season labour costs before food can be harvested and sold for revenue. The McGill Farmers' Market coordinates a distribution point for CSA on the downtown campus, partnering with 3 local farmers. See: <http://mcgillfarmersmarket.blogspot.ca/p/csa.html>

Summary of Student Projects Forming the Kohlrabi Collective:

McGill Farmers' Market, MSEG, and Organic Campus

a. The MacDonald Student-Run Ecological Gardens (MSEG)

MSEG is a 3-acre, student-run garden at the MacDonald Campus of McGill that provides students with the opportunity to gain hands-on experience in small-scale, ecological agriculture. Student farmers produce over 60 varieties of vegetables that they distribute to the downtown and Mac campus community through participation in two farmers' markets and a 50-member Community Supported Agriculture (CSA) program. The garden employs 6-7 student staff that work full-time in the spring/summer and part-time during school year, and hosts volunteers from the community throughout the season. Apart from growing vegetables, the student farmers take care of over 30 laying hens in a mobile chicken coop and 2 colonies of honeybees. The garden seeks to transfer skills in organic farming, bridge the gap between the students, staff faculty and the surrounding community, and offer a collaborative learning experience through which members experiment and share knowledge.

(<http://mseg.weebly.com/about-us.html>)

b. The McGill Farmers' Market

The McGill Farmers' Market is a 'pop-up' farmers' market organized by McGill students each year from July-October on the downtown campus. The market hosts 12-15 local vendors that sell a variety of products including produce, honey, tea, coffee, baked goods, preserves and prepared meals. Additionally, the 4 market staff sell and distribute produce on behalf of local farmers through a CSA program. The market seeks to provide the McGill community with direct access to fresh, local food; empower local producers by giving them space to sell their products, contributing to their livelihood; and to unite various stakeholders across campus, including students, staff, faculty and community members, by creating a space for casual interaction centred around food, health and sustainability.

(<http://mcgillfarmersmarket.blogspot.ca>)

c. Organic Campus

Organic Campus is a student volunteer-run retail space located in the student society building that sells baked goods and organic produce over-the-counter. It is open 3 days per week throughout the entire academic year from September-April. As a service under the Student Society of McGill (SSMU) Organic Campus must meet 2 requirements, the provision of resources and awareness. To fulfill these requirements and maintain their service status, Organic Campus provides access to local, organic food; promotes healthy eating and support for local producers; and engages in public outreach/education activities.

(<http://organiccampus.blogspot.ca>)

Budget Summary by Item

Appendix 3

Item	Supply/ Distribution	Purpose/Relevance to Project	Cost breakdown (tax included)	Total Cost	Percent of Budget
LG rubbermaid storage bins	Distribution	Transporting and storing large amounts of produce; will allow MSEG to deliver vegetables to market for CSA customers	\$14.00 per unit 10 units	\$140.00	5.1%
MED rubbermaid storage bins	Distribution	Transporting and storing medium amounts of produce; will allow MSEG to deliver produce to Organic Campus, and for OC to store produce	\$13.00 per unit 10 units	\$130.00	4.5%
Commercial bread trays	Distribution	Transporting and storing more sensitive produce items such as lettuce and tomatoes; will be used by both Farmers' Market and Organic Campus	\$20.00 per unit 5 units	\$100.00	3.6%
Push Cart	Distribution	For loading and unloading produce deliveries to Market and Organic Campus	\$75.00 per unit 1 unit	\$75.00	2.5%
Market Tent	Distribution	Provide shelter for MSEG at the McGill Farmers' Market	\$138.00 per unit 1 unit	\$138.00	4.9%
Sandwich Board Materials (Lumber, screws, eye hooks, etc.)	Distribution	Construction of three sandwich boards to improve clarity of signage that indicates three different basket sizes for pick-up at the farmers' market (project team will purchase material and build)	\$50.00 per unit 3 units	\$150.00	5.4%
Tufflite Greenhouse Film source: Johnny's Select Seeds (US)	Supply	Plastic cover for MSEG greenhouses; required to extend the growing season so MSEG can supply produce to OC and market during fall season	\$172.00 per unit 2 units \$93 US exchange rate \$49 shipping	\$486.00	17.7%
Harvest Machete Johnny's Select Seeds	Supply	Improve ease and efficiency of harvesting durable-stemmed plants (cabbage, kohlrabi, eggplant, etc.)	\$13.50 per unit 2 units \$7.00 US exchange \$8.00 shipping	\$42	1.5%
Produce Knife Johnny's Select Seeds	Supply	Improve general harvest efficiency of plants (lettuce, kale, chard, etc.)	\$16.95 per unit 2 units \$10.00 US exchange \$8.00	52.00	1.9%
Mechanized Plastic Mulch Layer** source: Earthtools (US)	Supply	An implement to add to MSEG's existing walk-behind tractor; Will save countless hours of labour on the supply side, allowing for increase in production to serve downtown campus community	\$737.00 for implement \$106.00 for tractor hitch \$227.00 US exchange \$200.00 shipping \$150.00 duty fees	\$1420.00	52.9%
				\$2733.00	

**To increase yield, rate of crop maturity and to protect certain varieties from pests and weed growth, MSEG *manually* lays biodegradable 'plastic' mulch over many of its field beds. The implement for our push-tractor, designed to lay plastic mulch and cover the edges with soil, will *immensely* reduce the amount of labour hours spent manually laying mulch. Applying mulch is arguably the task MSEG farmers spend the most time completing, yet it is crucial for producing certain vegetables organically in our climate. Time saved from this task will be transferred to increasing production of vegetables for the Market and Organic Campus.



McGill

**Faculty of Agricultural
and Environmental Sciences**

McGill University
Macdonald Campus

Department of Plant Science

**Faculté des sciences de
l'agriculture et de l'environnement**

Université McGill
Campus Macdonald

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Québec, Canada H9X 3V9

Recommendation letter for project 16-289 Kohlrabi Collective

February 29 2016

TO the SPF Working Group

I would like to strongly support the collaborative goals so aptly expressed by the Kohlrabi collective which aims to create stable and resilient linkages among four significant student run collectives and food producing and distributing organizations; MacDonald Student-Run Ecological Gardens (MSEG), Organic Campus, McGill Farmers' Market, and the ECOLE Project. Establishing strong bonds among these groups, will allow information to flow, utilize resources more efficiently, save on duplication and increase growth amongst all of them. Presently I am on the ECOLE board of directors, on the McGill Farmers Market Board and I have been a mentor to MSEG since its inception. These groups are dynamic, pro food sustainability and they have much to share. This project will increase awareness of all the groups on both campuses and provide opportunities for applied student research, and perhaps across these projects. The participants in each of these student organizations have agreed to work together to further their goals. I have worked with Matt McCormick last year with MSEG, this year he in the cropping plan course for MSEG and he was one of the coordinators for the McGill's farmers market and is in the ECOLE project. He is well able to manage the SPF funds and to work with the four groups in order to enhance collaboration. Matt is an excellent communicator, both written and oral. I strongly support funding for this project.

Sincerely

Caroline Begg, Ph.D.

514-398-8749 Raymond R2-028a

Email: caroline.begg@mcgill.ca

Director of Stage (Internship), FMT Program,

Faculty Lecturer, Plant Science, McGill University

Ecological Agriculture Coordinator and Advisor for the specialization, minor and certificate

Mentor for Food Production and the Environments, MSE

Associate Member, McGill School of the Environment (MSE)

February 24, 2016

To Whom It May Concern:

As a former manager of the Macdonald Student-Run Ecological Gardens (MSEG) I am writing to express my support and confidence for the SPF proposal by the Kohlrabi Collective to facilitate cross collaboration between food systems focused student groups on both campuses. MSEG has substantially increased its downtown presence over the past year and has been welcomed by like-minded students who are passionate about ecological agriculture and want to support student engagement and practice. Despite this enthusiasm many of the materials needed to effectively foster student group partnerships has been lacking, and have created a barrier towards achieving a wider accessibility of ecological food to the student population.

At MSEG the most valuable resource to students farmers is time, especially during the fall season when school and farm responsibilities have to be juggled; fall is also the time of year when there is the greatest demand for MSEG's products, with the return of students for the new academic year. The collaborations that this fund request facilitates will create more time to be spent on production and less on marketing and distribution, allowing student farmers to supply a greater number of enthusiastic students, staff, and faculty members with local organically grown food.

As the coordinator for this project Matthew McCormick is uniquely qualified to carry out lasting partnerships between the Macdonald Student-Run Ecological Gardens, the McGill Farmers Market, and Organic Campus. His dedication to creating a more sustainable food system at McGill, and his leadership roles in two of these student groups, have provided him with insight of the potential between these groups and what is needed for it to be best fulfilled. The funds requested provide the needed material foundation for these collaborations, which will provide fruitful results to not only those directly involved in these projects, but also the greater McGill community.

Best,

A handwritten signature in black ink, appearing to read "Marisa Lenetsky". The signature is fluid and cursive, with the first name "Marisa" being more prominent than the last name "Lenetsky".

Marisa Lenetsky