

# SUSTAINABILITY ACTION PLAN

2020-2025



# A WORD FROM OUR PRESIDENT



**T**he year 2020 has been extremely challenging because of the COVID-19 pandemic. I take great pride in how our community has responded. The pandemic has brought us face to face with human fragility and tested the resilience of our systems and institutions. It's forced us to confront some fundamental assumptions about health, economic well-being, and social inequity, underlining the necessity for collective responsibility and leadership.

The disruptions caused by the pandemic have also put into sharper relief how climate change is humanity's most enduring challenge and how we need to reimagine a more sustainable future. This year's Times Higher Education Impact rankings showed that Concordia is already recognized as a global leader, placing among the top 20 universities in the world for the impact of our teaching, research, outreach and partnerships on climate change and sustainable cities. But there is still more than we can, and should, do.

Which is why I am extremely pleased that we are now launching our Sustainability Action Plan. The plan is an outgrowth of the sustainability policy which Concordia adopted in 2016. The Action Plan is truly the fruit of a campus-wide effort that has brought together students, staff, faculty and administrators. Focused on designing sustainability pathways in five streams—food, waste, climate, research and curriculum—the Action Plan touches all aspects of our mission and operations. In further helping our university to be an environmental leader, the Plan is an apt expression of our ambition to be Canada's next generation university.

The Sustainability Action Plan is a critical piece of our university-wide response to a global call for action. In September 2019, Concordia signed the SDG Accord global climate letter, joining many other institutions of higher education in declaring a climate emergency.

In November 2019, we became the first university in Canada to announce that its Foundation would be 100 percent invested in sustainable enterprises by 2025.

In December 2019, we became the first Canadian university to launch a sustainability investment practicum through a partnership between our John Molson School of Business and ManuLife Investment Management.

This October 8, we announced an institutional commitment to advance the United Nations' Sustainable Development Goals (SDGs), joining the global effort to tackle social, environmental and economic issues in tandem and create a better future for people and our planet.

And, in an important signal of our determination to deliver on our commitments, on October 1, 2020 we embedded sustainability into the leadership of the university by creating the position of Vice-president Services and Sustainability.

The Sustainability Action Plan is an ambitious, living document. I believe our community's commitment to its goals will allow Concordia to contribute in a dynamic and purposeful way to achieving a brighter future for all.

Sincerely,

Graham Carr  
President and Vice-Chancellor

## TERRITORIAL ACKNOWLEDGEMENT

We would like to begin by acknowledging that Concordia University is located on unceded Indigenous lands. The Kanien'kehá:ka Nation is recognized as the custodians of the lands and waters on which we gather today. Tiohtià:ke/Montréal is historically known as a gathering place for many First Nations. Today, it is home to a diverse population of Indigenous and other peoples. We respect the continued connections with the past, present and future in our ongoing relationships with Indigenous and other peoples within the Montreal community.

## SUSTAINABILITY ACTION AT CONCORDIA: DEFINITION, TIMELINE AND INVOLVEMENT

As a next-generation university, Concordia is taking a leadership role in meaningful sustainability action on global and local issues. Sustainability has been in our DNA from the very beginning and we have made a long-term commitment to be a leading higher education institution. We want to stimulate innovation, raise awareness and ensure effective participation in the implementation of sustainability at all levels.

### OUR DEFINITION OF SUSTAINABILITY

At Concordia, we define sustainability as a mindset and a process that leads to reducing our ecological footprint and enhancing social well-being while maintaining economic viability both on and off campus. This process has been developed through a governance system based on shared vision and responsibility that fulfills Concordia's current needs without compromising the needs of future generations. To be sustainable in our decisions and activities is to take a long-range perspective, recognize resource capacities and balance the interconnected nature of our environment, society and economy.



# TIMELINE: IMPLEMENTING SUSTAINABILITY COLLABORATIVELY

2016	2017	2018	2019	2019-20
SUSTAINABILITY POLICY	STREAM TOPICS	COMMITTEES' DRAFT PLANS	COMMUNITY CONSULTATIONS	UNIT-LEVEL PLANNING
<p>In our sustainability policy, we committed to the following goals:</p> <ul style="list-style-type: none"> <li>• <b>Adopt sustainability as a core value</b> through strategic planning, commitments, actions and communications.</li> <li>• In consultation with our community, develop <b>long-term sustainability plans</b> with sustainability goals and measurable indicators as part of our organizational planning.</li> <li>• Work with our various academic and non-academic sectors to create <b>implementation plans with specific key performance indicators</b> to achieve viable sustainability goals.</li> <li>• <b>Support the implementation of sustainability</b> in its activities with appropriate resources from the university administration.</li> </ul>	<p>Our <b>community consultation</b> in 2017 led to the identification of <b>five streams</b> as areas of focus:</p> <ul style="list-style-type: none"> <li>• Food</li> <li>• Waste</li> <li>• Climate change</li> <li>• Research</li> <li>• Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-stakeholder committees were created to draft targets and strategies for each stream.</li> <li>• Student groups, faculty members, administration and staff were all represented.</li> <li>• A committee chair was named for each stream.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft plans were shared publicly and with key stakeholders in March 2019.</li> <li>• Over 100 community members participated in community consultations, in person and online.</li> <li>• The stream committees incorporated community feedback and submitted their final draft plans in June 2019.</li> </ul>	<p>The draft plans were shared with the following units and departments prior to their implementation:</p> <ul style="list-style-type: none"> <li>• Student groups</li> <li>• Academic cabinet</li> <li>• Indigenous Directions</li> <li>• Office of the Chief Communications Officer</li> <li>• Office of the Chief Financial Officer</li> <li>• Office of Community Engagement</li> <li>• Office of the Provost and Vice-President, Academic</li> <li>• Office of the Vice-President, Research and Graduate Studies</li> <li>• School of Graduate Studies</li> <li>• Office of the Vice-President, Services</li> </ul>

### BASED ON THIS INPUT

- We prioritized strategies on the basis of impact, ease of implementation and leadership, and we made adjustments to the remaining strategies according to unit feedback.
- We developed a five-year budget and began the process of unit-level planning for the strategies.

## DID YOU KNOW?

The university's first-ever assessment of sustainability was called the Concordia Campus Sustainability Assessment (CCSA) and was launched in 2003 by Sustainable Concordia, which went on to become and has remained a student fee-levy group.

The Sustainability Action Fund is a student fee-levy group that has been funding student sustainability projects at Concordia since 2007.

Concordia phased out the sale of plastic water bottles at all university-controlled campus restaurants and vending machines in 2011.

In 2017, Concordia achieved a STARS Gold Rating from the Association for the Advancement of Sustainability in Higher Education.

Also in 2017, the Sustainability Action Fund began to offer Sustainability Research Awards in partnership with the Faculty of Arts and Science and the Faculty of Fine Arts.

A group of students, faculty and staff came together to plant 185 new trees — all of which are biologically meaningful native species — at Loyola Campus in 2019.

Concordia's Office of Sustainability was created in 2019. There are five full-time staff positions across different departments whose primary mandate includes furthering sustainability at the university.

Concordia joined nine other Quebec universities in declaring a climate emergency in 2019

Today, Concordia has over 20 student initiatives focusing on social, environmental and economic sustainability.

The Sustainability Ambassadors Program is an initiative linking sustainability-minded students, faculty and staff with opportunities to provide peer-to-peer sustainability education with participating groups or departments.

## OUR NEXT-GEN VISION FOR A SUSTAINABLE FUTURE

Concordia has an ambitious, multifaceted vision for a sustainable future, which includes objectives for each stream that it aims to achieve by 2040.

### OUR VISION ON FOOD

- Become recognized as a leader in sustainable food sourcing.
- Enhance the capacity to grow and transform food on campus and maximize learning opportunities.
- Provide healthy and affordable food options in every main university building where there are teaching activities.

### OUR VISION ON WASTE

- Divert 90 per cent of material waste from landfill through compost, recycling and material reuse.
- Reduce our total material waste by 50 per cent (per full-time equivalent) through programs that encourage low-waste purchasing and material reuse.

### OUR VISION ON CLIMATE

- Eliminate CO<sub>2</sub> and other greenhouse gas emissions from all direct sources, including building energy use and transportation.
- Complete full electrification of all transportation infrastructure, including vehicle fleets and parking facilities.
- Attain carbon neutrality across all remaining sources of emissions.

### OUR VISION ON RESEARCH

- Foster an institutional culture that will position Concordia as a world leader in sustainability research with meaningful effects on society, and in sustainable research practices.

### OUR VISION ON CURRICULUM

- Work with faculty members to foster an understanding and practice of sustainability across the curriculum.
- Immerse students in interdisciplinary settings.
- Equip graduates to link their disciplinary training to broader social, environmental and economic issues, and be ready to enact change in their respective fields.

## SUSTAINABILITY LIVING LAB

The Sustainability Action Plan was developed collaboratively with a large number of key stakeholders. It is an ambitious living document that will guide us in our actions in the years to come.

We acknowledge that the goals and actions outlined in our plan may be implemented differently by different university units, and that there are many ways to reach our goals that are not yet outlined in this five-year plan of action.

Our community of researchers, faculty, students and staff are innovative; we fully anticipate and encourage new ideas and activities to emerge that will help bring us closer to our goals.

In partnership with the Sustainability Action Fund, Concordia is launching a new Sustainability Living Lab program. This program will:

- Link the plan's goals, targets and strategies with hands-on learning activities for students through classroom projects and internship opportunities
- Form partnerships with researchers interested in using the campus as a testing ground for solutions to sustainability problems
- Enable community members to propose and implement projects that further our progress towards our vision for sustainable food, waste, climate, research and curriculum at Concordia

\$80,000 will be available to fund these projects for each year of our five-year plan.

Together, as a community, we can make change happen.



# OUR BASELINE: STREAM PROGRESS SO FAR



## FOCUSING ON FOOD

- Students on campus are active advocates for sustainable food. At Concordia, there are:
  - three student-run cafés and bars
  - six initiatives providing food to the Concordia community for free or by donation
  - numerous initiatives that either grow, produce or distribute food and groceries
- Hospitality Concordia and Concordia Food Services offer:
  - at least one vegan meal at all times in the dining halls
  - regular food donations through *La Tablee des Chefs*
  - an emphasis on certified local and sustainable food, including Local Food Days celebrated once a month
- Concordia earned a Fair Trade Campus designation in August 2016, and a Fair Trade committee was formed in 2019 to increase engagement and availability around fair trade on campus.
- The Food Advisory Working Group (FAWG) is a multi-stakeholder group coordinated through the Office of the Vice-President, Services. FAWG meets every fall and winter term to share ideas and set targets that better serve the Concordia community.



## REDUCING AND DIVERTING WASTE

- The Concordia University Centre for Creative Reuse (CUCCR) was created in 2017 as a depot where community members can donate or browse materials that otherwise would be destined for landfill.
- In 2019, CUCCR was expanded and relocated to the Grey Nuns Building with the following objectives:
  - Add services: These include furniture upcycling, a tool library and a waste diversion service for students moving out of residence.
  - Engage and divert more: To date, the Reuse Centre has engaged 2,735 members, diverted over 18 metric tonnes of waste and saved community members an estimated \$172,000.
  - Maximize our asset value: Through the Asset Management program of the Office of the Treasurer, we started the inventory of moveable assets such as furniture and requests for used items, which diverted over 30 metric tonnes of waste in the first year of implementation.

## WE SET UP THE LOW WASTE OFFICE INITIATIVE

- This initiative replaces desk-side trash bins with personal self-service bins and provides centralized access to compost to all offices.
- The Low Waste Office initiative is estimated to have increased our waste diversion by 80 per cent in office areas.
- It also reduced our servicing costs and provided key information to office occupants on how to properly sort waste at Concordia.
- Thousands of unnecessary trash bins have been removed and will be sold at a pay-what-you-can rate or donated for reuse purposes.
- Through funding granted by Concordia's capital funds, we purchased a first round of high-capacity waste stations for high-traffic areas to curb the problem of overflowing waste bins.

## WE GOT AMBITIOUS ABOUT COMPOSTING

- We moved to a compost-only model at our dining halls on both campuses.
- We reached out to thousands of community members about how and where to compost through our Waste Not Want Not compost collaboration.
- We increased our compost bin numbers from around 15 to over 200.
- Compost collection has more than doubled, from around 45 metric tonnes per year in 2015-16 to over 90 metric tonnes per year in 2018-19.

## WE CREATED THE ZERO WASTE CHALLENGE

- Concordia's first Zero Waste Challenge in 2018 engaged over 100 community members toward a common goal: trying not to produce any non-recyclable or non-compostable waste.
- The Zero Waste Challenge is organized in partnership between the Dish Project, Sustainable Concordia and the Zero Waste Concordia program.
- The Dish Project, which provides reusable dishware to any community member for free, has greatly increased the number of items lent out.



## ACTING FOR OUR CLIMATE

### WE ANALYZE OUR GREENHOUSE GAS (GHG) EMISSIONS

- All goals and targets in this plan are relative to our emissions in 2014-15, the date of our last GHG emissions inventory. We will be performing regular GHG emissions inventory to track our progress.
- In 2014-15, Concordia's total emissions were 18,767 tonnes CO<sub>2</sub>e:
  - Emissions from direct (on-site) sources equalled 9,412 tonnes CO<sub>2</sub>e (-7.2% compared to 2010-11)
  - Emissions from electricity equalled 248 tonnes CO<sub>2</sub>e (+16.8% compared to 2010-11, due to campus expansion)
  - Emissions from indirect sources — such as Concordia students, faculty and staff commuting to and from campus — equalled 9,107 tonnes CO<sub>2</sub>e (-23.1% compared to 2010-11); please note that we do not currently measure all of our emissions from indirect sources

### WE REVIEW AND CONTINUOUSLY IMPROVE OUR BUILDING AND ENERGY EFFICIENCY

- Buildings were responsible for approximately 48 per cent of overall GHG emissions in 2014-15.
- We have three LEED certified buildings, with a fourth soon to be added.
- Concordia has been ranked the most energy efficient of Quebec's six major universities for 21 consecutive years.

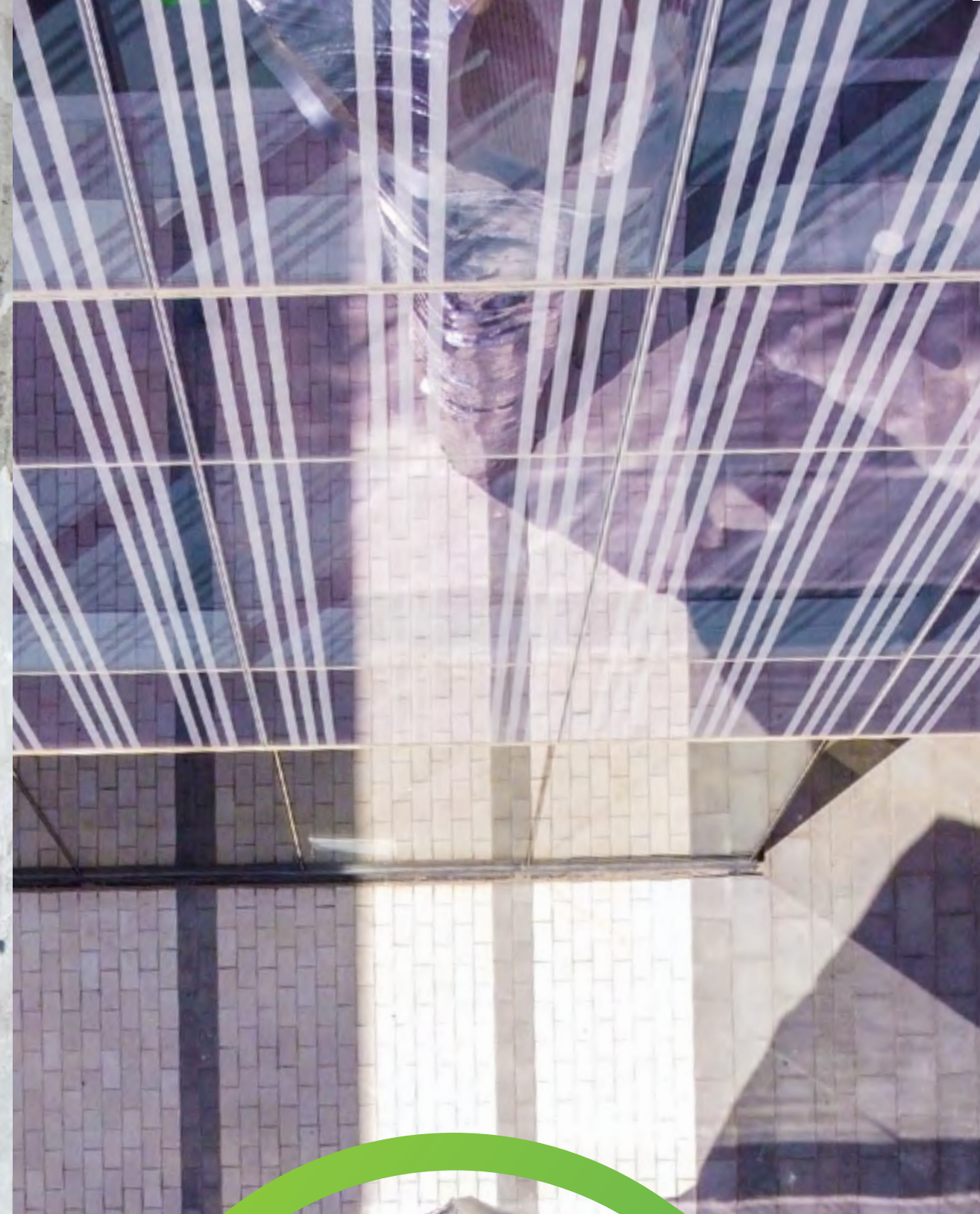
### WE PROMOTE SUSTAINABLE TRANSPORTATION

- 93 per cent of students and 84 per cent of employees at Concordia use more sustainable commuting options as their primary mode of transportation, including walking, cycling and public transportation.
- The Concordia community has access to a 15 per cent rebate on an annual BIXI bicycle sharing membership every year.
- The secure indoor bicycle parking facility at Sir George Williams Campus allows users to keep their bicycles safe and dry.
- Our community efforts to promote cycling have been rewarded: both campuses earned Vélo Québec's VÉLOSYPATHIQUE Silver certification in 2020.
- Faculty and staff travelling for work or to attend conferences are encouraged to travel by train to nearby cities (Ottawa, Toronto and Quebec City) and will be reimbursed for their business-class train travel regardless of comparative cost with airline travel.

### WE INVEST SUSTAINABLY

- The Concordia University Foundation became a signatory to the UN Principles for Responsible Investment in 2018. The foundation has a fully integrated Environmental, Social, Governance (ESG) investment policy, which is applied to all its investments.





## PROMOTING RESEARCH IN SUSTAINABILITY

- Across our four faculties, over 200 Concordia researchers aim to enrich our shared knowledge of social, economic and environmental sustainability.
- Full-time researchers in sustainability account for 24 of our 94 research chairs.
- We now have three research centres with a focus on sustainability:
  - Loyola Sustainability Research Centre
  - Concordia Institute of Water, Energy and Sustainable Systems
  - Centre for Zero Energy Building Studies
- Each year, the Loyola Sustainability Research Centre and the Loyola College for Diversity and Sustainability host a free cross-disciplinary sustainability conference featuring student and faculty research around a different environmental theme.
- In 2019, Concordia was awarded a new Canada Excellence Chair in Smart, Sustainable and Resilient Communities and Cities, which includes \$10 million in funding towards clean energy systems, integrated built-environment design, smart technologies and collaborative knowledge mobilization and policy implications.

## CREATING OPPORTUNITIES FOR SUSTAINABILITY LEARNING

- In 2015, Concordia partnered with the Sustainable Action Fund and its Sustainable Curriculum Project to identify sustainability content in courses. The 2015 curriculum inventory identified sustainability content in 37 of our 57 departments, while a 2020 inventory found sustainability course content in 46 out of 57 departments.
- We have over 20 undergraduate, graduate, and certificate programs across all four faculties that include a focus on social, environmental, or economic sustainability:
  - The Department of Geography, Planning and Environment currently hosts nine interdisciplinary programs related to sustainability.
  - In 2012, the Minor in Sustainability Studies was offered for the first time through the Loyola College for Diversity and Sustainability.
  - In 2013, the First Peoples Studies program was launched through the School for Community and Public Affairs.
  - In 2016, Concordia partnered with the United Nations Environment Program (UNEP) to develop a Massive Open Online Course (MOOC) entitled *Wicked Problems, Dynamic Solutions: The ecosystem approach and systems thinking*.
  - In 2019, Concordia launched Canada's first Sustainable Investment Professional Certification.



# OUR FIVE STREAMS: FOOD, WASTE, CLIMATE, RESEARCH, CURRICULUM

Our five stream committees worked to develop key strategies that would put us on track to achieve our next-gen vision for sustainability by 2040. These will guide our work and efforts toward a more sustainable Concordia over the next five years, starting in 2020. Where applicable, our committees have also identified key five-year targets that will serve as short-term objectives and will help measure our progress.

The full versions of the stream plans are available at [concordia.ca/sustainability](http://concordia.ca/sustainability).



## OUR PLAN FOR SUSTAINABLE FOOD SYSTEMS: KEY FIVE-YEAR TARGETS AND STRATEGIES

To make progress on our vision for food, we will:

- Increase our **sourcing of local/sustainable foods** to 50 per cent of total purchases in the summer and fall, and 40 per cent in the winter and spring
  - In collaboration with food service providers, seek vendors that can provide local and sustainable food and liaise them with Concordia Food Services and student-run cafés
  - In each new Food Services Request For Proposals (RFP), increase the requirement for the proportion of total food purchases that qualify as local / sustainable food, including consequences for failure to meet contractual targets
- Ensure that **environmental and social sustainability** is factored into **all tenders, agreements and contracts**
  - In each new request for proposals (food services and catering), increase sustainability requirements
  - Formulate recommendations for the next Beverage request for proposal, including the complete elimination of plastic water bottles from remaining locations on campus, and include consequences for failure to meet contractual targets
  - Collaborate on recommendations for targets and goals (i.e. local, sustainable) for student-run cafés
- Recognize and reinforce the role of **urban agriculture** and its beneficial social impacts
  - Form a multi-stakeholder working group chaired by the Concordia Greenhouse representatives and comprised of student, faculty and administrative partners to develop a plan for the future of the Concordia Greenhouse.
  - Support existing urban agriculture projects and develop a collaborative framework for the evaluation and implementation of new projects
  - Enhance promotion, support and education around the sale of campus and community-grown food through farmers markets
  - In collaboration with our community, introduce sustainable plant varieties in our landscaping: perennial native species, pollinator gardens and edible landscapes
- Promote **healthy, plant-based**, allergen-free and **culturally inclusive food choices** on campus
  - Consult our community to find ways and resources to increase our culturally inclusive food options and to support Indigenous food sovereignty
  - Provide training for chefs and staff in **plant-based**, allergen-free and **culturally inclusive** foods
- **Reduce animal product** (meat, poultry, fish/seafood, eggs, dairy) purchases to 30 per cent of the total food budget
  - Provide increased educational opportunities on campus about the benefits of plant-based eating
- **Reduce food waste and contribute to food security** in our community
  - Increase access to emergency food resources for our community
  - Implement a Concordia-wide system for food leftovers donation
- Achieve **Fair Trade Silver status**
  - Increase Fair trade food options on campus and education around Fair trade purchasing
- Create an environment where community members can **learn about food, from seed to plate**
  - Develop space-use protocols, logistical support and communications strategies for the fortification and scaling up of campus food groups
  - Link our faculty research and expertise in food systems with our operations and programming as a way to ensure many opportunities for students to get involved

## OUR ZERO WASTE PLAN: KEY FIVE-YEAR TARGETS AND STRATEGIES

To make progress on our vision for waste, we will:

- Go beyond best practices and further improve our **waste reduction and diversion performance** as well as foster an **innovative curriculum and research-integrated program**
  - Perform a feasibility study and launch a pilot phase for a waste and materials sorting centre and make the materials available both on and off campus; a sorting centre would be used to separate landfill and recycling waste streams into clean, high-value individual material streams to encourage a circular economy of plastics, composites, fabrics and other materials
  - Explore strong financial incentives to reduce and divert waste, and launch pilot program with tenants
- Support and expand **reuse initiatives** as well as create procurement policies and procedures that favour waste reduction
  - Encourage zero waste purchasing through sustainable vendor encouragement, take-back programs, equipment loan programs, low or no packaging and sustainable local materials
  - Examine major university-wide or department procurements and investigate best practices for waste reduction relating to each
  - Provide education sessions to departments on best practices in zero waste procurement and customized recommendations based on their purchasing patterns
  - Promote zero waste coffee and beverages by exploring initiatives such as effective bring-your-own-mug incentive structures, container-share programs or bottleless beverage vending machines in order to reduce beverage waste on campus
  - Implement clear procedures for sustainable asset management from the purchasing phase to the disposal phase, and consider ways to facilitate asset sharing
  - Explore avenues for offering non-reusable e-waste for parts to the community
  - Encourage units, faculties, and student associations and groups to adopt Zero Waste Policies
  - Create Property Management level procedures on waste management to align with Zero Waste objectives, LEED O+M, and BOMA Best
- Bring our performance related to **waste reduction and diversion to the same level as top-performing universities**, by continuing to implement best practices
  - Encourage our food service tenants to become zero waste: implement pre- and post-consumer compost and recycling collection, low-waste washing facilities and participation in food donation programs
  - Provide training on organizing zero waste events to event coordinators, caterers, event space administrators and custodial staff; provide more compost bins to standardize their availability; promote bottle-free events; encourage groups to exclude non-recyclable and non-compostable packaging while promoting reusable alternatives such as the Dish Project
  - Provide waste-sorting and food leftover donation assistance; support the Sustainable Event certification.
  - Promote zero waste renovation and construction; assess the integration of zero waste principles in contracts; provide benefits to contractors who follow these principles and performing strict tracking of waste diversion
  - Continue standardization of Low Waste Office configuration (replacement of desk-side trash bins with personal sorting bins, providing access to compost) for all existing and new office spaces, and increase office waste education and engagement initiatives.
  - Establish metric-based targets with the objective of creating and sustaining "Zero Waste Culture" at Concordia.
  - Identify opportunities to reduce and divert research and teaching laboratory waste





## OUR CLIMATE ACTION PLAN: KEY FIVE-YEAR TARGETS AND STRATEGIES

To make progress on our vision for climate, we will:

- **Incorporate climate planning** into our **governance and operations**
  - Encourage academic units to adopt policies, plans and procedures that further support campus emissions reductions; provide support and guidelines to do so
  - Develop a policy that includes green certification and renewable energy for new building and major renovation projects.
  - Define additional sustainability requirements and guidelines and include them in our procurement and travel policies
  - Develop official energy management program and incorporate GHG emissions considerations
- **Reduce emissions from our buildings** by 25 per cent compared to 2014-15
  - Assess which natural gas heating systems are approaching their end of life and plan their conversion to electric heating systems
  - Test the use of renewable and low-emissions fuels such as renewable natural gas
  - Launch ESCO (energy efficiency) project to reduce energy use of Concordia's most inefficient buildings, while considering ways to enhance the indoor comfort and environmental quality of indoor spaces
  - Develop and launch a campaign to engage and educate the campus in energy reduction
- **Attain Vélosympathique Gold rating** on both campuses
  - Evaluate demand for secure bicycle parking, outdoor bicycle parking and free-service bicycle repair stations, and increase these services as needed
  - Provide twice-annual bicycle awareness and training events on both campuses and promote safe cycling practices and resources through regular communications
- **Expand our electric transportation infrastructure** — vehicles and parking — to reach 10 per cent of our total infrastructure
  - Favour electric vehicles when purchasing new vehicles for our campus fleet
  - Install 82 additional electric parking spots at both campuses and create incentives to use electric vehicles
- **Optimize our web conferencing technologies** and support their use by faculty, staff and students
  - Equip new rooms with web conferencing hardware and software and launch a campaign around the use of web conferencing at Concordia
  - Encourage options for our staff to work remotely in recognizing the benefits to our carbon footprint as well as to public health, employee wellness and accessibility
- **End all investments** from the Concordia University Foundation in the **coal, oil and gas sectors** and achieve 100 per cent sustainable investments
  - Review our Investment Policy to align our activities with our new targets
  - Participate in conferences, benchmarking activities, and partnerships that align with our targets and offer us opportunities to discuss best practices with other institutions
  - Communicate regularly and transparently on the deployment of our sustainable investment strategies and our exposure to coal, oil and gas industries
- Allocate **10 per cent** of the Concordia University Foundation's long-term investing pool to **social or environmental impact investments**
  - Integrate sustainability and social impact into the decision-making process for each investment
- Develop a comprehensive plan for **offsetting our indirect greenhouse gas emissions**
  - Research and evaluate local options for offsetting our emissions in the short and long term
- **Increase our resilience** in the context of a changing climate
  - In order to help us determine our susceptibility to current and future climate change impacts, develop an exposure, resilience and vulnerability assessment
  - In collaboration with community, increase on-campus and off-campus greening efforts and educate about the importance of vegetation in sequestering carbon and reducing urban heat island effect

## SUSTAINABILITY IN RESEARCH: KEY FIVE-YEAR TARGETS AND STRATEGIES

To make progress on our vision for research, we will:

- Advance **interdisciplinary research opportunities** in sustainability
  - Map our current sustainability research activities, strengths and resources
  - In consultation with key stakeholders, develop a framework to extend and enhance interdisciplinary networking, collaboration and research on sustainability
  - Develop an interdisciplinary graduate program in sustainability that allows co-supervision and mentorship from all four faculties
- **Increase financial and operational support** for faculty and students in sustainability research
  - Plan for new strategic hires in sustainability based on our research strengths
  - Raise funds internally for new sustainability-related research projects by students and faculty across disciplines
  - Provide grant application support for interdisciplinary sustainability researchers
- **Promote and enhance our sustainability research** to enrich local, national and international communities
  - Recognize community partnerships as eligible for internal Team Start-up and Accelerator funding offered through the Office of the Vice-President, Research and Graduate Studies
  - Create a dynamic online system to catalog sustainability research and partnerships at Concordia
- Connect Concordia sustainability research expertise with pre-university institutions
- Connect research expertise to develop sustainable practices and curriculum within the University
- Begin a campus-wide discussion about the recognition of alternative metrics of research impact for hiring and promotion that align with community partnerships
- Support our students and faculty in knowledge mobilization of their research, including training on best practices for communicating research findings and assistance for preparing their research for conferences and events
- Provide support for conferences and events that increase the visibility of sustainability research at Concordia
- **Monitor and reduce the ecological footprint of research** and its dissemination on and off campus
  - Create an equipment-sharing platform that provides users with access to shared and/or affordable research and lab equipment internal to Concordia
  - Develop a protocol for encouraging carbon-neutral research practices and travel
  - Encourage projects designed to increase the sustainability of research at Concordia
  - Encourage the Concordia Sustainable Events certification for all research events held on campus





## SUSTAINABILITY IN THE CURRICULUM: KEY FIVE-YEAR TARGETS AND STRATEGIES

To make progress on our vision for curriculum, we will:

- Provide support for the administration and delivery of the curriculum
  - Offer assistance to faculty members seeking to increase and integrate sustainability content, activities or learning outcomes into their courses
  - Showcase courses with sustainability content and/or faculty members who have successfully incorporated sustainability into their courses
  - On our website, dedicate space to promote activities that support the promotion of sustainability in the curriculum
- Achieve a 20 per cent threshold of sustainability-related courses
  - Encourage sustainability researchers to include sustainability research content in their courses
  - Work with students and faculty to identify opportunities to infuse sustainability into new or existing curricula or courses
  - Develop an openly accessible, interdisciplinary course on sustainability for students who otherwise would not have access to sustainability-focused courses
- Increase the number of programs with a sustainability learning outcome available to students.
  - Develop a multidisciplinary sustainability major across faculties
  - Develop a new graduate program in sustainability
  - Create a non-credit based immersive, sustainability-focused educational study program Increase sustainability-related programs delivered across multiple formats and/or open to members of the public

## HOW WILL THIS BE IMPLEMENTED?

We are taking a multifaceted approach to the implementation of this five-year plan.

### FUNDING COMMITMENT

- In kind resources and/or formal budget to support key stakeholders in implementing each of the strategies
- New and existing supporting positions throughout our organization structure

### SUSTAINABILITY AMBASSADORS PROGRAM

- Student sustainability ambassadors to improve awareness and engagement around the plan
- Staff/faculty ambassadors to integrate strategies into their units and departments

### SUSTAINABILITY GOVERNANCE FRAMEWORK

- Sustainability Advisory Committee
- Operations and Environmental Sustainability sub-committee
- Campus Sustainability Engagement sub-committee
- Teaching, Learning and Research Sustainability sub-committee

### SUSTAINABILITY LIVING LAB

- Funding for new projects that support our long-term goals and short-term targets
- Support for faculty and staff to develop experiential learning opportunities that address the plan
- Tie-in with research that addresses the goals and targets of our plan

### PROGRESS MEASUREMENT AND COMMUNICATIONS

- Sustainability dashboard to measure progress on our goals and targets
- Specific assessments linked to each stream's plan
- Regular updates to our community



# STREAM PLAN COMMITTEE MEMBERSHIP

The committee members below worked between June 2018 and May 2019 to draft the 20-year goals and five-year targets and strategies of the stream plans. Concordia then consulted with key stakeholders to determine the feasibility and impact of their recommendations, which allowed for the prioritization and budgeting of the plans.

*Note that titles reflect members' designated roles at the time of their work on the committee.*

## FOOD SYSTEMS PLAN DRAFTING COMMITTEE

**Chair:** Sabrina Lavoie (Executive Director, Budget Planning and Control, Office of VP Services)

**Coordinator:** Claudette Torbey (Administrator Food Services, Sustainability & Quality, Hospitality Concordia)

**Membership: Food Advisory Working Group  
2018-2019**

- Akira De Carlos (Sustainability Coordinator, CSU)
- Alison Rowley (Resident Student, Grey Nuns Residence)
- Andrew Woodall (Dean of Students, Office of the Dean of Students)
- Chesley Walsh/Jackie Martin (Coordinator, City Farm School)
  - *As of April 2019: Megan Mericle (Outreach and Administrative Coordinator, Concordia Greenhouse)*
- Chiranjeevi Koduri (Representative, GSA)
- Chloë Williams (Café Coordinator, Hive Café Solidarity Co-operative)
- Donna Craven (Assistant to Associate Dean, Planning and Academic Facilities, FAS; Loyola Staff Representative)
- Erik Chevrier (PhD student; Part-time Instructor, Sociology and Anthropology)
- Johanne de Cubellis (Associate Director, Hospitality Concordia)
- Marie-Josée Allard (Director, Hospitality Concordia)
- Owen Moran (Health Promotion Specialist, Health Services)
- Ryan Douglass (Manager, Grey Nuns Residence, West Wing, Residence Life Concordia)
- Sebastián Di Poi (Internal Coordinator, Concordia Food Coalition)

## ZERO WASTE PLAN DRAFTING COMMITTEE

**Chair:** Paul Blouin (Manager, Technical Coordination and Process Improvement, Facilities Management)

**Coordinator:** Faisal Shennib (Environmental Coordinator, Facilities Management)

**Membership:**

- Akira De Carlos (Sustainability Coordinator, CSU)
- Andale Evans (Custodial Supervisor, Facilities Management)
- Anghelos Coulon (Communications & Design Coordinator, Sustainable Concordia)
- Anna Timm-Bottos (Centre for Creative Reuse Coordinator, Facilities Management)
- Arrien Weeks (Centre for Creative Reuse Depot Coordinator, Facilities Management)
- Cameron Stiff (M.Env Candidate, Department of Geography)
- Jane Cui (Nutrition and Sustainability Manager, Aramark)
- Keroles Riad (Individualized program, Gina Cody School of Engineering and Computer Science)
- Marc Champagne (Manager, Custodial Services, Facilities Management)
- Mark Underwood (CEO, Sustainability Action Fund)
- Maya Provencal (Outreach Coordinator, Dish Project)
- Sherif Goubran (PhD Candidate, INDI Program, Graduate Students Association)
- Stephanie Bradley (Architectural Technician, Project Management, Facilities Management)

## CLIMATE ACTION PLAN DRAFTING COMMITTEE

**Chair:** Damon Matthews (Professor, Geography, Planning and Environment; Concordia Research Chair, Climate Science and Sustainability)

**Coordinator:** Cassandra Lamontagne (Sustainability Coordinator, Office of Sustainability)

**Membership:**

- Amr Addas (Lecturer, JMSB Sustainable Investment Professional Certificate program)
- Andreas Athienitis (Professor, Building, Civil and Environmental Engineering; Director, Concordia Centre for Zero Energy Building Studies)
- Craig Townsend (Associate Professor, Geography, Planning and Environment)
- Dan Gauthier (Building Performance Coordinator, Facilities Management)
- Faisal Shennib (Environmental Specialist, Facilities Management)
- Hilary Asaba (Buyer, Procurement Services)
- Kevin Gould (Associate Professor, Geography, Planning and Environment)
- Lucy Szablak (Senior Engineer, Facilities Management)
- Marc Gauthier (Treasurer and Investment Officer, Office of Treasurer)
- Mark Underwood (CEO, Sustainability Action Fund)
- Nicolas Chevalier (Member, Divest Concordia)
- Olivier Bemmann (Energy Management Coordinator, Properties Management)
- Vanessa Macri (General Coordinator, Sustainable Concordia)
  - *As of January 2019: Emily Carson-Apstein (External Coordinator, Sustainable Concordia)*

## SUSTAINABILITY IN RESEARCH PLAN DRAFTING COMMITTEE

**Chair:** David Ward (Knowledge Broker, Direction Office of Research)

**Coordinator:** Rebecca Tittler (Lecturer, Department of Biology; Lecturer and Coordinator, Loyola College for Diversity and Sustainability; Research Administration Coordinator, Loyola Sustainability Research Centre)

**Membership:**

- Ali Nazemi (Assistant Professor, Building, Civil, and Environmental Engineering)
- Carmela Cucuzzella (Associate Professor, Design and Computation Arts; Concordia University Research Chair in Integrated Design, Ecology, And Sustainability (IDEAS) for the Built Environment)
- James Grant (Professor, Biology)
- Katharine Hall (Reference & Subject Librarian, Library)
- Mark Underwood (CEO, Sustainability Action Fund)
- Pedro Peres-Neto (Professor, Biology)
- pk langshaw (Department Chair and Professor, Design and Computation Arts; Fellow, Loyola College for Diversity and Accessibility)
- Shannon Lloyd (Assistant Professor, Management)
- Vanessa Macri (General Coordinator, Sustainable Concordia)
  - *As of January 2019: Tara McGowan-Ross (General Coordinator, Sustainable Concordia)*

## SUSTAINABILITY IN THE CURRICULUM PLAN DRAFTING COMMITTEE

**Chair:** Sandra Gabriele (Vice-Provost, Innovation in Teaching and Learning, Office of the Provost)

**Coordinator:** Shannon Gilead (Special Projects Coordinator, Office of the Provost)

*As of April 2019: Émilie Martel (Special Projects Coordinator, Office of the Provost)*

**Membership:**

- Akira de Carlos (Sustainability Coordinator, CSU)
- Carol Hawthorne (Curriculum Developer, Centre for Teaching and Learning)
- Emily Carson-Apstein (External Coordinator, Sustainable Concordia)
- Govind Gopakumar (Associate Professor and Chair, Centre for Engineering in Society)
- James Grant (Professor, Department of Biology)
- Keroles Riad (Individualized program, Gina Cody School of Engineering and Computer Science)
- Mark Underwood (CEO, Sustainability Action Fund)
- pk langshaw (Professor and Chair, Department of Design and Computation Arts; Fellow, Loyola College for Diversity and Sustainability)



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