

OUR VISION FOR CONCORDIA IN 2039

Concerning its on-campus food offer, Concordia's goal is to provide food choices that are healthy, affordable and sustainable. We are committed to providing our community increased access to supportive resources for healthy and sustainable lifestyles.

By 2039, Concordia will:

- Become a leader among Canadian post secondary institutions in the Food and Beverage Purchasing section of the AASHE STARS sustainability rating system for universities
- Provide healthy and affordable food options in every main University building where there are teaching activities taking place

2019-2024 | FOOD PROCUREMENT

Increase sourcing of Quebec foods to 50% of total purchases in the summer and fall/40% in the winter, and sourcing of "Good Food" (community-based, socially just, ecologically sound, humane) to 20% of total purchases

Strategy 1	In collaboration with food service providers, research vendors that can provide local and sustainable food and liaise them with Concordia Food Services and student-run cafés
Strategy 2	Include a requirement for % of food purchases that qualifies as Good Food in addition to local food targets in the next food service request for proposal

2019-2024 | AGREEMENTS MEASURES AND METRICS

Ensure that environmental and social sustainability is factored into all Request for proposals/ agreements/ contracts concerning the food system

Strategy 3	Formulate recommendations for approved caterers' contract
Strategy 4	Formulate recommendations for the next Beverage request for proposal
Strategy 5	Formulate recommendations for the next Food Service Request for proposals and develop benchmarks to facilitate the integration of small and medium-size producers in the supply chain
Strategy 6	Formulate recommendations for student-run cafés

2019-2024 | URBAN AGRICULTURE

Recognise and reinforce the role of urban agriculture in advancing hands on learning and beneficial social impacts

Strategy 7	Improve predictability and stability for existing urban agriculture initiatives on campus through written space use agreements over a given time period
Strategy 8	Form a working group chaired by the Concordia Greenhouse representatives and comprised of students, faculty and administrative partners to develop a plan for the future of the Concordia Greenhouse

Strategy 9	Enhance visibility of food grown on campus through supporting and promoting farmers market and community supported agriculture (CSA) initiatives
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Strategy 10	Integrate pollinator gardens in the University's landscaping (for example, by planting herbs and flowers that are known to provide foraging habitat for bees)
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2019-2024 | FOOD VARIETY, HEALTHY & PLANT-BASED OPTIONS

Support the adoption of healthy and sustainable food choices

Reduce animal product (meat, poultry, fish/seafood, eggs, dairy) purchases to 28% of the total food budget

Strategy 11	Increase the proportion of healthy foods and drinks in vending machines on campus
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Strategy 12	Improve educational opportunities in dining areas about the benefits of plant-based eating
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Strategy 13	Increase availability of healthy, vegetarian and vegan foods, as well as allergen-free and culturally appropriate food choices
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2019-2024 | FOOD WASTE AND SOLIDARITY

Reduce food waste and contribute to emergency food assistance in our community

Strategy 14	Develop procedures and implement a system for food leftovers donation where legally feasible
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Strategy 15	Collaborate with the Zero Waste Committee to advance the objective of 70% diversion of materials from the landfill (towards reuse, recycling, and compost) by 2025
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Strategy 16	Liaise with on-campus organizations that provide food emergency resources to students to understand how to increase access to food security at Concordia University
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2019-2024 | EXPERIENTIAL LEARNING

Create an environment where community members can learn about food, from seed to plate

Strategy 17	Provide support to social economy student-led food initiatives on campus through the creation of a special committee within the Food Advisory Working Group (FAWG)
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Strategy 18	Provide support and resources for the collaborative development of a Living Lab platform that will connect students and faculty with Concordia staff and administration for the proposal, research, implementation, and progress measurement of projects in support of the Food Plan while providing access to experiential learning opportunities on campus
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2019-2024 | PROGRESS MEASUREMENT PLAN

Measure progress of food indicators and initiatives

Strategy 19	Annually, submit three seasonal procurement reports (summer, fall and winter-spring) and one annual Sustainability and Nutrition Report monitoring Quebec foods, "Good
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	Food”, and animal product purchases
Strategy 20	Track all sustainability standards that are integrated in third party food service tenders/agreements/contracts
Strategy 21	Track the total hours of experience (academic learning or research opportunity) that these initiatives provide per year
Strategy 22	Track all urban agriculture space use agreements, and develop a list of pollinator-friendly plant species that are included in the University’s landscaping
Strategy 23	Monitor, on a quarterly basis, participation rates of the farmers market and the community supported agriculture (CSA) initiatives
Strategy 24	Monitor the proportion of healthy food and drink offerings in vending machines once a year
Strategy 25	Track the quantity of food leftovers from catered events that is donated annually
Strategy 26	Collaborate with the Zero Waste Committee in conducting waste audits
Strategy 27	Track the number of users of food emergency resources on campus annually

COMMITTEE MEMBERSHIP | FOOD SYSTEMS

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

Coordinator: Isabelle Mailhot-Leduc (Sustainable Food Systems Coordinator, Hospitality Concordia)
As of March 2019: Position to be filled

Membership: Food Advisory Working Group

- Marie-Josée Allard (Director, Hospitality Concordia)
- Chloe Williams (Café Coordinator, Hive Café Solidarity Co-operative)
- Owen Moran (Health Promotion Specialist, Health Services)
- Alison Rowley (Resident Student, Grey Nuns Residence)
- Sebastien di Poi (Internal Coordinator, Concordia Food Coalition)
- Ryan Douglass (Manager, Grey Nuns Residence, West Wing, Residence Life Concordia)
- Andrew Woodall (Dean of Students, Office of the Dean of Students)
- Johanne de Cubellis (Associate Director, Hospitality Concordia)
- Erik Chevrier (Part-time Instructor, Sociology and Anthropology)
- Chesley Walsh/Jackie Martin (Coordinators, City Farm School)
- Akira de Carlos (Sustainability Coordinator, CSU)
- Donna Craven (Assistant to Associate Dean, Planning and Academic Facilities, FAS; Loyola Staff Representative)
- Chiranjeevi Koduri (Representative, Graduate Students’ Association)

OUR VISION FOR CONCORDIA IN 2039

Concordia, through its Zero Waste Concordia Program (ZWC Program or ZWCP) will prioritize initiatives based on their alignment with key strategies of the ZWC program and measurable effectiveness towards waste diversion and waste reduction (per full-time employee (FTE), compared to a baseline of 2019-2020). Upstream interventions, such as purchasing policies and reuse initiatives, will be preferred to downstream interventions such as waste bin design, although both will be pursued.

By 2039, Concordia will achieve, through a dynamic, integrated, and engaged ZWC Program:

- 90% diversion of material waste from landfill through the increased use of compost and recycling on campus
- 50% reduction of total material waste through programs that encourage low-waste purchasing and materials reuse

2019-2024 | EXPLORE INNOVATIVE SOLUTIONS TO WASTE REDUCTION & DIVERSION

Nudge waste reduction and diversion performance beyond best practices and foster an innovative, curriculum and research-integrated program

Strategy 1	Sorting Centre & Local Materials Economy: Explore development of a centralized operation to safely sort materials into high-quality streams and make the materials available for use on and off-campus
Strategy 2	Zero Waste Residence / Zero Waste Buildings: Investigate the option of focusing program efforts on one building at a time to improve ability to track progress, increase education, communicate with recurring populations and implement strong incentive structures
Strategy 3	Zero Waste Financial Incentives / Initiative Support Model: Explore strong financial incentives for Faculties, tenants, and other key stakeholders to reduce and divert waste
Strategy 4	Waste Auditing, Transparency, and Digitization: Assess the possibility of commissioning external companies to perform waste audits in order to improve accountability and transparency, and explore options for transparently and frequently updating waste data through digital platforms
Strategy 5	Experiential Learning: Provide support and resources for the collaborative development of a Living Lab platform that will connect students and faculty with Concordia staff and administration for the proposal, research, implementation, and progress measurement of projects in support of the Waste Plan while providing access to experiential learning opportunities on campus

2019-2024 | UPSTREAM INTERVENTIONS & CIRCULAR ECONOMY

Continue to support and expand reuse initiatives and create procurement policies & procedures favoring waste reduction and reuse

Strategy 6	Zero Waste Purchasing: Encourage vendors with life cycle analysis assessments, take-back programs (Extended Producer Responsibility, EPR), equipment loan programs, low or no packaging, sustainable and local materials. Restrict non-reusable, non-recyclable, and non-compostable materials.
Strategy 7	Sustainable Asset Management: Implement clear procedures for sustainable asset management from the purchasing phase to the disposal phase, and consider ways to facilitate asset sharing
Strategy 8	CUCCR 2.0 + Furniture Upcycling: Relocate CUCCR operations to larger facilities that are in proximity to key material streams like residence move-out waste, furniture surplus assets, and a potential sorting centre
Strategy 9	E-waste Reuse: Explore avenues for offering non-reusable e-waste for parts to the community without compromising data and security
Strategy 10	Zero Waste Policies: Consider the amendment of our Sustainability Policy to include a section on Zero Waste that encourages and restricts activities that have a critical impact on waste (ex: restrict Styrofoam and plastic number 6)
Strategy 11	Zero Waste Procedures: Create Property Management level procedures on waste management to align with Zero Waste objectives as well as requirements from LEED Operations and Maintenance and BOMA Best certifications
Strategy 12	Zero Waste Coffee / Beverages: Explore container-share programs, bottle-less beverage vending machines, effective incentive structures (time-saving rather than cost-saving), and comprehensive, effective communication measures in order to reduce beverage waste in campus

2019-2024 | WASTE MANAGEMENT BEST PRACTICES

Bring waste performance to a competitive level (70% diversion and 15% reduction per FTE compared to a 2019-2020 baseline) by continuing to implement best practice initiatives

Strategy 13	Zero Waste Stations: Replace waste bins in high traffic or other high priority areas with compacting, solar-powered, sensor-enabled waste bins with clear signage
Strategy 14	Low Waste / Zero Waste Offices: Continue standardization of Low Waste Office configuration for all existing and new office spaces, and increase office waste education and engagement initiatives
Strategy 15	Zero Waste Food Service & Tenants: Enact timeline for food-service tenants to implement pre-consumer and post-consumer compost collection, encourage low-waste facilities in space plans (washing facilities, eating in-place options), participate in food donation programs, and collaborate with the Food Advisory Working Group to achieve waste reduction with Food Services

Strategy 16	Zero Waste Ambassadors: Continue to partner with the Sustainability Ambassadors program to strengthen peer-to-peer education initiatives around waste reduction and diversion. Work to integrate West Montreal Readaptation Centre, Waste Not Want Not, and the Dish Project's Zero Waste Week into outreach efforts and to identify ways to institutionalize and sustain these initiatives into the future.
Strategy 17	Zero Waste Events: Standardize compost bin availability at all event venues and provide training to event coordinators, caterers, event space administrators, and custodial staff on zero waste event management. Encourage groups to adopt policies to exclude non-recyclable/non-compostable packaging while promoting reusable alternatives like the Dish Project. Encourage use of Sustainable Event certification by key stakeholders. Support the integration of volunteer waste-sorting assistance at events into University operations. Encourage bottle-free beverage infrastructure and policies in event spaces.
Strategy 18	Zero Waste Labs: Identify opportunities to reduce and divert research and teaching laboratory waste with EHS, the Teaching, Learning and Research Sustainability Committee (TLRS) and other key stakeholders
Strategy 19	Zero Waste Renovation / Construction / Deconstruction: Integrate Zero Waste principles into general conditions of construction and renovation contracts, provide benefits to contractors who perform deconstruction, and require strict tracking of waste diversion. Create tie-in with local materials economy.

COMMITTEE MEMBERSHIP | WASTE

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

Coordinator: Faisal Shennib (Environmental Coordinator, Facilities Management)

Membership:

- Mark Underwood (CEO, Sustainability Action Fund)
- Anna Timm-Bottos (Centre for Creative Reuse Coordinator, Facilities Management)
- Anghelos Coulon (Communications & Design Coordinator, Sustainable Concordia)
- Arrien Weeks (Centre for Creative Reuse Depot Coordinator, Facilities Management)
- Stephanie Bradley (Architectural Technician, Project Management, Facilities Management)
- Andale Evans (Custodial Supervisor, Facilities Management)
- Keroles Riad (Founder, Waste Not Want Not Compost Collaboration)
- Sherif Goubran (PhD Candidate, INDI Program, Graduate Students Association)
- Marc Champagne (Manager, Custodial Services, Facilities Management)
- Cameron Stiff (M.Env Candidate, Department of Geography)
- Jane Cui (Nutrition and Sustainability Manager, Aramark)
- Akira de Carlos (Sustainability Coordinator, CSU)

OUR VISION FOR CONCORDIA IN 2039

Concordia will continue to demonstrate leadership in the fields of green building design and energy efficiency technologies. We will encourage active forms of transport on both of our campuses and will embrace our province's transition to low-emissions vehicles. We will consider the life cycle emissions of our purchased goods and services as well as the impact of our investments.

Although Concordia will prioritize emissions reductions over the purchase of offsets, we recognize that some emissions will remain outside of University control. For those emissions, we will participate in a carbon offset program that is internationally recognized, third-party certified, and contributes to social and economic co-benefits for neighbouring communities.

By 2039, Concordia will:

- Become carbon neutral
- Achieve zero Scope 1 (on-campus) emissions
- Aim for full electrification of our transport system on campus

2019-2024 | INSTITUTIONALIZE CLIMATE ACTION

Incorporate climate planning into University governance and operations

Strategy 1	Integrate into planning procedures the unit-level development, evaluation, and planning of projects that support the Climate Plan; ensure strategic alignment across units
Strategy 2	Encourage academic units to adopt policies, plans and procedures that further support campus emissions reductions
Strategy 3	Formalize policy for green certification of new buildings, major renovations, and buildings operations and maintenance
Strategy 4	Adopt official energy management program and incorporate GHG emissions considerations
Strategy 5	Include a sustainability clause within the new Procurement Policy and develop procedures that encourage suppliers to report on and minimize the life cycle emissions of their products and services
Strategy 6	Include a sustainability clause within the new Travel Policy and develop procedures that encourage University members travelling for business and research to favor sustainable modes of transportation

2019-2024 | BUILDINGS & ENERGY

Reduce Concordia's emissions from buildings by 25% compared to 2014-2015

Strategy 7	Evaluate, using a holistic approach, the full life cycle cost of all heating systems at the University
Strategy 8	Assess which natural gas heating systems are approaching end-of-life stage and create a framework for their conversion and optimization

Strategy 9	Evaluate the possibility of transitioning part of our natural gas consumption to renewable and low-emissions sources such as biogas
Strategy 10	Investigate and implement new ways to reduce campus energy consumption
Strategy 11	Support and incentivize the reduction of energy use from campus research operations
Strategy 12	Incorporate green building Operations and Maintenance criteria into the renovation plans for one non-certified building on campus

2019-2024 | TRANSPORT

Attain Velosympathique Gold (Silver) rating at SGW (Loyola) campus

Increase electric transport infrastructure by 25%

Strategy 13	Conduct a study evaluating biofuel, hybrid-electric, and fully electric options for our shuttle bus
Strategy 14	Favour hybrid-electric or electric vehicles whenever feasible when purchasing new vehicles for our campus fleet
Strategy 15	Encourage train or bus travel between nearby cities instead of air travel
Strategy 16	Create new paperless online system for travel expense claims and begin calculating GHGs from business and research travel
Strategy 17	Optimize technologies and support the use of teleconferencing software at Concordia
Strategy 18	Install additional electric parking spots on both campuses and creative incentives to use electric vehicles
Strategy 19	Create incentives for faculty and staff to carpool to the Loyola campus
Strategy 20	Evaluate demand for indoor secure bike parking on both campuses
Strategy 21	Explore options to increase the availability of outdoor bike parking on both campuses
Strategy 22	Install free-service bicycle repair station at Loyola and evaluate demand for placing one in accessible location at Sir George Williams
Strategy 23	Partner with BIXI to provide adequate access on both campuses and affordable rates
Strategy 24	Provide biannual bicycle awareness and training events

2019-2024 | INVESTMENTS

The climate committee did not reach consensus on a five-year climate objective for our investments (see statement below)

Strategy 25	Integrate Environmental, Social and Governance (ESG) considerations into investment decisions for Concordia's endowment fund
Strategy 26	Allocate some of our endowment fund into Impact Investing for measurable social and environmental benefits
Strategy 27	Issue sustainable bond for measurable social and environmental benefits resulting from the building and operations of the new Science Hub
Strategy 28	Assess and transparently report on endowment exposure to carbon-intensive industries

2019-2024 | SEQUESTER/OFFSET REMAINING EMISSIONS

Develop comprehensive plan for offsetting our emissions

Strategy 29 Research and assess options for offsetting our emissions in the near and long term

2019-2024 | RESILIENCE AND CLIMATE ADAPTATION

Ensure Concordia's resilience in the context of a changing climate

Strategy 30 Develop an exposure, resilience and vulnerability assessment outlining the susceptibility of Concordia and our community to current and future climate change impacts

Strategy 31 Based on the above assessment, develop a University-wide climate adaptation plan

2019-2024 | EXPERIENTIAL LEARNING

Partner with students and faculty in projects that are aligned with the Climate Plan

Strategy 32 Provide support and resources for the collaborative development of a Living Lab platform that will connect students and faculty with Concordia staff and administration for the proposal, research, implementation, and progress measurement of projects in support of the Climate Plan while providing access to experiential learning opportunities on campus

2019-2024 | PROGRESS MEASUREMENT PLAN

Measure progress of climate change indicators and initiatives

Strategy 33 Perform and publish an annual GHG inventory of our Scope 1, 2 and 3 emissions; begin to include more detailed Scope 3 emissions as more of these data become available

Strategy 34 Develop process to measure the direct and indirect GHG emissions reductions that result from each of the five stream plans within the 2019-2024 Sustainability Plan

Strategy 35 Continue to monitor overall energy consumption, and explore options for installing meters in strategic locations to enhance data collection and inform energy projects

Strategy 36 Conduct annual Concordia Commuter Habits survey, and partner with ARTM's origin-destination survey every five years

Strategy 37 Apply for Velosympathique certification in 2020 and in 2023

Strategy 38 Assess extent of electric transport infrastructure on campus

Strategy 39 Submit and publish annual Principles of Responsible Investment (PRI) report including the ways in which climate-related risks and opportunities are being factored into investment strategies and the overall carbon exposure of our investment portfolio

COMMITTEE MEMBERSHIP | CLIMATE

Chair: Damon Matthews (Faculty, Geography, Planning and Environment)

Coordinator: Cassandra Lamontagne (Sustainability Coordinator, Environmental Health & Safety)

Membership:

- Amr Addas (Faculty, JMSB's Sustainable Investment Professional Certificate program; Research associate, David O'Brien Center for Sustainable Enterprise faculty)
- Andreas Athienitis (Faculty, Building, Civil and Environmental Engineering; Director, Concordia Centre for Zero Energy Building Studies)
- Craig Townsend (Faculty, GPE; Program Director, Urban Planning and Urban Studies)
- Dan Gauthier (Building Performance Coordinator, Facilities Management)
- Faisal Shennib (Environmental Coordinator, Facilities Management)
- Hilary Asaba (Buyer, Procurement Services)
- Kevin Gould (Faculty, 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 Bemann (Energy Management Coordinator, Properties Management)
- Vanessa Macri (General Coordinator, Sustainable Concordia)

As of January 2019: Emily Carson-Apstein (External Coordinator, Sustainable Concordia)

STATEMENT OUTLINING CLIMATE COMMITTEE'S LACK OF CONSENSUS ON FIVE-YEAR GOAL FOR OUR INVESTMENTS

Concordia's investment portfolio includes both the Concordia University Foundation and the Pension Fund for the Employees of Concordia University. These are separate entities with governing bodies that include both Concordia and external representatives, who are responsible for managing and overseeing the investments. Discussions in the Climate Action Plan committee were focused on the specific case of the Concordia University Foundation.

Greenhouse gas emissions produced by entities in which Concordia invests are a component of Concordia's Scope 3 greenhouse gas emissions. While difficult to quantify, these emissions nevertheless can be considered to be part of Concordia's overall greenhouse gas footprint. Furthermore, the extent by which our investments support and encourage greenhouse gas emissions is something which, in principle, the university is able to change by virtue of deciding how and where to invest. It is for this reason that we have included investment-related emissions as part of Concordia's Climate Action Plan: as with other categories of Scope 3 emissions, our intent is to explore ways to decarbonize this portion of Concordia's operations, towards the long-term goal of net-zero emissions.

There are several approaches by which one could seek to decrease the GHG emissions associated with investments:

- 1) One approach is to implement ESG (Environmental, Social and Corporate Governance) criteria into the investment decision process; one could, for example, incorporate information about potential government legislation of carbon emissions into the return forecast for a particular investment, which would affect how profitable the investment is deemed to be, and could therefore lead to decreased investment in carbon-intensive industries and projects.
- 2) Another approach is known as "impact investment" in which the value of the potential social and environmental benefits of a particular investment are considered in addition to simply the financial return of the investment. Such investments are not by definition low-carbon, though in general the adoption of an impact investment portfolio should result in a lower carbon intensity of investment as compared to a regular investment portfolio.
- 3) A third approach is variously referred to as either divestment or negative screening, in which certain categories of potential investments (e.g. coal companies or other very highly carbon intensive industries) are actively excluded from the investment portfolio.

The Concordia University Foundation has recently begun to implement the first two of these approaches. The use of ESG criteria is currently being developed and implemented throughout the Fund's investment portfolio. As a recent signatory of the UN Principles of Responsible Investment (<https://www.unpri.org/pri/what-are-the-principles-for-responsible-investment>), the University intends to implement all six Principles by the end of 2020. The Fund has also approved the allocation of 5% of its funding envelope to impact investment, with the goal of full deployment of these investments by the end of the 2021/2022 fiscal year.

Committee members disagreed as to the role of divestment and negative screening as a means of decarbonizing our investment portfolios. Advocates of this approach offered this as a tangible method by which to ensure that the carbon intensity of our investments would decrease over time, which is not a guaranteed outcome of either of the other two approaches discussed above. In addition, those in support

of divestment emphasized the importance of the signal that this would send to the market and to society at large, which could also be a tangible contribution to an overall societal decarbonization effort.

Members who argued against divestment expressed concern that it would remove Concordia's ability to exert its stakeholder influence over these industries, an action in line with the above Principles of Responsible Investment, and argued that investment decisions are not an appropriate or effective way to send societal signals. In addition, those opposed to divestment suggested that making decisions in favor of particular types of investments is a preferred approach for shifting investments away from carbon-intensive targets, as compared to choosing to exclude certain types of investments.

The current position of the Concordia University Foundation's Board of Directors is that the effective construction of an investment policy should be designed on a principle of optimization of investment risk and return objectives aligned to the mission and responsibilities of the Foundation: i.e. to generate a return that is sufficient to meet Concordia's funding obligations and related liabilities. It is also the belief of the Foundation's Board of Directors that the adoption of responsible investment principles will result in a long-term alignment of investment goals with the objectives of the United Nations Sustainable Development Goals (which include the general principle of climate action).

The committee was not able ascertain, however, whether the combination of ESG criteria and impact investment currently deployed by the Concordia University Foundation would in fact be effective in moving towards the goal of a lower-carbon investment portfolio, as compared to an explicit adoption of divestment or negative screening criteria in our investment decisions.

It was agreed among committee members that it would be difficult to set a target for a particular level of carbon exposure, or for a particular rate of decarbonization within our investment portfolio, in the absence of baseline data outlining the current carbon content (exposure) of our investments. To this end, the Office of the Treasurer has committed to measuring and openly reporting on the current carbon exposure of investments (including but not limited to the extent of investments in fossil fuel industries) across the Concordia University Foundation by the year 2020. Once accurate baseline data has been obtained, the University will revisit the question of setting targets for the decarbonization of our investment portfolios.

OUR VISION FOR CONCORDIA IN 2039

By 2039, Concordia will foster an institutional culture that establishes Concordia as a recognized world leader in (a) sustainability research with meaningful effects on society; and (b) sustainable research practices.

2019-2024 | CREATE A HUB FOR SUSTAINABILITY RESEARCH ACTIVITIES

The hub will coordinate, consolidate, facilitate, and showcase sustainability research at Concordia, with the goals of advancing interdisciplinary sustainability research, fostering opportunities for innovation and providing a platform for knowledge creation and dissemination

Strategy 1	Map, coordinate, and propose strategies to extend and enhance existing sustainability research activities and resources within the University
Strategy 2	Establish a physical space and operational strategies to facilitate interdisciplinary sustainability networking, collaboration, and research
Strategy 3	Develop an interdisciplinary graduate program in sustainability that allows co-supervision and mentorship from all four Faculties
Strategy 4	Generate strategic opportunities for research across disciplines

2019-2024 | INCREASE INSTITUTIONAL INCENTIVES AND CAPACITY FOR SUSTAINABILITY RESEARCH

Increase support for faculty and students to double our research in sustainability

Strategy 5	Compete for a Canada Research Chair in Sustainability and, if possible, additional strategic faculty hires
Strategy 6	Generate internal funding and support for new sustainability-related student, faculty or postdoctoral research projects across disciplines

2019-2024 | ENHANCE RESEARCH IMPACT

Promote and enhance Concordia research to enrich local, Canadian, and International communities

Strategy 7	Recognize community partnerships for internal Team Seed funding
Strategy 8	Build marketing strategies to strengthen the liaison between Concordia and external communities
Strategy 9	Create a dynamic portal that serves as a two-way conduit between Concordia research in sustainability and external communities
Strategy 10	Invest in Living Laboratories on campus and in our community to co-create and test solutions to environmental and social challenges in ways that provide hands-on learning opportunities for students
Strategy 11	Support an annual sustainability pan-Concordia conference and open house
Strategy 12	Connect Concordia expertise with pre-university institutions

Strategy 13	Prepare and support student and faculty researchers in the dissemination and communication of the practical implications of sustainability research
Strategy 14	Connect research expertise to develop sustainable curriculum within the University
Strategy 15	Recognize alternative metrics of research impact for hiring and promotion within Concordia
Strategy 16	Collaborate with the Library to promote and facilitate research data management practices that increase research visibility and impact, data preservation, and reuse

2019-2024 | ESTABLISH AND PROMOTE SUSTAINABLE RESEARCH PRACTICES

Monitor and reduce the ecological footprint of research, dissemination, and related activities conducted on and off campus

Strategy 17	Map existing policy, conduct an inventory of research equipment and materials, and create strategies to improve and expedite their reduction, re-use, recycling, and sustainable disposal
Strategy 18	Inform about and facilitate carbon neutral research practices and travel
Strategy 19	Support projects designed to increase the sustainability of research at Concordia
Strategy 20	Inform and adopt Concordia Sustainable Events certification program for all Concordia research events on and off campus
Strategy 21	Work with the Library to optimize data curation practices and the ongoing deposit of research and research-creation works in <i>Spectrum</i>

2019-2024 | PROGRESS MEASUREMENT PLAN

Measure progress of sustainability in research at Concordia

Strategy 22	Create an interactive and sustainable system for searching, categorizing, visualizing and quantifying all sustainability research and partnerships at Concordia
Strategy 23	Produce annual reports quantifying sustainability research output and funding levels at Concordia
Strategy 24	Map and track success in internal and external funding in sustainability research involving community partners to help quantify impact of Concordia research
Strategy 25	Produce annual reports quantifying representation of Concordia sustainability research in the media
Strategy 26	Conduct surveys that examine the impact of Concordia sustainability research inside and outside the institution
Strategy 27	Map, monitor, and publish public annual reports on the environmental footprint of Concordia research practices, including travel and internal and external events
Strategy 28	Track and report data and research deposits in <i>Spectrum</i>

COMMITTEE MEMBERSHIP | RESEARCH

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

Coordinator: Rebecca Tittler (Lecturer and Coordinator, Loyola College for Diversity and Sustainability;
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)
 - Jim Grant (Professor, Biology)
 - Mark Underwood (CEO, SAF)
 - 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)
 - Katharine Hall (Reference & Subject Librarian, Library)
 - Vanessa Macri (General Coordinator, Sustainable Concordia)
- As of January 2019: Tara McGowan-Ross (General Coordinator, Sustainable Concordia)*

Sustainability Draft Plan 2019-2024 | Curriculum

OUR VISION FOR CONCORDIA IN 2039

Concordia will work with faculty members to foster an understanding and practice of sustainability across the curriculum and to immerse students in interdisciplinary settings. Graduates will be able to link their disciplinary training to broader social, environmental, and economic issues, and be ready to enact change.

By 2039, Concordia will equip graduates to be change agents in sustainability in their respective fields.

2019-2024 | CURRICULUM ADMINISTRATION STRUCTURE

Develop and deliver supports within the administration and delivery of the curriculum

Strategy 1	Facilitate the development of new sustainability learning outcomes for faculty by offering assistance through the Centre for Teaching & Learning
Strategy 2	Prepare resources by the Centre for Teaching and Learning that help support the incorporation of sustainability outcomes, activities and assessments in the curriculum
Strategy 3	Dedicate space on the Vice-Provost Innovation in Teaching and Learning's website to promote activities that support the promotion of sustainability in the curriculum
Strategy 4	Establish a Sustainability Fellow in each Faculty to develop a Faculty-specific plan to support the success of the Curriculum Plan
Strategy 5	Embed a sustainability curriculum inventory in the program appraisal process to better capture data about courses

2019-2024 | INCREASE SUSTAINABILITY RELATED COURSES AND PROGRAMS

Achieve a 20% threshold of sustainability-related courses and increase the number of programs available to students that have a sustainability learning outcome

Strategy 6	Showcase courses with sustainability content and/or faculty members who have successfully incorporated sustainability into their courses
Strategy 7	In collaboration with students, identify opportunities to infuse sustainability into new or existing curricula or courses
Strategy 8	Encourage sustainability researchers to include sustainability research content in their courses
Strategy 9	Create at least one multi-disciplinary sustainability-related major
Strategy 10	Support the development of a graduate program in sustainability
Strategy 11	Increase sustainability-related programs delivered across multiple formats
Strategy 12	Explore the possibility of creating a large, interdisciplinary, general education course on sustainability for those students lacking access to sustainability-focused courses

2019-2024 | EXPERIENTIAL LEARNING COURSES/OPPORTUNITIES CONNECTED TO SUSTAINABILITY

Improve support, accessibility, and awareness of experiential learning courses/opportunities

Strategy 13	Map and highlight current experiential learning courses with sustainability learning outcomes
Strategy 14	Facilitate connections between faculty members interested in or actively supporting sustainability-related experiential learning opportunities with interested students, potentially through the Office of Experiential Learning and Hub. A Sustainability Living Laboratory may support this work by providing a platform for our community to co-create and test solutions to environmental and social challenges in ways that provide hands-on learning opportunities for students.
Strategy 15	Create one immersive, sustainability-focused educational study program that is one week or more in length

2019-2024 | PROGRESS MEASUREMENT PLAN

Measure progress of sustainability in the curriculum

Strategy 16	Develop and test a curriculum inventory tool
Strategy 17	Publish updated sustainability curriculum inventories on a consistent basis
Strategy 18	Research and assess options for, and adopt, a University-wide sustainability literacy survey

Sustainability Draft Plan 2019-2024 | Curriculum

COMMITTEE MEMBERSHIP | CURRICULUM

Chair: Sandra Gabriele (Vice-Provost, Innovation in Teaching and Learning)

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

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

Membership:

- Akira de Carlos (Sustainability Coordinator, Concordia Student Union)
- Carole 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, Biology)
- Keroles Riad (Individualized program, Faculty of Engineering & Computer Science)
- Mark Underwood (CEO, SAF)
- pk langshaw (Department Chair and Professor, Design and Computation Arts; Fellow, Loyola College for Diversity and Accessibility)

A NOTE ON ACCESSIBILITY AND DIVERSITY

Diversity and Accessibility was included as a priority stream topic resulting from our 2017 Sustainability Plan consultations. In June 2018, Lisa Ostiguy was appointed special advisor to the provost on Campus Life at Concordia and was tasked with improving policies and processes that foster a safe, accessible, diverse, inclusive and respectful campus. Lisa has since formed an Advisory Group on Equity, Diversity and Inclusion, whose mandate is as follows:

"The mandate of the Advisory Group is to consult the Concordia University community about processes and existing practices, needs and suggestions, related to Equity, Diversity and Inclusion. The Advisory Group will develop a strategy with a set of actionable recommendations for advancing EDI in all aspects of life at Concordia, with the goal of coordinating and enhancing ongoing initiatives."

The Advisory group will be integrating feedback from the 2017 Sustainability Plan consultations into their planning.

For more information about the Advisory Group on Equity, Diversity and Inclusion please visit their [website](#).