



SUSTAINABILITY ACTION PLAN 2020-25

Final progress report

August 2026



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.

EXECUTIVE SUMMARY

Concordia's first [Sustainability Action Plan 2020-25](#) (SAP 1.0) translated the university's long-term sustainability vision and [sustainability policy](#) into targets and strategies across five streams prioritized through community consultations: Food, Waste, Climate, Research and Curriculum.

The final reporting process reviewed 28 targets and 77 strategies with responsible stakeholders across the administration. The results show both substantial delivery and a significant pipeline of work continuing into the Sustainability Action Plan 2026-30 (SAP 2.0).

20 of 28 targets were achieved (71%), while 8 targets (29%) were in progress, with substantial progress made, and continuing into SAP 2.0

Together, 92% of strategies were either completed in some form or actively advancing at the end of SAP 1.0. A total of 48 of 77 strategies were completed (62%) as planned, with adaptations, or completed and identified for expansion. A further 23 strategies (30%) were in progress, with substantial progress made, and continuing into SAP 2.0.

Targets	Completed*	In progress	Not completed
28	71%	29%	0%
Strategies	Completed*	In progress	Not completed
77	62%	30%	8%

* Completed as planned, completed with adaptations, or completed and expanding in SAP 2.0.

Major accomplishments

SAP 1.0 resulted in an abundance of accomplishments, making it difficult to select just a few to highlight. Here, we highlight just a few stand-out results, but we invite you to explore each stream section to learn more.

Major operational achievements included an 11% reduction in building-related greenhouse gas emissions, the planting of 2,008 trees and shrubs, conversion of 9,340 m² of lawn into ecological

zones, a 64% increase in local and sustainable food purchasing, and more than 53 tonnes of materials diverted through the Concordia University Centre for Creative Reuse.

Sustainability learning and research expanded through 64 student sustainability ambassadors, a new [Graduate Microprogram in Sustainability](#), development of an open-access interdisciplinary course, and the launch of the [Pathways to Impact](#) research support program. Concordia researchers also produced 7,390 publications related to the UN Sustainable Development Goals during the plan period.

Concordia also earned important distinctions, including being ranked as one of the top three performers in Energy & Climate, Investment, Research, and Transport among approximately 100 institutions assessed under STARS 3.0; Fair Trade Silver Campus certification; and an [International Cultural Change for Sustainability award for the Sustainability Ambassadors Program](#).

CONTENTS

INTRODUCTION 4

PLAN-WIDE RESULTS 5

SUSTAINABLE FOOD SYSTEMS 6

ZERO WASTE 12

CLIMATE ACTION 18

SUSTAINABILITY IN RESEARCH..... 24

SUSTAINABILITY IN THE CURRICULUM 29

CROSS-CUTTING ACCOMPLISHMENTS AND LESSONS 33

FROM SAP 1.0 TO SAP 2.0..... 33

ACKNOWLEDGEMENTS 34

INTRODUCTION

About the Sustainability Action Plan 2020-25

Launched for the 2020-2025 period, SAP 1.0 was Concordia's first university-wide Sustainability Action Plan. It organized institutional commitments into five streams, prioritized through community consultations, and connected long-term aspirations with specific targets, strategies, indicators and responsible units.

Implementation occurred during a period that included the COVID-19 pandemic, changing campus operations, staffing transitions and increasing financial constraints. These conditions impacted timelines and delivery models, with the addition of 2025-26 as an implementation year to partially compensate for these limitations, but they also accelerated developments such as hybrid work through university-wide adoption of web conferencing.

Status definitions

Each target and strategy was assigned a final status, defined below. Final status reflects the degree of implementation of a target or strategy and does not represent the university's overall sustainability performance in that area.

Status	Qualifying conditions	Definition
Completed	Completed as planned	Successfully implemented within SAP 1.0.
	Completed and expanding	Successfully implemented and continuing, scaling or expanding under SAP 2.0.
	Completed with adaptations	Successfully implemented with modifications to scope, timeline or approach.
In progress	In progress and continuing	Meaningful progress made; work will continue under SAP 2.0.
	Deferred	Planning started but project intentionally postponed under SAP 2.0 due to capacity, governance or external constraints.
Not completed	Discontinued	Initiated, piloted or explored during SAP 1.0 but will not be completed.
	Never initiated	Not prioritized during SAP 1.0 and will not be completed.

Table 1 - Final target and strategy status definitions

PLAN-WIDE RESULTS

The plan-wide results reveal a strong base of completed work together with a large set of initiatives that have become ongoing institutional responsibilities. Only 6 strategies (8%) were discontinued or not initiated.

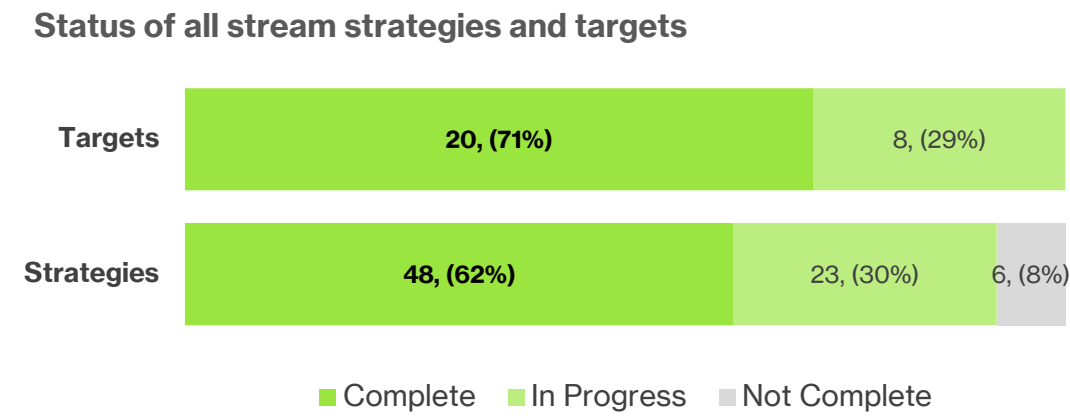


Figure 1 Final status of the 28 targets and 77 streams of SAP 1.0

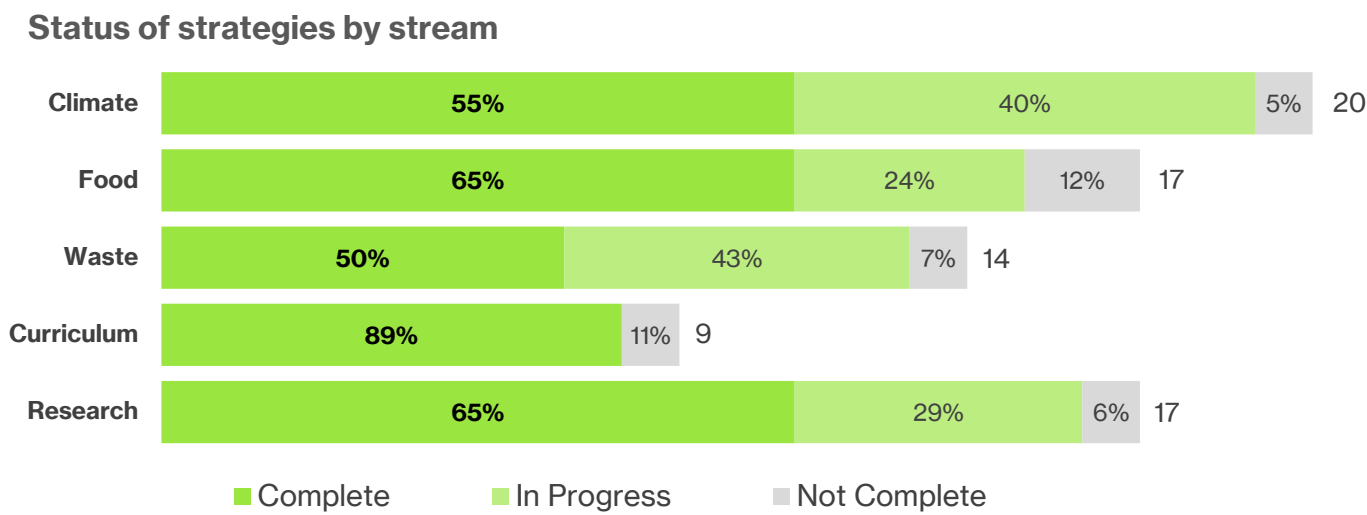


Figure 2 Distribution of final strategy status by stream

SUSTAINABLE FOOD SYSTEMS



Figure 3 Fair Trade Ambassadors table during Fair Trade month at Concordia

Targets		Strategies	
Completed	In Progress	Completed	In Progress
7 / 8	1 / 8	11 / 17	4 / 17

With most strategies revolving around food and beverage procurement, the Food stream focused on integration of sustainability in procurement contracts, achieving sustained gains and increased flexibility; vending machines, for example, have moved away from exclusive provisioning to an independent, Quebec-owned company featuring healthy and sustainable options. Work continues to evolve in supporting urban agriculture groups and sustainable groundskeeping practices, which has evolved and expanded to consider broader ecological goals through the years. Concordia's Fairtrade leadership has emerged as a hallmark of its sustainable food programs.

Targets and outcomes

Target	Status	Outcome
Increase sourcing of local & sustainable foods to 50% of total purchases in the summer and fall and 40% in the winter and spring	Completed	Increased local & sustainable food purchased from 36% ('19-20)) to 59.3% ('24-25).
Ensure that environmental and social sustainability is factored into all tenders / agreements / contracts concerning the food system	Completed	Included environmental and social sustainability requirements in all food and beverage contracts.
Recognize and reinforce the role of urban agriculture in advancing hands on learning, placemaking, and beneficial social impacts	Completed	Increased number of on-campus urban agriculture groups from 5 in 2020 to 11 in 2025.
Support the adoption of healthy, plant-based, allergen-free, and culturally inclusive food choices on campus	Completed	Increased plant-based offerings in dining halls to 65% and hosted events to educate the community on their benefits. Food labelling project ensured labelling of kosher, halal, allergenic, plant-based and other foods.
Reduce animal product (meat, poultry, fish/seafood, eggs, dairy) purchases to 30% of the total food budget	In progress	Reduced animal-based products to 35% and continuing to pursue reductions into SAP 2.0.
Reduce food waste and contribute to food security in our community	Completed	Reduced food waste at the kitchen by nearly 10 tonnes in the first two years of tracking. Donated 845 portions of surplus food to community organizations in '25-26,
Achieve Fairtrade Silver status	Completed	Achieved Fair Trade Silver campus designation.
Create an environment where community members can learn about food, from seed to plate, and offer students hands-on learning opportunities through projects that improve the campus food system	Completed	Supported 3 full-season gardening programs, 1 education center (Concordia Greenhouse), 3 community gardens, 3 ecology projects, 5 projects through credit courses, and training through 2 peer-to-peer education programs.

Highlights

- **Sustainable procurement yields results:** Local and sustainable food purchasing increased from an average of 36% in '19-20 to 59.3% for '24-25, exceeding the seasonal thresholds established for SAP 1.0.
- **Support for urban agriculture:** The number of urban agriculture groups with campus gardens increased from five in 2020 to 11 in 2025, alongside more volunteer, internship and experiential-learning opportunities.
- **Leadership in Fair Trade:** Concordia achieved Fair Trade Silver Campus status and expanded Fairtrade products, events and student leadership opportunities, including a trip to the origin site of Stingers Roast in Colombia and hosting the [National Fair Trade Conference](#). Concordia student

Shatha Arslan was named Fair Trade Ambassador of the year. In February 2026, [Concordia broke the world record for the world's largest banana bread](#), made entirely with Fair Trade bananas, sugar, chocolate, and cocoa.

- **Experiential learning:** Concordia Food Services partnered with Professor Jordan LeBel and his Marketing students to promote Stingers' Roast, expand Fairtrade education and sales across campus, engage campus businesses, and support the Fair Trade Ambassador program.

What we've learned

- On-campus production capacity limited the ability to source from campus to plate.
- Issues with backorders and replacement products affected sustainable purchasing.
- While plant-based procurement increased, it fell slightly short of its target due to continued demand for animal-based proteins.
- It is difficult to secure an Indigenous caterer to join Concordia's approved Caterers list because of barriers to entry posed by legal requirements.

Key indicators

- Increased from **38%** to **59.3%** local/sustainable purchasing
- Increased from **5** to **11** urban agriculture groups
- Increased from **52%** to **65%** animal-free product purchasing
- Achieved **silver** Fair Trade status

Strategies and outcomes

ID	Strategy	Final status	Outcome
S1	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	Completed	Opportunities were identified to increase local and Fairtrade purchasing, including with frozen foods (fruits), new items (local granola, Fairtrade spices) and Quebec produce (through partnership with new local farmers).
S2	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	Completed	Sustainability requirements in alignment with the Sustainability Action Plan, including local and Fairtrade purchasing, were integrated into the food service contract RFP, leading to measurable changes in procurement and operations.
S3	For each new approved caterers' contract request for proposals, increase the sustainability requirements. Ensure that these requirements are aligned with the Sustainable Event Certification.	Completed	The catering contract requires caterers to offer Fairtrade coffee, tea and sugar and to provide at least one-plant based milk for coffee service. Single-use plastic water bottles, plastic tablecloths and individually packaged condiments are prohibited. Service ware (e.g., utensils, cups, plates) must be compostable or reusable, depending on the caterer's service offer.
S4	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	Completed	The university no longer uses exclusive beverage contracts and instead works with an independent, Quebec-owned vending company. This allows for customization of the offerings towards lower environmental impact packaging and healthier options.
S5	In collaboration with students, formulate recommendations for targets and goals (i.e. local, sustainable) for student-run cafés	Not completed	The strategy was not pursued and no equivalent initiative is planned for SAP 2.0, in recognition of their existing sustainability leadership and autonomy.
S6	Form a committee to develop procedures and guidelines that support existing urban agriculture projects and to develop a collaborative framework for the evaluation and implementation of new urban agriculture projects.	Completed	A new space contract system offers support and clarity to groups seeking garden space on campus. Created an evaluation schema based on ecosystem services provided by gardens rather than using harvested weight per area. New support systems, like composting and rainwater capture, will continue to be implemented in SAP 2.0.
S7	Form a multi-stakeholder working group chaired by the Concordia Greenhouse representatives and comprised of student, faculty and administrative partners to develop a plan and funding model for the future of the Concordia Greenhouse.	Not completed	The Concordia Greenhouse relocated to the 7 th floor of the Hall building in 2024 due to required renovations. This changed the needs significantly and a committee was no longer desired. As with garden groups, support and mentorship is provided by the Ecological Specialist.

ID	Strategy	Final status	Outcome
S8	Enhance promotion, support and education around the sale of campus-grown food through farmers markets	Completed	60+ vendors were featured on campus during the farmers' market. 50% were Concordia students. Over 12,000 lbs of campus-grown food was provided, along with \$1800 in solidarity baskets and vouchers distributed.
S9	In collaboration with the community (including student groups as well as interested faculty and their students), develop protocol to integrate perennial native species, pollinator gardens, and edible landscapes in University's landscaping	Completed	29% of SGW gardens and 21% of Loyola gardens were planted with perennial native species. Expansion continues into SAP 2.0, through inclusion into groundskeeping procedures.
S10	Consult with our community to improve access to culturally diverse food options on campus and to support Indigenous food sovereignty	In progress	Residence students were consulted on Halal and Kosher options in dining halls, resulting in a new food labelling project. Culturally inclusive practices were also promoted through the Sustainable Event Guide and Certification, participating caterers, and an Indigenous cuisine and history demonstration by local chef Norma Condo. Indigenous caterers were approached with support to join Concordia's Approved Caterers List, but no Indigenous caterer has thus far committed to join. A student-led Indigenous food and medicine garden was created at the Loyola campus.
S11	Provide increased educational opportunities on campus about the benefits of plant-based eating	Completed	Dining Halls host regular plant-based meal days and Climate Awareness Weeks. A collaboration was conducted with Dr. Jordan Lebel's class to determine the best strategies to encourage plant-based eating.
S12	Increase the number and diversity of plant-based recipes offered in dining halls and provide training for chefs and staff in plant-based, allergen-free, and culturally inclusive foods. Ensure proper labelling of all of these foods on campus.	Completed	23.5% of all fresh food served across Food Services retail locations are vegan. All in-house prepared baked goods are vegan. Dining hall menus consist of 42% vegan and 24% vegetarian options.
S13	Develop procedures and implement a Concordia-wide system for food leftovers donation	In progress	All Hospitality-supported events can donate surplus food through La Tablee des Chefs, with this option promoted through the Sustainable Event Guide and Certification. Increased use of campus community fridges and direct donation to students will be pursued as next steps.
S14	Increase Fair Trade food options on campus and education around Fair Trade purchasing	Completed	Fair Trade (FT) education and promotion was consistently conducted at events like FT coffee breaks and pop-ups. New products like FT kombucha were offered in vending machines. Deep engagement opportunities were provided to students through the FT ambassador program, hosting the National Fair Trade Conference, and the Origin Trip to visit the Colombian coffee cooperative behind Stingers Roast.

ID	Strategy	Final status	Outcome
S15	Collaborate with the appropriate on-campus organizations and consult with our community in order to determine the best ways to increase access to food security and emergency food resources for the Concordia community	In progress	A university-wide student food security survey, literature review and consultations informed proposed actions to improve institutional coordination, awareness, resource support, research and systems innovation. Existing emergency supports include grocery vouchers and bursaries for students experiencing unexpected financial hardship. Work to increase awareness and access to resources will continue in SAP 2.0.
S16	Provide space on the FAWG to focus on the needs of student-led food initiatives. Develop logistical support, space use protocols, and communications strategies for the fortification and scaling up of campus food groups.	In progress	FAWG transformed into the Food Advisory Committee, dedicated to continuously enhancing food quality, variety, accessibility and sustainability on campus. Membership includes various administrators, faculty members, and student representatives.
S17	Link faculty research and expertise in food systems with University operations and programming, ensuring ample opportunities for student involvement	Completed	Food Services collaborated with Professor Jordan Lebel to market Fairtrade Stingers Roast and collaborated with professors to report on the impact of Fairtrade purchasing. Collaborated with ITHQ and ULaval to develop a local food tracking and purchasing software, Tracéco.

ZERO WASTE

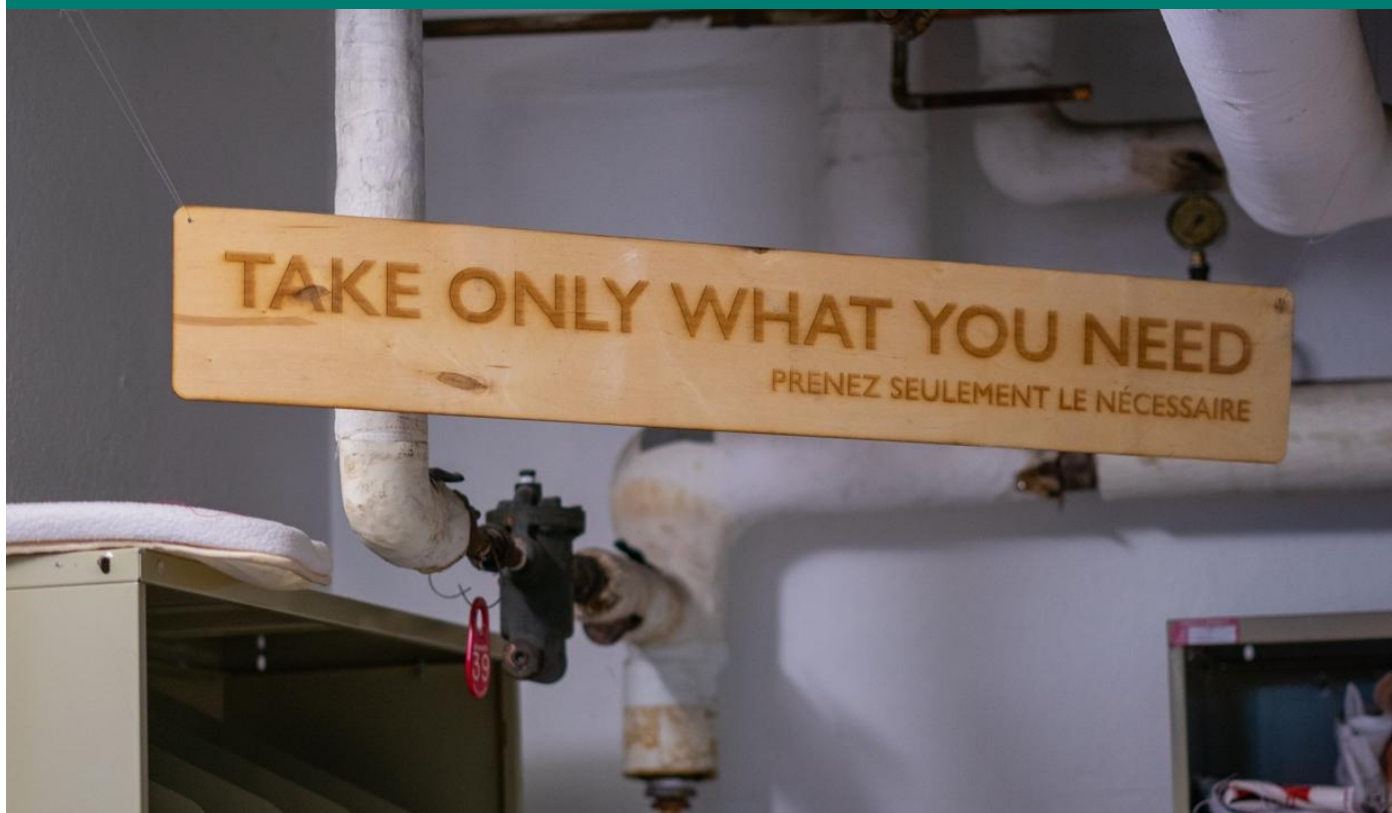


Figure 4 The Concordia University Centre for Creative Reuse (CUCCR) encourages a circular economy at Concordia

Targets		Strategies	
Completed	In Progress	Completed	In Progress
2 / 3	1 / 3	7 / 14	6 / 14

The Waste stream advanced reuse, waste diversion, culture change and operational standards. Galvanizing an innovative and passionate community, the Zero Waste Program and Concordia University Center for Creative Reuse (CUCCR) served as a hub for course and research integration through material sourcing, project development, and experiential learning opportunities. Ambitious concepts like a waste sorting center were adapted into more decentralized and feasible programs like the reuse satellites. Concordia's zero waste objectives became a catalyst for engagement from the local to the global. The [Concordia Precious Plastics Project \(CP3\)](#) won the ENLIGHT European University Global Citizenship Award in October 2023, a panel discussion on single-use plastic bans featuring national and city representatives was hosted at the 4th Space, and students served as observers at the UN Environmental Assembly on plastic pollution.

Targets and outcomes

Target	Status	Outcome
Nudge waste reduction and diversion performance beyond best practices and foster an innovative, curriculum, and research-integrated program	Completed	280 distinct courses were supported through material provided by the reuse depot (CUCCR). Several courses and research projects used Concordia's waste systems as a living laboratory and learning opportunity. Researchers benefited from waste data shared on the Concordia OpenData portal.
Continue to support and expand reuse initiatives and create procurement policies & procedures favoring waste reduction and reuse	Completed	The reuse depot reached a record of 9 tonnes diverted in one year, with over \$119,000 saved by the community. New models were adopted, including the launch of the Fripe thrift store, and CUCCR satellite locations. Waste procurement clauses were included in 229 contracts over the period of '23-25.
Bring waste performance to a competitive level, based on comparison with top performing universities, by continuing to implement best practice initiatives	In progress	Total volume of waste reduced by 17% from the '14-15 baseline, while waste diversion increased from 31% to 37.0%. Efforts to reach further diversion and reduction improvements continue into SAP 2.0

Highlights

- **Reuse services expanded:** [The Concordia University Center for Creative Reuse](#) (CUCCR) served as a hub for pilots like a hyper-local plastic recycling project, an electronics repair and refurbishing project, and new operations like the [Fine Arts reuse satellites](#), [Zero Waste Event Services](#), and [Fripe Concordia thrift store](#).
- **Landmark impacts:** CUCCR provided over [\\$600,000 in savings to the community](#) and 53 tonnes of materials diverted from the landfill through over 18,000 check-outs.
- **Teaching and research engagement:** The reuse depot supported 280 courses and 1,733 course checkouts over the life of the plan, including 842 checkouts in '24-25.
- **Concordia's first garage sale:** \$2,200 was fundraised for student waste initiatives through the sale of surplus furniture to the Concordia community, totalling 3.7 metric tonnes.

What we've learned

The COVID-19 pandemic set back gains in waste practices with tenants but also temporarily steeply dropped total waste on-campus. Although many activities ground to a halt during the COVID-19 pandemic, the team at the Zero Waste Program maintained community involvement and kept materials flowing; CUCCR offered material care packages and bookable visits to the depot, campus community clean-ups were organized, and mask recycling collection bins were implemented in all building entrances. Staffing changes in key departments and Concordia's challenging financial reality led to re-structuring of the Zero Waste Program that has now stabilized as SAP 1.0 sunsets and SAP 2.0 begins.

Key indicators

- **280** Courses supported through the Concordia University Centre for Creative Reuse
- **\$600,000** in savings to the community through redistribution of materials destined for landfill
- **37%** of total waste diverted from landfills
- **224 events** booked free reusable dishware through Zero Waste Event Services

Strategies and outcomes

ID	Strategy	Final status	Outcome
S1	Sorting Centre & Local Materials Economy: Assess and pilot a centralized sorting operation that produces clean material streams for local reuse.	Not completed	Expanded operations at the Concordia University Centre for Creative Reuse materials depot. Piloting plastic waste to 3D printing (Concordia Precious Plastics Project). The project to pilot a centralized sorting operation for Concordia's waste stream was discontinued due to changes in space allocation.
S2	Zero Waste Financial Incentives / Initiative Support Model: Explore financial incentives for waste reduction and diversion and test an incentive-based pilot with university tenants.	In progress	The Zero Waste Concordia Program, operated out of Facilities Management, supported several student-led waste reduction and recycling initiatives like Concordia Precious Plastics Project, Concordia Re-tech, ABCompost, OpenWaste/Digitizing Waste, and a Waste Auditing project. Financial incentives to reduce waste through policies continue to be explored into SAP 2.0.
S3	Zero Waste Purchasing: Integrate waste prevention into purchasing through take-back programs, low-packaging and reusable products, sustainable materials, departmental guidance and restrictions on problematic materials.	In progress	Moved progressively from print to digital version of Alumni Magazine, reducing from over 70 annual tonnes of waste. Waste reduction and recycling procurement indicators featured 366 times in public tenders between '24 and '26 and will continue to be integrated into new tenders.
S4	Sustainable Asset Management: Establish procedures for sustainably managing assets throughout their lifecycle and facilitate equipment and asset sharing.	Completed	Piloted an online Zero Waste Store, the Concordia Re-Tech e-waste project, and Fripe Concordia (a campus thrift store); all aimed to collect decommissioned but high-value items at Concordia and provide them to the community at a low cost. Furniture reuse procedures formalized and simplified into an online request form.
S5	E-waste Reuse: Identify secure ways to make non-reusable electronic equipment and components available to the community for parts and reuse.	Completed	The Zero Waste Program launched an electronic waste repair and recycling operations (Concordia Re-Tech) through close collaboration with Concordia University Centre for Creative Reuse, the Innovation Lab and IITS, demonstrating that a sound decommissioning process and data securitization principles could be implemented in an on-campus electronics recycling operation. Asset management strategies, including those related to e-waste, continue to be explored in SAP 2.0.
S6	Zero Waste Policies: Strengthen university and unit-level policies to encourage waste prevention and restrict high-impact or difficult-to-manage materials.	In progress	Zero waste policies were adopted by the CSU and student associations, encouraging waste reduction and participation in reuse initiatives like Concordia University Centre for Creative Reuse and Zero Waste Event Services. Waste policies were also integrated into the food service and beverage contracts, with an emphasis on reduction of single-use plastics and hard to recycle items. City and federal single-use policies also provided tailwinds for adoption of low-waste practices by campus tenants. Policies will continue to be explored in SAP 2.0.

ID	Strategy	Final status	Outcome
S7	Zero Waste Procedures: Develop Property Management procedures that align campus waste operations with Zero Waste, LEED O+M and BOMA BEST requirements.	Completed	Procedures were created to clarify standards for waste bin types, waste collection procedures by waste type, collection frequency, and process for waste bin allocation to ensure recycling and compost options are readily available to all campus users. Further work will involve communicating these procedures to campus users during SAP 2.0
S8	Zero Waste Coffee / Beverages: Reduce beverage waste through reusable container programs, package-free dispensing, bring-your-own-mug incentives and targeted communications.	In progress	648 users participated in the Cano reusable mug sharing pilot program at three participating cafes, supported by dishwashing services provided by the Zero Waste Event Services program. The pilot program did not result in the desired level of community participation and was discontinued. Additional measures to be explored in SAP 2.0.
S9	Zero Waste Offices: Expand low-waste office configurations, access to composting, employee engagement and guidance on managing common office materials and assets.	Completed	The Low Waste Office configuration, with trashless desks and compost and recycling offered at kitchenettes and other central locations, expanded to Loyola and continues as the standard for office spaces. Excess office supplies are collected from departments and made available for free at the CUCCR depot. Online training on sustainability is accessible to all staff, including a substantial training on Concordia's waste practices.
S10	Zero Waste Food Service & Tenants: Establish requirements and timelines for tenants to provide recycling and composting, support low-waste facilities and participate in food-donation programs.	In progress	Food Services continues to practice waste-reduction and tracking of food waste, as well as a trash-less dining hall. Pre-consumer compost and recycling was implemented with food serving tenants. Washing facilities for containers were implemented in student lounges. Further work will be undertaken in SAP 2.0 to include post-consumer recycling and compost at food service tenant locations, as well as surplus food recovery.
S11	Zero Waste Culture Change: Establish measurable behaviour-change targets and use community research, targeted outreach and partnerships to foster a lasting Zero Waste culture.	Completed	In a survey on sustainability culture and literacy conducted on students, staff, and faculty in 2024, 90% reported actively trying to reduce their waste, 89% reported being concerned about the food they waste, while 64% reported not often getting confused about what should go in recycling and compost. Educational efforts continue to address the culture, practices, and knowledge required for the community to shift to ecological consumption practices. Zero Waste Week offered an opportunity for Concordians to take a deep dive into low waste practices. A student sustainability ambassador led a project to design Waste Invaders - a waste sorting education video game.

ID	Strategy	Final status	Outcome
S12	Zero Waste Events: Standardize waste-diversion services and training for events while promoting reusable serviceware, sustainable purchasing, food donation and Sustainable Event certification.	Completed	The Dish Project was integrated into the Zero Waste Event Services program of the university, providing reusable dishware for on-campus events, with over 100 events serviced at peak activity. Zero waste ambassadors were present to help with waste sorting at high-traffic events, while a food recovery program was piloted through Tablée des Chefs.
S13	Zero Waste Labs: Work with relevant stakeholders to identify opportunities to reduce, reuse and divert waste from research and teaching laboratories.	In progress	3 case-studies on lab sustainability were developed in partnership with the Office of Research with an emphasis on waste reduction strategies. Work will continue on lab waste reduction in SAP 2.0
S14	Zero Waste Renovation / Construction / Deconstruction: Incorporate Zero Waste requirements into construction and renovation contracts, encourage deconstruction and require consistent waste-diversion tracking.	Completed	LEED Projects like the Applied Science Hub implemented stringent construction and demolition waste performance requirements and used recycled materials in construction. Several renovation projects piloted recirculation of salvaged, deconstructed materials through the Concordia University Centre for Creative Reuse. Work to track and reduce waste from construction and demolition projects will continue in SAP 2.0.

CLIMATE ACTION



Figure 5 Members of Concordia's Stingers team participate in a tree-planting event at Loyola

Targets		Strategies	
Completed	In Progress	Completed	In Progress
6 / 10	4 / 10	11 / 20	8 / 20

The Climate stream was the broadest and most distributed stream, spanning governance, buildings and energy, mobility, investments, procurement, Scope 3 emissions, campus greening and climate adaptation. Carbon reduction targets were recommitted to with a tighter deadline, while major projects under the Plan/Net Zero banner were announced, featuring both SGW and LOY as innovative deep retrofit pilot and sustainable energy decarbonization projects.

Targets and outcomes

Target	Status	Outcome
Incorporate climate planning into university governance and operations	Completed	Concordia formalized commitments to carbon neutrality through integration into the Campus Master Plan and oversight by governance structures like the Sustainability Advisory Committee and Climate Action Plan Taskforce. We set more ambitious goals by supporting the Montreal Climate Partnership with a GHG reduction pledge of 55% by 2030.
Reduce Concordia's emissions from buildings by 25% compared to 2014-2015	In progress	GHGs from buildings were reduced to 7998 tCO ₂ e ('24-25) from 8,854 tCO ₂ e, an 11% reduction from the baseline.
Attain Gold VÉLOSYMPATHIQUE certification at both campuses	In progress	Earned Silver Vélosympathique certification on both campuses. VS Gold certification will continue to be pursued in SAP 2.0.
Increase electric transport infrastructure (vehicles and parking) to 10% of total infrastructure	In progress	17.2% of vehicles are electric and hybrid. 5.5% of our parking is electric.
Optimize and support the use of web conferencing software at Concordia	Completed	Web conferencing was widely adapted through Zoom and Teams following COVID 19 pandemic. Meeting rooms are set with web conferencing equipment as a standard.
Achieve 100% sustainable investments for the Concordia University Foundation (CUF)	Completed	100% sustainable investments was achieved as of April 30, 2026.
End all investments in the coal, oil and gas sectors for the Concordia University Foundation (CUF)	Completed	0% exposure to the Carbon Underground 200 list as of April 30, 2025.
Achieve 10% in social or environmental impact investments for the Concordia University Foundation (CUF)	Completed	Mission-Related Investments were at 9.5% of the portfolio as of April 30, 2025.
Develop comprehensive plan for offsetting our Scope 3 (indirect) greenhouse gas emissions	In progress	Produced a report on carbon offsetting with recommendations for offsetting scope 3 emissions. Scope 3 emissions calculations continue to expand into new categories as new methodologies and data become available.
Increase Concordia's resilience in the context of a changing climate	Completed	The Campus Master Plan leverages and improves green and outdoor spaces as one of six themes informing the development plan of each campus. Two thousand trees and shrubs were planted at Loyola. A Climate Risk Assessment was initiated and will inform a Climate Adaptation Plan in SAP 2.0.

Highlights

- **Low carbon buildings:** Building-related greenhouse gas emissions were reduced to 7,998 tCO₂e in 2024-25, an 11% reduction from the plan baseline, with more reductions to come through major decarbonization projects under [Plan/Net Zero](#). Concordia's leadership in energy efficient

buildings was recognized by [BOMA Quebec's Building Energy Challenge](#) for work on the GN building.

- **Bike-friendly campuses:** Both campuses achieved VÉLOSYMPATHIQUE Silver certification thanks to investments in self-service bike repair stations, support to community bike repair shops on both campuses, secure parking facilities, educational activities, and regular BIXI discounts available to all Concordians.
- **Leading with sustainable investments:** The [Concordia University Foundation](#) reached 100% sustainable investments, divested from fossil fuels by eliminating exposure to the Carbon Underground 200 and reached 9.5% mission-related investments.
- **Ecological grounds:** Two thousand trees and shrubs were planted at the Loyola campus and 9,340 m2 of lawn area was converted to ecological zones.

What we've learned

The use of renewable natural gas (RNG or biogas) was piloted at Concordia between 2021-22 and 2023-24 via a contract with Energir. It is considered a carbon-neutral source of energy and is compatible with Concordia's existing natural gas infrastructure. When the [Climate Action Plan](#) was drafted in 2019, in the absence of any possibility of our natural gas boilers reaching end-of-life by 2025 (thereby precluding the conversion to electric boilers), the use of RNG combined with energy efficiency projects was considered to be the most viable avenue for reduction of our emissions from buildings. Over three years, the portion of RNG purchased at Concordia was increased with a corresponding reduction in our GHG emissions from natural gas (2.5% in 2021-22, 5% in 2022-23, and 10% in 2023-24.) Concurrently, discussions around the validity of RNG by the Climate Action Plan Taskforce mirrored the evolution of new considerations within the scientific community and from the Greenhouse Gas Protocol. It was ultimately decided that RNG will no longer be purchased beginning in 2024-25.

Scope 3 emissions, travel, fleet electrification and adaptation planning required governance beyond the control of any one unit.

Key indicators

- **-11%** reduction in building GHG emissions
- **100%** sustainable investments
- **0%** investment exposure to the Carbon Underground 200
- **2,008** trees and shrubs planted at the Loyola campus

Strategies and outcomes

ID	Strategy	Final status	Outcome
S1	Encourage units to adopt policies, plans and procedures that further support campus emissions reductions; provide support and guidelines to do so	In progress	Several departments and associations adopted sustainability plans and policies in alignment with the Climate Action Plan including the Faculty of Fine Arts, the department of Geography, Planning and Environment, and the Concordia Student Union. Resources like the Sustainable Office Guide, Employee Sustainability Ambassador Program, and an online training module provided employees with education and procedures for GHG reductions.
S2	Develop policy integrating green certification and renewable energy into new building construction and major renovations. Evaluate the incorporation of green building Operations and Maintenance criteria into the renovation plans for one or more non-certified buildings on campus, while considering ways to enhance the indoor comfort and environmental quality of indoor spaces.	In progress	Construction of new buildings like the Science Hub at Loyola and major construction projects like the GM building deep retrofit at SGW continue to prioritize green building certifications like LEED and WELL.
S3	Develop official energy management program and incorporate GHG emissions considerations	In progress	Sub-metering and energy management tools have begun to be deployed in buildings, allowing for a more granular understanding of energy intensity and GHG emissions by buildings. This has led to recommissioning projects with significant GHG reductions per building. A comprehensive energy management program will be pursued in SAP 2.0.
S4	Include a sustainability clause within the new Procurement Policy and develop procedures that encourage end-users to seek suppliers who report on and minimize the life cycle emissions of their products and services	In progress	Climate-related procurement indicators were included in contracts 361 times over the '24 to '26 period (in which data was available). This included indicators favoring local products and services, greenhouse gas reductions, sustainable transportation, and climate change adaptation
S5	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	In progress	A sustainability clause was included within the new Travel and Conference Policy (CFO-3), encouraging all travelers to make transportation and all other choices with sustainability in mind. Incentives were integrated to encourage carpooling and railway travel over air travel. Masters of Environmental Assessment interns collaborated with the Office of Sustainability to complete the first GHG inventory of business travel.. Workshops were held to encourage departments to Fly Less. Efforts to encourage and incentivize a shift to more sustainable business and research travel will continue in SAP 2.0.

ID	Strategy	Final status	Outcome
S6	Assess which natural gas heating systems are approaching end-of-life stage and develop a framework for conversion to electric heating systems	Not completed	Facilities Management pursued renewable natural gas in place of conversion of boilers because they would not reach end of life before '25.
S7	Pilot the use of renewable and low-emissions fuels such as renewable natural gas at Concordia	Completed	Renewable natural gas was phased in during two years of the plan ('22 through '24), reaching 10% of natural gas in '23-24. Due to increasing costs and concerns regarding the merits of the strategy for sustainability, the use of RNG was phased out.
S8	Launch ESCO (energy efficiency) project to reduce energy use of Concordia's most inefficient buildings, while considering ways to enhance the indoor comfort and prepare environmental quality of indoor spaces	In progress	The concept of an ESCO project with guaranteed energy savings inspired the design of Phase 1 of Plan/Net Zero, which targets deep energy retrofits and indoor comfort enhancement in the GM building.
S9	Develop and launch a campaign to engage and educate the campus in energy reduction	Completed	Efforts to educate community members on climate change and climate-friendly energy practices on campuses were integrated into several resources, including the Employee Sustainability Ambassador Program, the Sustainable Office Guide, the Sustainable Event Guide, and the online Sustainability Training module for employees.
S10	Favour electric vehicles when purchasing new vehicles for our campus fleet	In progress	Prohibitive pricing remained a challenge in favoring electric vehicle adoption, especially for trucks and utility vehicles . Options to encourage electric and hybrid vehicles will continue to be explored in SAP 2.0.
S11	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.	Completed	The COVID-19 pandemic led to rapid adoption of virtual web conferencing software, while meeting rooms were widely equipped with teleconferencing systems as a standard. Hybrid work protocols became institutionalized to support flexible and sustainable work options.
S12	Install additional electric parking spots on both campuses and creative incentives to use electric vehicles	Completed	EV charging stations doubled from 7 in 2019 to 14 available on both campuses, with 2 more slated for 2026. Additional EV charging spots continue to be evaluated based on expansion capacity in parking areas through a study planned for SAP 2.0.
S13	Evaluate demand for, and increase as needed, secure bike parking, outdoor bike parking, and free-service bike repair stations on both campuses	Completed	Free-service bike repair parking stations were installed on both campuses. Secure bike parking remains available at SGW, with a pilot project slated for launch at LOY in August '26 as part of SAP 2.0. Funding for expansion of outdoor bike parking has been allocated to meet target ratios of 1 rack per 20 students and 40 employees.

ID	Strategy	Final status	Outcome
S14	Provide twice-annual bicycle awareness and training events on both campuses and promote safe cycling practices and resources through regular communications	Completed	Regular events were held, including bike repair sessions with Right To Move and Petit Velo Rouge, info booths with VéloSympathique, group rides with the CSU, and participation in challenges like Mon Campus À Vélo or Défi Sans Auto Solo. Safe cycling resources were integrate online and at Office of Sustainability tabling events. Resources like the Sustainable Office Guide, Employee Sustainability Ambassador Program, and an online training module provided employees with education and resources related to cycling.
S15	Review the Investment Policy to align our activities with our newly adopted targets. Integrate sustainability and social impact into the decision-making process for each investment presented to the Foundation Investment Committee for approval	Completed	The Concordia University intergenerational fund transitioned to a 100-0-10 framework – a model that commits to 100 percent sustainable investments, moves beyond a net-zero economy toward a restorative one, and allocates 10% to mission-driven projects. Concordia successfully divested from all investment funds exposed to the Carbon Underground 200 list and increased mission-related investments to 9.5%.
S16	Participate in conferences, benchmarking activities, and partnerships that align with our targets and offer us opportunities to discuss best practices with other institutions	Completed	Concordia joined the University Network for Investor Engagement (UNIE) program along with 12 other Canadian universities to group efforts in engagement against climate risks. Additionally, Concordia signed the Climate Charter for Canadian Universities and committed with 16 universities to leverage their assets in strategizing for a smoother transition to a low-carbon economy.
S17	Commit to full and open communication and transparency regarding the deployment of the sustainable investment strategies and our exposure to oil, coal and gas industries	Completed	Concordia's Inter-generational fund investment report is published online with full transparency regarding investments.
S18	Research and assess local options for offsetting our indirect emissions in the near and long term	Completed	Produced a report on carbon offsetting with recommendations for local offsetting of scope 3 emissions. Scope 3 emissions calculations continue to expand into new categories as new methodologies and data become available.
S19	In collaboration with community, increase campus greening efforts and educate about the importance of vegetation in sequestering carbon and reducing urban heat island effect	Completed	2008 trees and shrubs were planted at the Loyola campus and 9,340 m2 of lawn area was converted to ecological zones. No-mow zones have been piloted and ornamental gardens converted into native, perennial gardens. Signage has been designed and communications have been launched to educate our community.
S20	Develop an exposure, resilience and vulnerability assessment outlining the susceptibility of Concordia and our community to current and future climate change impacts	Completed	A multi-stakeholder Climate Risk Assessment has been initiated with the Climate Consulting Group.

SUSTAINABILITY IN RESEARCH



Figure 6 Concordia community members participate in an interactive exhibition and panel event at the 4TH SPACE

Targets		Strategies	
Completed	In Progress	Completed	In Progress
3 / 4	1 / 4	11 / 17	5 / 17

The Research stream provided material support to faculty and students to advance sustainability research, with an emphasis on interdisciplinary and community-focused work, while making important first steps in shifting the operations of research towards more sustainable practices.

Targets and outcomes

Target	Status	Outcome
Develop a framework to support interdisciplinary sustainability research at Concordia	Completed	20 services were curated to support interdisciplinary sustainability research, with 8 units collaborating on the Pathways to Impact initiative.
Increase financial and operational support for faculty and students engaged in sustainability research	Completed	The Sustainability Transitions Team Research Initiative (STTRI) provided nearly \$200,000 during SAP 1.0. The Research Impact Award signalled a key shift towards research impact culture

Target	Status	Outcome
		and mindset change. Support for sustainability in research will continue into SAP 2.0.
Promote and enhance Concordia research to enrich local, Canadian, and international communities	Completed	Between 2020-2025, the ARRE offered funding to over 50 sustainability themed or related events. Concordia researchers produced 7,390 publications related to the UN SDGs during SAP 1.0. Promotion and enhancement support will continue to be offered through the Pathways to Impact project in SAP 2.0.
Monitor and reduce the ecological footprint of research, dissemination, and related activities conducted on and off campus	In progress	3 case-studies on lab sustainability were developed in partnership with the Office of Research. Additional resources and measurement of sustainability in research will continue to be developed in SAP 2.0.

Highlights

- **High scores in sustainable research:** Among approximately 100 universities worldwide that submitted for certification under STARS 3.0, the most robust framework for evaluating sustainability of universities, Concordia had the third highest score in the research category.
- **Supporting sustainable research:** The Pathways to Impact initiative **curated** 20 services through collaboration among eight units and created a foundation for integrated research-impact support. The Sustainability Transitions Team Research Initiative provided nearly \$200,000 during SAP 1.0, while Aid to Research-Related Events supported more than 50 sustainability-related events with over \$220,000.
- **Sustainable research output:** Concordia researchers produced 7,390 publications related to the UN SDGs during SAP 1.0
- **New faculty in sustainable fields:** Twenty tenure-track faculty members were hired in sustainability-related fields since 2024.

What we've learned

The research stream posed challenges in defining, identifying and assessing both sustainability research and research impact across diverse disciplines and settings. Progress required patient collaboration, shared vision-building and a willingness to move at the pace required to enable trust, recognizing that institutional culture change takes time. Researchers have constrained capacity, and this sometimes limited their ability to scale grant applications. A key lesson was to meet researchers where they are by creating simple, accessible supports, beginning with small pilots and improving them through experience rather than waiting for a perfect framework.

Key indicators

- **3rd place** globally in research under the STARS certification
- **Over \$220,000** in aid to 50 sustainability-related research events
- **Over \$200,000** in financial support to faculty and students engaged in sustainability research
- **7,390 publications** relating to the UN Sustainable Development Goals

Strategies and outcomes

ID	Strategy	Final status	Outcome
S1	Map existing sustainability research activities, strengths, and resources within the University	Completed	The mapping exercise determined that sustainability-themed or related research is happening in every department across Concordia. Several of Concordia's research institutes & centres are engaged in sustainability themed or related research. As research activities and resources are always changing, this mapping exercise will be an ongoing initiative.
S2	In consultation with key stakeholders, coordinate the development of a supportive framework to extend and enhance interdisciplinary sustainability networking, collaboration, and research	In progress	The Pathways to Impact initiative includes the collaboration of 8 units and counting, all aimed at strengthening our support for a researchers' impact journey. The Research Impact speaker series was organized through 2024/2025, and similar events will continue to be organized as spaces of networking and support, while Impact Support Services will offer space of networking and collaborating.
S3	Develop an interdisciplinary graduate program in sustainability that allows co- supervision and mentorship from all four Faculties (Curriculum Strategy 6)	Completed	Concordia launched the 7-week Sustainability Perspectives Graduate Microprogram, which provides the knowledge and skills early career professionals and recent grads need to integrate sustainability directly into their work or research in any sector.
S4	Plan for new strategic faculty hires in sustainability	Completed	20 new tenure-track faculty were hired in sustainability themed or related fields since 2024.
S5	Generate internal funding for new sustainability-related student, faculty or postdoctoral research projects across disciplines	Completed	The Sustainability Transitions Team Research Initiative provided nearly \$200,000 during SAP 1.0. The Research Impact Award signalled a key shift towards research impact culture and mindset change.
S6	Provide grant application support for interdisciplinary sustainability researchers	Completed	A total of \$185 million in internal and external grant funding was awarded to 1254 sustainability-themed or -related Concordia research projects between 2020-2025. This support will continue into SAP 2.0
S7	Recognize community partnerships for internal Team Start-up and Accelerator funding offered through the Office of the Vice-President, Research and Graduate Studies	Completed	The Sustainability Transitions Team Research Initiative (STTRI) funding program required, and set a precedent, for applicants not only to collaborate with community partners, but to include payment to them in their budget.

ID	Strategy	Final status	Outcome
S8	Create a dynamic online system for cataloguing sustainability research and partnerships at Concordia. The system would make it possible to search, categorize, visualize, and obtain metadata about sustainability research at Concordia, while also serving as a conduit between aligned researchers and external communities.	In progress	The Office of Research continues to explore an upgrade to the Next-Gen Explore website that would include integrating faculty researcher-related sustainability data.
S9	Connect Concordia sustainability research expertise with pre-university institutions	Complete	Concordia sustainability grad students presented their research to prospective students at Open House.
S10	Connect research expertise to develop sustainable practices and curriculum within the University	Completed	Three graduate students were hired to support the building of a sustainable lab research practices guide. Their work was presented as a panel at Concordia's '24-25 Sustainability Across Disciplines conference. An open-source guide entitled was created and made available through Concordia's Centre for Teaching and Learning. The development of a sustainable research practices guide will continue into SAP 2.0 with collaborations across streams.
S11	Begin a campus-wide discussion about the recognition of alternative metrics of research impact for hiring and promotion that align with community partnerships	Completed	The Inclusive Excellence Speaker Series promoted conversation and ideas around research impact, open science and decolonization in research. Concordia signed the Declaration on Research Assessment (DORA), leading to faculties exploring how to implement its' recommendations, including alternative metrics of research impact. The OVPRII launched their annual Research Impact Award, providing recognition to faculty members at Concordia demonstrating research impact beyond traditional publishing metrics.
S12	Support student and faculty researchers in knowledge mobilization of sustainability research, including training on best practices for communicating research findings and assistance for preparing their research for conferences and events.	Completed	The Pathways to Impact project has developed several trainings and support services on a variety of topics connected to knowledge mobilization, with work ongoing into SAP 2.0. 18 Concordia staff have also strengthened their capacity for supporting researchers impact journeys through Research Impact Canada's MobilizeU course since 2023.
S13	Provide support for conferences and events that increase the visibility of sustainability research at Concordia.	Completed	Between 2020-2025, the Aid to Research-Related Events (ARRE) offered over \$220,000 in funding to over 50 sustainability themed or related research events. The Sustainability Across Disciplines Conference was held each year and highlighted Concordia-led research in sustainability,

ID	Strategy	Final status	Outcome
S14	Create an equipment-sharing platform that provides users with access to shared and/or affordable research and lab equipment internal to Concordia	In progress	The Office of Research has explored options for equipment-sharing platforms and anticipates a small-scale evaluation to assess its utility. This project will continue into SAP 2.0.
S15	Explore options to develop a protocol for carbon neutral research practices and travel	Not completed	Protocols for carbon neutral travel for research will be explored as an extension of the preliminary work inventorying CO2e from travel in SAP 2.0.
S16	Support projects designed to increase the sustainability of research at Concordia	In progress	A guide specific to Concordia's wet labs is being developed to support researchers in reducing the ecological footprint of their research.
S17	Encourage Concordia Sustainable Events certification program for all Concordia research events on and off campus	Completed	The Sustainability Event Guide is now included in the guidelines of the Aid to Research-Related Events fund. Events taking place at the 4 th Space Concordia are supported in reaching certification, including through the provision of reusable dishware available on-site.

SUSTAINABILITY IN THE CURRICULUM



Figure 7 Students participate in the WasteScapes experiential course focussed on waste systems in Montreal

Targets		Strategies	
Completed	In Progress	Completed	In Progress
2 / 3	1 / 3	8 / 9	0 / 9

The Curriculum stream made significant headway in supporting integration of sustainability into courses and programs through co-design processes, resource creation, and the launching of innovative microprograms and a widely accessible sustainability course.

Targets and outcomes

Target	Status	Outcome
Develop and deliver supports within the administration and delivery of the curriculum	Completed	A curriculum developer was hired from '22-24 to develop resources that support the implementation of sustainability into the curriculum by faculty. The Sustainability Co-Design program assisted instructors who wished to introduce sustainability content in their course, based on a Student as Partners model. 15 courses were redesigned to include sustainability, with 31 faculty members and 31 student partners involved.
Achieve a 20% threshold of sustainability-inclusive* courses	In progress	Sustainability-inclusive courses increased from 8.3% to 9.8%. Strategies to increase these offerings will continue to be explored in SAP 2.0.
Increase the number of programs available to students that have a sustainability learning outcome	Completed	The total number of programs with sustainability learning outcomes increased to 61 ('23-24) from 46 in '19-20.

Highlights

- **Redesigning courses for sustainability:** Fifteen courses were redesigned through five editions of the [Sustainability in Curriculum Co-Design Project](#).
- **Resources available to all:** [A guide to embedding education for sustainability in higher education courses](#) was developed and published through the Centre for Teaching and Learning.
- **Sustainability for graduate students:** A [Graduate Microprogram in Sustainability](#) launched in 2024, developed with participation from all four faculties, along with an open-access interdisciplinary sustainability course launching in 2026.
- **Recognition for extra-curricular education:** The student Sustainability Ambassadors Program received a [Cultural Change for Sustainability award](#) from the International Sustainable Campus Network.

What we've learned

- Although good progress was made through resource provision, co-design projects, and showcase events, driving sustainability inclusion in courses across programs remains a challenge.
- The methodology to assess sustainability course content is limited by its reliance on the analysis of course descriptions. Professors should be approached to provide updates to the sustainability course list.
- Coordinating the student cohorts for the Sustainability Ambassador Program proved to be a challenge, with some students struggled to stick with the more rigid schedule and framework it required. To address this, the program will be re-launched as the Sustainability Leadership program for SAP 2.0., a self-paced program providing holistic, experiential learning, with leadership and community building emphasis.

Key indicators

- **9.8%** sustainability-inclusive courses
- **15** courses redesigned to include sustainability
- **61** programs with sustainability content
- **64** student sustainability ambassadors

Strategies and outcomes

ID	Strategy	Final status	Outcome
S1	Prepare resources by the Centre for Teaching and Learning that help support the development and incorporation of sustainability learning outcomes, activities, and assessments. Provide support and assistance to faculty who are seeking to increase and integrate sustainability learning outcomes into their courses.	Completed	CTL prepared a guide to embedding education for sustainability in higher education courses, offering a beginner's toolkit, evidence-based insights and best practices. 15 courses were designed to include sustainability through the Sustainability Co-Design Project.
S2	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.	Completed	A 2023 showcase event for the Sustainability Co-Design project featured participating teams showing how they revisited their course curricula to connect discipline-specific content with sustainability issues. A webpage for the project and a follow-up showcase event provided continued education to faculty.
S3	In collaboration with students, identify opportunities to infuse sustainability into new or existing curricula or courses as well as emerging critical themes that can be incorporated into the sustainability curriculum	Completed	31 students participated in the redesign of the 15 courses to include sustainability.
S4	Encourage sustainability researchers to include sustainability research content in their courses	Not initiated	This strategy was not pursued during the SAP 1.0 period.
S5	Develop a multi-disciplinary sustainability major across Faculties	Completed	This project evolved into the 15-credit Microprogram in Sustainability Practices.
S6	Develop a new graduate program in sustainability	Completed	The Graduate Microprogram in Sustainability, launched in 2025, provided students with cross-disciplinary expertise in sustainability from all four faculties at Concordia while offering opportunities for students to address real-world sustainability issues through supervised independent projects.
S7	Increase sustainability-related programs that are delivered across multiple formats and/or open to members of the public	Completed	The 15-credit Microprogram in Sustainability is available completely online and open to members of the public to apply.
S8	Develop an openly-accessible interdisciplinary course on sustainability for those students lacking access to sustainability-focused courses	Completed	The Loyola College for Diversity and Sustainability has developed an online, open-access course, Introduction to Environmental Sustainability, available to undergraduate students in any program.
S9	Create a non-credit based immersive, sustainability-focused educational study program	Completed	A total of 64 Sustainability Ambassadors were engaged during SAP 1.0, totalling over 3,000 hours spent in the immersive educational program

CROSS-CUTTING ACCOMPLISHMENTS AND LESSONS

Institutional developments

- Sustainability became more embedded in contracts, procurement, facilities standards, investment decisions, research support and curriculum development.
- Programs such as the Concordia University Centre for Creative Reuse (CUCCR), Pathways to Impact, the Sustainability Curriculum Co-design program, institutionalized support for urban agriculture, and the Student Sustainability Ambassadors Program created durable institutional capacity beyond individual strategy statements.
- The plan strengthened collaboration among operational, academic and student-facing units and generated practical experiences that shaped SAP 2.0.

Lessons for implementation

Clear ownership matters	Strategies with an identified lead, established mandate and operational mechanism were easier to sustain and evaluate.
Data systems must be designed early	Several targets were difficult to assess because baselines, indicator definitions or recurring reporting responsibilities were incomplete.
Space and staffing as enabling infrastructure	Reuse, sorting, urban agriculture, equipment-sharing and in-person education all depended on stable space and human capacity.
Policies and contracts can make change durable	Embedding sustainability in tenders, service agreements, renovation standards and institutional procedures reduced reliance on voluntary action.
Adaptation is not necessarily failure	Several strategies achieved their underlying objective through a different mechanism than originally proposed.

FROM SAP 1.0 TO SAP 2.0

We look to the next chapter of Concordia’s sustainability work with much pride in our community’s accomplishments. From what we’ve learned, we are building toward an equally ambitious but more focused plan, with clearer ownership, more specific project management plans, and more directed resources. With themes of sustainable procurement and biodiversity having an increased importance through the years, SAP 2.0 will feature these two topics as new streams.

ACKNOWLEDGEMENTS

We would like to thank all who participated in the development, implementation, and oversight of the 2020-25 Sustainability Action Plan. None of the accomplishments outlined in this report would be possible without the multi-stakeholder efforts that spanned years, campuses, sectors, and departments at Concordia.

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; many also went on to play key roles in the advancement and implementation 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:

- 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 Bemmman (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)

The members of the Sustainability Action Plan Committee met from 2023 to 2025 to provide oversight and transparency on Sustainability Action Plan progress. Its membership included:

- Amr Addas, Adjunct Professor, Department of Finance
- Brett Cox, Sustainability in Research Coordinator, Office of Research (Stream representative, Sustainability in Research Plan)
- Carole Brazeau, Indigenous Curriculum and Pedagogy Advisor, Centre for Teaching and Learning
- Caroline Bogner, Senior Director, Procurement Services
- Cassandra Lamontagne, Sustainability Manager, Office of Sustainability
- Dalia Radwan, Curriculum Developer, Centre for Teaching and Learning (Stream representative, Sustainability in Curriculum Plan)
- Daniel Bartlett, Communications Advisor, Institutional Affairs, Institutional Communications
- Dominique Dumont, Director, Facilities Management Strategic Planning & Development
- Elsa Younes, VP Internal Affairs, Engineering and Computer Science Association (ECA)
- Faisal Shennib, Environmental Specialist, Office of Sustainability (Stream representative, Zero Waste Plan)
- Fuzhan Nasiri, Associate Professor, Department of Building, Civil and Environmental Engineering
- Grace-Amanda Jones, Student, Arts and Science Federation of Associations (ASFA)
- Iqbal Hussain, Funding and Finance Coordinator, Sustainability Action Fund
- Jason Ens, Exec. Director, Academic Policy and Planning, Office of the Provost and Vice-President Academic
- Joshua Chalifour, Digital Scholarship Librarian, Library
- Leisha LeCouvrie, Senior Director, Alumni Relations, Office of the VP, University Advancement
- Maddison Schmitt, Student, Fine Arts Student Association (FASA)
- Maha Fakihi, Advisor, Sustainability and Investment
- Maria Chitoroaga, Sustainability Coordinator, Concordia Student Union
- Mohammed Arbaaz Parvez, Student, Graduate Student Association (GSA)
- Monica Mulrennan, Associate Vice-President, Research (Development & Impact), Office of the VPRII
- Noah Thompson, Student, Commerce and Administration Students' Association (CASA)
- Oliver De Volpi, Manager, Food Services (Stream representative, Sustainable Food Systems Plan)
- Paige Keleher, External Coordinator, Sustainable Concordia
- Pascale Biron, Professor, Department of Geography, Planning and Environment
- pk Langshaw, Professor and Chair, Department of Design and Computational Arts
- Rachel Berger, Associate Dean, Academic Programs and Development, Graduate Studies
- Rebecca Tittler, Coordinator, Loyola Sustainability Research Centre / Loyola College for Diversity and Sustainability Professor, Loyola College for Diversity and Sustainability / Department of Biology / Department of Geography, Planning & Environment
- Rocio Carvajo Lucena, Facilities Planner- Architect, Space and Development (Stream representative, Climate Action Plan)
- Sarah Caille, Director, Hospitality Concordia

Key units in the implementation of the plans and in the data collection for this final report include members of the Office of Sustainability; Concordia Food Services and Hospitality Concordia; Facilities Management teams in Engineering, Property Management, and Strategic Planning; Procurement Services; the Office of the Treasurer; Business Services; the Next-Generation Cities Institute; the Office of Research; the Office of the Vice-President, Innovation in Teaching and Learning; the Loyola College for Diversity and Sustainability; and all participating faculty, staff, and students as partners.