

CONCORDIA



UNIVERSITÉ
Concordia
UNIVERSITY

OFFICE OF
SUSTAINABILITY

SUSTAINABILITY ACTION PLAN

2026–30

A WORD FROM OUR PRESIDENT

A SUSTAINABILITY PLAN BY AND FOR CONCORDIANS



I'm proud to present the latest version of Concordia University's Sustainability Action Plan, which will guide our work until 2030.

In a world experiencing immense upheaval, the climate crisis arguably remains the defining issue of our time and for future generations. Yet, one of the greatest obstacles to progress is how to inspire widespread acceptance and successful adoption of effective actions.

That's why this document matters. The product of extensive consultations and community feedback, it offers an ambitious plan by and for Concordians to encourage and integrate sustainable practices across our campuses and beyond. Central to every goal and supporting milestone is the desire to draw on and deepen an institutional culture of shared ownership and responsibility.

Indeed, the plan builds on collective efforts — and tangible accomplishments — over the past five years toward the objectives of our inaugural Sustainability Action Plan. During that period, Concordia became the first Canadian university to earn the prestigious STARS gold certification under version 3.0 from the Association for the Advancement of Sustainability in Higher Education, ranking among the top three institutions globally for our performance in energy and climate, transportation, investment and research. We launched world-class research initiatives like PLAN/NET ZERO and Volt-Age as well as a unique graduate training program on Leadership in Environmental and Digital Innovation for Sustainability (LEADS) and the Climate Business Institute. And we've innovated in virtually every area of our operations, such as with the transition of the Concordia University Inter-Generational Fund to 100 per cent sustainable investments — another first in Canada.

In many ways, this Sustainability Action Plan is about maintaining our momentum. From the previous iteration, we've kept the same five streams of Food, Waste, Climate, Research and Curriculum while adding Procurement and Biodiversity — emerging areas where we feel our activities can have significant impact. We've also strengthened the alignment between this plan and other key university strategies, including the Indigenous Directions Action Plan, the Decolonizing and Indigenizing Curriculum and Pedagogy Plan and the Final Report of the Working Group on Equity, Diversity and Inclusion.

In a context where there are many pressures on the university's finances and resources, our vision and commitment to making Concordia a leader in sustainability remains unwavering. This plan offers a clear, realistic roadmap for prioritizing choices, making decisions and moving forward with meaningful actions.

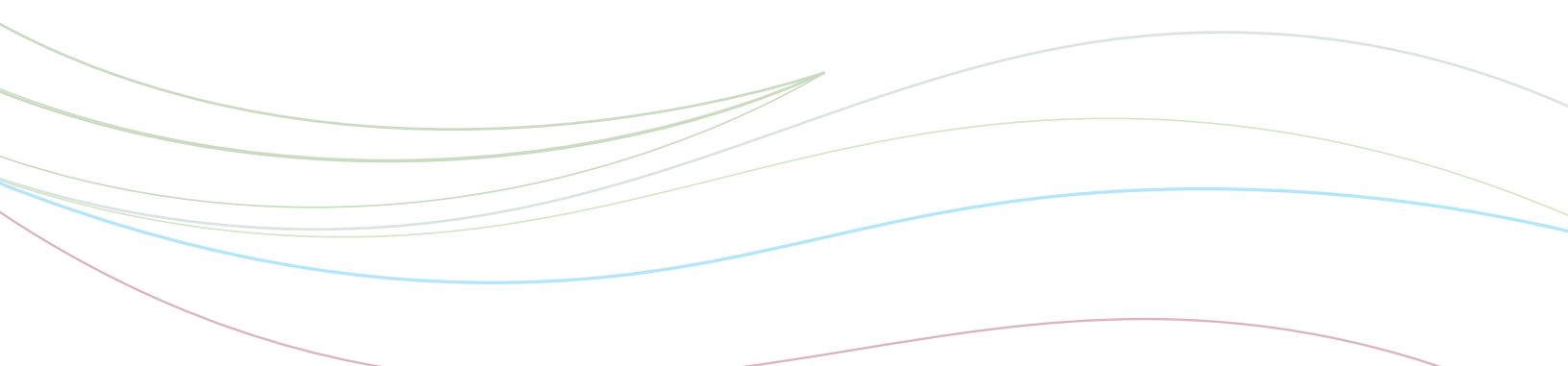
At its core, the Sustainability Action Plan is about continuing to change our mindset. Rather than seeing sustainability as a series of trade-offs, we need to reimagine our efforts as a process that, while sometimes imperfect, is nonetheless purposeful, diverse and innovative.

One of the best aspects of this plan is that it will create even more opportunities for students, faculty and staff in the form of specialized certifications, leadership training and the further integration of sustainability into course work and experiential learning.

Thank you to everyone who contributed to drafting the Sustainability Action Plan 2026-30 and to all Concordians who take pride in ensuring its implementation is a success.

A handwritten signature in black ink, reading "Graham Carr". The signature is fluid and cursive, with the first name "Graham" and last name "Carr" clearly distinguishable.

Graham Carr
President and Vice-Chancellor



TERRITORIAL ACKNOWLEDGEMENT

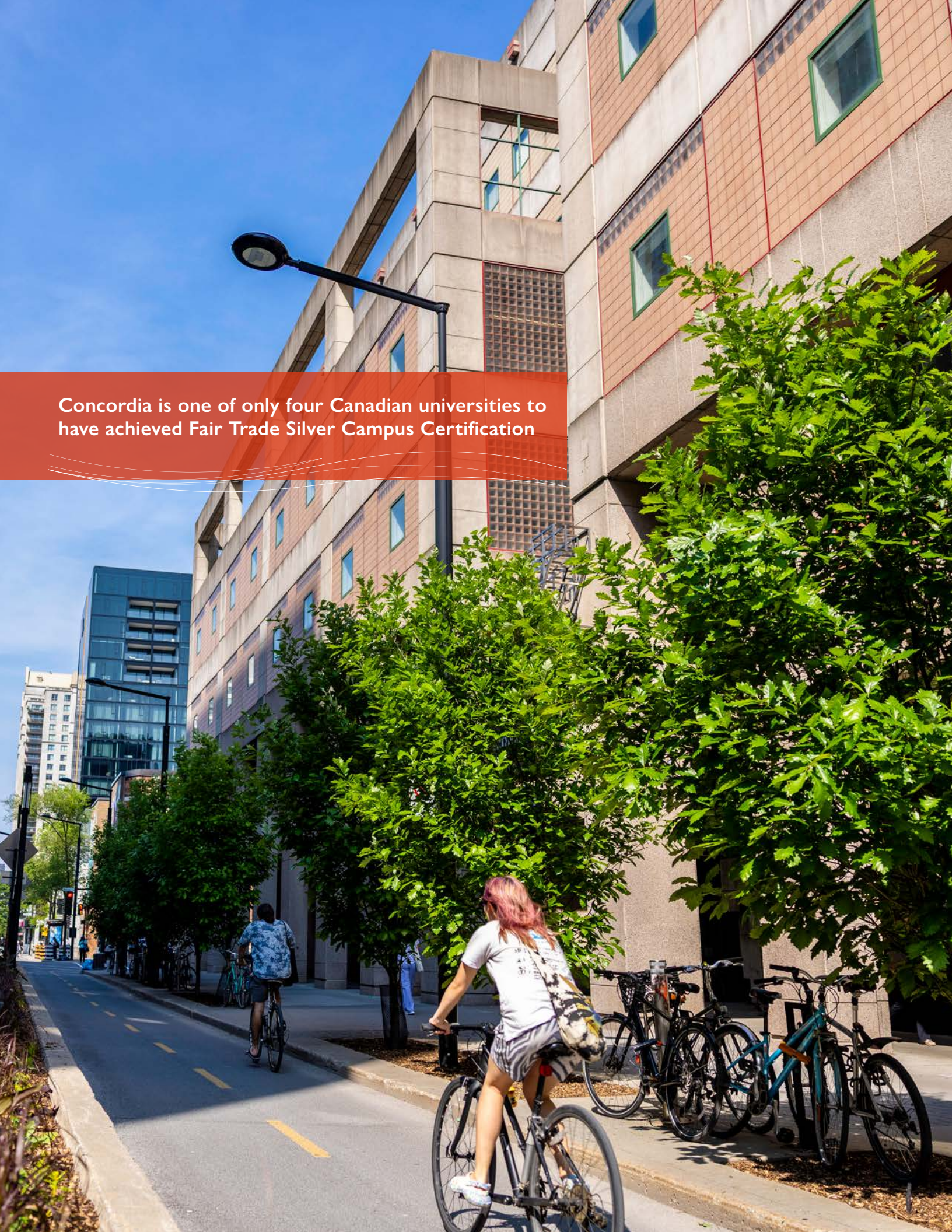
We would like to begin by acknowledging that Concordia University is located on unceded Indigenous lands. The Kanien'kehá:ka Nation is recognized as the custodians of the lands and waters on which we gather today. Tiohtià:ke/Montréal is historically known as a gathering place for many First Nations.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

OUR DEFINITION OF SUSTAINABILITY

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

For more information on our sustainability progress, check out the [Sustainability Action Plan 2020-25 final report](#).





Concordia is one of only four Canadian universities to have achieved Fair Trade Silver Campus Certification

OUR PROCESS

NOVEMBER 2024

WE'RE LISTENING SESSIONS

The Office of the Vice-President, Services and Sustainability, held two hybrid sessions as part of its We're Listening series to establish how the process for development of the 2020-25 Sustainability Action Plan was perceived and to understand community preferences for how best to approach the next phase of sustainability planning at Concordia.

JANUARY 2025

VOLUNTARY UNIVERSITY REVIEW

The university published the [Voluntary University Review](#), a self-assessment to map Concordia's current activities related to the 17 Sustainable Development Goals and to identify opportunities to deepen its sustainability efforts for greater impact. The process involved extensive community consultation through strategic design sessions, interviews, events and a weekly series of sessions called the [17 Rooms](#).

JULY 2025

DEVELOPMENT PLAN

The Sustainability Advisory Committee approved a development process for the 2026-30 Sustainability Action Plan. The stream plan topics of food, waste, climate, procurement, biodiversity, research and curriculum were determined, based on the Voluntary University Review (Figure 1). Focus areas were identified based on the vision for 2040 established in the 2020-25 Sustainability Action Plan, major university commitments and the best practices outlined in the Sustainability Tracking, Assessment and Rating System (STARS). Project leads were assigned.

AUGUST – OCTOBER 2025

DEVELOPMENT OF INITIAL PROJECT IDEAS

Project leads developed initial project ideas for each of the focus areas of the plan. Project ideas were developed in consideration of important university priorities identified in the [Voluntary University Review](#), the [Campus Master Plan](#), the [Indigenous Directions Action Plan](#), the [Decolonizing and Indigenizing Curriculum and Pedagogy Plan](#) and the [Final Report of the Working Group on Equity, Diversity and Inclusion](#).

NOVEMBER 2025

TARGETED COMMUNITY ENGAGEMENT

The Office of Sustainability held a workshop with partners representing the previously mentioned university priorities to identify opportunities for further alignment and collaboration.

JANUARY 2026

PUBLIC COMMUNITY ENGAGEMENT

Project leads presented their initial project ideas during a hybrid presentation and panel event and participants were invited to offer their feedback and to rank the ideas presented. An accompanying online feedback form was launched and promoted.

FEBRUARY 2026

PROJECT SUBMISSION

Project leads, in consideration of the feedback from the targeted and public community engagement events, submitted their project ideas and preliminary budgets to the Sustainability Advisory Committee. Collaborators were identified and signed off on each project.

MARCH 2026

PROJECT REVIEW AND PRIORITIZATION

The Sustainability Action Plan committee reviewed projects based on their impact, community ranking and alignment with other important university priorities. The committee offered feedback and approved preliminary project budgets.

JUNE 2026

PROJECT MANAGEMENT PLANS

Project leads submitted project management plans outlining planned project activities and timelines, as well as four-year targets.

SEPTEMBER 2026

PLAN LAUNCH

The Sustainability Advisory Committee approved the final plan for launch.

RESEARCH CURRICULUM



Figure 1 The stream plan topics mapped onto the Sustainable Impact Agenda proposed in the Voluntary University Review (2025)

OUR VISION FOR 2040

FOOD

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

WASTE

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

CLIMATE

- Eliminate CO₂ and other greenhouse gas (GHG) emissions from all direct sources, including building energy use and transportation
- Complete full electrification of all transportation infrastructure, including vehicle fleets and parking facilities
- Achieve carbon neutrality by 2040

PROCUREMENT

- Include sustainability criteria (environmental, social or economic) in 100 per cent of public calls for tenders
- Achieve 100 per cent sustainable purchasing for paper, furniture, electronics and cleaning products procured through university-wide contracts

BIODIVERSITY

- Establish Concordia's campuses as beautiful, ecologically rich living laboratories that demonstrate leading practices and make learning about local nature part of everyday campus life
- Achieve 25 per cent tree canopy cover across Concordia's campuses
- Dedicate and manage at least 10 per cent of campus land for biodiversity conservation, habitat restoration or ecological urban agriculture
- Transform all suitable planting areas into ecologically functional landscapes with at least 70 per cent native vegetation

RESEARCH

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

CURRICULUM

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



The Concordia University Centre for Creative Reuse (CUCCR)
was the first university reuse centre to be established in Canada

OUR PLAN FOR 2026-30

ACHIEVE STARS PLATINUM

The Sustainability Tracking, Assessment and Rating System™ (STARS) developed by the Association for the Advancement of Sustainability in Higher Education (AASHE) is a transparent, self-reporting framework to evaluate the sustainability performance of different aspects at universities.

This framework assesses sustainability in the university’s activities across five categories: academics, engagement, operations, planning and administration, and innovation and leadership. There are five rating levels (Reporter, Bronze, Silver, Gold and Platinum) and submissions are valid for three years. As the STARS framework is periodically reviewed and new versions are released with more ambitious requirements, achieving the same level of performance becomes increasingly difficult.

Concordia submitted its first STARS submission as part of the pilot program in 2012 and achieved a Silver rating. Over time, Concordia has continued to improve on its performance with four additional ratings (Figure 2). In 2025, Concordia achieved STARS Gold as the first Canadian university to submit under the newly released and highly rigorous STARS 3.0.

Concordia has a current score of 74.37 per cent, representing an achievement of 180.71 out of 252 possible points. To achieve STARS Platinum (a score of 85 per cent or above), Concordia would need to earn 33.49 additional points. Through the implementation of projects within and alongside the Sustainability Action Plan, Concordia aims to achieve a STARS Platinum rating by May 2030.

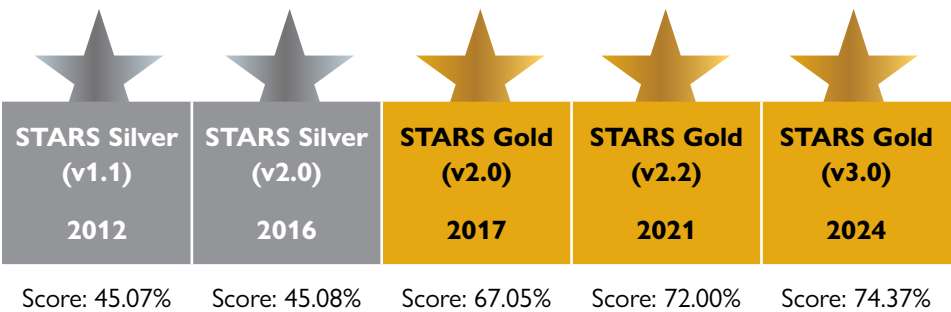


Figure 2 The timeline of Concordia's ratings under the Sustainability Tracking, Assessment and Rating System (STARS). Each new version represents a more rigorous framework to adhere to.

Concordia holds a **VÉLOSYMPATHIQUE Silver** rating for each of its campuses

FOOD

BUILDING A MORE SUSTAINABLE FOOD SYSTEM

Food plays an important role in advancing sustainability at Concordia. The Sustainability Action Plan recognizes that food systems influence environmental impacts, health and well-being, social equity and the university's connections with local communities.

The Action Plan seeks to strengthen the sustainability of food-related initiatives across the university by promoting responsible purchasing, reducing food waste and creating opportunities for learning and engagement.

TARGETS

- Ensure that 35 per cent of our food and beverage spend is on products that are sustainably or ethically produced
- Ensure that 65 per cent of our food and beverage spend is on products that are plant-based
- Ensure that 30 per cent of our spend on produce and 60 per cent of our spend on meat, is on products that are locally produced in Quebec
- Redirect 10,000 meals of surplus food per year to our student community
- Achieve Fair Trade Gold Campus certification

SECTION	STRATEGY
Sustainable food purchasing	Work with suppliers to increase the purchasing of food and beverage that is sustainably produced, ethically produced and/or plant-based
	Develop partnership with local suppliers, employee-owned enterprises, social enterprises and certified B-corporations
Food security	Develop a centralized, student-friendly information hub to provide accurate, up-to-date details on food security supports, eligibility and access points
	In collaboration with student groups, establish a coordinated process to safely divert surplus food from campus events and food locations to student food initiatives, including food banks, fridges and designated pick-up points
Fair Trade	Provide student leadership opportunities to advance Fair Trade dialogue, including through an increased campus presence, community engagement, academic collaborations and external advocacy
	In collaboration with Departmental Space Administrators, unit leads and student associations, establish policies for meetings, events and lunchrooms that integrate Fair Trade requirements

WASTE

ADVANCING A CIRCULAR APPROACH TO RESOURCE MANAGEMENT

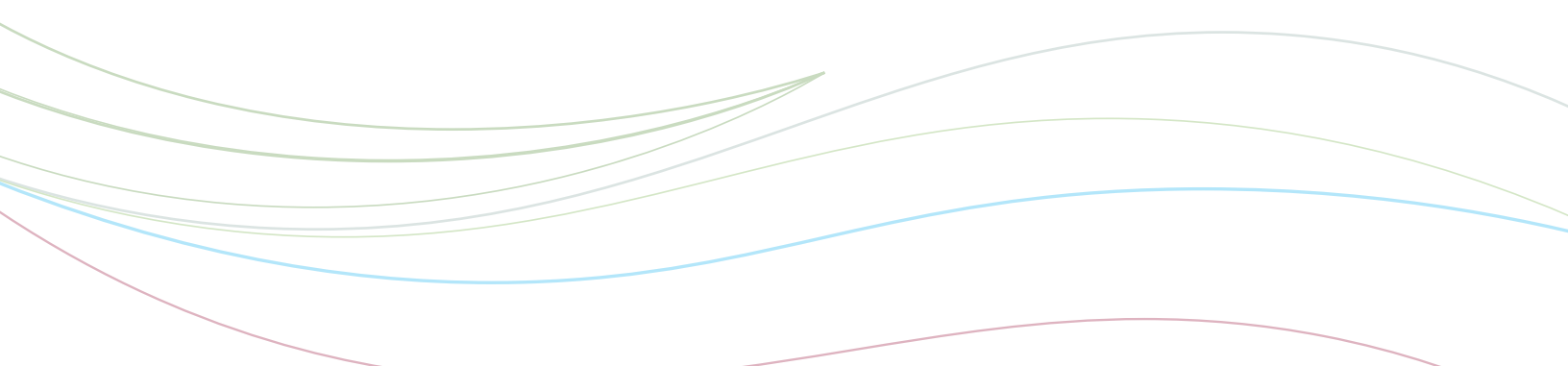
Reducing waste is an important part of Concordia's commitment to sustainability. The Sustainability Action Plan recognizes that responsible resource management helps reduce environmental impacts, supports efficient use of materials and contributes to a more circular campus.

The Action Plan seeks to minimize waste generation across the university by promoting waste prevention, reuse, recycling and composting while encouraging sustainable consumption practices throughout the Concordia community.

TARGETS

- Divert 60 per cent of campus waste from landfill toward reuse, compost and recycling
- Ensure the inclusion of compost and recycling bins at 80 per cent of all waste stations in high-traffic areas
- Increase the total volume of reused material across campus by 50 per cent compared to 2025-26

SECTION	STRATEGY
Optimization of waste diversion and reduction	Optimize the supply, placement and configuration of waste bins, update waste bin signage and launch a targeted educational campaign to support improved waste sorting practices throughout our community
	Pilot policies and procedures that shift behaviour through compliance and incentivization measures
	Implement a pilot project to test and refine methods to measure waste from construction and demolition projects on campus to evaluate and adopt waste reduction and diversion measures
Reuse	Support centralized services such as the Concordia University Centre for Creative Reuse, the Zero Waste Event Services program, the Fripe Concordia Thrift Store, the Treasury Thrift E-Store and the Facilities Management Furniture Program to ensure continuous high-quality collection, redistribution and programming around key high-impact waste streams across Concordia and its community
	Introduce standardized consulting, resource materials and data collection services to encourage internal context-specific reuse initiatives within participating departments



CLIMATE

ADVANCING CLIMATE ACTION AND RESILIENCE

Addressing climate change is a central component of Concordia’s sustainability efforts. The Sustainability Action Plan recognizes the university’s responsibility to reduce GHG emissions, strengthen climate resilience and support the transition to lower-carbon campus operations.

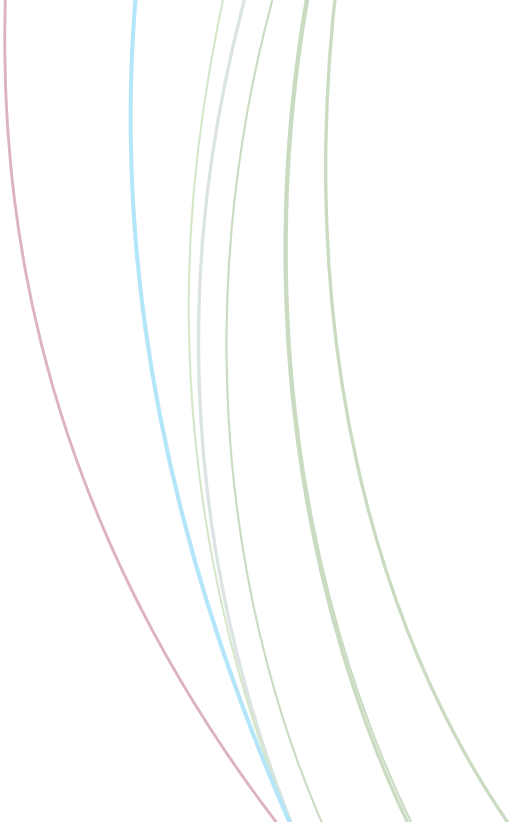
The Action Plan builds on Concordia’s existing climate commitments by advancing initiatives that reduce its Scope 1 (direct on-site), Scope 2 (indirect from purchased electricity) and Scope 3 (indirect off-site) emissions, improve energy performance and help the university adapt to the impacts of a changing climate.

TARGETS

- Reduce Scope 1 and 2 GHG emissions from buildings by 15 per cent compared to 2012-13
- Reduce campus building energy intensity by 20 per cent compared to 2012-13
- Reduce natural gas consumption by 95 per cent and building energy use by 50 per cent in the Guy-De Maisonneuve (GM) Building, compared to 2023-24
- Achieve Vélosympathique Gold certification for both campuses

SECTION	STRATEGY
Climate governance	In collaboration with the Electrifying Concordia Living Lab, explore the social feasibility and gauge community support for carbon pricing measures such as carbon levies, shadow pricing or a carbon fund
Scope 1 and 2 emissions	As part of PLAN/NET ZERO Phase 1, complete a deep energy retrofit of the GM Building on the Sir George Williams Campus to reduce energy consumption and achieve carbon neutrality
	As part of PLAN/NET ZERO Phase 2, collaborate with Énergir and Hydro-Québec to explore sustainable energy solutions and advance decarbonization at the Loyola Campus
	Establish a collaborative framework between Facilities Management and the Next-Generation Cities Institute to develop and calibrate decision-support tools for decarbonization and energy use reduction strategies
	Implement a campus-wide energy performance management strategy that integrates benchmarking, metering, reporting and the deployment of an Integrated Energy Management System (IEMS) to support operational optimization and a reduction in energy intensity

Concordia has a Supplier Code of Conduct to ensure ethical, social and environmental standards in its supply chain



SECTION	STRATEGY
Scope 3 emissions	In collaboration with the Next-Generation Cities Institute, develop an electric vehicle charging strategy based on the assessment and modelling of current and future demand
	Launch a Sustainable Mobility Committee to set targets, survey the community and implement priority initiatives that support a shift toward sustainable transport options like public transport, cycling, car sharing and electric vehicles; establish a new secure bike parking facility at each campus
	Encourage interested departments to reduce their departmental emissions from business and research travel with a range of support measures including guidelines, training, incentives, emissions reports and pledges or policies
	Ensure that cloud-based and digital services align with Concordia's sustainability practices through procurement decisions, community guidelines and the implementation of Ecosia as Concordia's default web search engine
Climate resilience and adaptation	Following the 2026 completion of our Climate Risk Assessment and in collaboration with the Electrifying Concordia Living Lab, identify community priorities and develop a Climate Adaptation Plan for Concordia
	Develop a campus-wide stormwater infrastructure registry to establish a foundation for future resilience and water management initiatives and install a modular, above-ground rainwater harvesting system to capture, store and reuse rainwater for irrigation across Concordia's campuses
	Support multi-partner efforts to implement an annual temporary pedestrianization of Mackay Street

A photograph of a city street scene. In the foreground, three cyclists are riding on a paved path. The cyclist on the left is a man with a beard wearing a black t-shirt and dark pants. The cyclist in the middle is wearing a grey t-shirt and dark pants. The cyclist on the right is wearing a purple t-shirt, black shorts, and a blue backpack. They are riding past a large, leafy green tree that dominates the left side of the frame. In the background, a tall, modern building with a glass facade and a red section is visible. The word "Concordia" is written vertically on the red section. To the right of the main building is another tall, older building with many windows. The sky is clear and blue. A green text box is overlaid on the left side of the image.

Concordia planted more than 1,800 new trees at the Loyola Campus in 2024-25

PROCUREMENT

EMBEDDING SUSTAINABILITY INTO PURCHASING

Procurement plays an important role in advancing sustainability at Concordia. The Sustainability Action Plan recognizes that purchasing decisions influence environmental impacts, social responsibility and economic viability throughout the university's operations.

The Action Plan seeks to strengthen sustainable procurement practices by integrating sustainability considerations into purchasing decisions, supporting responsible suppliers and encouraging lifecycle thinking across the procurement process.

TARGETS

- Integrate sustainability criteria into 50 per cent of all public procurements (above \$139,000) and 25 per cent of all competitive procurements (above \$25,000)
- Ensure that at least 40 per cent of the value of our procurements are with local Quebec vendors
- Ensure that at least 50 per cent of the value of our purchased furniture, paper, electronics and cleaning supplies meet rigorous sustainability criteria
- Ensure that 100 per cent of Concordia licensed merchandise is from suppliers that participate in one of the Fair Labour Association's due diligence programs

SECTION	STRATEGY
Procurement system	Integrate one or more environmental, social or economic sustainability criteria into public calls for tenders and procurement contracts
	Measure and increase the number of procurement contracts with local Quebec vendors, as well as Indigenous and social impact vendors
Targeted engagement	Integrate sustainability requirements into policies, procedures and service contracts relating to high-impact areas (furniture, paper, electronics and cleaning supplies)
	Develop guidelines and communication efforts to increase community knowledge around the most appropriate avenues for the integration of sustainability criteria in the procurement of goods and services at different scales
University merchandise	Ensure commitments to fair labour practices and humane working conditions in Concordia's licensed merchandise supply chain
	Join the Fair Labour Association University Caucus, analyze the list of current suppliers for alignment and shift our supplier partnerships toward those that participate in one of the Fair Labour Association's due diligence programs focused on operationalizing the highest international labour standards

Concordia fosters impactful and inclusive research practices as a signatory of the Declaration on Research Assessment (DORA)

BIODIVERSITY

SUPPORTING HEALTHY CAMPUS ECOSYSTEMS

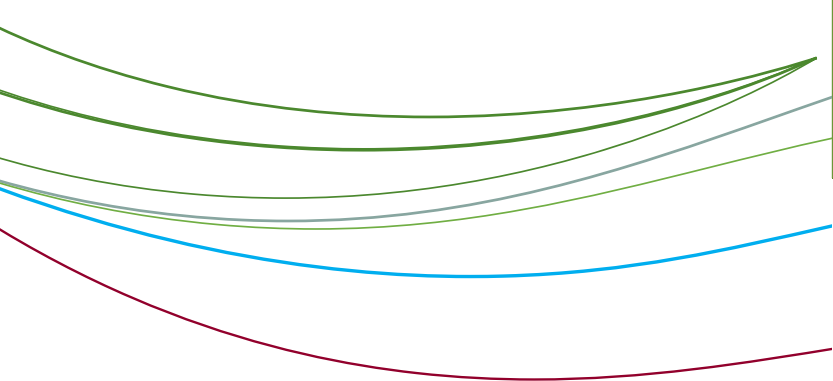
Biodiversity is essential to creating healthy, resilient and sustainable campuses. The Sustainability Action Plan recognizes that protecting and enhancing biodiversity contributes to climate resilience, ecological health and the well-being of the Concordia community.

The Action Plan seeks to strengthen biodiversity across the university by protecting natural habitats, increasing ecological connectivity and integrating biodiversity considerations into campus planning, design and stewardship.

TARGETS

- Establish ecologically functional landscapes dominated by native species across all suitable planting areas
- Ensure that all campus garden projects support provisioning services (e.g. food security and garden products), environmental services (e.g. biodiversity, nutrient cycling, soil building and water cycling) and cultural services (e.g. education; equity, diversity and inclusion (EDI); recreation; social inclusion and cohesion; and wellbeing)
- Achieve arboretum accreditation status

SECTION	STRATEGY
Campus biodiversity	Establish a biodiversity strategy for protecting, enhancing and managing biodiversity across Concordia's campuses through the development of biodiversity targets, ecological landscape standards and monitoring systems
	Adopt an ecological management plan that integrates best practices in the maintenance, management and optimization of our campus grounds to enhance biodiversity, invasive species control, tree and soil health, water use and climate resilience
Community access	Establish a publicly accessible, accredited campus arboretum that combines habitat restoration, accessible trail development, interpretive signage and outdoor educational features to support teaching, research, passive recreation and community engagement
	Develop a transparent, consistent and ecologically informed process for the governance, evaluation and renewal of community gardens to increase support and optimize environmental and social benefits
	Provide the infrastructure and operational support necessary to enhance ecological performance
	Establish an integrated Campus Biodiversity Monitoring and Citizen Science Program to unite undergraduate coursework, graduate research and community participation in a coordinated effort to monitor plants, trees, arthropods, mammals and birds



RESEARCH

ADVANCING SUSTAINABILITY THROUGH RESEARCH

Research plays a central role in advancing sustainability at Concordia. The Sustainability Action Plan recognizes the university's research strengths as an opportunity to generate knowledge, foster interdisciplinary collaboration and contribute to solutions that address complex environmental, social and economic challenges.

The Action Plan seeks to strengthen sustainability research by supporting interdisciplinary collaboration, expanding partnerships and increasing the impact of research within and beyond the university.

TARGETS

- Support 100 research projects through the Pathways to Impact program
- Support 40 sustainability research projects in achieving policy impact
- Support 40 sustainability research projects in achieving grants
- Certify 20 labs through the Sustainable Labs Certification program

SECTION	STRATEGY
Sustainability research impact	Create a new supercluster of sustainability (SOS) that integrates capacity across existing research initiatives to align with major sustainability challenges that cross disciplines, sectors and borders; equip students and researchers with the interdisciplinary, leadership and entrepreneurial competencies required for systems-level change; and facilitate avenues from lab to deployment in market and policy arenas
	Provide researchers and research entities with an integrated support service centred around academic scholarship, research creation, community engagement, innovation and entrepreneurship, business and commercialization, public policy and advocacy and research communication
	Support a research community that embraces impact beyond publications, in particular research impact aligned with Concordia's strategic directions involving sustainability, decolonization, EDI, anti-racism, research integrity, open science and inclusive research assessments
	Provide support to researchers and research entities seeking to connect their research with the processes necessary to impact the creation or modification of public or private policy
	Organize strategic impact planning and grant writing clinics themed around sustainability for sustainability researchers seeking to apply to external research grants
	Hold four Research Impact Events per year to recognize the positive environmental, social and economic impact of Concordia research across its schools and faculties
Sustainable research practices	Launch a Sustainable Lab Guide and Certification program to reduce the environmental impact of Concordia's teaching and research laboratories
	Partner with faculties to develop faculty-specific sustainable research guidelines and resources
	Launch an institutional research equipment tracking and sharing platform

CURRICULUM

PREPARING STUDENTS TO ADVANCE SUSTAINABILITY

Teaching and learning are central to Concordia's commitment to sustainability. The Sustainability Action Plan recognizes that students play an important role in advancing sustainability by applying knowledge, developing practical skills and engaging with real-world challenges.

The Action Plan seeks to strengthen sustainability across the curriculum while expanding experiential learning opportunities that prepare students to contribute to more sustainable communities and organizations.

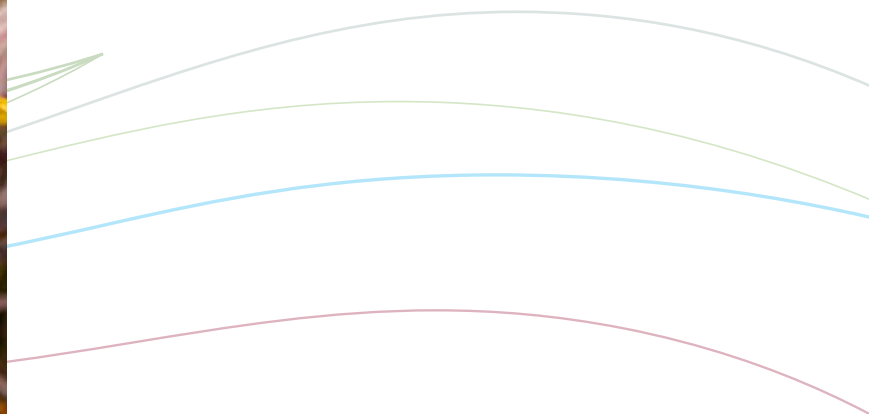
TARGETS

- Enrol 2,800 students into the modular online introductory sustainability course
- Connect four to five courses per year to Sustainability Action Plan projects through hands-on learning activities
- Offer opportunities for more than 200 students per year to participate in documented sustainability experiential learning opportunities on campus

SECTION	STRATEGY
Support for faculty	Promote the Education for sustainability resources available from the Centre for Teaching and Learning to increase sustainability content within existing courses
	Promote and encourage enrolment into undergraduate and graduate sustainability courses and programs offered across the four faculties
	Increase enrolment into existing sustainability-focused microprograms and certificates, including the Microprogram in Sustainability Principles in the Faculty of Arts and Science; the sustainability micro-certificates offered by the John Molson Executive Centre; and the Environmental Engineering Graduate Certificate in the Gina Cody School of Engineering and Computer Science
Access to interdisciplinary sustainability curriculum	Conduct a data-driven market assessment of emerging skills in sustainability and pilot a cluster of short, stackable offerings explicitly organized around sustainability themes
	Launch an online Introduction to Sustainability course and increase the number of modules and level of support necessary to encourage undergraduate students from all faculties to integrate it into their program plan
	Launch a hybrid Indigenous Expertise in Sustainability course and lecture series that uses an interdisciplinary approach to introduce students to culturally diverse Indigenous knowledge systems, experiences and worldviews through the examination of cross-cutting environmental issues and their collective impacts on the natural world, Indigenous Peoples and society



SECTION	STRATEGY
Experiential learning	Establish the Campus Lab program as a key leverage point to connect students to hands-on sustainability learning activities that advance the Sustainability Action Plan through course-integrated projects, internships, thesis projects and more
	Establish a fund to host two paid internships per year that advance the Sustainability Action Plan through established internship courses across faculties
	Launch a sustainability leadership program that directs students at all levels to accessible sustainability engagement and leadership opportunities throughout their time at Concordia, guides learning and reflection and provides recognition of their efforts



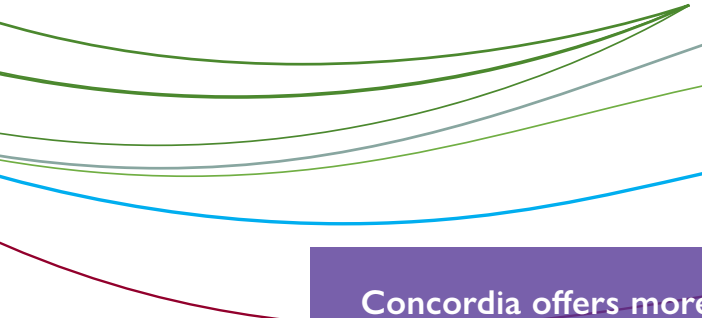
IMPLEMENTATION

COORDINATION FRAMEWORK

- Lead units are coordinating individual actions in collaboration with partners across academic and administrative areas
- In-kind and dedicated resources are being allocated across our organizational structure to support implementation of each of the strategies

GOVERNANCE AND ACCOUNTABILITY

- Implementation of the Sustainability Action Plan is guided by Concordia's sustainability governance framework, which provides oversight, supports collaboration and promotes accountability across the university community
- Regular assessments will help track implementation and communicate achievements; annual updates will be shared to our community
- Ongoing monitoring will support informed decision-making, identify opportunities to strengthen performance over time and allow the university to respond to emerging opportunities and evolving institutional priorities while continuing to advance its long-term sustainability commitments



Concordia offers more than 50 undergraduate, graduate and professional certificate programs with sustainability content



COMMUNITY PARTICIPATION

We will engage our community in advancing important initiatives of the Sustainability Action Plan

- A series of workshops will be offered to integrate community perspectives into the implementation of specific initiatives over the four years of the plan

We will link Sustainability Action Plan initiatives with teaching, learning and research opportunities

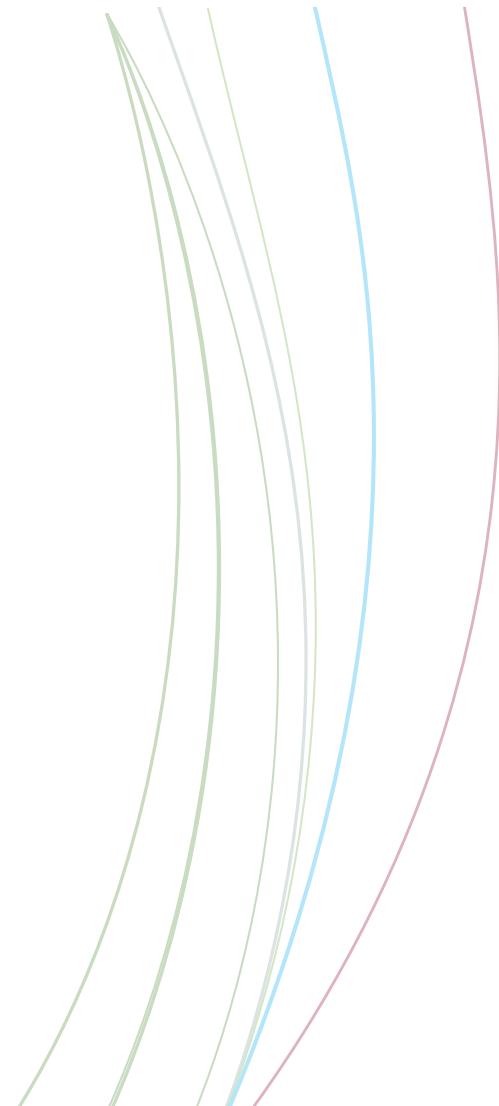
- The [Campus Lab](#) leverages campus infrastructure and resources to enable applied research projects that benefit university operations, advance faculty research and create rich learning and knowledge-sharing opportunities for students
- The [Electrifying Concordia Living Lab](#) unites researchers from various disciplines with campus partners to develop and test new approaches for electrifying and decarbonizing the campus

We will offer students with curricular and extracurricular opportunities to advance their sustainability learning and experience

- The inventory of [sustainability courses](#) and [programs](#) guides students to integrate sustainability into their academic journey depending on their focus and capacity
- The [Sustainability Volunteer Program](#) connects Concordians to sustainability volunteer opportunities across campus
- The Ramp of Sustainability Leadership will enable students at all levels to pursue and gain recognition for, sustainability learning, engagement and leadership activities

We will provide support, education and resources for our community to advance sustainability at Concordia

- Certification programs and resources will support our students, faculty and staff to increase the sustainability of their activities on campus
 - [Sustainable Event Program](#) and [Zero Waste Event Services](#)
 - Sustainable Lab Program
 - Sustainable Office Program
- The Reuse Consulting Program will support departments to establish internal reuse programs that target their most relevant material flows
- The [Pathways to Impact](#) program supports researchers to perform sustainability research with meaningful effects on society
- The [Education for sustainability](#) resources in the Centre for Teaching and Learning support faculty to create student learning opportunities for sustainability learning by innovatively revising the curriculum



PLAN DETAILS

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
FOOD			
F1	Work with suppliers to increase the purchasing of food and beverage that is sustainably produced, ethically produced and/or plant-based	Concordia Food Services	2026-27
F2	Develop partnership with local suppliers, employee-owned enterprises, social enterprises and certified B-corporations	Concordia Food Services	2027-28
F3	Develop a centralized, student-friendly information hub to provide accurate, up-to-date details on food security supports, eligibility and access points	Hospitality Concordia	2026-27
F4	In collaboration with student groups, establish a coordinated process to safely divert surplus food from campus events and food locations to student food initiatives, including food banks, fridges and designated pick-up points	Office of Sustainability; Concordia Food Coalition	2027-28
F5	Provide student leadership opportunities to advance Fair Trade dialogue, including through an increased campus presence, community engagement, academic collaborations and external advocacy	Concordia Food Services	2026-27
F6	In collaboration with Departmental Space Administrators, unit leads and student associations, establish policies for meetings, events and lunchrooms that integrate Fair Trade requirements	Concordia Food Services	2026-27
F-A	Complete twice-annual Food Services purchasing reports	Concordia Food Services	2026-27
F-B	Track demand for food security resources	Hospitality Concordia	2026-27
F-C	Measure the number and weight of surplus meals redirected to our student community	Office of Sustainability; Concordia Food Coalition	2027-28
F-D	Apply for Fair Trade Gold Campus designation through Fairtrade Canada	Concordia Food Services	2029-30

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
WASTE			
W1	Optimize the supply, placement and configuration of waste bins, update waste bin signage and launch a targeted educational campaign to support improved waste sorting practices throughout our community	Office of Sustainability; Facilities Management	2026-27
W2	Pilot policies and procedures that shift behaviour through compliance and incentivization measures	Office of Sustainability	2027-28
W3	Implement a pilot project to test and refine methods to measure waste from construction and demolition projects on campus to evaluate and adopt waste reduction and diversion measures	Facilities Management	2028-29
W4	Support centralized services such as the Concordia University Centre for Creative Reuse, the Zero Waste Event Services program, the Fripe Concordia Thrift Store, the Treasury Thrift E-Store and the Facilities Management Furniture Program to ensure continuous high-quality collection, redistribution and programming around key high-impact waste streams across Concordia and its community	Office of Sustainability; Office of the Treasurer; Facilities Management	2026-27
W5	Introduce standardized consulting, resource materials and data collection services to encourage internal context-specific reuse initiatives within participating departments	Office of Sustainability	2026-27
W-A	Track and report on waste diversion annually	Office of Sustainability	2027-28
W-B	Establish a central system to track reuse across campus	Office of Sustainability	2026-27
W-C	Track waste from one construction and demolition project on campus	Facilities Management	2028-29

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
CLIMATE			
CL1	In collaboration with the Electrifying Concordia Living Lab, explore the social feasibility and gauge community support for carbon pricing measures such as carbon levies, shadow pricing or a carbon fund	Office of Sustainability; Electrifying Concordia Living Lab	2026-27
CL2	As part of PLAN/NET ZERØ Phase 1, complete a deep energy retrofit of the Guy-De Maisonneuve (GM) Building on the Sir George Williams Campus to reduce energy consumption and eliminate GHG emissions	Facilities Management	2026-27
CL3	As part of PLAN/NET ZERØ Phase 2, work with Énergir and Hydro-Québec to explore methods to decarbonize the campus in a grid-friendly manner and minimize power demand at peak times	Facilities Management	2026-27
CL4	Establish a collaborative framework between Facilities Management and the Next-Generation Cities Institute to develop and calibrate decision-support tools for decarbonization and energy use reduction strategies	Facilities Management; Next-Generation Cities Institute	2026-27
CL5	Implement a campus-wide energy performance management strategy that integrates benchmarking, metering, reporting and deployment of an Integrated Energy Management System (IEMS) to support operational optimization and a reduction in energy intensity	Facilities Management	2026-27
CL6	In collaboration with the Next-Generation Cities Institute, develop an electric vehicle charging strategy based on the assessment and modelling of current and future demand	Facilities Management; Next-Generation Cities Institute	2026-27
CL7	Launch a Sustainable Mobility Committee to set targets, survey the community and implement priority initiatives that support a shift toward sustainable transport options like public transport, cycling, car sharing and electric vehicles; establish a new secure bike parking facility at each campus	Office of Sustainability; Facilities Management; Business Services	2026-27

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
CL8	Encourage interested departments to reduce their departmental emissions from business and research travel with a range of support measures including guidelines, training, incentives, emissions reports and pledges or policies	Office of Sustainability	2027-28
CL9	Ensure that cloud-based and digital services align with Concordia's sustainability practices through procurement decisions, community guidelines and the implementation of Ecosia as Concordia's default web search engine	Instructional and Information Technology Services	2028-29
CL10	Following the 2026 completion of our Climate Risk Assessment and in collaboration with the Electrifying Concordia Living Lab, identify community priorities and develop a Climate Adaptation Plan for Concordia	Office of Sustainability; Electrifying Concordia Living Lab	2026-27
CL11	Develop a campus-wide stormwater infrastructure registry to establish a foundation for future resilience and water management initiatives and install a modular, above-ground rainwater harvesting system to capture, store and reuse rainwater for irrigation across Concordia's campuses	Facilities Management; Office of Sustainability	2027-28
CL12	Support multi-partner efforts to implement an annual temporary pedestrianization of Mackay Street	Office of Student Life and Engagement; Office of the Provost and Vice-President, Academic; Office of Sustainability	2027-28
CL-A	Publish annual operational GHG emissions by building for all Concordia-owned properties in alignment with best reporting practices	Facilities Management	2026-27
CL-B	Publish bi-annual full GHG inventories and begin to include additional Scope 3 categories, including business and research travel, procurement, investments and cloud-based activities	Office of Sustainability	2027-28
CL-C	Apply for Vélosympathique Gold certification	Office of Sustainability	2029-30

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
PROCUREMENT			
P1	Integrate one or more environmental, social or economic sustainability criteria into public calls for tenders and procurement contracts	Procurement Services	2026-27
P2	Measure and increase the number of procurement contracts with local Quebec vendors, as well as Indigenous and social impact vendors	Procurement Services	2027-28
P3	Integrate sustainability requirements into policies, procedures and service contracts relating to high-impact areas (furniture, paper, electronics and cleaning supplies)	Office of Sustainability	2027-28
P4	Develop guidelines and communication efforts to increase community knowledge around the most appropriate avenues for the integration of sustainability criteria in the procurement of goods and services at different scales	Procurement Services	2027-28
P5	Ensure commitments to fair labour practices and humane working conditions in Concordia's licensed merchandise supply chain. Join the Fair Labour Association University Caucus, analyze the list of current suppliers and shift our supplier partnerships toward those that participate in one of the Fair Labour Association's due diligence programs focused on operationalizing the highest international labour standards.	Office of Sustainability; Business Services	2026-27
P-A	Annually track the inclusion of sustainability criteria for products and services into public calls for tenders and procurement contracts	Procurement Services	2026-27
P-B	Establish a system to begin tracking the number of procurement contracts with local, Indigenous and social impact vendors	Procurement Services	2027-28
P-C	Evaluate the percentage of spend on furniture, paper, electronics and cleaning supplies that meets sustainability criteria	Office of Sustainability	2027-28

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
BIODIVERSITY			
B1	Establish a biodiversity strategy for protecting, enhancing and managing biodiversity across Concordia's campuses through the development of biodiversity targets, ecological landscape standards and monitoring systems	Office of Sustainability; Facilities Management	2026-27
B2	Adopt an ecological management plan that integrates best practices in the maintenance, management and optimization of our campus grounds to enhance biodiversity, invasive species control, tree and soil health, water use and climate resilience	Office of Sustainability; Facilities Management	2027-28
B3	Establish a publicly accessible, accredited campus arboretum that combines habitat restoration, accessible trail development, interpretive signage and outdoor educational features to support teaching, research, passive recreation and community engagement	Office of Sustainability; University Advancement	2027-28
B4	Develop a transparent, consistent and ecologically informed process for the governance, evaluation and renewal of community gardens to increase support and optimize environmental and social benefits. Provide the infrastructure and operational support necessary to enhance ecological performance.	Office of Sustainability	2026-27
B5	Establish an integrated Campus Biodiversity Monitoring and Citizen Science Program to unite undergraduate coursework, graduate research and community participation in a coordinated effort to monitor plants, trees, arthropods, mammals and birds	Office of Sustainability	2027-28
B-A	Conduct Geographic Information System-based mapping and classification of all outdoor spaces and their uses (natural areas, ornamental landscapes, green infrastructure, student gardens, circulation corridors, snow removal zones, tree canopy)	Office of Sustainability	2026-27
B-B	Regularly report campus biodiversity indicators and progress through a publicly accessible biodiversity dashboard	Office of Sustainability	2027-28
B-C	Apply annually to maintain our adherence to the Nature Positive Pledge	Office of Sustainability	2026-27
B-D	Regularly report on campus gardens ecosystem services and social benefits	Office of Sustainability	2026-27

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
RESEARCH			
R1	Create a new supercluster on sustainability (SOS) that integrates capacity across existing research initiatives to align with major sustainability challenges that cross disciplines, sectors and borders; equip students and researchers with the interdisciplinary, leadership and entrepreneurial competencies required for systems-level change; and facilitate avenues from lab to deployment in market and policy arenas	Office of the Vice-President, Research, Innovation and Impact	2026-27
R2	Provide researchers and research entities with an integrated support service centred around academic scholarship, research creation, community engagement, innovation and entrepreneurship, business and commercialization, public policy and advocacy and research communication. Support a research community that embraces impact beyond publications, in particular research impact aligned with Concordia's strategic directions involving sustainability, decolonization, EDI, anti-racism, research integrity, open science and inclusive research assessments.	Office of Research	2026-27
R3	Provide support to researchers and research entities seeking to connect their research with the processes necessary to impact the creation or modification of public or private policy	Office of Research	2027-28
R4	Organize strategic impact planning and grant writing clinics themed around sustainability for sustainability researchers seeking to apply to external research grants	Office of Research	2027-28
R5	Hold four Research Impact Events per year to recognize the positive environmental, social and economic impact of Concordia research across its schools and faculties	Office of Research	2026-27
R6	Launch a Sustainable Lab Guide and Certification program to reduce the environmental impact of Concordia's teaching and research laboratories	Office of Research	2028-29
R7	Partner with faculties to develop faculty-specific sustainable research guidelines and resources	Office of Research	2026-27
R8	Launch an institutional research equipment tracking and sharing platform	Office of Research	2026-27
R-A	Embed sustainability research and sustainable research practices as assessment and reporting metrics into the annual reports of research platforms, centres and institutes	Office of Research	2027-28
R-B	Track the number of labs adopting sustainability practices and pursuing sustainability certification	Office of Research	2028-29

STRATEGY	DESCRIPTION	LEAD DEPARTMENT(S)	START YEAR
CURRICULUM			
CR1	Promote the Education for sustainability resources available from the Centre for Teaching and Learning to increase sustainability content within existing courses	Centre for Teaching and Learning	2026-27
CR2	Promote and encourage enrolment into undergraduate and graduate sustainability courses and programs offered across the four faculties	University Communications Services; Office of Student Recruitment; Office of Sustainability; Office of Innovation in Teaching and Learning	2026-27
CR3	Conduct a data-driven market assessment of emerging skills in sustainability and pilot a cluster of short, stackable offerings explicitly organized around sustainability themes	Office of Innovation in Teaching and Learning; ; Academic departments	2026-27
CR4	Launch an online Introduction to Sustainability course and increase the number of modules and level of support necessary to encourage undergraduate students from all faculties to integrate it into their program plan	Loyola College for Diversity and Sustainability	2026-27
CR5	Launch a hybrid Indigenous Expertise in Sustainability course and lecture series that uses an interdisciplinary approach to introduce students to culturally diverse Indigenous knowledge systems, experiences and worldviews through the examination of cross-cutting environmental issues and their collective impacts on the natural world, Indigenous Peoples and society	Loyola College for Diversity and Sustainability; Centre for Teaching and Learning	2027-28
CR6	Establish the Campus Lab program as a key leverage point to connect students to hands-on sustainability learning activities that advance the Sustainability Action Plan through course-integrated projects, internships, thesis projects and more	Office of the Provost and Vice-President, Academic	2026-27
CR7	Establish a fund to host two paid internships per year that advance the Sustainability Action Plan through established internship courses across faculties	Office of Sustainability	2026-27
CR8	Launch a sustainability leadership program that directs students at all levels to accessible sustainability engagement and leadership opportunities throughout their time at Concordia, guides learning and reflection and provides recognition of their efforts	Office of Sustainability	2026-27
CR-A	Conduct an inventory of sustainability courses and programs at Concordia every two years	Office of Sustainability	2027-28
CR-B	Track participation in sustainability courses and programs at Concordia	Office of Institutional Planning and Analysis; Office of Sustainability; Faculties	2026-27
CR-C	Track participation in the Campus Lab and Sustainability Leadership Program	Office of the Provost and Vice-President, Academic; Office of Sustainability	2026-27

