A WORD FROM OUR PRESIDENT

The year 2020 has been extremely challenging because of the COVID-19 pandemic. I take great pride in how our community has responded. The pandemic has brought us face to face with human fragility and tested the resilience of our systems and institutions. It’s forced us to confront some fundamental assumptions about health, economic well-being, and social inequity, underlining the necessity for collective responsibility and leadership.

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

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

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

Sincerely,

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

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

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

TIMELINE: IMPLEMENTING SUSTAINABILITY COLLABORATIVELY

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<tbody>
<tr>
<td><strong>SUSTAINABILITY POLICY</strong></td>
<td>STREAM TOPICS</td>
<td>COMMITTEES’ DRAFT PLANS</td>
<td>COMMUNITY CONSULTATIONS</td>
<td>UNIT-LEVEL PLANNING</td>
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<td>In our sustainability policy, we committed to the following goals:</td>
<td>Our community consultation in 2017 led to the identification of five streams as areas of focus:</td>
<td>• Multi-stakeholder committees were created to draft targets and strategies for each stream.</td>
<td>• Draft plans were shared publicly and with key stakeholders in March 2019.</td>
<td>The draft plans were shared with the following units and departments prior to their implementation:</td>
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<td>• Adopt sustainability as a core value through strategic planning, commitments, actions and communications.</td>
<td>• Food</td>
<td>• Student groups, faculty members, administration and staff were all represented.</td>
<td>• Over 100 community members participated in community consultations, in person and online.</td>
<td>• Student groups</td>
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<td>• In consultation with our community, develop long-term sustainability plans with sustainability goals and measurable indicators as part of our organizational planning.</td>
<td>• Waste</td>
<td>• A committee chair was named for each stream.</td>
<td>• The stream committees incorporated community feedback and submitted their final draft plans in June 2019.</td>
<td>• Academic cabinet</td>
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<td>• Work with our various academic and non-academic sectors to create implementation plans with specific key performance indicators to achieve viable sustainability goals.</td>
<td>• Climate change</td>
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<td>• Indigenous Directions</td>
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<td>• Support the implementation of sustainability in its activities with appropriate resources from the university administration.</td>
<td>• Research</td>
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<td>• Office of the Chief Communications Officer</td>
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<td><strong>BASED ON THIS INPUT</strong></td>
<td>• Curriculum</td>
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<td>• Office of the Chief Financial Officer</td>
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<td>• We prioritized strategies on the basis of impact, ease of implementation and leadership, and we made adjustments to the remaining strategies according to unit feedback.</td>
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<td>• Office of Community Engagement</td>
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<td>• We developed a five-year budget and began the process of unit-level planning for the strategies.</td>
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<td>• Office of the Provost and Vice-President, Academic</td>
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<td>• Office of the Vice-President, Services</td>
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The university’s first-ever assessment of sustainability was called the Concordia Campus Sustainability Assessment (CCSA) and was launched in 2003 by Sustainable Concordia, which went on to become and has remained a student fee-levy group.

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

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

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

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

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

DID YOU KNOW?

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

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

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

SUSTAINABLE FUTURE

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

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

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

OUR VISION ON CLIMATE
• Eliminate CO2 and other greenhouse gas emissions from all direct sources, including building energy use and transportation
• Complete full electrification of all transportation infrastructure, including vehicle fleets and parking facilities
• Achieve carbon neutrality across all remaining sources of emissions

OUR VISION ON RESEARCH
• Foster an institutional culture that will position Concordia as a world leader in sustainability research with meaningful effects on society, and in sustainable research practices

OUR VISION ON CURRICULUM
• Work with faculty members to foster an understanding and practice of sustainability across the curriculum
• Immerses students in interdisciplinary settings
• Equips graduates to link their disciplinary training to broader social, environmental and economic issues, and be ready to enact change in their respective fields

SUSTAINABILITY LIVING LAB

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

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

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

In partnership with the Sustainability Action Fund, Concordia is launching a new Sustainability Living Lab program. This program will:
• Link the plan’s goals, targets and strategies with hands-on learning activities for students through classroom projects and internship opportunities
• Form partnerships with researchers interested in using the campus as a testing ground for solutions to sustainability problems
• Enable community members to propose and implement projects that further our progress towards our vision for sustainable food, waste, climate, research and curriculum at Concordia

$80,000 will be available to fund these projects for each year of our five-year plan. Together, as a community, we can make change happen.
FOCUSING ON FOOD

• Students on campus are active advocates for sustainable food. At Concordia, there are:
  • three student-run cafés and bars
  • six initiatives providing food to the Concordia community for free or by donation
  • numerous initiatives that either grow, produce or distribute food and groceries
• Hospitality Concordia and Concordia Food Services offer:
  • at least one vegan meal at all times in the dining halls
  • regular food donations through La Tablée des Chefs
  • an emphasis on certified local and sustainable food, including Local Food Days celebrated once a month
• Concordia earned a Fair Trade Campus designation in August 2016, and a Fair Trade committee was formed in 2019 to increase engagement and availability around fair trade on campus.

• The Food Advisory Working Group (FAWG) is a multi-stakeholder group coordinated through the Office of the Vice-President, Services. FAWG meets every fall and winter term to share ideas and set targets that better serve the Concordia community.

OUR BASELINE:
STREAM PROGRESS
SO FAR
REDUCING AND DIVERTING WASTE

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

WE SET UP THE LOW WASTE OFFICE INITIATIVE

• This initiative replaces desk-side trash bins with personal self-service bins and provides centralized access to compost to all offices.
• The Low Waste Office initiative is estimated to have increased our waste diversion by 88 per cent in office areas.
  • It also reduced our servicing costs and provided key information to office occupants on how to properly sort waste at Concordia.
• Thousands of unnecessary trash bins have been removed and will be sold at a pay-what-you-can rate or donated for reuse purposes.
• Through funding granted by Concordia’s capital funds, we purchased a first round of high-capacity waste stations for high-traffic areas to curb the problem of overflowing waste bins.

WE GOT AMBITIOUS ABOUT COMPOSTING

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

WE CREATED THE ZERO WASTE CHALLENGE

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

WE INVEST SUSTAINABLY

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

ACTING FOR OUR CLIMATE

WE ANALYZE OUR GREENHOUSE GAS (GHG) EMISSIONS

• All goals and targets in this plan are relative to our emissions in 2014-15, the date of our last GHG emissions inventory. We will be performing regular GHG emissions inventory to track our progress.
• In 2014-15, Concordia’s total emissions were 18,767 tonnes CO2e:
  • Emissions from direct (on-site) sources equaled 9,412 tonnes CO2e (-7.2% compared to 2010-11)
  • Emissions from electricity equaled 248 tonnes CO2e (+16.8% compared to 2010-11, due to campus expansion)
  • Emissions from indirect sources — such as Concordia students, faculty and staff commuting to and from campus — equaled 9,107 tonnes CO2e (-23.1% compared to 2010-11); please note that we do not currently measure all of our emissions from indirect sources.

WE REVIEW AND CONTINUOUSLY IMPROVE OUR BUILDING AND ENERGY EFFICIENCY

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

WE PROMOTE SUSTAINABLE TRANSPORTATION

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

WE INVEST SUSTAINABLY

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CREATING OPPORTUNITIES FOR SUSTAINABILITY LEARNING

• In 2015, Concordia partnered with the Sustainable Action Fund and its Sustainable Curriculum Project to identify sustainability content in courses. The 2015 curriculum inventory identified sustainability content in 37 of our 57 departments, while a 2020 inventory found sustainability course content in 46 out of 57 departments.

• We have over 20 undergraduate, graduate, and certificate programs across all four faculties that include a focus on social, environmental, or economic sustainability:
  • The Department of Geography, Planning and Environment currently hosts nine interdisciplinary programs related to sustainability.
  • In 2012, the Minor in Sustainability Studies was offered for the first time through the Loyola College for Diversity and Sustainability.
  • In 2013, the First Peoples Studies program was launched through the School for Community and Public Affairs.
  • In 2016, Concordia partnered with the United Nations Environment Program (UNEP) to develop a Massive Open Online Course (MOOC) entitled Wicked Problems, Dynamic Solutions: The ecosystem approach and systems thinking.
  • In 2019, Concordia launched Canada’s first Sustainable Investment Professional Certification.

PROMOTING RESEARCH IN SUSTAINABILITY

• Across our four faculties, over 200 Concordia researchers aim to enrich our shared knowledge of social, economic and environmental sustainability.

• Full-time researchers in sustainability account for 24 of our 94 research chairs.

• We now have three research centres with a focus on sustainability:
  • Loyola Sustainability Research Centre
  • Concordia Institute of Water, Energy and Sustainable Systems
  • Centre for Zero Energy Building Studies

• Each year, the Loyola Sustainability Research Centre and the Loyola College for Diversity and Sustainability host a free cross-disciplinary sustainability conference featuring student and faculty research around a different environmental theme.

• In 2019, Concordia was awarded a new Canada Excellence Chair in Smart, Sustainable and Resilient Communities and Cities, which includes $10 million in funding towards clean energy systems, integrated built-environment design, smart technologies and collaborative knowledge mobilization and policy implications.
OUR FIVE STREAMS: FOOD, WASTE, CLIMATE, RESEARCH, CURRICULUM

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

The full versions of the stream plans are available at concordia.ca/sustainability.

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

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

• Increase our sourcing of local/sustainable foods to 50 per cent of total purchases in the summer and fall, and 40 per cent in the winter and spring
• In collaboration with food service providers, seek vendors that can provide local and sustainable food and liaise with Concordia Food Services and student-run cafes
• In each new Food Services Request For Proposals (RFP), increase the requirement for the proportion of total food purchases that qualify as local / sustainable food, including consequences for failure to meet contractual targets
• Ensure that environmental and social sustainability is factored into all tenders, agreements and contracts
• In each new request for proposals (food services and catering), increase sustainability requirements
• Formulate recommendations for the next Beverage request for proposal, including the complete elimination of plastic water bottles from remaining locations on campus, and include consequences for failure to meet contractual targets
• Collaborate on recommendations for targets and goals (i.e. local, sustainable) for student-run cafes
• Recognize and reinforce the role of urban agriculture and its beneficial social impacts
• Form a multi-stakeholder working group chaired by the Concordia Greenhouse representatives and comprised of student, faculty and administrative partners to develop a plan for the future of the Concordia Greenhouse
• Support existing urban agriculture projects and develop a collaborative framework for the evaluation and implementation of new projects
• Enhance promotion, support and education around the sale of campus and community-grown food through farmers markets
• In collaboration with our community, introduce sustainable plant varieties in our landscaping: perennial native species, pollinator gardens and edible landscapes

• Promote healthy plant-based, allergen-free and culturally inclusive food choices on campus
• Consult our community to find ways and resources to increase our culturally inclusive food options and to support Indigenous food sovereignty
• Provide training for chefs and staff in plant-based, allergen-free and culturally inclusive foods
• Reduce animal products (meat, poultry, fish, seafood, eggs, dairy) purchases to 30 per cent of the total food budget
• Provide increased educational opportunities on campus about the benefits of plant-based eating

• Reduce food waste and contribute to food security in our community
• Increase access to emergency food resources for our community
• Implement a Concordia-wide system for food leftovers donation
• Achieve Fair Trade Silver status
• Increase fair trade food options on campus and education around Fair trade purchasing
• Create an environment where community members can learn about food, from seed to plate
• Develop space-use protocols, logistical support and communications strategies for the fortification and scaling-up of campus food groups
• Link our faculty research and expertise in food systems with our operations and programming as a way to ensure many opportunities for students to get involved

• Go beyond best practices and further improve our waste reduction and diversion performance as well as foster an innovative curriculum and research-integrated program
• Perform a feasibility study and launch a pilot phase for a waste and materials sorting centre and make the materials available both on and off campus; a sorting centre would be used to separate landfill and recycling waste streams into clean, high-value individual material streams to encourage a circular economy of plastics, metals, glass, paper, and other materials
• Explore strong financial incentives to reduce and divert waste, and launch pilot program with tenants
• Support and expand reuse initiatives as well as create procurement policies and procedures that favor waste reduction
• Encourage zero waste purchasing through sustainable vendor encouragement, take-back programs, equipment loan programs, low or no packaging and sustainable materials available both on and off campus
• Examine major university-wide or department procurement and investigate best practices for waste reduction related to each
• Provide education sessions to departments on best practices in zero waste procurement and customized recommendations based on their purchasing patterns
• Promote zero waste coffee and beverages by exploring initiatives such as effective bring-your-own-mug incentive structures, container-share programs or bottleless beverage vending machines in order to reduce beverage waste on campus
• Implement clear procedures for sustainable asset management from the purchasing phase to the disposal phase, and consider ways to facilitate asset sharing
• Explore avenues for offering non-recyclable e-waste for parts to the community
• Encourage units, faculties and student associations and groups to adopt Zero Waste Policies
• Create Property Management level procedures on waste management to align with Zero Waste objectives, LEED O+M, and BOMA Best
To make progress on our vision for research, we will:

- **SUSTAINABILITY IN RESEARCH: KEY FIVE-YEAR TARGETS AND STRATEGIES**
  - Promote and enhance our sustainability research for faculty and students
  - Increase financial and operational support
  - Develop official energy management program and incorporate GHG emissions considerations
  - Reduce emissions from our buildings by 25 per cent compared to 2014-15
  - Monitor and reduce the ecological footprint of research and partners as needed
  - Provide twice-annual bicycle awareness and training events
  - Plan for new strategic hires in sustainability
  - Map our current sustainability research activities, strengths and weaknesses
  - Dissemination on and off campus
  - Develop a protocol for encouraging carbon-neutral research internal to Concordia
  - Map our current sustainability research activities, strengths and weaknesses
  - Provide support for conferences and events that increase research for conferences and events
  - Support our students and faculty in knowledge mobilization
  - Encourage academic units to adopt policies, plans and procedures that further support campus emissions reductions; provide support and guidelines to do so
  - Develop a policy that includes green certification and renewable energy for new building and major renovation projects.
  - Define additional sustainability requirements and guidelines and include them in our procurement and travel policies
  - Develop an interdisciplinary graduate program in sustainability

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

- **OUR CLIMATE ACTION PLAN: KEY FIVE-YEAR TARGETS AND STRATEGIES**
  - Achieve Vélosympathique Gold rating on both campuses
  - Launch ESCO (energy efficiency) project to reduce energy use of Concordia’s most inefficient buildings
  - Develop an interdisciplinary graduate program in sustainability that allows co-supervision and mentorship from all four faculties
  - Increase financial and operational support for faculty and students in sustainability research
  - Plan for new strategic hires in sustainability based on our research strengths
  - Raise funds internally for new sustainability-related research projects by student and faculty researchers
  - Provide grant application support for interdisciplinary sustainability researchers
  - Promote and enhance our sustainability research to enrich local, national and international communities
  - Recognize community partnerships as eligible for internal Team Start-up and Accelerator funding offered through the Office of the Vice-President, Research and Graduate Studies
  - Create a dynamic online system to catalog sustainability research and partnerships at Concordia
  - Connect Concordia sustainability research expertise with pre-university institutions
  - Connect research expertise to develop sustainable practices and curriculum within the University
  - Begin a campus-wide discussion about the recognition of alternative metrics of research impact for hiring and promotion that align with community partnerships
  - Support our students and faculty in knowledge mobilization of their research, including training on best practices for communicating research findings and assistance for preparing their research for conferences and events
  - Provide support for conferences and events that increase the visibility of sustainability research at Concordia
  - Monitor and reduce the ecological footprint of research and its dissemination on and off campus
  - Create an equipment-sharing platform that provides users with access to shared and/or affordable research and lab equipment internal to Concordia
  - Develop a protocol for encouraging carbon-neutral research practices and travel
  - Encourage projects designed to increase the sustainability of research at Concordia
  - Encourage the Concordia Sustainable Events certification for all research events held on campus
  - Optimize our web conferencing technologies and support their use by faculty, staff and students
  - Equip new rooms with web conferencing hardware and software and launch a campaign around the use of web conferencing at Concordia
  - Encourage options for our staff to work remotely in recognizing the benefits to our carbon footprint as well as to public health, employee wellness and accessibility
  - End all investments from the Concordia University Foundation in the coal, oil and gas sectors and achieve 100 per cent sustainable investments
  - Review our Investment Policy to align our activities with our new targets
  - Participate in conferences, benchmarking activities, and partnerships that align with our targets and offer us opportunities to discuss best practices with other institutions
  - Communicate regularly and transparently on the deployment of all our sustainable investment strategies and our exposure to coal, oil and gas industries
  - Allocate 10 per cent of the Concordia University Foundation’s long-term investing pool to social or environmental impact investments
  - Integrate sustainability and social impact into the decision-making process for each investment
  - Develop a comprehensive plan for offsetting our indirect greenhouse gas emissions
  - Encourage options for our staff to work remotely in web conferencing at Concordia
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OUR CLIMATE ACTION PLAN: KEY FIVE-YEAR TARGETS AND STRATEGIES

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  - Increase financial and operational support for faculty and students in sustainability research
  - Plan for new strategic hires in sustainability based on our research strengths
  - Raise funds internally for new sustainability-related research projects by student and faculty researchers
  - Provide grant application support for interdisciplinary sustainability researchers
  - Promote and enhance our sustainability research to enrich local, national and international communities
  - Recognize community partnerships as eligible for internal Team Start-up and Accelerator funding offered through the Office of the Vice-President, Research and Graduate Studies
  - Create a dynamic online system to catalog sustainability research and partnerships at Concordia

- **OUR CLIMATE ACTION PLAN: KEY FIVE-YEAR TARGETS AND STRATEGIES**
  - Achieve Vélosympathique Gold rating on both campuses
  - Launch ESCO (energy efficiency) project to reduce energy use of Concordia’s most inefficient buildings
  - Develop an interdisciplinary graduate program in sustainability that allows co-supervision and mentorship from all four faculties
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  - Create a dynamic online system to catalog sustainability research and partnerships at Concordia

HOW WILL THIS BE IMPLEMENTED?

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

SUSTAINABILITY AMBASSADORS PROGRAM

- Engage sustainability ambassadors to improve awareness and engagement with our sustainability initiatives.
- Integrate sustainability into teaching, learning, and research strategies.
- Work with students and faculty to identify opportunities to infuse sustainability into new or existing curricula or courses.
- Showcase courses with sustainability content and/or faculty members who have successfully incorporated sustainability into their curricula.

SUSTAINABILITY GOVERNANCE FRAMEWORK

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

FUNDING COMMITMENT

- In-kind resources and in-kind partnerships to support the implementation of our strategies.
- New and existing support positions throughout our organization structure.

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

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

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

PROGRESS MEASUREMENT AND COMMUNICATIONS

- Sustainability ambassadors to measure the progress on our sustainability-related programs and initiatives.
- Support for faculty and staff development opportunities to enhance and integrate sustainability into their courses.
- Engage with research and initiatives that address key goals and targets of our plan.
- In-kind resources and in-kind partnerships to support key stakeholders in implementing each strategy.
- New and existing support positions throughout our organization structure.

SUSTAINABILITY LIVING LAB

- Funding for new projects that support our long-term goals and short-term targets.
- Support for faculty and staff to develop experiential learning opportunities that address the plan.
- Tie-in with research that addresses the goals and targets of our plan.
- Sustainability dashboard to measure progress on our goals and targets.
- Specific assessments linked to each stream’s plan.
- Regular updates to our community.
FOOD SYSTEMS PLAN

DRAFTING COMMITTEE

Chair: Sabrina Lavioce (Executive Director, Budget Planning and Control, Office of VP Services)
Coordinator: Claudette Torbey (Administrator Food Services, Sustainability & Quality, Hospitality Concordia)
Membership: Food Advisory Working Group 2018-2019
- Akira De Carlos (Sustainability Coordinator, CSU)
- Alison Rosley (Resident Student, Grey Nuns Residence)
- Andrew Woodall (Dean of Students, Office of the Dean of Students)
- Chelesy Walsh (Coordinator, City Farm School)
- As of April 2019: Megan Mericle (Outreach and Administrative Coordinator, Concordia Greenhouse)
- Chianyee Ko (Representative, CSA)
- Chiho Williams (Café Coordinator, Hive Café)
- Darva Crowe (Assistant to Associate Dean, Planning and Academic Facilities, FAS Loyola Staff Representative)
- Eri L’Héritier (PhD student, Part-time Instructor, Sociology and Anthropology)
- Johanne de Cubellis (Associate Director, Hospitality Concordia)
- Marie-Joëlle Aalde (Director, Hospitality Concordia)
- Owen Moran (Health Promotion Specialist, Health Services)
- Ryan Douglas (Manager, Grey-Nurse Residence, West Wing, Residence Life Concordia)
- Sebastien Di Pio (Internal Coordinator, Concordia Food Coalition)

Their recommendations, which allowed for the prioritization and budgeting of the plans.

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

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

FOOD SYSTEMS PLAN COMMITTEE MEMBERSHIP

STREAM PLAN COMMITTEE MEMBERSHIP

ZERO WASTE PLAN

DRAFTING COMMITTEE

Chair: Paul Bouin (Manager, Technical Coordination and Process Improvement, Facilities Management)
Coordinator: Faïcal Shenouk (Environmental Coordinator, Facilities Management)
Membership:
- Akira De Carlos (Sustainability Coordinator, CSU)
- Andale Evans (Custodial Supervisor, Facilities Management)
- Angelo Cuzzon (Communications & Design Coordinator, Sustainable Concordia)
- Annette Titt-Bottos (Centre for Creative Reuse Coordinator, Facilities Management)
- Arman Wakes (Centre for Creative Reuse Depot Coordinator, Facilities Management)
- Cameron Stiff (M.Env Candidate, Department of Geography)
- Jane Cui (Nutrition and Sustainability Manager, Aramark)
- Kerolee Reid (Individualized program, Gina Cody School of Engineering and Computer Science)
- Marc Champagne (Manager, Custodial Services, Facilities Management)
- Mark Underwood (CEO, Sustainability Action Fund)
- Maya Provincial (Outreach Coordinator, Dish Project)
- Shari Goubst (PhD Candidate, RDI Program, Graduate Students Association)
- Stephanie Bradley (Architectural Technician, Project Management, Facilities Management)

CLIMATE ACTION PLAN

DRAFTING COMMITTEE

Chair: Damon Mathews (Professor, Geography, Planning and Environment; Concordia Research Chair, Climate Science and Sustainability)
Coordinator: Cassandra Lamontagne (Sustainability Coordinator, Office of Sustainability)
Membership:
- Ali Nazemi (Assistant Professor, Building, Civil, and Environmental Engineering)
- Andreas Antoniadis (Professor, Building, Civil, and Environmental Engineering; Director, Concordia Centre for Zero Energy Building Studies)
- Craig Townsend (Associative Professor, Geography, Planning and Environment)
- Dan Gauthier (Building Performance Coordinator, Facilities Management)
- Faïcal Shenouk (Environmental Specialist, Facilities Management)
- Hilary Asaia (Buyer, Procurement Services)
- Kevin Gould (Associate Professor, Geography, Planning and Environment)
- Lucy Szabolcs (Senior Engineer, Facilities Management)
- Marc Gauthier (Building Performance Coordinator, Facilities Management)
- Mark Underwood (CEO, Sustainability Action Fund)
- Pedro Perez-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 Maci (General Coordinator, Sustainable Concordia)
- As of January 2019: Tara McGowan-Ross (General Coordinator, Sustainable Concordia)

SUSTAINABILITY IN RESEARCH PLAN

DRAFTING COMMITTEE

Chair: Cassandra Lamontagne (Sustainability Coordinator, Office of Sustainability)
Membership:
- Ali Nazemi (Assistant Professor, Building, Civil, and Environmental Engineering)
- Carmen Cucuzzella (Associate Professor, Design and Computation Arts; Concordia University Research Chair in Integrated Design, Ecology and Sustainability (IDAE) for the Built Environment)
- James Grant (Professor, Biology)
- Katherine Hall (Reference & Subject Librarian, Library)
- Mark Underwood (CEO, Sustainability Action Fund)
- Pedro Perez-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 Maci (General Coordinator, Sustainable Concordia)
- As of January 2019: Tara McGowan-Ross (General Coordinator, Sustainable Concordia)

SUSTAINABILITY IN THE CURRICULUM PLAN

DRAFTING COMMITTEE

Chair: Sandra Gabel (Associate Professor and Chair, Centre for Engineering in Society)
Membership:
- Ali Nazemi (Assistant Professor, Building, Civil, and Environmental Engineering)
- Carmen Cucuzzella (Associate Professor, Design and Computation Arts; Concordia University Research Chair in Integrated Design, Ecology and Sustainability (IDAE) for the Built Environment)
- James Grant (Professor, Biology)
- Katherine Hall (Reference & Subject Librarian, Library)
- Mark Underwood (CEO, Sustainability Action Fund)
- pk langshaw (Department Chair and Professor, Design and Computation Arts; Fellow, Loyola College for Diversity and Accessibility)
- Shannon Lloyd (Assistant Professor, Management)
- Vanessa Maci (General Coordinator, Sustainable Concordia)
- As of January 2019: Emily Carson-Aspstein (External Coordinator, Sustainable Concordia)