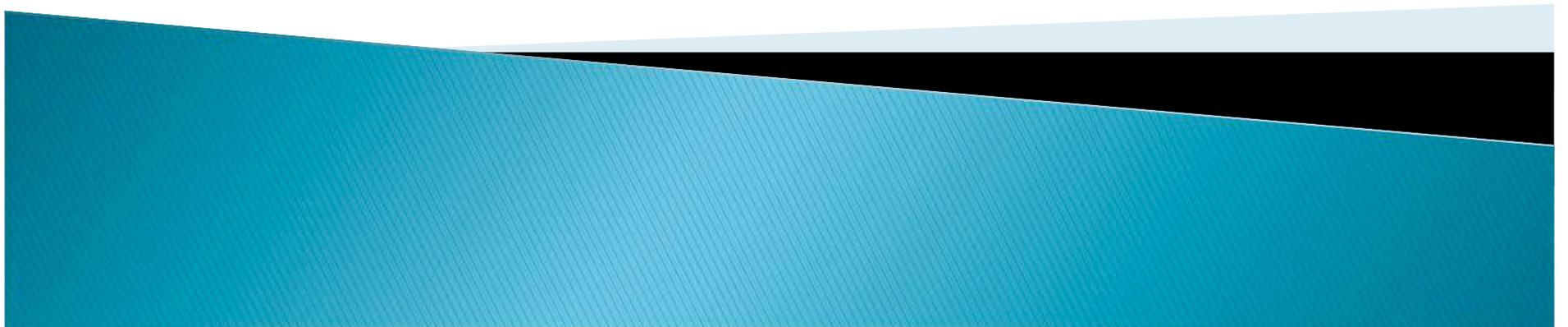


SUSTAINABILITY ACTION FUND

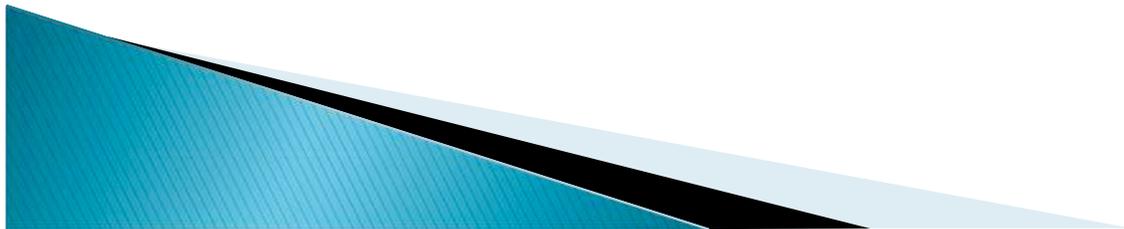
ANNUAL REPORT
2010-2011

Presented by Khalil Haddad, Chairman and Former CEO



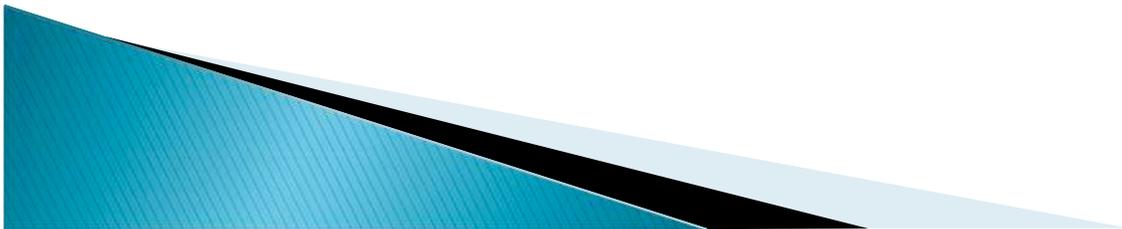
Celebrating our 5th year!

- ▶ The Sustainability Action Fund was founded through the 1% Campaign at the Less Talk, More Action Youth Summit held in March 2007.
- ▶ At this event Dr. David Suzuki and former Vice-President of the United States, Mr. Al Gore galvanized the crowd of over 2000 Concordia students to vote 'yes' on a referendum question.



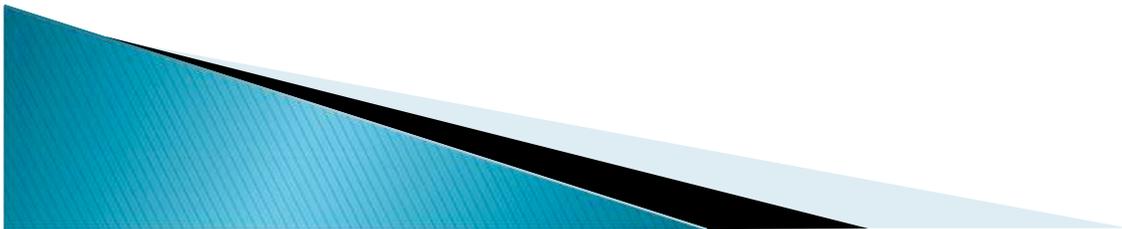
Bold Vision

- ▶ Transform Concordia into one of the most sustainable campuses in Canada!
- ▶ We seek to better the ecological, social and economic system by allocating resources to sustainable development at Concordia; with the aspiration of our actions in Montreal resounding globally.



Mission

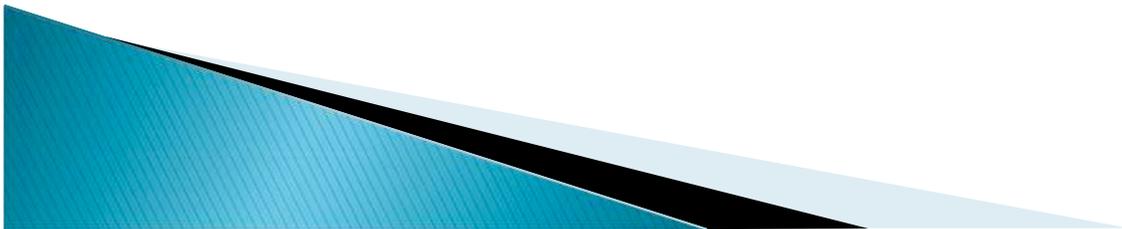
- ▶ **Fund new sustainability initiatives, expand and enhance current initiatives, and offer short-term financial support to worthwhile ongoing projects on campus.**
- ▶ **Build a culture of sustainability on campus.**



7 Principles of Sustainability

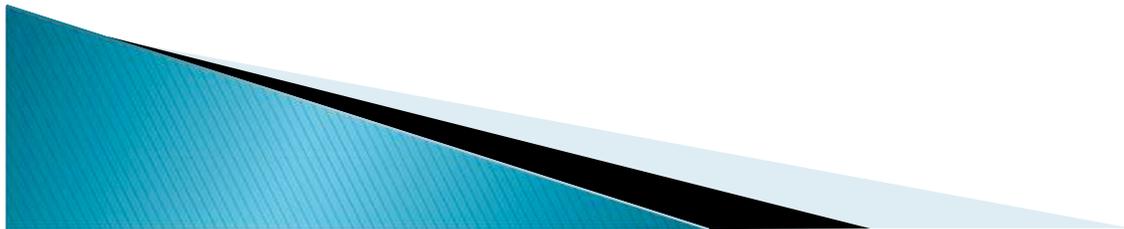
- ▶ Interdependence, participation, providing information, and improving science
- ▶ Provide intergenerational equity and durability
- ▶ Support and improve the rules of governance
- ▶ Maintain and enhance the quality of society through community building
- ▶ Maintain and enhance the quality of human life
- ▶ Maintain and enhance economic vitality
- ▶ Maintain and enhance the quality of the environment

▶ * *Source: international Sustainability Council.*



Interesting Facts...

- ▶ Concordia University ranked 2nd among large universities for environmental commitment in recent 2011 Canadian University Report.
- ▶ Past Concordia Campus Opinion Poll showed 67% of students feel a strong sense of belonging and attachment to their campus community. This figure is higher than the national average of 55% for young adults. This figure most likely increased in the last few years.

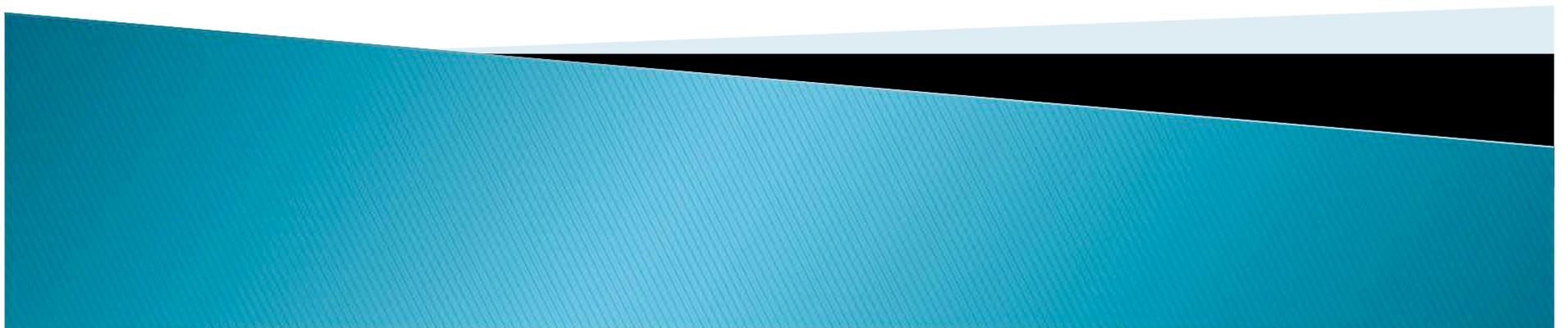


SAF Composition

- ▶ 14 board of directors: 2 directors representing each faculty respectively, as well as Sustainable Concordia and the Concordia Student Union.
- ▶ 3 non-voting members : CEO, Sustainability Coordinator and Env. Coordinator.
- ▶ 2 employees (CEO and Bookkeeper).
- ▶ Annual Budget of \$160,000.
- ▶ 5 committees: Governance, Human Resources, Finance, Special Project Funding, Marketing and Events Committees.



Organizational Goals and Achievements



Project Funding Committee

- ▶ Increase project funding applications and awareness among undergraduate students from ALL faculties.

Result:

- ▶ Over 81 applications received during Summer, Fall and Winter Semesters!
 - ▶ 44 applications approved.
 - ▶ Visibly increased applicant diversity (all faculties and type of funding requested).
 - ▶ Significant achievement. Major increase compared to previous years!
- 

Project Funding Committee

- ▶ **Improve structure and procedures to make allocate decisions based on measurable criteria.**
- ▶ Result:
 - Compared to various groups on campus, SAF is now considered one of the most thorough and transparent in terms of funding allocation and selection process.
 - Currently implementing performance indicators to better measure impact of projects.
 - Challenges include how to consider recurring applicants over the long-term and SAF priorities.



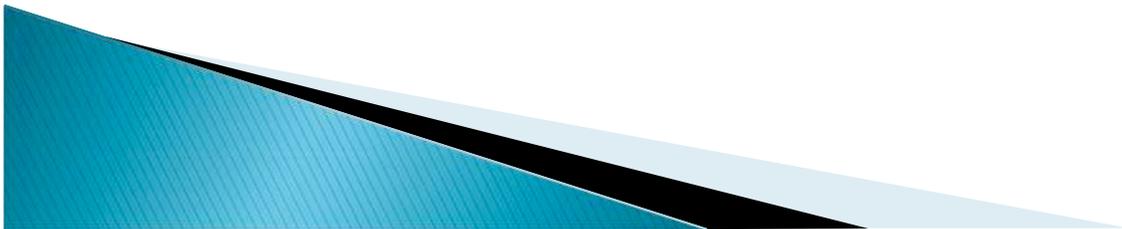
Governance Committee

- ▶ **Increase Governance effectiveness, transparency and board engagement.**
- ▶ **Result:**
 - Currently we are creating positions for Directors, such as chairman, vice-chair and secretary in order to engage board members and ensure that activities are overseen. Positions seek to aid board for strategic planning and organizational vision alignment and to spread out responsibilities. Hence, improving accountability.
 - We are looking for opportunities to provide training and development of board members to create engagement.
 - Committees are open to students at large seeking opportunities to get involved within the organization.
 - Director responsibilities and expectations have become more clear and conflict of interest policies have been implemented.



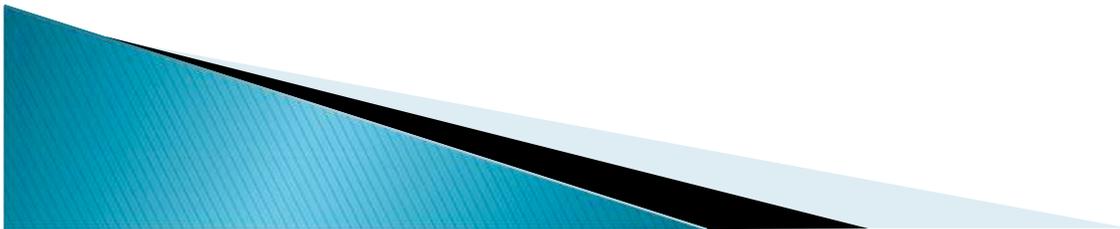
Human Resources Committee

- ▶ **Implement human resources policies used for selecting and hiring employees, as well provide clear job descriptions, responsibilities and opportunities for support and growth.**
- ▶ **Result:**
 - Created formal hiring process utilizing behavioral interview methods.
 - Job applications for positions have increased two fold this past year.
 - Bookkeeper position has been replaced by Chief Financial Officer position providing bigger responsibilities critical for the financial vitality of the fund.
 - Implemented thorough and formal training period for incoming employees to ensure competency in fulfilling organizational goals, as well as implemented support mechanisms in place to avoid isolation and burnout.
 - CEO has been provided with a more realistic and clearer mandate given the creation of various board and employee positions.
 - Volunteer and Internship opportunities are now open to students.
 - We are in the process of creating a formal performance review to employees and directors to ensure organizational objectives are being met.



Events and Marketing Committee

- ▶ **Increase awareness of project funding application opportunities and increase student outreach.**
- ▶ **Result:**
 - Applications increased dramatically due to effective marketing and proactively engaging and creating valuable relationships with various student organizations on campus.
 - We will be releasing our brand new website in the coming weeks providing valuable information for students and numerous opportunities to get involved.
 - Developing simple and accessible feedback and survey mechanisms for students to provide valuable suggestions and allowing improved policies to inform the board of potential issues arising.
 - The SAF is looking to host events and fundraising activities throughout the year with partners to further fulfill its mission of promoting a culture of sustainability on campus and to engage community leaders.



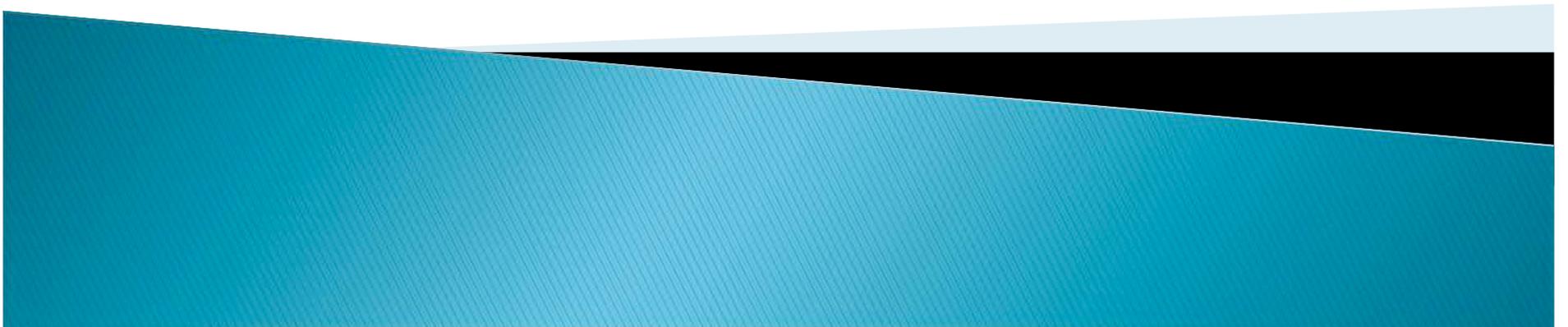
Finance Committee

- ▶ **Significantly improve financial management and bookkeeping policies and procedures to ensure the long-term growth of the fund and its ability to diversify its revenues.**
- ▶ **Result:**
 - The SAF has overcome important challenges and implemented strict procedures for funding reimbursements.
 - The creation of the CFO position and improved selection process has made a significant impact. Qualified CFO implemented financial software and better accounting practices to facilitate annual audits and now is required to provide monthly financial updates to the board.
 - Currently re-implementing contract agreements with projects to ensure accountability.
 - CFO and CEO are now provided with thorough financial training significantly increasing strategies to overcome challenges.



Financial Statements Overview

2010-2011



Summarized Statement of Activities

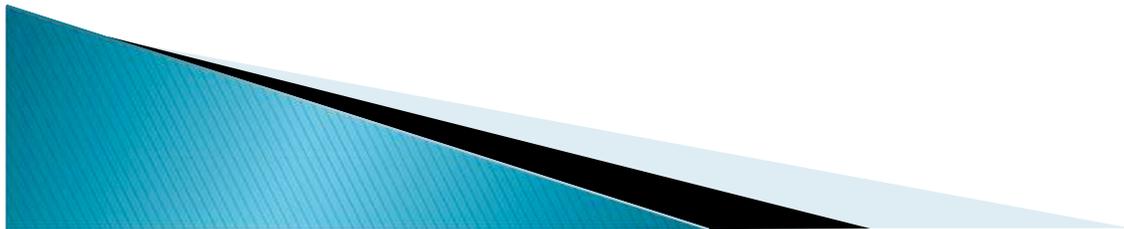
(Fiscal Year June 1, 2010 to May 31, 2011)

REVENUES	
Engineering & Computer Science Students	\$ 19,592.37
JMSB Students	\$ 36,085.50
Independent Students	\$ 8,425.41
Arts & Science Students	\$ 75,982.87
Fine Arts Students	\$ 16,420.00
Total	\$ 156,506.15

Summarized Statement of Activities

(Fiscal Year June 1, 2010 to May 31, 2011)

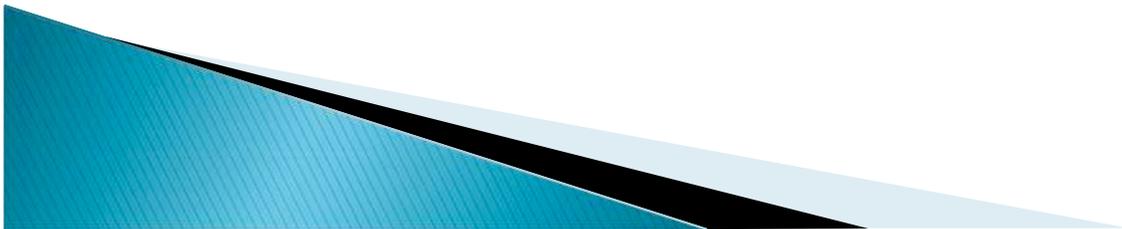
EXPENDITURES	
Project Funding	\$ 85,341.33
Payroll Expense	\$ 13,812.25
Office Expenses	\$ 1,755.06
Marketing Expenses	\$ 3,373.28
Bank Expenses	\$ 250.40
Payment Services & Remittances	\$ 4,113.55
Professional Fees after Taxes	\$ 5,750.00
Government Expenses	\$ 559.30
Bad Debt Expenses	\$ 1,674.62
Total	\$ 116,629.79



Summarized Statement of Activities

(Fiscal Year June 1, 2010 to May 31, 2011)

EXCESS OF INCOME OVER EXPENDITURES	\$	39,876.36
PREVIOUS FISCAL YEAR ROLLOVER	\$	51,940.00
TOTAL	\$	91,816.36



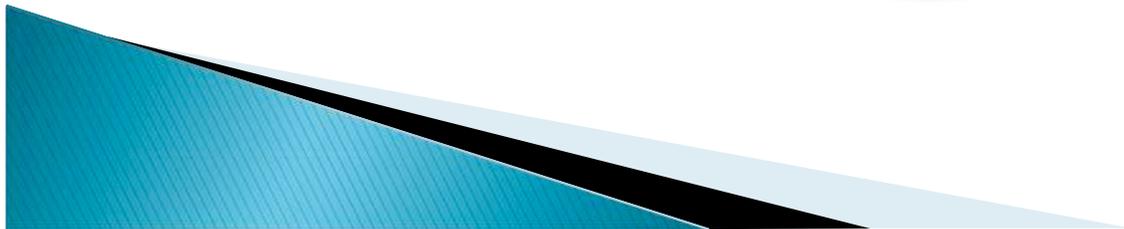
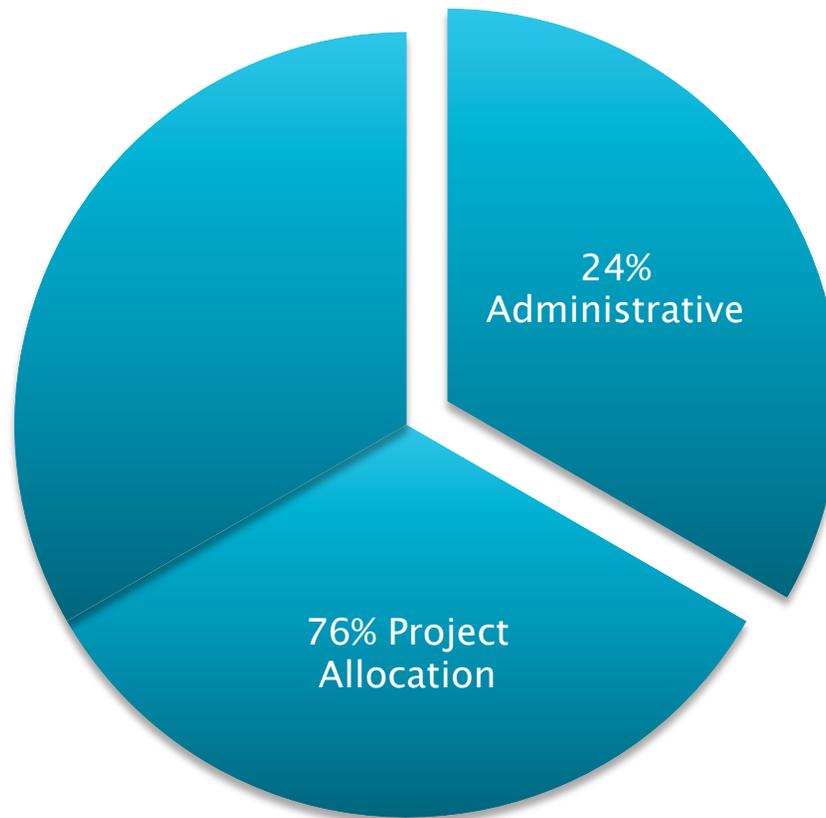
Summary of Accrued Expenses and Commitments Payable

(at May 31, 2011)

Type	Amount
Project Funding Commitments	\$ 72,724.64
Office Expenses	\$ 388.79
Professional Service Expenses	\$ 17,250.00
Salary owed to Employees	\$ 1,345.92
Total Expenditures and Commitments Payable at May 31st, 2011	\$ 91,709.35

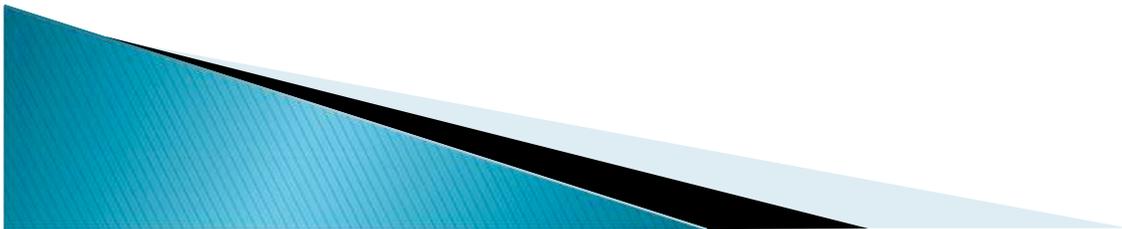


Budget Overview – On Budget!



Financial Audit

- ▶ Currently finalizing audits, which will be presented at a special general meeting in the winter semester.
- ▶ In the meantime, please do not hesitate to contact us if you have questions!



BIG BIG THANK YOU!

- ▶ On behalf of the Board and myself, Thank you for your continued support! It's been an absolute pleasure.
- ▶ Thank you to our close partner, Sustainable Concordia, as well as many of the hard working collaborators and student volunteers on campus!
- ▶ Contact us if you are interested in getting involved, to learn more about the SAF or to get funding for your projects. We are extremely interested in your feedback!
- ▶ Detailed annual report will be made available online in the coming weeks.

