



SUSTAINABILITY  
ACTION FUND

# Annual Report

2025

# ABOUT US

The Sustainability Action Fund (SAF) is a Concordia University fee-levy granting organization based out of Concordia University that offers funding and support for student-led projects that address sustainability issues, including but not limited to: social justice, sustainable infrastructure, food systems, community-building, waste education, and health.

The SAF provides significant financial support to a diversity of projects with an active effort to empower the Concordia community and develop a culture of sustainability on campus and beyond.

## Our Vision

Build a culture of sustainability at Concordia University by enabling, supporting and financing student-driven initiatives that collaboratively tackle interconnected environmental, social and economic sustainability issues.

## Our Mission

To make Concordia University, a living model and laboratory for healthy, just and sustainable communities.

## Our Values

- 01 Accountability
- 02 Learning
- 03 Collaboration
- 04 Sustainability



# STRATEGIC DIRECTIONS

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This year, our 2020–2025 strategic directions reached the end of their term. In spring 2025, we convened a strategic vision meeting with our Board of Directors to review these directions and assess their alignment with SAF’s current mission and context. The Board concluded that the existing strategic directions remain highly relevant—if not more so in today’s climate—and voted to renew them.

**01** Improve support and resources for projects with long term impacts.

**02** Increase the accessibility, education and engagement with social sustainability at Concordia.

**03** Enhance the resilience of the SAF.

**04** Strengthen support and accountability for student involvement in community initiatives.





# OUR TEAM



**Duha Elmardi**

Executive Director



**Iqbal Hussain**

Finance Coordinator



**Mai Pradhan**

Communications  
Coordinator





# Reimbursement Summary

2022-2023 SPF

**Paid**  
**\$ 120,732.76**

**Pending**  
**\$0**

2022-2023  
Living Labs (SLLFP)

**Paid**  
**\$ 63,732.33**

**Pending**  
**\$0**

2023-2024 SPF

**Paid**  
**\$ 110,858.50**

**Pending**  
**\$1,181**

2023-2024  
Living Labs (SLLFP)

**Paid**  
**\$ 36,111.45**

**Pending**  
**\$ 25,668.2**






## SUSTAINABILITY RESEARCH AWARDS

- The research awards program was put on pause alongside our special projects and remains on pause as we began rolling out resuming funding for the fall as we adapt to the new changes and challenges within the university.
- The system in which we fund research awards will be under review as we are no longer sourcing the funding from partner departments at Concordia. (?)

## LIVING LABS FUNDING PROGRAM

- The living labs funding program was officially ended in 2025, as it's duration came to a conclusion and both partners (SAF & the Office of Sustainability) decided to not renew the program
  - A report of the program has been made and is publicly available on our website.
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# COMMITTEE UPDATES

## HR/GOV

- Some members of the HR/Governance team participated in the hiring process for the Executive Director role in February & March this year.
- The contracts for the finance coordinator Iqbal Hussain and the Communications Coordinator, Mai Pradhan, were renewed.


## PROJECTS

- Once funding resumed this September, the committee met to review and discuss applications. The committee is able to approve funding for projects applying for \$3,000 or less and make recommendations on applications asking for higher amounts.
  - They approved funding for Festival Defund La Police 2025, the Dr. Esemeralda Thornhill Black Feminist Speaker Series (3rd edition), and Collective 4891 Zine (4th edition).
  - Once funding resumed this September, the committee met to review and discuss applications. The committee is able to approve funding for projects applying for \$3,000 or less and make recommendations on applications asking for higher amounts.
  - They approved funding for Festival Defund La Police 2025, the Dr. Esemeralda Thornhill Black Feminist Speaker Series (3rd edition), and Collective 4891 Zine (4th edition).
  - PROJECTS
- 



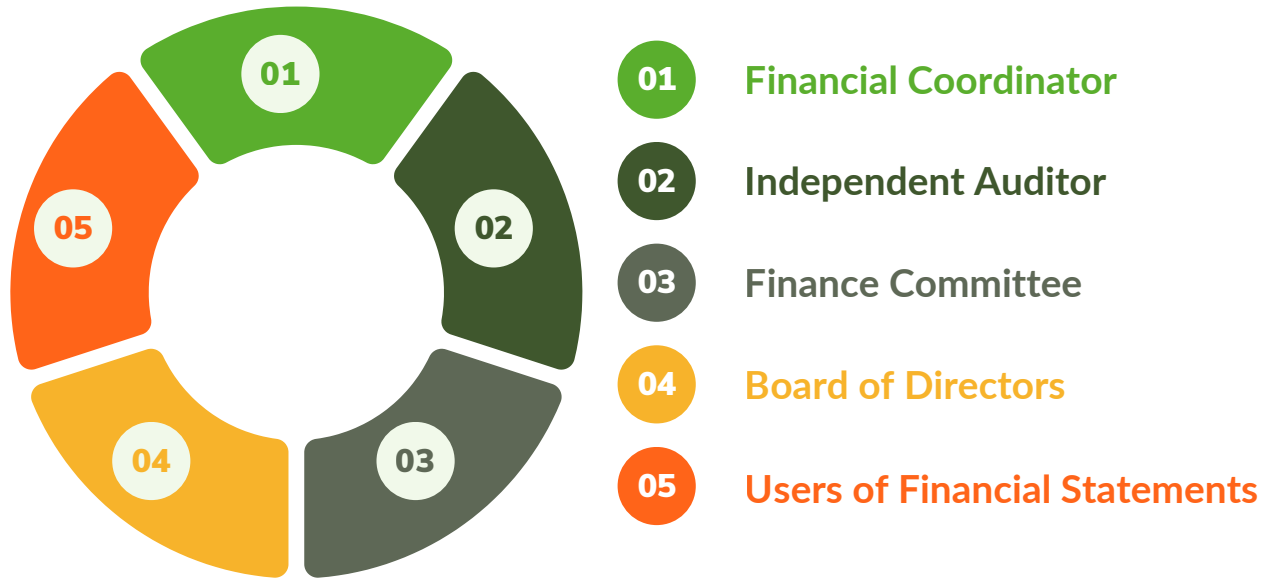
# COMMITTEE UPDATES

## FINANCE

- Submitted the Final Audit Report of SAF's Financial Statements for the Fiscal Year 2024-2025
  - Confirmed the Budget for Fiscal Year 2025-2026
  - Oversaw the completion of ALL outstanding project funding and honoraria payments for ALL the remaining projects - both SPF and SLLFP - from Fiscal Year 2024-2025 and earlier
  - Recommended that total Special Projects Funding be restricted to \$50k per semester - starting with \$20k this Fall 2025, and going up to \$50k in Winter 2026, and subsequent semesters
  - Initiated project funding activities for Fiscal Year 2025-2026
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# FINANCES

## Cycle of Financial Controls at SAF



## Key Internal Controls

Dual Signing Authority on all disbursements (Executive Director, Finance Coordinator, Board Member)

Supporting Check Requisition Forms required for all disbursements

Digital Records & Scanned expense support

Finance committee oversight

Semesterly budget to actuals (Summer, Fall, Winter)

Year-end audited financial statements

QBO Audit Trail Log, password security and locked cabinets

# FINANCES

ANNUAL BUDGET for the FISCAL YEAR 2025 - 2026							
	Total Budgeted 2024-2025	Total Actuals 2024-2025	Variance %	Budgeted Summer 2025	Budgeted Fall 2025	Budgeted Winter 2026	Total Budgeted 2025-2026
<b>Fee Levies</b>							
Undergrad Fee-Levy Rev	263,906.39	398,074.00	50.84%	89,566.65	119,422.20	149,277.75	358,266.60
Graduate Fee Levy Rev	20,680.00	22,895.00	10.71%	5,151.38	6,868.50	8,585.63	20,605.50
Refunds-Allowances	(17,075.18)	(25,258.14)	47.92%	(5,683.08)	(7,577.44)	(9,471.80)	(22,732.33)
<b>Total Fee Levy Income</b>	<b>267,511.21</b>	<b>395,710.86</b>	<b>47.92%</b>	<b>89,034.94</b>	<b>118,713.26</b>	<b>148,391.57</b>	<b>356,139.77</b>
<b>Total Miscellaneous Income</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Total Income</b>	<b>267,511.21</b>	<b>395,710.86</b>	<b>47.92%</b>	<b>89,034.94</b>	<b>118,713.26</b>	<b>148,391.57</b>	<b>356,139.77</b>
<b>Project Funding</b>							
Special Projects Funding	(103,554.50)	(121,818.50)	17.64%	(58,504.13)	(20,000.00)	(40,000.00)	(118,504.13)
Living Labs Funding	0.00	(64,974.65)	NA	(38,851.35)	(9,780.65)	0.00	(48,632.00)
<b>Total Project Funding</b>	<b>(103,554.50)</b>	<b>(186,793.15)</b>	<b>80.38%</b>	<b>(97,355.48)</b>	<b>(29,780.65)</b>	<b>(40,000.00)</b>	<b>(167,136.13)</b>
<b>Other Projects</b>							
AGM	(150.00)	0.00	-100.00%	0.00	(1,000.00)	0.00	(1,000.00)
BoD Events	0.00	(991.00)	NA	(500.00)	0.00	0.00	0.00
SRA Funding	(12,000.00)	(3,000.00)	-75.00%	0.00	0.00	(12,000.00)	(12,000.00)
<b>Total Other Projects</b>	<b>(12,150.00)</b>	<b>(3,991.00)</b>	<b>-67.15%</b>	<b>(500.00)</b>	<b>(1,000.00)</b>	<b>(12,000.00)</b>	<b>(13,000.00)</b>
<b>Total Funding Costs</b>	<b>(115,704.50)</b>	<b>(190,784.15)</b>	<b>64.89%</b>	<b>(97,855.48)</b>	<b>(30,780.65)</b>	<b>(52,000.00)</b>	<b>(180,136.13)</b>
<b>Other Expenses</b>							
The Refugee Centre Opt-outs	(13,685.04)	(28,889.59)	111.10%	(5,787.27)	(7,716.36)	(9,645.45)	(23,149.09)
745 Minute Taking	(1,225.13)	(2,410.44)	96.75%	(753.26)	(1,004.35)	(1,255.44)	(3,013.05)
Board Facilitator	(2,236.38)	(1,915.92)	-14.33%	(598.73)	(798.30)	(997.88)	(2,394.90)
Bank charges	(336.00)	(635.40)	89.11%	(177.91)	(237.22)	(296.52)	(711.65)
Food for Events, and Fairs	(1,000.00)	0.00	-100.00%	(250.00)	(333.33)	(416.67)	(1,000.00)
Insurance	(1,876.94)	(1,960.80)	4.47%	(549.02)	(732.03)	(915.04)	(2,196.10)
Employee health insurance	(2,240.00)	(1,416.12)	-36.78%	(396.51)	(528.88)	(680.86)	(1,586.05)
Professional and Accounting	(4,443.64)	(6,012.91)	35.31%	(412.07)	(4,790.32)	(1,512.07)	(6,714.46)
Marketing / IT (Adobe, MS, Web, Cr.Card)	(1,501.74)	(750.00)	-50.06%	(210.00)	(280.00)	(350.00)	(840.00)
Office Expenses, Phone	(2,223.76)	0.00	-100.00%	0.00	0.00	0.00	0.00
Payroll Service Charges	(439.62)	(785.28)	78.63%	(219.88)	(293.17)	(366.46)	(879.51)
Supplies	(100.00)	0.00	-100.00%	(25.00)	(33.33)	(41.67)	(100.00)
Professional Development	(3,750.00)	(2,822.08)	-24.74%	(656.25)	(875.00)	(1,093.75)	(2,625.00)
Health & Well Being	(3,750.00)	(3,814.81)	1.73%	(656.25)	(875.00)	(1,093.75)	(2,625.00)
<b>Total Other Expenses</b>	<b>(38,808.25)</b>	<b>(51,413.35)</b>	<b>32.48%</b>	<b>(10,692.16)</b>	<b>(18,497.10)</b>	<b>(18,645.55)</b>	<b>(47,834.81)</b>
<b>Total Costs Before Payroll Expenses</b>	<b>(154,512.75)</b>	<b>(242,197.50)</b>	<b>56.75%</b>	<b>(108,547.64)</b>	<b>(49,277.75)</b>	<b>(70,645.55)</b>	<b>(227,970.94)</b>
<b>Payroll Expenses</b>							
Executive Director	(51,551.50)	(51,700.00)	0.29%	(13,398.00)	(17,864.00)	(22,330.00)	(53,592.00)
Project Coordinator	(39,254.12)	(33,000.00)	-15.93%	0.00	0.00	(6,356.00)	(6,356.00)
Communications Coordinator	(40,539.56)	(38,505.60)	-5.02%	(10,203.98)	(13,605.31)	(17,006.64)	(40,815.94)
Finance and Funding Coordinator	(40,671.32)	(36,360.00)	-10.60%	(9,665.61)	(12,887.48)	(16,109.35)	(38,662.44)
Deductions	23,342.64	19,745.20	-15.41%	4,514.41	6,019.22	8,386.53	20,929.91
Bonus	0.00	(21,000.00)	NA	0.00	0.00	0.00	0.00
<b>Total Payroll Expense</b>	<b>(148,673.86)</b>	<b>(160,820.40)</b>	<b>8.17%</b>	<b>(28,753.18)</b>	<b>(38,337.58)</b>	<b>(53,415.46)</b>	<b>(118,496.46)</b>
<b>Total Expenses</b>	<b>(303,186.61)</b>	<b>(403,017.90)</b>	<b>32.93%</b>	<b>(137,300.82)</b>	<b>(87,615.33)</b>	<b>(124,061.01)</b>	<b>(346,467.40)</b>
<b>Surplus / Deficit Brought Forward</b>	<b>10,885.91</b>	<b>10,885.91</b>		<b>894.72</b>	<b>1,192.96</b>	<b>1,491.20</b>	<b>3,578.87</b>
<b>Net Surplus / (Deficit)</b>	<b>(24,789.49)</b>	<b>3,578.87</b>	<b>-114.44%</b>	<b>(47,371.16)</b>	<b>32,290.89</b>	<b>25,821.76</b>	<b>13,251.24</b>



# FINANCES

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# AUDIT 2024-2025

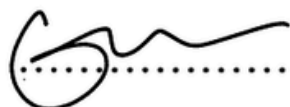
**SUSTAINABILITY ACTION FUND  
BALANCE SHEET  
as at May 31, 2025**

	<u>2 0 2 5</u>	<u>2 0 2 4</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash accounts		
Caisse Desjardins		
Chequing	\$ 48,366	\$ 40,057
Savings	716	10,644
Concordia University		
Unity accounts	279,855	196,846
Petty cash	1,055	1,055
Accounts receivable	<u>-</u>	<u>20,000</u>
	329,992	268,602
<b>PROPERTY AND EQUIPMENT (Note 3)</b>	<u>682</u>	<u>803</u>
	<b>\$ <u>330,674</u></b>	<b>\$ <u>269,405</u></b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued charges	\$ <u>17,017</u>	\$ <u>13,196</u>
	<u>17,017</u>	<u>13,196</u>
<b>NET ASSETS</b>		
Unrestricted	<u>313,657</u>	<u>256,209</u>
	<u>313,657</u>	<u>256,209</u>
	<b>\$ <u>330,674</u></b>	<b>\$ <u>269,405</u></b>

COMMITMENTS (Note 7)

ON BEHALF OF THE BOARD

*Rhonda Chung*  
.....Director

  
.....Director

The accompanying notes form an integral part of the financial statements.

# AUDIT 2024-2025

**SUSTAINABILITY ACTION FUND  
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS  
year ended May 31, 2025**

	<u>2 0 2 5</u>	<u>2 0 2 4</u>
<b>REVENUES</b>		
Student fee levies		
Undergraduate	\$ 341,107	\$ 321,582
Graduate	21,206	17,000
Living labs - Concordia University	<u>-</u>	<u>20,000</u>
	<u>362,313</u>	<u>358,582</u>
<b>EXPENSES</b>		
Salaries and fringe benefits	201,876	147,555
Funding allocations (Note 6)	64,303	145,177
Operating expenses (Note 4)	12,316	8,280
Curriculum Project / research Awards	3,000	925
Events, Outreach and internal projects	1,870	1,920
Office expenses	1,500	2,206
Marketing / IT	<u>-</u>	<u>750</u>
	<u>284,865</u>	<u>306,813</u>
<b>EXCESS OF REVENUES OVER EXPENSES BEFORE OTHER CHARGES</b>	<b>77,448</b>	<b>51,769</b>
<b>OTHER CHARGES</b>		
Write-off of unrecoverable grant	<u>20,000</u>	<u>-</u>
	<u>20,000</u>	<u>-</u>
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>57,448</b>	<b>51,769</b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<u>256,209</u>	<u>204,440</u>
<b>NET ASSETS, END OF YEAR</b>	<b>\$ <u>313,657</u></b>	<b>\$ <u>256,209</u></b>

The accompanying notes form an integral part of the financial statements.

# AUDIT 2024-2025

**SUSTAINABILITY ACTION FUND  
STATEMENT OF CASH FLOWS  
year ended May 31, 2025**

	<u>2 0 2 5</u>	<u>2 0 2 4</u>
<b>OPERATING ACTIVITIES</b>		
Excess of revenues over expenses	\$ 57,448	\$ 51,769
Item not affecting cash		
Amortization	<u>121</u>	<u>142</u>
	57,569	51,911
Changes in non cash operating working capital		
Accounts receivable	20,000	(20,000)
Accounts payable and accrued charges	<u>3,821</u>	<u>4,220</u>
<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>	<b>81,390</b>	<b>36,131</b>
<b>CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR</b>	<b><u>248,602</u></b>	<b><u>212,471</u></b>
<b>CASH AND CASH EQUIVALENTS, END OF YEAR</b>	<b>\$ <u>329,992</u></b>	<b>\$ <u>248,602</u></b>

Cash and cash equivalents are comprised of the following:

<b>Cash accounts</b>		
<b>Caisse Desjardins</b>		
Chequing	\$ 48,366	\$ 40,057
Savings	716	10,644
<b>Concordia University</b>		
Unity accounts	279,855	196,846
Petty cash	<u>1,055</u>	<u>1,055</u>
	<b>\$ <u>329,992</u></b>	<b>\$ <u>248,602</u></b>

The accompanying notes form an integral part of the financial statements

# AUDIT 2024-2025

**SUSTAINABILITY ACTION FUND  
NOTES TO THE FINANCIAL STATEMENTS  
as at May 31, 2025**

**2. SIGNIFICANT ACCOUNTING POLICIES (cont'd)**

**Financial instruments**

The organization initially measures its financial assets and financial liabilities at fair value. The organization subsequently measures all its financial assets and financial liabilities at cost or amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable. Financial liabilities measured at amortized cost include accounts payable and accrued charges.

**3. PROPERTY AND EQUIPMENT**

			<u>2 0 2 5</u>	<u>2 0 2 4</u>
	<u>Cost</u>	<u>Accumulated Amorti- zation</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Furniture and equipment	\$ <u>5,783</u>	\$ <u>5,101</u>	\$ <u>682</u>	\$ <u>803</u>
	\$ <u><u>5,783</u></u>	\$ <u><u>5,101</u></u>	\$ <u><u>682</u></u>	\$ <u><u>803</u></u>

**4. OPERATING EXPENSES**

		<u>2 0 2 5</u>	<u>2 0 2 4</u>
Professional fees		\$ 4,001	\$ 3,968
Board facilitator		2,604	1,228
Honorariums		2,410	1,198
Professional development		2,180	1,455
Bank charges and government expenses		1,000	289
Amortization		<u>121</u>	<u>142</u>
		\$ <u><u>12,316</u></u>	\$ <u><u>8,280</u></u>

**5. FINANCIAL INSTRUMENTS**

**Risks and concentrations**

The organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the organization's risk exposure and concentrations at the balance sheet date.

**Credit risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's main credit risks relate to its accounts receivable.

**Liquidity risk**

Liquidity risk is the risk that the organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued charges.

# AUDIT 2024-2025

**SUSTAINABILITY ACTION FUND  
NOTES TO THE FINANCIAL STATEMENTS  
as at May 31, 2025**

6. FUNDING ALLOCATIONS	<u>2 0 2 5</u>	<u>2 0 2 4</u>
Peer Support Training	\$ 6,250	\$ 6,590
Black History Matters	2,000	250
Sustaining Inclusion	375	1,400
Woodnote Revitalization	1,440	1,771
OpenWaste.ai	6,204	598
Exploring Sustainability Accross the Arts (SLLFP)	3,050	6,169
MATTEreality Sustainable Studios	1,182	6,064
EDML Plastic Sheet Press	433	323
School Schmool	5,000	-
How Do You Play With Earth	2,314	-
JMAS Tax Clinic	5,000	-
Waste Invaders Part 2	2,012	-
Mimi au Pays du métal	600	-
Cultural Harmony Fest	3,128	-
Forêt Curieuse (CUFO Arts) residency program (SLLFP)	3,500	-
Concordia Underground Tours	245	-
Hamidou Horticulture	6,000	-
Diasporic Plant Wisdom	1,050	-
Frigo Vert Food Baskets	661	-
AIJBILY QTBIPOC Artist Residency	3,600	-
Have you seen this Fish?	900	-
The Roaring Twenties: The fight goes on	3,389	-
Loycla Food Forest Restoration Project	5,870	-
CYPF - CEED	100	-
Co-op CultivAction Urban Agriculture School (SLLFP)	-	9,585
Engaging Solarity: Taking Solar Media Mobile (SLLFP)	-	838
Mind.Heart.Mouth	-	10,770
Sustainable Transformations (SLLFP)	-	5,000
Canopy: The Hidden Life of Humans	-	4,993
Cement	-	241
Labre House Community Internship Coordinator	-	1,500
Le Petit Velo Rouge Returns	-	330
Mobilizing Data for Justice (SLLFP)	-	1,000
If the shoe fits	-	300
Chinatown Reimagined Forum	-	22,445
Black Women's Studies 40th Anniversary Commemoration	-	21,814
Nurturing the Nurturers: A BIPOC Community Workers Retreat	-	10,640
Buckskin Babes	-	12,600
Where They Stood - Phase 2	-	4,455
HSI Workshop	-	536
AI vs Humanity	-	880
Education in Quebec: The Future of Language	-	531
VOLITION	-	2,000
Anti-Oppression Workshops	-	750
Concordia Greenhouse	-	804
Suko Magazine Volume 2	-	10,000
<b>Total funding allocations</b>	<b>\$ <u>64,303</u></b>	<b>\$ <u>145,177</u></b>

# AUDIT 2024-2025

**SUSTAINABILITY ACTION FUND  
NOTES TO THE FINANCIAL STATEMENTS  
as at May 31, 2025**

**7. COMMITMENTS**

2 0 2 5

2 0 2 4

The organization has undertaken to pay the following amounts to the below mentioned projects.

Diasporic Plant Wisdom	\$ 4,950	\$ -
OpenWaste.ai	7,892	-
Nature Positive Concordia	18,267	-
STAIN Lab	-	6,100
Black History Matters	-	2,160
FDM Printer Recycling Machine	-	142
Textile Shredder for CUCCR	-	735
Hungry Bin Pilot Project	-	857
Food for Thought	-	158
Urban Resilience Panel	-	300
The Greenhouse Terrarium	-	1,500
Where They Stood - Phase 2	-	5,015
Loyola Food Forest Restoration Project	-	5,870
Sustainable Concordia Web & Design Intern	-	2,060
Dis/Orientation 2023	-	228
Waste Invaders Part 2	-	2,000
Buckskin Babes Urban Hide Camp 2023	-	305
Have You Seen This Fish?	-	900
EDML Plastic Sheet Press	-	185
Feminist Futures in Law	-	1,404
Education in Quebec: The Future of Language	-	369
	<u>\$ 31,109</u>	<u>\$ 30,288</u>