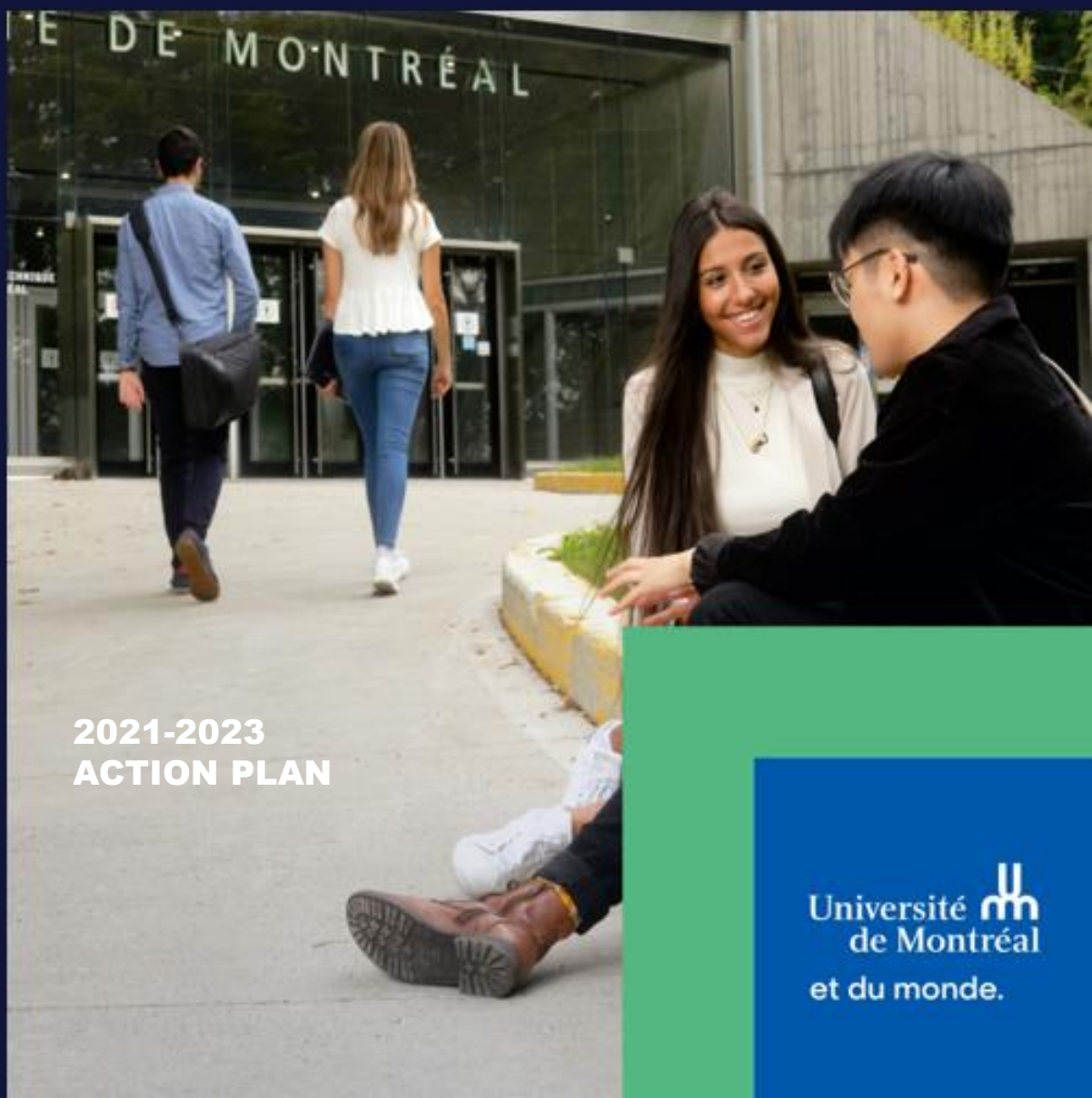


TRANSITION TO SUSTAINABLE CAMPUSES

EXECUTIVE VERSION



**2021-2023
ACTION PLAN**

Université 
de Montréal
et du monde.

Priorities

The Transition to Sustainable Campuses focuses on upgrading processes so that UdeM can accurately evaluate its situation in terms of sustainable development. Our priorities are:

Upgrading processes

We're initiating a transitional exercise aimed at bringing together the resources required to meet the needs expressed by our community. Our goals are related to both operational and decision-making processes.

Establishing benchmarks to go even further

The benchmark data collected will provide information on our performance over different periods and help us adopt a robust approach to achieving our goals.

The process

Nine working groups (WGs), one for each of the themes covered in the 2021-2023 strategic plan, were set up to create this action plan. The working groups were made up of students, professors and employees. Their meetings focused on thinking about the future and identifying initiatives that we can start now to achieve our ideal.

2021 2022	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Process preparation	●	●	●	●												
Planning WG					●				●		●		●	●	●	
Academic (CLAD) WG					●				●		●		●	●	●	
Greenhouse Gas (GHG) WG					●			●			●		●	●	●	
Buildings WG					●				●	●			●	●	●	
Mobility WG					●			●			●		●	●	●	
Biodiversity WG					●			●		●			●	●	●	
Procurement WG					●			●		●			●	●	●	
Food WG					●			●			●		●	●	●	
Engagement WG					●			●		●			●	●	●	
GHG reduction interdisciplinary meeting												●				
Unveiling of the 2021-2023 Sustainable Development Action Plan (PADD)																●

● Milestone 1: Think ahead and identify initiatives

● Milestone 2: Prioritize initiatives

● Milestone 3: Approve initiatives and identify indicators

● Milestone 4: Identify targets and approve the action plan

Nine strategic themes divided into four main areas

Issue 1: Planning and management

Issue 3: Operations

Issue 2: Teaching and research

Issue 4: Social engagement

THEME 01

Facilitating the integration of sustainable development principles

PRIORITIES :

- Sustainable development planning and management;
- Sustainable development leadership;
- Equity, diversity and inclusion;
- Responsible Investment.

THEME 02

Helping integrate sustainable development into our training and research

PRIORITIES :

- Integrating sustainable development into our teaching;
- Integrating sustainable development into our research.

THEME 03

Fighting climate change

PRIORITY :

- Ecological impact of all activities (greenhouse gases and carbon footprint).

THEME 04

Managing our properties sustainably

PRIORITIES :

- Natural resources;
- Waste;
- Certified buildings;
- Construction, renovation and demolition;
- Built environment.

THEME 05

Promoting sustainable mobility

PRIORITIES :

- Commuting;
- Greening our vehicle fleet;
- Professional travel.

THEME 06

Greening our campuses and protecting biodiversity

PRIORITIES :

- Developing and greening our landscape;
- Biodiversity and protection of our natural environment.

THEME 07

Adopting responsible procurement practices

PRIORITY :

- Responsible procurement.

THEME 08

Adopting practices that encourage responsible eating and healthy lifestyles

PRIORITIES :

- Responsible eating;
- Healthy lifestyles.

THEME 09

Promoting social engagement through leading by example

PRIORITIES :

- Culture and Internal engagement;
- Community engagement and a civic-minded university;
- Philanthropy.

Glossary

Commuting: Travel between home and work

Professional travel: Travel outside the city for work reasons, paid for by departmental or research funds

Scopes: Emissions sources are divided into three categories (scopes) based on how much control the issuer has over them

Scope 1: Direct control: Emissions sources within the University

Scope 2: Indirect control: Indirect emissions sources related to energy purchases

Scope 3: Limited control: Other indirect emissions sources

Acronyms

AGEEFEP: Université de Montréal Faculty of Continuing Education student association
BAPI: Budget, Analysis and Institutional Planning Division
BPGE: Facilities Planning and Management Office
CLAD: Building a Sustainable Future initiative
SD: Sustainable development
DF: Finance Division
DFC: Continuing Education Division
DI: Real Estate Division
DPMI: Major Infrastructure Project Division
DRH: Human Resources Division
DPS: Prevention and Security Division
EDI: Equity, diversity and inclusion
ESG criteria: Environmental, social and governance criteria
FAÉCUM: Federation of student associations at the Université de Montréal campus
GHG: Greenhouse gas emissions
PDA: Master Development Plan
RPP: First Peoples' relations
SA: Food services
STARS: Sustainability Tracking, Assessment & Rating System
SIUM: Université de Montréal printing service
SG: Secretary General
TI: Information Technology team
UDD: Sustainable Development Unit
VRAÉE: Vice Rectorate of Student and Academic Affairs
VRAF: Vice Rectorate of Administration and Finance
VRPCI: Vice Rectorate of International Affairs and Community Partnerships
VRPCS: Vice Rectorate of Strategic Planning and Communications
VRRDCI: Vice Rectorate of Research, Discovery, Creation and Innovation
VRRDP: Vice Rectorate of Alumni, Partnerships and Philanthropic Relations
VRRHAP: Vice Rectorate of Human Resources and Faculty Relations

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THEME 1

Facilitating the integration of sustainable development principles at Université de Montréal

THEME 1: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Strengthening leadership and governance to integrate and advance sustainable development at the University
- ✓ Monitoring and sharing information on projects and outcomes
- ✓ Recognizing and promoting our sustainable development practices
- ✓ Staying on the cutting edge of sustainable development by encouraging innovation
- ✓ Identifying and dealing with barriers to equitable access to higher education
- ✓ Helping students with risk factors stay in school and succeed academically¹
- ✓ Making sure students in all disciplines are prepared to interact and work in highly diverse contexts¹
- ✓ Making the University an inclusive workplace that represents the diverse community it serves¹
- ✓ Making the University an inclusive living environment that is free from discrimination and represents its diverse community¹
- ✓ Diversifying excellence and promoting equity and inclusion in research¹
- ✓ Intensifying partnerships with vulnerable groups and connecting them more closely with alumni and donors¹
- ✓ Ensuring that environmental, social and governance (ESG) factors are taken into account when managing the endowment fund's portfolio

¹Objectives of UdeM's equity, diversity and inclusion plan

Facilitating the integration of sustainable development principles at UdeM

Current context

- ✓ Two sustainable development indicators were identified by UdeM's strategic planning process
- ✓ By 2040, achieve carbon neutrality with a zero-carbon footprint for scopes 1 and 2
- ✓ By 2025, achieve a STARS gold rating
- ✓ Nearly 13% of policies, directives and regulations include SDGs
- ✓ With 55 points, UdeM currently has a STARS silver rating. A gold rating requires 65 points.

Initiative	Indicator/Method	Target at December 31, 2023	Responsibility of > Supported by
	Integrate sustainable development indicators into UdeM's strategic plan	Identification of indicators by the Management Committee	Include reporting on sustainable development (with indicators) in UdeM's annual report VRPCS > UDD
Priority	Develop and offer sustainable development training for employees for whom it would be appropriate due to their work	Completion of all of the following steps: 1. Identify profiles for which sustainable development training would be appropriate 2. Identify the training available for employees and external parties (continuing education) 3. Integrate aspects of sustainable development in existing procurement training 4. Develop new training to integrate sustainable development practices in research	All steps completed 1. DRH > UDD 2. DFC 3. DF 4. VRRDCI
Priority	Ensure UdeM delivers on its commitment to equity, diversity and inclusion	Implementation of EDI and RPP action plans	SG
	Make sure sustainable development is integrated into services by appointing or hiring dedicated human resources	Percentage of positions identified and filled in target sectors and additional resources for special projects to help integrate sustainable development: EDI (1 positions), UDD (2 positions), DI (6 positions), DF (3 positions)	All positions filled SG, UDD, DI, DF
	Coordinate and start a dialogue between stakeholders working on sustainable development issues at UdeM	Creation of an agile consulting entity on the ecological transition	Model implemented UDD > All vice rectorates
	Increase the percentage of policies, directives and regulations that include SDGs	Percentage of policies, directives and regulations that include SDGs	15% Management Committee, SG
	Inform the community and raise its awareness of sustainable development issues and best practices	Percentage of the community that claims to be aware of sustainable development issues Completion of all of the following steps: 1. Organize an awareness and engagement campaign for these key issues: a. Sustainable and active mobility b. Waste management 2. Keep an updated list of sustainable development experts at UdeM 3. Complete 4 workshops to raise awareness of biodiversity 4. Develop a project to install signage identifying biodiverse features on the Montreal campus 5. Hold 3 awareness-raising activities per year at each Local Local point of service 6. Distribute a range of tools and services for holding environmentally responsible events 7. Raise the community's awareness of water consumption 8. Raise the community's awareness of energy consumption	70% All steps completed BCRP > UDD, BAPI, CLAD, SA
	Identify, diversify and increase sources of funding for sustainable development projects (infrastructure and others)	Watch on grant programs and creation of a registry for them	Registry created and kept up-to-date VRAF > UDD, VRRDCI

Facilitating the integration of sustainable development principles at UdeM

Beyond the plan

By 2025, achieve a STARS gold rating (STARS = the Sustainability Tracking, Assessment & Rating System by the Association for the Advancement of Sustainability in Higher Education)



THEME 2

**Helping
integrate
sustainable
development
into our
training and
research**

Helping integrate sustainable development into our training and research

THEME 2: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Helping expand and integrate sustainable development into our courses and programs of study
- ✓ Creating a framework that promotes learning about and teaching the principles of sustainable development
- ✓ Helping expand and integrate sustainable development into our research areas

Helping integrate sustainable development into our training and research

Current context

- ✓ A toolkit has been created to help teachers introduce sustainable development in their courses
- ✓ Responsible management strategy for research facilities currently underway.

Initiative	Indicator/Method	Target at December 31, 2023	Responsibility of > Supported by
Priority	Prepare a clear statement on the institution's determination to support, supply and direct the integration of sustainable development into teaching and research	Distribution of a statement in an official UdeM release	Statement distributed VRAÉE, VRRDCI > UDD
Promote: recognize, encourage, publicize and highlight sustainable development research and teaching	Completion of all of the following steps: 1. Help faculties and departments adapt sustainable development practices 2. Recognize successful training through courses/modules 3. Raise the profile of sustainable development courses both internally and externally 4. Highlight sustainable development research activities 5. Set up a grant program for student projects in sustainable development 6. Hold sustainable development events	All steps completed	VRAÉE, VRRDCI >UDD
Give teachers and researchers the tools they need to introduce sustainable development in their courses and research	Completion of all of the following steps: 1. Design innovative and interactive teaching and research tools 2. Map initiatives, case studies, workshops and role-playing games 3. Highlight the efforts of teachers and researchers who integrate sustainable development into their courses and research 4. Promote networking 5. Develop a database of sustainable development competencies	All steps completed	VRAÉE, VRRDCI > CPU, UDD
Give researchers the tools to recognize and integrate sustainable development into their research topics and practices	1. Number of people (researchers and research teams) who have been involved with research support programs 2. Percentage of teams with research equipment that have prepared a replacement plan for scientific equipment	1. 100 people 2. 100%	VRRDCI > UDD, BRDV
Start a living lab for sustainable development	Completion of all of the following steps: 1. Consult the community to identify its needs and major issues 2. Analyze the requirements of existing co-created projects, work with local communities and/or partners to co-construct projects 3. Set up a support mechanism (financing for implementation) 4. Share expertise with the community and invite local community representatives 5. Organize a sustainable development project fair where organizations can meet students and professors	All steps completed	VRRDCI, VRAÉE > UDD



THEME 3



Fighting climate change

Fighting climate change

THEME 3: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Reducing our greenhouse gas emissions
- ✓ Reducing the endowment fund's carbon intensity

Current context

- ✓ The plan to reduce GHG emissions is currently being reviewed by stakeholders
- ✓ The carbon footprint for scopes 1 and 2 has been completed
- ✓ The calculator for measuring GHG emissions related to professional travel has been completed

Initiative	Indicator/Method	Target at December 31, 2023:	Responsibility of > Supported by
Priority Prepare and implement a comprehensive plan to reduce greenhouse gas emissions for each scope so that the institution achieves carbon neutrality by 2040	Reduction plan approved by the Management Committee	Reduction plan approved	Management Committee > UDD
Complete UdeM's scope 1 and 2 carbon footprint and have it checked by a third party	Carbon footprint for scopes 1 and 2 completed and checked	Carbon footprint completed and checked	UDD
Develop tools that allow each member of the UdeM community to measure their personal carbon footprint and help reduce UdeM's footprint	Number of people who used the GHG emissions calculator as part of a pilot project	100 people	UDD
Produce a plan to replace motorized vehicles and other gas-powered equipment in the relevant faculties and departments	Percentage of faculties and departments with a fleet of gas-powered equipment and vehicles that have prepared a replacement plan	100%	DI, DPS, SA, faculties > UDD

Fighting climate change

Beyond the plan

- ✓ By 2025, complete UdeM's scope 3 carbon footprint and have it checked by a third party
- ✓ By 2030, achieve a 35% decline in the weighted average carbon intensity of the endowment fund's stock portfolio by 2030, with an interim target of 20% in 2025
- ✓ By 2025, totally divest the endowment fund's stock portfolio from fossil fuels
- ✓ By 2040, achieve carbon neutrality with a zero-carbon footprint for scopes 1 and 2



THEME 4

Managing our properties sustainably

Managing our properties sustainably

THEME 4: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Making our installations, equipment and materials more energy-efficient
- ✓ Reducing water consumption
- ✓ Reducing the production and quantity of waste sent to landfills
- ✓ Obtaining Gold environmental certification or equivalent for all new university construction
- ✓ Managing building operations and maintenance sustainably
- ✓ Building, renovating and setting up locations in an environmentally responsible way
- ✓ Reusing and adapting heritage buildings

Managing our properties sustainably

Current context

- ✓ Three positions filled at the Real Estate Division
- ✓ Currently integrating sustainability criteria into the MIL Campus Phase 2 conceptual guide
- ✓ Waste management plan for the MIL Campus needs to be updated
- ✓ Currently installing water meters

Initiative	Indicator/Method	Target at December 31, 2023	Responsibility of > Supported by
Priority	Integrate criteria for sustainability (such as active transport, EDI, etc.) and integrated design for building design, construction and renovation into the real estate division's conceptual guides	Completion of all of the following steps: <ol style="list-style-type: none"> 1. Identify best practices within a university context 2. Add a sustainable development section to the conceptual reference guide 	All steps completed DI > UDD
	Ensure there are specialized resources in the Real Estate Division to track sustainable development issues	Number of dedicated employees in identified sectors (energy efficiency, waste management, sustainable building and certifications)	Six employees DI
	Adopt a waste management plan	Completion of all of the following steps: <ol style="list-style-type: none"> 1. Waste management plan adopted by the Real Estate Division 2. Roll out a compost bin service 	All steps completed DI > UDD
	Significantly reduce the carbon footprint of our buildings	Creation of a working group on carbon neutrality for buildings	Working group created and active DPMI, DI

Beyond the plan

- ✓ By 2025, expand the energy assessment to include all buildings owned in the real estate portfolio
- ✓ By 2025, install water meters on all buildings owned by UdeM
- ✓ By 2025, use water saving devices in all new building and renovation projects
- ✓ By 2025, manage buildings in accordance with a recognized environmental certification standard or established guidelines
- ✓ By 2030, divert 85% of waste from landfills with an interim target of 70% by 2025 (Urban Agglomeration of Montreal)



THEME 5



Promoting sustainable mobility

Promoting sustainable mobility

THEME 5: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Increasing the percentage of commuters using active and shared transport
- ✓ Increasing the percentage of fuel-efficient, environmentally friendly vehicles
- ✓ Minimizing the impact of professional travel

Promoting sustainable mobility

Current context

- ✓ Waiting for the results of the transit survey conducted by the Autorité régionale de transport métropolitain (ARTM)
- ✓ Active transport projects carried out or currently underway 134 bike racks, Bikeep (20 spots), Bixi, covered parking at Saint-Hyacinthe (80 spots), temporary pedestrian walkway on Chemin de la Rampe, ridesharing platform, showers (PDA and reassignment)

Initiative	Indicator/Method	Target at December 31, 2023	Responsibility of > Supported by
Minimize the carbon footprint of professional travel	Completion of all of the following steps: 1. Acquire a measurement tool (Synergy with DAI: declaring and adopting a directive) 2. Create a travel guide to minimize the carbon footprint of professional travel (Awareness, decision-making tool, GHG calculation, relationship with DAI)	All steps completed	VRPCI, VRAF > VRRDCI, VRAÉE
Regularly analyze commuting patterns (home-work)	Improvement in the confidence level of data*	80%	UDD > BAPI
Encourage the community to adopt behaviours that promote sustainable mobility	Number of initiatives launched to promote sustainable mobility	5 initiatives	DI > UDD, FAÉCUM, DRH
Systematically measure GHG emissions related to professional travel	1. Development of measurement tools 2. Improvement in the confidence level of data*	1. Functional tools 2. 80%	VRAF

* Confidence level scale

- 100%: Direct and exhaustive sources of raw data: service provider invoices, meter readings, manual input
- 80%: Direct and partial/fragmentary sources of raw data: survey of representative population, sampling, sporadic readings from UdeM campuses
- 60%: Indirect local sources of raw data: results extrapolated from data from similar universities in Quebec
- 40%: Indirect local sources of raw data: results extrapolated from data from other types of institutions in Quebec
- 20%: Indirect international sources of raw data: results extrapolated from data from similar universities outside Quebec



THEME 6

Greening our campuses and protecting biodiversity

Greening our campuses and protecting biodiversity

THEME 6: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Planning and maintaining our landscaped areas to reduce their environmental impact
- ✓ Playing an active role in conserving the Mount Royal site
- ✓ Creating habitats and protecting biodiversity while encouraging social interaction

Greening our campuses and protecting biodiversity

Current context

- ✓ The survival rate for planted trees was 70% in 2019

Initiative	Indicator/Method	Target at December 31, 2023	Responsibility of Supported by
Managing our properties sustainably <small>Priority</small>	1. Number of new green spaces managed with less human intervention	1. 2 new green spaces	DI
	2. Percentage of natural environments without snow dump sites	2. 100%	➤ UDD
Increase the canopy and keep planting trees on campus	Survival rate of planted trees	90% of trees planted since 2019	DI ➤ UDD
Support and contribute to biodiversity (plants and wildlife)	Completion of all of the following steps: 1. Complete landscaping using native plants (list of species allowed on Mount Royal) 2. Adopt a program to enhance and protect the habitats of existing wildlife 3. Plant gardens of indigenous medicinal herbs	All steps completed	1. DI 2. UDD 3. FEP
Control exotic invasive species	1. Develop a campus-wide standardized action plan 2. Number of eradication activities	1. Adopt the plan 2. 2 activities	DI ➤ UDD
Reduce the number of heat islands by introducing pockets of biodiversity	Completion of all of the following steps: 1. Complete a pilot project to convert a 20 m ² paved surface into a pocket of biodiversity (remove pavement) 2. Add planter boxes to parking 3. Evaluate the possibility of setting up parking spaces that include rainwater management (pilot project)	All steps completed	DI ➤ UDD

Beyond the plan

- ✓ By 2040, ensure a tree canopy covers 25% of the institutional area of the Montreal campus (PDA)
- ✓ By 2040, achieve a 10% reduction in the amount of parking available across the Montreal campus (PDA) (depending on potential expansion projects)



THEME 7

Adopting responsible procurement practices

Adopting responsible procurement practices

THEME 7: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Purchasing supplies of products and services that meet sustainable development criteria
- ✓ Purchasing more from suppliers and service providers in the social economy sector
- ✓ Disposing of surplus goods through processes that promote the circular economy

Adopting responsible procurement practices

Current context

- ✓ The surplus goods disposal program has been transferred to the Real Estate Division

Initiative	Indicator/Method	Target at December 31, 2023:	Responsibility of > Supported by
Priority Ensure the surplus goods disposal program remains in place for the long term (furniture, motorized vehicles, scientific equipment)	Integration of the surplus goods disposal program into operations	Program integrated into operations	DI > UDD, DF, VRRDCI
Priority Adopt a code of conduct for suppliers and service providers that covers social, economic and environmental responsibility	Adoption of a code of conduct for suppliers and service providers that covers social, economic and environmental responsibility	Code of conduct adopted	DF > UDD
Include sustainable development criteria in requests for proposals	<ol style="list-style-type: none"> 1. Development of sustainable development criteria for each category of purchases 2. Percentage of new computers, screens and printers, institutional servers and switches that are Energy Star-certified 3. Percentage of household cleaning products used by service providers and the Real Estate Division that are certified as eco-friendly by a recognized organization (30% under the current LEED standard) 4. Increase in the number of suppliers and service providers in the social economy sector 5. Percentage of paper used by SIUM that is FSC-certified 	<ol style="list-style-type: none"> 1. 2 criteria 2. 100% 3. 80% 4. 25% 5. 100% 	DF > UDD, DI, TI, SIUM
Make sure there are specialized resources in the procurement division to facilitate the integration of responsible procurement practices	Percentage of procurement category managers that are in charge of integrating responsible procurement practices	100%	DF
Take part in communities for responsible procurement practices	Participation of all procurement category managers and procurement consultants in training and events organized by the Espace québécois de concertation sur les pratiques d'approvisionnement responsable (ECPAR) and the Bureau de coopération interuniversitaire (BCI)	100%	DF > UDD



THEME 8

**Adopting
practices that
encourage
responsible
eating and
healthy
lifestyle**

Adopting practices that encourage responsible eating and healthy lifestyle

THEME 8: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Offering healthy, responsible products on our campuses
- ✓ Increasing the supply of food produced on our campuses
- ✓ Combating food insecurity
- ✓ Shrinking the environmental impact of foods and practices
- ✓ Providing a healthy living environment and promoting wellness for all

Adopting practices that encourage responsible eating and healthy lifestyle

Current context

- ✓ 62.7% of purchases were local in 2020-2021
- ✓ Fair Trade Campus certification is currently being renewed
- ✓ Several initiatives are underway to promote wellness and healthy lifestyles
Relaxation area, stationary bikes, mental health, *Tout le monde a des bas* (Everybody feels down sometimes) initiative

Initiative	Indicator/Method	Target at December 31, 2023:	Responsibility of > Supported by
Priority Increase the percentage of food and beverages that are produced in Quebec	Percentage of food purchases dedicated to Quebec products	65%	SA > UDD
Maintain Fair Trade Campus certification	Maintenance of Fair Trade Campus certification	Certification maintained	UDD > SA; FAÉCUM; AGEEFEP
Increase the total surface area dedicated to urban farming on all campuses	Addition of sites for urban farming projects	2 sites	SA
Enhance food security by offering a balanced and affordable daily special	Day-to-day availability of a balanced and affordable daily special at all points of sale for UdeM food services	Offer maintained	SA
Increase the percentage of plant-based meals	1. Percentage of plant-based meals (by weight) (input) 2. Percentage of meals that are predominantly based on vegetable proteins (output)	1. 60% 2. 60%	SA
Launch an approach to encourage wellness and healthy lifestyles within the community	Adoption of an approach to encourage wellness and healthy lifestyles within the community	1. Approach adopted 2. Inventory of existing measures and planned measures has been completed	VRAÉE, DRH > VRRDCI



THEME 9

**Promoting
social
engagement
through leading
by example**

Promoting social engagement through leading by example

THEME 9: Objectives



UN Sustainable Development Goals (SDGs)

- ✓ Supporting members of UdeM's community
- ✓ Encouraging engagement at UdeM
- ✓ Nurturing a give-and-take relationship with our community
- ✓ Maintaining dialogue with local and international stakeholders
- ✓ Supporting the dissemination and promotion of our culture both on and off our campuses
- ✓ Promoting sustainable development through philanthropy

Current context

- ✓ A strategy for supporting, encouraging and recognizing community engagement initiatives at UdeM is currently being developed
- ✓ RECI process for recognizing community engagement

Initiative	Indicator/Method	Target at December 31, 2023	Responsibility of > Supported by
Priority Develop a strategy for supporting, encouraging and recognizing community engagement initiatives at UdeM	Adoption of a strategy (3 public targets: students, professors and employees)	Strategy adopted	VRPCI:
Develop and implement a process to promote engagement, volunteering and social entrepreneurship among students	Creation of a project to recognize student social engagement	Project completed	VRPCI, Registrar > VRAÉE
Promote student engagement and cooperation with respect to sustainable development	Creation of a platform that enables the co-creation of student projects related to sustainable development	Platform created	UDD > VRPCI; VRRDP; VRAÉE; VRRDCI
Evaluate the possibility of creating a volunteer program for employees	Definition of a pilot project	Pilot project defined	VRRHAP, DRH, VRPCI
Present sustainable development projects to donors and alumni	Identification of the projects that are most likely to interest donors and alumni	List created	VRRDP > UDD