



SUSTAINABLE DEVELOPMENT

AT CIUSSS
WEST-CENTRAL
MONTREAL

UPDATED APRIL 2026

*Centre intégré
universitaire de santé
et de services sociaux
du Centre-Ouest-
de-l'Île-de-Montréal*

Québec  
 

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A MESSAGE FROM MANAGEMENT



CIUSSS West-Central Montreal reaffirms its commitment to sustainable development and the collective responsibility it fosters. Our organization operates at the heart of a diverse, dynamic and resilient community; it is therefore our duty to set an example in protecting the health, well-being and environment of current and future generations.

For several years now, we have been undergoing a fundamental shift to integrate the principles of sustainable development into all of our clinical, administrative and operational practices. Today, we renew our commitment to consolidating and sustaining this work by continuing our efforts across the ten priority areas that guide our approach.

Whether it's our governance, the environment in which we operate, transportation or energy efficiency projects, each of these areas represents much more than just a framework: they form a shared vision embraced by our teams, our partners and our community. They guide our decisions, inspire our innovations and strengthen our ability to build a greener, more equitable and more resilient healthcare network.

We are fully committed to pursuing this mission with rigour, transparency and ambition. This commitment is deeply collective: it relies on the involvement of our employees, our partners, our patients and our entire community. Together, we will continue to transform our healthcare settings, reduce our environmental footprint and promote sustainable practices that reflect our organization's core values.

A handwritten signature in blue ink, appearing to read 'G. Bendavid', with a stylized flourish at the end.

Georges Bendavid
Directeur des Services techniques
CIUSSS du Centre-Ouest-de-l'Île-de-Montréal

GOVERNANCE

Legislative and organizational frameworks

The Sustainable Development Act (R.S.Q., c. D-8.1.1), enacted by the Government of Quebec in 2006, establishes a new management framework for public administration designed to integrate sustainable development. It aims to promote sustainable development in all areas of public administration.

Sustainable development is defined there as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs, (...) based on a long-term approach which takes into account the inextricable nature of the environmental, social and economic dimensions of development activities.”

The Government Sustainable Development Strategy (SGDD) 2023-2028 outlines its implementation and applies to 110 ministries and agencies, each of which must develop an action plan to achieve its objectives. The Ministry of Health and Social Services (MSSS) also has its own sustainable development action plan (2023–2028), which focuses on ministerial initiatives but calls on institutions within the health and social services network to contribute to the effort.

The SGDD’s objectives relevant to the healthcare network are primarily to promote responsible consumption (1.3), accelerate the transition to sustainable transportation (4.2), use public procurement as a lever for sustainable growth (5.4), improve the environmental performance of public buildings and infrastructure (5.6), waste recovery (5.7), and facilitate a shift toward more sustainable modes of transportation (5.8)

The actions outlined in the MSSS’s Sustainable Development Action Plan (2023–2028) that pertain to the healthcare network—now under the jurisdiction of Santé Québec—are as follows:

Action 2: Reduce GHG emissions from healthcare network buildings

Action 3: Make operating room practices more environmentally friendly

Action 4: Promote healthy and sustainable eating among healthcare network staff and clients by improving the quality of food available to all

Action 5: Promote assistive devices for physical disabilities

Action 12: Support healthcare facilities in adopting sustainable development initiatives

Action 13: Improve waste management practices in healthcare facilities

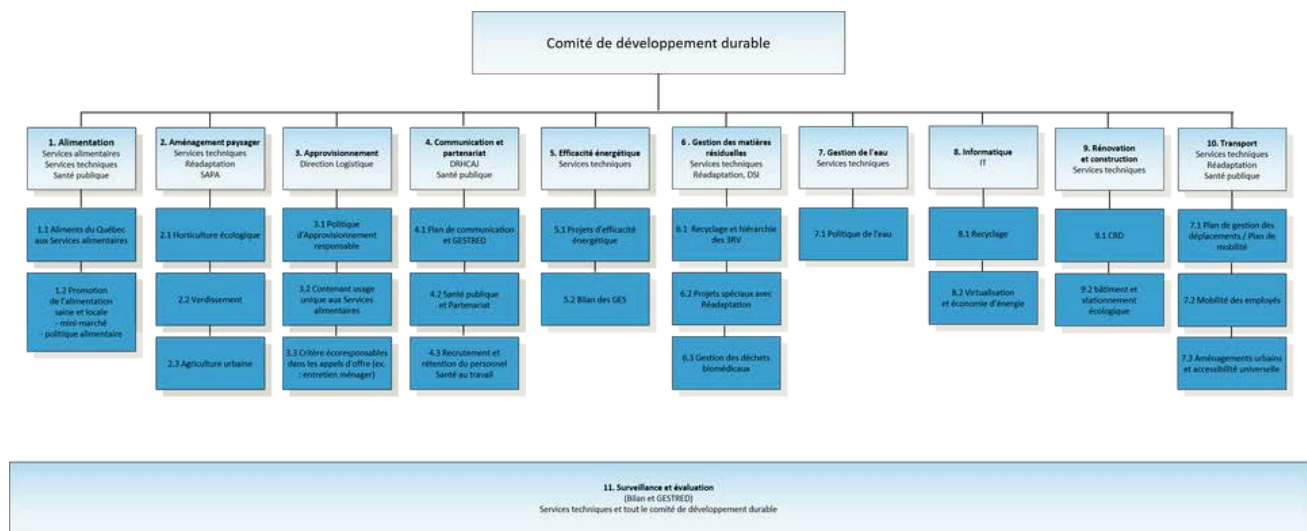
Action 14: Reduce food waste in healthcare facilities

Action 15: Strengthen responsible procurement practices in healthcare facilities

Action 16: Create healthy living environments by greening healthcare network parking lots and grounds

Although healthcare facilities have been implementing sustainable development initiatives on a voluntary basis, Santé Québec is subject to the Sustainable Development Act. The government corporation will be required to report on its progress in its annual management report, and its performance will be evaluated using the Sustainable Development Performance Index (IPDD). Santé Québec is expected to develop an action plan and a sustainable development strategy. It is anticipated that, in addition to the areas commonly found in government guidelines related to sustainable development, the theme of “Sustainable Care” will be formally added and recognized, requiring the designation of a coordinator per facility, similar to the current practices for sustainable development and responsible purchasing.

CIUSSS West-Central Montreal was one of the first institutions in Montreal to adopt a sustainable development policy in 2018 and subsequently establish a sustainable development committee. Its approach is structured around 11 key areas: 1) food, 2) landscaping, 3) procurement, 4) communications and partnerships, 5) energy efficiency, 6) waste management, 7) water, 8) Information Technology, 9) renovation and construction projects, 10) transportation, and 11) monitoring and evaluation. Although coordination falls under the purview of the Technical Services Directorate, sustainable development is cross-functional, requiring the expertise and collaboration of all departments. The Sustainable Development Committee meets once a year to define broad strategic directions, and working committees ensure their implementation.



The purpose of this report is to provide an overview of the implementation process.

Happy reading!

The Sustainable Development Committee

The Sustainable Development Committee

The Sustainable Development Committee is multidisciplinary and brings together the diverse expertise needed to implement the CIUSSS's sustainable development policy. It meets once or twice a year, and counts among its members (in alphabetical order):

- Audrey Bennarosh, Director of Logistics
- Frédérique Binette, APPR, Sustainability Manager
- Sonia Boccardi, Clinical Administrative Coordinator of the Nursing Directorate, Operating Room
- Michael Boudana, Assistant Director of Technical Services
- Scott Bradley, IT Infrastructure Coordinator
- Dave Checkland, Director of Informational Resources
- Jennifer Clarke, Director of the Support Program for the Autonomy of Seniors Independence (SAPA)
- Anna Dimitrakopoulos, Head of Food Services at the Jewish General Hospital
- Carine Fortin, Director of the Frontline Integrated Services
- Pablo Guisen, Assistant to the Director of Logistics, Material Management
- Shaun McMahon, Associate to the DAJCRM, Manager of Communications and Media Relations
- Christine Morin, Assistant Director, Talent, Culture, and Employee Experience, DAJCRM
- Tony Nappi, Coordinator of Environmental Services
- Filomena Novello, Associate Director of Rehabilitation and Multidisciplinary Services
- **Gary Stoopler, Associate Executive Director**
- Lauren Schwartz, Chief of Communications and Media Relations
- Anthony Turi, Department Manager of Environmental Services at the Jewish General Hospital
- Dr. Daniel Wiseman, Physician in the Division of General Internal Medicine
- Dr. Jean Zigby, Family Physician and Palliative Care Specialist, President and Co-founder of Synergie Santé Environnement, former President of the Canadian Association of Physicians for the Environment

LOCAL FOOD

QUÉBEC FOODS ON THE MENU

Since 2021, CIUSSS facilities have been implementing a quantification initiative to increase the proportion of Quebec-grown foods on their menus, in collaboration with the Institut de tourisme et d'hôtellerie du Québec, as part of the National Strategy for the Purchase of Quebec Foods (SNAAQ).

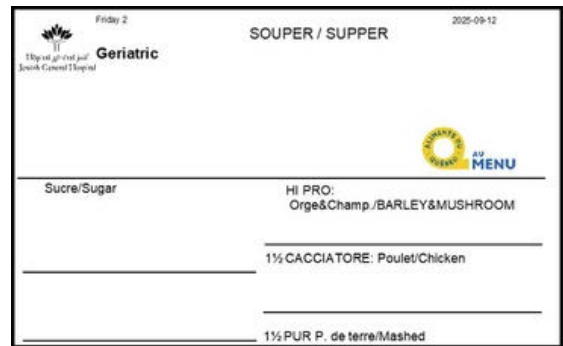
In 2024, the Jewish General Hospital's Food Services received a grant from the Ministry of Agriculture, Fisheries, and Food under the "Proximity Initiative" to increase the proportion of food sourced from Quebec by 5%. Thanks to these efforts, the target was significantly exceeded, with the proportion of food sourced from Quebec reaching 68.8%.

Other facilities within the CIUSSS, such as Mount Sinai Hospital, the Maimonides Geriatric Centre and the Jewish Eldercare Centre, have also implemented this initiative or are in the process of doing so.

[Read the 360 article](#) to learn more.



Cooks Jenny Del Rosario and Conny Saludes prepare a salad at Donald Berman Maimonides Geriatric Centre.



The "Aliments du Québec" logo featured on food labels at the Jewish General Hospital

	JGH	JGH	Maimonides	Mont-Sinaï	JEC
Year of quantification	2022-2023	2024-2025	2024	2023	En cours
% Québec food	48%	68,8%	57,0%	49,0%	



Leads (in alphabetical order): Anouk Azuelos, Moshe Banoon, Anna Dimitrakopoulos, Georgia Graphos, Alexandra Panneton, Monika Poirier, Peter Roumeliotis

FOOD RECOVERY AND WASTE REDUCTION

Reducing food waste

The Food Services teams are implementing several initiatives to reduce food waste. Key actions include:

- Revise recipes
- Strengthen communication between food service, care and clinical nutrition teams
- Purchase seasonal, fresh and local foods
- Remove certain foods from the menu
- Offer a second or additional menu options
- Sanitize and reuse non-perishable items returned on trays
- Optimize inventory



[360 Article](#)

Number of frozen meals provided or sold to internal and external facilities

JGH	Meals delivered within the CIUSSS	Meals delivered off-site
2024	9000	900
2025	3100 (P7)	540 (P7)

Food recovery

Since 2023, CIUSSS facilities have been participating in the food recovery program run by La Table des chefs, a nonprofit organization working to combat food insecurity. To date, more than 3,000 meals have been donated.

At the JGH, frozen meals are provided to CIUSSS clients or sold to external clients. More than 13,540 meals have been delivered to 12 facilities since 2024.

Portions provided by CIUSSS facilities at La Table des chefs

	Mont-Sinaï	JEC	Maimonides
Number of servings, 2023	105	0	0
Number of servings, 2024	968	922	0
Number of servings, 2025 (up to October)	261	869	1400

Leads (in alphabetical order): Anouk Azuelos, Moshe Banoon, Anna Dimitrakopoulos, Georgia Graphos, Caroline Lussier, Alexandra Panneton, Monika Poirier, Peter Roumeliotis

FARMERS' MARKET



Farmers' Market at the JGH

Since 2021, the JGH has been hosting a small market featuring fresh, local and organic fruits and vegetables, in partnership with La Berceuse Farm in Wickham, located about 100 km from the hospital. The farmers' market attracts many employees, visitors and patients, who are delighted to find high-quality, healthy and delicious produce right at their fingertips!

LA FERME DE la Berceuse
Culture biologique certifiée

Centre intégré universitaire de santé et de services sociaux du Centre-Ouest de l'île de Montréal
Québec

LES MARDIS-MARCHÉ SONT DE RETOUR!
Produits frais et biologiques d'un producteur local.

Tous les mardis, dès le 28 juin, de 14 h à 16 h 30, à l'entrée du pavillon K de l'Hôpital général juif.

RÉOUVERTURE - REOPENING

FARMERS' MARKET IS BACK!
Fresh and organic products from a local producer.

Every Tuesday, starting June 28, from 2:00 to 4:30 p.m., at the entrance of Pavilion K of the Jewish General Hospital.



LANDSCAPING, GREENING, AND BIODIVERSITY



Since 2021, more than 185 trees have been planted at 12 facilities, in collaboration with SOVERDI.

In particular, at the Maimonides Geriatric Centre, 47 trees were planted, two pollinator gardens were created, and a beehive was installed, thanks to the support of the Donald Berman Maimonides Foundation.

These initiatives improve residents' quality of life, combat urban heat islands, and promote biodiversity.



Trees planted since 2021

- Jewish General Hospital (60 trees)
- Maimonides Centre (47 trees)
- MAB Centre (22 trees)
- Richardson Hospital (16 trees)
- Saint Andrew Residential Centre (10 trees)
- Jewish Eldercare Centre (9 trees)
- Mount Sinai Hospital (9 trees)
- Saint Margaret Residential Centre (6 trees)
- Father Dowd Residential Centre (3 trees)
- Catherine Booth Hospital (2 trees)
- CLSC de Parc-Extension (2 trees)
- Coming soon: Miriam Guimont Centre



Trees, beehives, pollinator gardens and educational workshops with residents.

Partners: Soverdi, Poliflora and Apiguru
Financial support: The Donald Berman Maimonides Foundation

Leads: Joel Bohadana et Sabrina Uddin



Several community sites, as well as the Jewish General Hospital, have been decorated with flowers for the enjoyment of employees, visitors, and clients. It is worth noting that at the Mackay site, the local green team helped water and maintain the plantings.

Leads: Jorge Garcia Romero, Sabrina Uddin, Stephan Simioni, Angelo Genovesi, Jacob Maman



RESPONSIBLE PURCHASING

The MSSS has adopted a framework for responsible procurement that sets out three guiding principles to steer government action and integrate sustainable development principles into the procurement process. Since 2024, the Purchasing Department of CIUSSS West-Central Montreal has incorporated several sustainable development criteria into its calls for tenders, increasing the proportion from 15.7% to 42.2%.

Work carried out

- Incorporating sustainability considerations into the CIUSSS's procurement policy
- Hiring a lead specialist in responsible purchasing
- Requiring staff to undergo training in responsible purchasing
- Adopting a supplier code of conduct
- Setting a responsible procurement target and monitoring progress
- Adopting an action plan

Examples of Indicators

Environmental

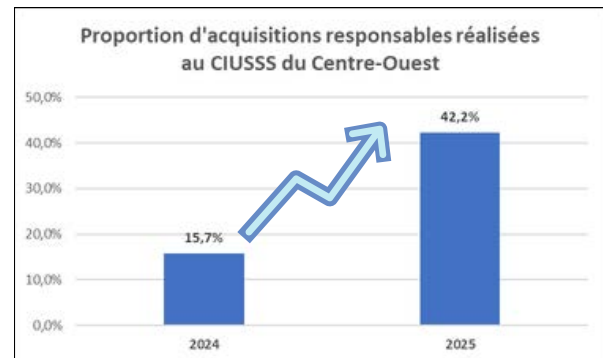
- Greenhouse gas reduction
- Climate change adaptation
- Certification
- Recycled and/or recyclable content
- Reduced packaging

Social

- Fair trade
- Social enterprise
- Inclusion of people with disabilities

Economic

- Geographical proximity
- Technological innovation
- Longer lifespan



Examples of acquisitions

- Request for proposals for cleaning products with Ecologo Certification
- Food procurement from a local farm
- Recyclable or compostable tableware and kitchen accessories
- Recycled compression sleeves
- Environmental and social considerations in construction and renovation contracts

In progress

- Under review: rigid containers for sterilized medical instruments
- Monitoring the reuse of urinals and related reusable items

Other principles to consider

- 3RVE Hierarchy (Reduce, Reuse, Recycle, Recover, Eliminate)
- Product life cycle analysis
- Total cost of ownership

Leads : Pablo Guisen, Gabriela Mesquita

ENERGY EFFICIENCY

Objective 5.6 of the government's Strategy for Sustainable Development (2023–2028) aims to “improve the environmental performance of public buildings and infrastructure”, specifically by reducing GHG emissions from buildings for which government project owners cover the cost of energy consumption by 60% compared to 1990 levels by 2030 (5.6.1).

In May 2021, CIUSSS West-Central Montreal completed a major energy efficiency project.

A total of 47 measures were implemented in nine buildings: the Jewish General Hospital, Mount Sinai Hospital, Richardson Hospital, Catherine Booth Hospital, the Henri Bradet Residential Centre, the Saint Margaret Residential Centre, the Saint Andrew Residential Centre, the Father Dowd Residential Centre, the Donald Berman Maimonides Geriatric Centre, and the Miriam Home.

There are several notable measures, such as upgrading general lighting to LED, modernizing boiler rooms, utilizing heat pump and geothermal technologies and upgrading automation systems.

From an environmental standpoint, the project enables the CIUSSS to reduce its greenhouse gas emissions by 49%. This represents a reduction of 6,173 metric tons of CO₂ emissions, equivalent to removing approximately 2,128 cars from the roads each year.

This initiative also represents a reduction in annual energy consumption of 39.3 million kWh, which is equivalent to the annual energy consumption of approximately 1,637 households.



This large-scale project involved an investment of \$18.8 million, and the CIUSSS received grants totaling \$6.7 million. The measures implemented will yield annual energy savings of \$1.4 million, representing a 23% reduction in energy costs.

Through this major project, the CIUSSS is reducing its environmental footprint and improving comfort for its users.

[Watch the video](#) to learn more.

SUSTAINABLE CARE

Reduce at the source, reuse, recycle



Leads : Stefanie Lam, Oana Ududec

Magnet Nurses & the Nursing Directorate

A team of Magnet-certified nurses from the Nursing Directorate has optimized the reuse of urinals, bedpans, kidney basins, and commode chair seats at the Jewish General Hospital. To achieve this, the following steps were taken:

- Production of a bilingual video and a poster, and awareness-raising
- Optimization of space in waste disposal rooms and installation of carts collected by the Medical Device Reprocessing Unit
- Tracking of costs and quantities purchased by the Supply Department

The project has been implemented in the units of Pavilion K and will be implemented in the other pavilions shortly.

Video in french : [Plastiques réutilisables](#)

Video in english : [Reusable Plastics](#)

Leads : Victoria de Jesus, Lyne Charbonneau

Pharmacy & McGill University

In collaboration with students from McGill University's Bieler School of Environment, the Pharmacy Department has implemented several initiatives to improve the CIUSSS's environmental footprint, including:

- Reusing salbutamol inhalers in the Pulmonary Physiology lab, in collaboration with IPAC and Respiratory Therapists
- Inhaler recycling throughout the hospital
- Raising staff awareness with posters on sorting appropriate recyclable items
- Using reusable clips to transport medications (saving 18,000 single-use baggies per year)
- Encouraging IV to PO switch sooner to decrease medication carbon footprint

360 Article



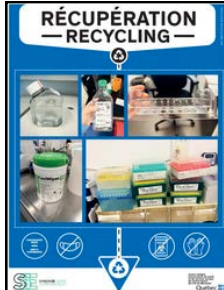
WASTE MANAGEMENT

Technical Services is constantly working to increase the recycling rate at the CIUSSS. Since 2023, more than 30 green wheeled bins have been added to JGH wards, primarily to collect thin cardboard and clean plastics. A project to reprocess compression sleeves was launched in 2025, in collaboration with the Rehabilitation team at the JGH. Whenever possible, proceeds from these materials are returned to the participating units or deposited into the CIUSSS Green Fund.

Recycling posters in units



General poster



E6 Lab



Operating room

***New!**
Hundreds of
compression sleeves
were recycled
in 2025

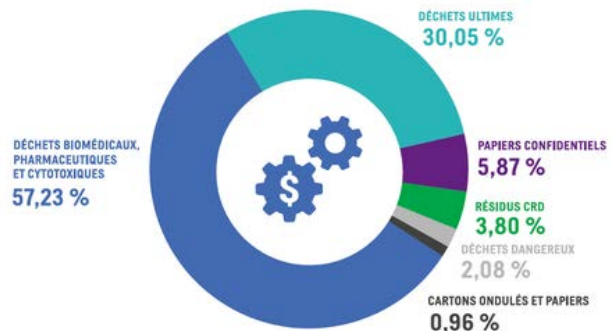
Materials recycled at the CIUSSS in 2024–2025

 <p>COMPUTER PRODUCTS</p> <p>19.4 TONS</p>	 <p>MEDICAL EQUIPMENT</p> <p>1 TON</p>	 <p>FURNITURE IN THE COMMUNITY</p> <p>15 UNITS</p>	 <p>BATTERIES</p> <p>1 213 KG</p>	 <p>CONFIDENTIAL PAPER</p> <p>120 TONS</p>
 <p>NEONS AND LIGHT BULBS</p> <p>3 826 UNITS</p>	 <p>PAINT</p> <p>482 KG</p>	 <p>HEMODIALYSIS CONTAINERS</p> <p>4 TONS</p>	 <p>PAPER, CARDBOARD PLASTIC, GLASS, METAL</p> <p>113 TONS</p>	
 <p>WOODEN PALLETS</p> <p>80 TONS</p>	 <p>COMPRESSION SLEEVES</p> <p>15 BOXES</p>	 <p>METALS</p> <p>13.3 TONS</p>	 <p>SMALL ELECTRONICS</p> <p>68 KG</p>	

Optimizing biomedical and pharmaceutical waste management

In 2021 and 2023, visual audits revealed that more than half of the contents of biomedical waste containers are, in fact, regular waste, resulting in unnecessary management and labor costs. In fact, aside from non-anatomical solid waste that is autoclaved at the Jewish General Hospital, anatomical, pharmaceutical, and cytotoxic waste, as well as sharps, are managed by an external firm; the first three categories are sent for incineration in the United States, more than 1,000 km from Montreal. A waste management assessment conducted in 2019 by Synergie Santé Environnement showed that although biomedical waste accounts for only 12.7% of the total weight of waste, it accounts for 57.2% of management costs. Furthermore, improper sorting of these materials leads to a waste of resources and pollution.

To optimize the management of biomedical waste, a training program was developed in collaboration with Synergie Santé Environnement to educate staff on proper waste sorting. Posters, fact sheets and a video were produced. Over a period of about a year and a half, 46 training sessions, mostly in-person, were offered to approximately 450 staff members. The initiative reduced the number of autoclaving cycles by one-third and cut the disposal costs.

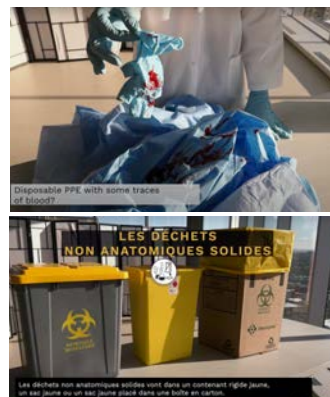
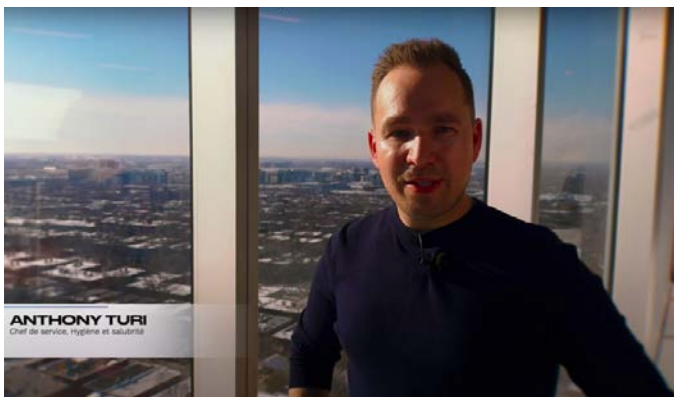


Percentage of costs by material category at the JGH (SSE, 2019)



Non-medical solid waste found in waste bins (2023)

This initiative reduced autoclaving by approximately 30% and disposal costs.



Left :
Production of a video on the proper sorting of biomedical and pharmaceutical waste by the Enviro team, the Communications Department, and the consultant Synergie Santé Environnement

[French version](#)
[English version](#)

Optimizing biomedical and pharmaceutical waste management

In 2024 and 2025, **46 training sessions** were conducted for approximately **450 staff members**, in collaboration with Synergie Santé Environnement



Neurosurgery/Neurology (K10)



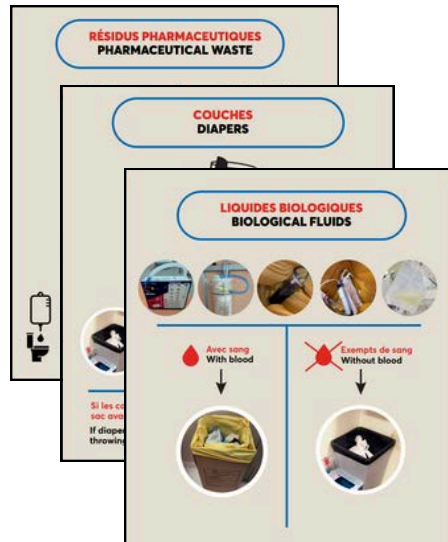
Operating room



Internal Medicine (K6)



Urology/Gynecology (K9)



Information sheets and posters, some of which are tailored to the specific needs of individual units, have been developed.

Leads: Anthony Turi, Frédérique Binette
Partner: Synergie Santé Environnement

Workplace for social and vocational reintegration

Since 2021, a waste management workstation has been in place at the Jewish General Hospital, providing both an environment conducive to the acquisition of various skills by CIUSSS clients and an opportunity to optimize recycling. This project is the result of a collaboration between the Community Reintegration and Rehabilitation Services and Technical Services.



With the assistance of a Special Education Teacher, the team of patient-trainees at the Miriam Home helps with various tasks, such as untying the knots on the gowns, flattening cardboard boxes, restocking the mask dispensers, and, more recently, loading items into the presses.

In 2025, the Technical Services Department renovated the loading dock area to accommodate two balers for compressing cardboard and plastics, which are collected by specialized local recyclers, thereby improving the traceability, quantity, and quality of the recycled materials.

Patient-Intern Team at the Miriam Home at the Jewish General Hospital



Renovated area of the Waste Dock in 2025

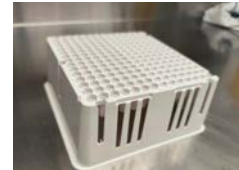
Optimizing recycling

The materials currently being baled include cardboard boxes, plastics from certain laboratories and plastics from the Hemodialysis Unit. Some plastic containers and trays are also collected from the laboratories, as well as the blue drapes from the operating room.

Recycled materials



Cardboard and certain plastics are currently collected by specialized recycling companies.



Clean hospital plastics #2 and #5

Cardboard and plastic presses



Baling



From September 2025 to March 2026, 110 bales of cardboard (31 tons) and 27 bales of plastic (2.8 tons) were sent to specialized local recycling facilities.

COLLECTION OF ORGANIC WASTE AND RETURNABLE CONTAINERS



Organic Waste Recovery at Mount Sinai Hospital

Recovery of organic matter

The recovery of organic materials has been considered at all facilities, but challenges—particularly regarding storage—remain. Here are the advances that have been made:

- Composting to be implemented in 2024 at Mount Sinai Hospital and the Saint Andrew Residential Centre through municipal collection
- Composting at the Maimonides Geriatric Centre (during the cold season), following a 2025 feasibility study by Stratzer on recovery options
- Installation of a biodigester planned at the future Maison des Aînés at the Henri Bradet Residential Centre
- Composting to be implemented at the Jewish Eldercare Centre
- Other sites under consideration

	Mont-Sinaï	St. Andrew
Year of quantification	107	70
Cafeteria	Yes	No
Tablée des chefs	Yes	No
Prior characterisations - Weighed and extrapolated quantities	3.2 tons per year (production only)	13.6 tons per year (47% production and 53% tray returns)
Number of bins	1	4
Collection of returned trays	No	Yes



Return of returnable containers

Since the deposit system was introduced—particularly the one covering “ready-to-drink” plastic containers ranging from 100 mL to 2 L, as well as aluminum containers—thousands of containers have been collected, thanks to a collaboration between Food Services, Technical Services and healthcare teams.

RENOVATION AND CONSTRUCTION

Objective 5.6 of the Sustainable Development and Green Economy Strategy (2023–2028) aims to “improve the environmental performance of public buildings and infrastructure”, notably by including sustainable components in construction contracts (50% target by 2028) (5.6.1).

Action 16 of the MSSS’s PADD (2023–2028) calls for “creating healthy living environments by greening parking lots and grounds within the RSSS”, with the aim of fostering healthy living and working environments and combating heat islands.

Examples of sustainability criteria

- The location, architectural quality and heritage value of buildings
- Reducing GHG emissions and adapting to climate change
- Maximizing the use of existing buildings and infrastructure
- Reducing energy and water consumption
- The use of eco-friendly materials
- Implementing eco-management measures on construction sites
- Improving indoor air quality
- Greening and biodiversity

Next step:

Incorporate environmentally responsible criteria into the design and renovation of parking lots, particularly through landscaping and rainwater retention.



Architectural rendering of Pavilion H as it will appear after the addition of two floors to house the new Department of Pharmacy.

Several sustainability criteria have been incorporated into the CIUSSS’s construction and renovation projects, including the addition of a **green roof** and **bike rack** spaces to the building that will house the Pharmacy Department, the installation of **geothermal systems and heat recovery systems** in large-scale projects, as well as **white membrane roofs** to combat urban heat islands.

CIUSSS contracts include, in particular

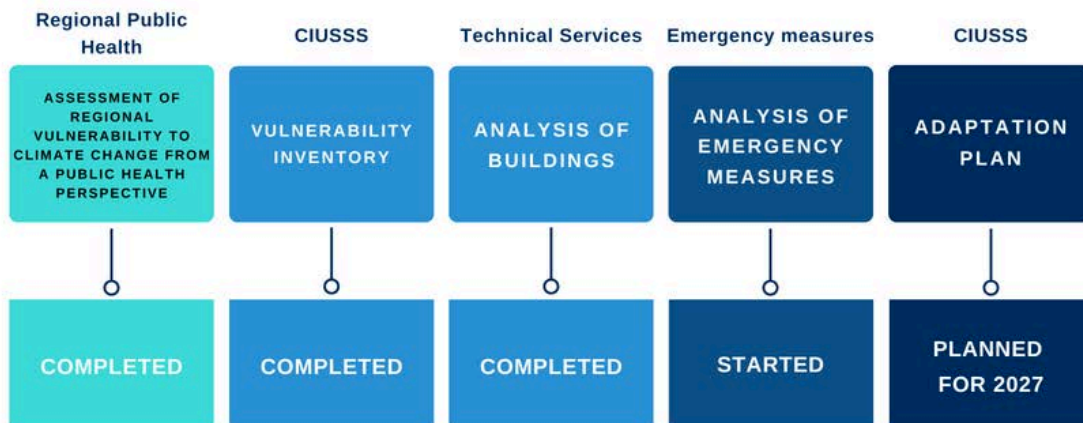
- The sorting of recyclable and non-recyclable materials and certification of their recycling
- Priority hiring of subcontractors based in Quebec
- Priority purchasing of products manufactured in Quebec
- Compliance with applicable standards regarding airborne particles, particularly asbestos.

RESILIENCE TO CLIMATE CHANGE

As part of Action A2-010: "Conduct risk assessments for strategic infrastructure and priority government services and plan for their adaptation" (formerly Action 3.2.1.1a "Assess risks to public infrastructure and plan for their adaptation—health" of the 2030 Green Economy Plan), the ministère de l'Environnement et de la Lutte contre les changements climatiques, de la Faune et des Parcs (MELCCFP) has entrusted the MSSS with the mandate to assess climate risks to strategic infrastructure and priority government services, as well as to evaluate the potential costs of climate change impacts.

Since 2023, the CIUSSS has been working on this initiative in collaboration with Stantec and Sécurité Civile Landry, and significant progress has been made.

Project phases and responsibilities



TRANSPORTATION

The government's sustainable development strategy aims to "accelerate the transition to sustainable mobility" and calls on ministries and agencies to increase the modal share of active and public transportation, a goal also outlined in Santé Québec's interim action plan.

In 2022 and 2023, a mobility survey and a travel management plan—one for the entire CIUSSS and the other for the Jewish General Hospital—revealed that most staff members use cars to get to work, particularly in areas with limited public transit access, and that carpooling and active transportation remain marginal.

Initiatives implemented in 2024-2025

- Two bike clinics at the HGJ (18 participants)
- Addition of a bike storage room and a bike rack at the CLSC de Parc-Extension
- Addition of bike racks at the JGH (20 spaces by 2024), *although some have been removed—more additions are coming)
- Drawing for 65 monthly BIXI memberships
- 127 corporate BIXI memberships (10% discount)
- 21 corporate passes (1 month free) for the ARTM and 54 for the STM (in exchange for a parking space for the JGH)
- Over 6,050 rentals of self-service bikes from the CIUSSS

The CIUSSS provides employees—particularly those at the SAPA—with a fleet of self-service bicycles for their work-related travel to three CLSCs. **Since the program began in 2009, more than 6,050 rentals have been recorded.** This service helps reduce travel time to clients' homes, particularly in areas with poor public transit service or high population density, encourages physical activity and reduces travel-related expenses for the employer.



Above: Bike-sharing program

On the right (top): an electrified Bixi station on the grounds of the Jewish General Hospital; (bottom): bike racks added at the Jewish General Hospital



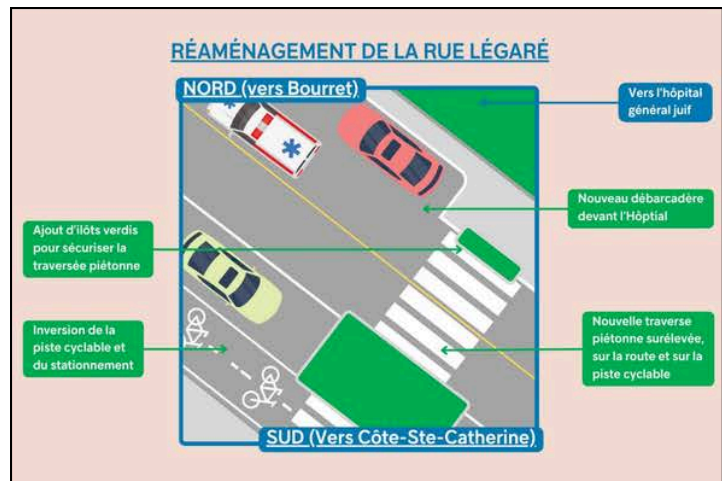


In the spring of 2024 and 2025, bicycle tune-up workshops for employees were held at the Jewish General Hospital to encourage cycling to work.

Safety features

The urban environment influences the travel choices of road users. Previous studies have shown that the main thoroughfares running alongside the Jewish General Hospital are high-accident areas, particularly at intersections. Initiatives have been implemented to improve safety in this heavily trafficked area, including:

- the creation of a joint working committee between teams from the JGH and the Côte-des-Neiges borough to make Légaré Street safer
- the drafting of a joint letter from CHU Sainte-Justine and other partners addressed to the mayor of Montreal to extend the bike path on Côte-Sainte-Catherine road



Instagram post by Mayor Gracia Kasoki Katahwa

- the submission of a brief by the Montreal Table on Environmental Health and Sustainable Development to the public consultation on the City of Montreal's 2025 Urban Planning and Mobility Plan, with the aim of, among other things, securing the area around the JGH and introducing the concept of a "Health Zone."

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