



# Montreal Alouettes EnvironmentALS Plan Update

## 2014

### Tackling Climate Change



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## Summary

In 2008, the Montreal Alouettes organization became the first professional Canadian sports team to become carbon neutral and remains the only one at this day.

### Retrospective of the 2013 Season

With the recycling activities as well as sorting out the waste and collecting of compost, the organization finished the season with a 44.7% diversion rate. The compost augmented by 126 kilograms during the 2013 season.

The players, part of the “Together at School with the Alouettes”, raised awareness about sustainable development. They touch on topics such as making good personal and community decisions as well as the importance of an education for the well-being of the community. The leftovers from the suites were recovered by La Maison du Père, who distributed the food amongst people in need. The club also supports various social causes such as amateur sports, youth development and health.

### What is new in 2014?

In order to increase awareness of its leading role in the environmental community, the Alouettes, with *la CRÉ (comité régional des élus) de Montréal*, will work on projects at the Perceval Molson stadium. One of those projects is to create a garden on top of our ticket office green roof. The vegetables grown will be given to the less fortunate. We will continue our efforts to minimize our environmental footprint. The club will purchase carbon credits by CO2 environment, from the first and only project approved Gold Standard transition in North America. Green spaces created by these plantations are located in the greater Montreal region.



## EnvironmentALS Program

*Leadership. Dignity. Respect. Credibility. Quality. Partnership.* These values taken from the mission statement of the Montreal Alouettes have been the guiding principles of the Club and have shaped interactions with key stakeholders while influencing club operations since its return to Montreal in 1996. The fans expect no less. (This sentence has too many “ands”)

As a ‘customer-driven’ organization, the Montreal Alouettes have always been attuned to issues that are important to their fans. Therefore, it comes as no surprise that as climate change has become the defining environmental issue for this generation; the Club has formalized its commitment to environmental sustainability.

The Alouettes always make efforts to operate in a sustainable way; the Club actively takes steps to reduce waste, increasing recycling and energy efficiency, and was constantly looking at ways to reduce its environmental footprint. However, in 2008 the Alouettes launched their EnvironmentALS program, which formalized its plan of action and community engagement focusing on sustainability. This initiative has led to the Alouettes becoming the first ‘carbon neutral’ football team in the CFL, as well as the first professional sports franchise to do so in Canada. It has also led to the development of a new pillar in the Alouettes mission statement, to: “Implement an environmental plan that will help insure the future of our natural environment and take a leadership role in the community by encouraging others to do the same.”

This plan has a three-prong approach:

- Becoming carbon neutral
- Initiating a comprehensive sustainability program
- Adopting LEED criteria as guiding principles when planning the Club’s ongoing construction projects.

Following a successful program launch, the Alouettes are looking for ways to continually improve their program moving forward.

### Environmental Initiatives

As an environmentally responsible corporate citizen and leader in the community, the Club is committed to continuously improving its environmental practices and to developing solutions to our environmental challenges.

In order to meaningfully tackle the critical issue of climate change, the Club kicked-off its EnvironmentALS Plan in 2008 with the goal of lessening the environmental and ecological impact of Club operations and to help protect the environment and its resources.

### Going Carbon Neutral

One important way to address global warming is through a carbon neutral initiative. ‘Going carbon neutral’ has become the catchphrase to signal that an organization has taken action to reduce greenhouse gas emissions so as to contribute to the fight against climate change. It is defined as calculating total climate-damaging





greenhouse gas emissions from an event, organization or business, reducing them where possible, and balancing the remaining emissions by purchasing high-quality carbon offsets.

In order to become carbon neutral, every year the Alouettes undergo a third-party audit of their carbon emissions with Planetair. This audit is made up of a rigorous process which also identifies areas in which the Club can reduce its greenhouse gas emissions.

Through Planetair, the Alouettes reduce their carbon footprint and have become carbon neutral by purchasing carbon credits. Becoming carbon neutral, the Alouettes have a score equivalent to taking approximately 100 cars off the road each year, which is about 400 tons of CO<sub>2</sub>. This data includes the carbon emissions generated by operations at the stadium and in the offices, the daily transportation of the team and its travel games played outside of Quebec.

The money is invested in the purchase of 'Gold Standard' transition carbon credits for planting new forest projects in Quebec. Planetair has always focused on the quality of carbon credits it distributes, thus limiting it to Gold Standard projects. The acquisition of standard CarbonFix the Gold Standard Foundation, we ensure the quality of forestry credits in this certification, the latter being the strongest in the industry.

Generated by CO<sub>2</sub> environment, forestry credits from the first and only project approved Gold Standard transition in North America. Conducted in the Greater Montreal region, the project focuses on replanting forests on degraded land and unused in urban and semi-urban areas, as well as the upgrading of forest ecosystems and the creation of green spaces. New forests created by planting 375,000 trees are strategically located in the administrative regions of the Laurentians, Lanaudière and Montérégie.

### **Sustainability Program**

While the Club will always emit carbon and will always need to purchase offsets if it is to be carbon neutral, it will continually look for ways to minimize its Carbon Footprint<sup>1</sup>, as well as its overall Environmental Footprint<sup>2</sup>.

The Alouettes Sustainability Program includes the following policies and procedures, which involve various areas of the Club's operations:

#### **Administration**

- Printing on environmentally-friendly paper (FSC certified) such as:
  - Tickets for games and events (with vegetable based ink)
  - Game accreditations
  - Event brochures
  - Cheerleader calendars (with vegetable based ink)
  - Pocket calendars (PEFC certified)
- Using environmentally-friendly paper for office use (FSC certified).

<sup>1</sup> The amount of carbon emissions generated by the operation of the Club which in turn affects climate change.

<sup>2</sup> A sustainability indicator that determines how much of the Earth's resources are used due to the operations of the Club.



- Introducing electronic invoicing to clients when possible.
- Improving the office recycling system (paper, glass, plastic, and printer ink cartridges and toners).
- Reducing energy consumption by installing programmable thermostats (Energy Star) and light sensors in common areas at the office.
- Replacing incandescent bulbs with compact fluorescent light bulbs (CFLs) to reduce energy consumption.
- Recycling old computers and other electronic office equipment.
- Recycling used batteries and light bulbs.
- Properly disposing excess paints.

### **Stadium Operations and Facilities**

The Alouettes are working to make Percival Molson stadium and its operations more energy efficient and environmentally friendly.

#### *1. Waste Reduction*

In order to maximize our recycling, the maintenance crew, Entretien Chateau, sorts approximately 85% of the waste generated by the spectators after each game in the Percival-Molson Stadium. Through this process, the Club diverts approximately 2460 kg of recyclable waste from landfill per game. By the end of a given season, approximately 24 tons of material has been diverted from landfill.

In order to facilitate and encourage recycling by the fans, the club almost doubled its number of recycling bins in the stadium from 2008 to 2010. In order to further engage the fans, the Club will strategically place key sustainability messages on recycling bins, on the videoboard and on other stadium areas.

La Maison du Père collects the food surplus from the corporate suites at Percival-Molson stadium, the food is distributed to people in need. The Club continued its compost initiatives to work towards reducing waste that is generated by the stadium operations and improve waste collection program in order to increase its diversion rate. The diversion rate is the percentage of waste diverted from landfills to be recycled, composted or reused. Please see *Appendix I* for the results since 2008.

#### *2. Energy Efficiency*

Although the Club is only a tenant of the McGill Stadium for its ten games, the Club looks at its various activities and events to try to improve its practices in order to reduce its environmental footprint.

Initiatives the Club will take:

- Purchasing equipment (sound system, televisions, garbage and recycling bins) instead of renting for every game has diminish the amount of vehicles needed for set up and take down at Percival-Molson stadium;
- Purchasing equipment (LED signage) that requires less energy;





- Use of electric/hybrid vehicles whenever possible;
- Promote energy conservation initiatives to reduce electricity consumption at Percival Molson Stadium during events;
- Reduce lighting capacity whenever possible;
- Replace incandescent light bulbs with compact fluorescent light bulbs (CFLs) to help reduce energy consumption;
- Replace scoreboard and 20-second clocks with LED technology.

### 3. *Toxins*

The Club's maintenance partner uses low VOC (volatile organic compounds) and non-toxic, environmentally-friendly (and Ecologo certified) cleaning products. The stadium is outfitted with recycled hand and toilet paper. Please see Appendix III to see product specifications.

### **Transportation**

The Club has already made significant efforts to promote public transit to its fans. The Club's shuttle service transports more than 70,000 fans per year to and from the metro system and the stadium.

Through the EnvironmentALS plan, the Club will also:

- Encourage and improve access to alternative transportation to games
  - Thirty four percent of the Club's fans drive to games (average 2.5 passengers per car). The Club will work to lessen this number by trying to convince its fans to become commuters instead of drivers.
- Improve bicycle facilities.

### **Food and Beverage Concessions Operator**

Compass Group is one of the Club's main operating partners. As the largest food service operator in Canada, it manages all food and beverage service at Percival Molson Stadium. Compass Group plays an active leadership role with regard to sustainability and, to that end, is working closely with the Club to play its part in implementing the EnvironmentALS plan. For a complete list of their environmental practices, please consult appendix II.

Labatt Breweries, the Club's beer supplier and stadium co-sponsor supports the EnvironmentALS plan by using recyclable beer cups and lids (class #1 recyclable plastic) in the stadium.

### **LEED Criteria for Construction**

In order to further reduce its footprint, the Club used LEED (Leadership in Energy and Environmental Design) criteria as its moral compass when planning the Phase II expansion project of Percival Molson Stadium, as well as any of the Club's future renovations and upgrades to the facility and its equipment. The internationally recognized LEED Green Building rating system provides a set of standards for environmentally sustainable construction.



Through the Phase II expansion project of Percival Molson Stadium, some environmentally-friendly elements were put in place.

- Arriscraft International stone products were used. Arriscraft International takes pride in being environmentally friendly.
- Ultra-low-flush toilets and urinals were installed.
- A Green roof on the ticket office was built.
- Planting of 270 trees (3 for 1) and 500 shrubs to improve the biodiversity of the stadium and surrounding area.
- Reducing noise pollution in the residential areas surrounding the stadium.
- Reducing light pollution outside the stadium.
- Loges have garage door window openings to provide natural ventilation instead of having to use an air conditioning system

### **Communications and Community Outreach**

By taking a leadership role in the community, the Club hopes that its partners, suppliers and fans will undertake their own environmental initiatives, in both their professional and personal lives.

The Club has an incredible opportunity to motivate and educate fans about environmental sustainability and to motivate them to become part of the solution.

Through the EnvironmentALS plan, the Alouettes will reach out to their existing fans, as well as appeal to a young audience that is concerned about the impact of global warming on their future. By educating the public about small steps they can take to lessen their footprint on our planets, the Alouettes hope to motivate individuals to lead more sustainable lives – and even go carbon neutral themselves.

With a captive audience of loyal fans at each home game, the Club has an incredible opportunity to coach fans and to influence their behavior.

Opportunities for 'in stadium' communication includes:

#### On the video board:

- Commercials & animations during games (STM shuttle bus service, encourage fans to recycle their empty bottles in-stadium, etc.)
- Quiz and tips about the environment.

#### In stadium:

- Signage in the concourse.
- Signage on recycling containers.

The Alouettes can also inform and educate fans and the public through:

- The Club's web site - [MontrealAlouettes.com](http://MontrealAlouettes.com).
- A targeted media campaign.





In order to increase its role as a leader in the environmental community, the Alouettes joined “The SME Council for Sustainability“, an initiative of the Network for Business Sustainability. This council aims to advance the issue of the sustainable development in small and medium size enterprises. As a company, the Alouettes recently implemented several office-wide policies to increase green efforts, including the commitment to use of only Forest Stewardship Council (FSC) approved recycled paper products. Frequent inspections of the office’s waste and recycling bins also occur to monitor Alouettes employee efforts. In addition to his involvement, the team has served as an example in a case study on how to encourage their employees to go green (see Appendix III).

### **Community Relations Initiatives**

The Club has expanded the scope of its ‘Together at School’ with the Alouettes and the CN, which now reaches an average of 60,000 Quebec youth annually in 120 schools, to incorporate an environmental awareness and sustainability module. With the integration of key messaging as part of the program, Quebec’s youth will learn about how they can become agents of change and reduce their own impact on the environment – collectively and individually.

The Alouettes are collaborating with the David Suzuki Foundation, one of Canada’s most respected environmental non-governmental organizations, and the Climate Project, a program founded by the Al Gore Foundation, to develop content for the Together in School program and joint community outreach efforts.

The Club also supports various social causes such as amateur sports, youth development and health.



## Conclusion

With deep roots in the Montreal community, close connections with fans and a high profile, the Alouettes offer an unmatched opportunity to demonstrate solutions to global warming.

By going 'carbon neutral' and formalizing their commitment to becoming a more sustainable organization through the EnvironmentALS plan, the Alouettes are taking action and providing leadership on key issues. By encouraging their fans and partners to do the same, they are becoming a positive role model for the public and other organizations.

As the first major professional sports franchise in Canada to go carbon neutral, the Alouettes have set the standard for other professional sports franchises in the country.

Year after year, the Alouettes continually seek to expand the scope of their environmental plan to identify further areas of improvement and introduce new, innovative initiatives.

## Appendices

### Appendix I

#### Diversion rate during Alouettes' games at Percival Molson stadium

Year	Waste	Recycling	Composting	Diversion rate
	(in kg)			
2008	22472	4339		16,2%
2009	22210	14880		40,1%
2010	21100	24600	300	54,1%
2011	18540	20599	2000	54,9%
2012	16870	15912	3500	53,5%
2013	19401	12060	3624	44.7%



## Appendix II Compass Environmental Practices

- Recycling glass, cardboard and plastic
- Hand towels are made entirely of recycled fiber
- Condiments dispensers are used when possible
- Composting of kitchen food
- Perform regular maintenance on equipment
- Reusable dishes and utensils are used in loges
- Implementing water and energy consumption reduction practices
- Coffee stirrers are in wood instead of plastic
- Cardboard cups are used for coffee
- No Styrofoam is use in any of the operations
- All fridges are “Energy Star”



**Appendix III**  
**Case study on the Montreal Alouettes**





# Engaging Employees in “Going Green”

## A Guide for Service Providers

This guide presents 10 proven ways to engage employees in your company’s environmental and social goals. It is based on 30 years of academic and industry research and is designed for HR managers, trainers and employees responsible for health and safety and the environment.

### Why Go Green?

Companies have at least four reasons to improve their impacts on the environment and the community:

1. **Cut Costs.** Replacing lighting fixtures alone can reduce a company’s energy use 25 to 30 per cent.
2. **Increase Revenues.** Customers will pay up to 10 per cent more for products that are green (e.g. made from recycled materials) or ethical (e.g. fair trade).<sup>1</sup>
3. **Find and Keep Great Employees.** Employees look for social responsibility and environmental commitment when selecting employers.<sup>2</sup> Because finding qualified workers is a top priority for Canadian small business owners,<sup>3</sup> being good to people and the planet is no longer just “nice to do.”
4. **It’s Good Business.** Governments, suppliers, customers and employees are talking about the role companies play in the environment and society. Smart business leaders want to be part of that conversation.

### What Success Looks Like: Signs of Engaged Employees

Engaged employees: 1) understand that financial, environmental and social issues are connected; and 2) believe their organization is addressing all three. These are signs employees are engaged in environmental and social goals:

- The HR manager hires people who are committed to customers, employees and the environment.
- Employees are rewarded for reaching environmental targets, such as reducing waste or energy use.
- Employees build the company’s sustainability values into their personal lives – choosing to carpool or bike to work, volunteer in the community, pack lunches from home, etc.
- Salespeople know the environmental and social impacts of the company’s products or services (e.g. their carbon footprint or energy consumption, whether they were produced locally or are fair trade). They use these qualities to distinguish their company’s products or services from competitors’.
- Front-line staff regularly identify ways to reduce energy or water use.
- Staff make business decisions based not just on profit potential but on what is “the right thing to do.”
- Employees engage in community initiatives such as park beautification projects and fundraisers.
- When considering products from new suppliers, purchasing managers automatically screen the products to see if they meet the company’s environmental or ethical criteria.
- The president (or another senior employee) drives industry-wide efforts to improve the environmental or social impact of the entire sector.

<sup>1</sup> Cotte, J. 2009. *Socially conscious consumerism: Executive briefing on the body of knowledge*. Network for Business Sustainability. <<http://nbs.net/knowledge/consumer/consumerism/executive-report-consumerism/>>.

<sup>2</sup> Grolleau, G. 2012. Green not (only) for profit: An empirical examination of the effect of environmental-related standards on employees’ recruitment. *Resource and Energy Economics*, 34; 74-92.

<sup>3</sup> Allies. 2012. *Global talent for SMEs: Building bridges and making connections*. <<http://alliescanada.ca/wp-content/uploads/2010/05/SMEs-Report-English1.pdf>>.





## Ten Ways to Engage Employees in “Going Green”

Jump in! Begin where you can and continue to add activities. More tactics will help you make environmental and social concerns a central part of your workplace and help you find and keep great employees.

Legend: \$ = How much it will cost your company

 = How much of your time it will take

### 1. Be a Role Model

Don't just say it, do it.

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- Be the first to ride your bike to work.
- Sort your lunch waste into garbage, compost and recyclables.

### 2. Start at the Top

Signal the importance of environmental and social commitments by putting senior people in charge of projects.

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- Ensure company-wide environmental committees include senior staff members.
- Assign major projects, like going carbon neutral or environmental auditing, to the most senior operations person.

### 3. Put Your Money Where Your Mouth Is

Allocate time and money to environmental and social initiatives.

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- Give employees company time to participate in volunteer projects.
- Buy energy efficient equipment or lights.
- Buy carbon credits to offset the greenhouse gases your company produces.
- Offer employees flexible work hours or mobile work options.

### 4. Put It into Writing

Policies make your corporate values explicit, clarifying expectations and helping employees make better decisions.

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- Update your corporate values to include social and environmental goals.
- Publish “green” goals on your website.
- Create policies and codes of conduct that support your goals.
- Include “green” successes in your annual report.

### 5. Build Sustainability into Day-To-Day Operations

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- Set thermostats one degree closer to the outside temperature.
- Reduce paper use by printing less.
- Turn off lights and electronics when not in use.
- Conduct life cycle assessments on key products and work with consultants or industry peers to reduce their impacts.

### 6. Make It Someone's Job

Ensure employees are responsible for environmental and social performance.

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- Create a new role dedicated to sustainability or build the duties into an existing position (e.g. in health and safety or human resources).





### 7. Provide Training

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- At new employee orientation, teach employees about the company's environmental goals and why they matter.
- Train employees on issues specific to their jobs, such as waste management, health and safety, and sustainable procurement.

### 8. Explain How It Affects Them

Employees may view environmental or social programs as unwelcome additions to an already-full workload. Explain how the programs relate to their roles.

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- For the financial officers: show the dollar savings you expect to get from investments in energy-efficient equipment.
- For the sales reps: explain how volunteering with a local community group will improve customer loyalty.



### 9. Assemble Champions

Engage employees of varying seniority throughout the company. Programs that are not just “top-down” get more employee buy-in.

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- ☐ Find employees who are already passionate about your environmental or social goals and encourage them to build a “Green Team” that reports to you or senior staff.

### 10. Let Employees Experiment

Encourage employees to figure out how they can make a difference and let them try out new ideas.

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- ☐ Let them organize zero-waste lunches or toy/food drives, sponsor local sports teams, raise money for disaster relief, serve meals to homeless or at-risk youth, or participate in a fundraising walk.
- ☐ Encourage employees to suggest ways of saving energy or reducing waste in their day-to-day work.

## Case Study: Montreal Alouettes

**Put It into Writing.** In 2008, the Montreal Alouettes developed a sustainability program called “EnvironmentALS” and published a report outlining the program’s goals. “The EnvironmentALS plan is like a sustainability playbook for Alouettes players and employees,” said Rémy Paré, Director of Game Operations. “It clearly outlines our environmental goals and values, and every year we update the plan to report on progress and add new targets.”

**Make It Someone’s Job and Build Sustainability into Day-to-Day Operations.** Paré is the person responsible for the Alouettes’ sustainability goals. As part of his job overseeing club operations, he sources non-toxic, biodegradable cleaning products for the stadium maintenance crews. He ensures the club prints on environmentally-friendly paper using vegetable-based inks and uses electronic invoicing for clients. Paré also works with the marketing team to develop garbage can signage and scoreboard messages that encourage fans to recycle pop cans at the game and take shorter showers at home.

**Provide Training.** Experts from the Al Gore Foundation’s “Climate Project” and the David Suzuki Foundation come in to educate players and employees about environmental issues. The players then visit local classrooms to teach students about important issues like climate change.

**Put Your Money Where Your Mouth Is.** The Alouettes don’t own their home stadium: they lease it for just 10 days a year. However, when the stadium underwent renovations in 2010, the club paid to install ultra-low flush toilets, plant extra trees and shrubs, and build a green roof on the ticket office.

**Let Employees Experiment and Explain How Sustainability Affects Them.** A few times a year, the club does a garbage audit in its administrative offices. Paré sorts through everything the 45-person administrative staff has thrown away, separates waste from recyclables and emails his colleagues a one-page summary of the results. The activity raises awareness among Alouettes employees about their personal actions and reminds them of the company’s goals.

**Signs the Alouettes Have a Sustainability Culture.** Environmentalism is so engrained in the Alouettes’ culture, they even take it with them: “We brought our own recycling bins to a company golf tournament once,” said Paré with a shrug. “We didn’t think it was unusual: sustainability has become automatic.”

*To read the Alouettes’ “EnvironmentALS” sustainability report, visit [www.montrealalouettes.com](http://www.montrealalouettes.com).*

### Contributors

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This guide is based on research by the Network for Business Sustainability and management professor Stephanie Bertels. For more resources, visit [www.nbs.net](http://www.nbs.net).