

Strategic planning for  
sustainable development

# DO BETTER SEE FAR

BrcMont™

JANUARY 11, 2023

A collaborative approach carried out with stakeholders and with the  
support of Comité 21 Québec's expertise in sustainable development





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# A word from the president



Left to right:  
Benoit Plourde, Marie-Hélène Bourbonnais, Claude Péloquin, Kathy Deschamps,  
Charles Désourdy, Charles-André Cantin, Marc-André Meunier, Charles-Antoine Pouliot,  
Evelyne Boisvert, Vincent Bouchard, Carole-Anne Ménard.

Absent: Dominic Pépin, Daniel Rochon, Daniela Severin.

## DO BETTER, SEE FAR...

Our destiny is closely tied to Bromont and its mountain, this magical place where we play in all four seasons and where we live.

With increasing changes in the climate, the growth of outdoor activities and their impact on a given area, our role is to take these factors into account in order to offer programming that is adapted to new environmental, social, economic and cultural challenges to ensure that we can all keep doing the sports we love.

**We therefore have a responsibility to protect this mountain so that through the decades and even centuries to come, we can still live and play here.**

This has been our concern since the beginning, but we are pleased to have discovered, through the consultation process for the current sustainable development plan, that you share this concern, dear employees, dear clients, dear partners.

Many of you participated enthusiastically in the various stages of the process, and we feel well supported to do better and see far with all of you.

*Charles Désourdy, president of Bromont, montagne d'expériences  
On behalf of the entire management team*

# Sustainable development

In 1987, the World Commission on Environment and Development, in its Brundtland Report, was the first to confirm that sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

In 2015, the international community’s interest in sustainable development shifted when 193 countries, including Canada, adopted the United Nations 2030 Agenda for Sustainable.

Development (the Sustainable Development Goals, or SDGs), and auditors general from around the world agreed to assess and monitor progress and to report on it.

The federal government made a commitment to implement the 2030 Agenda in Canada and to help other countries meet theirs.

Closer to home, Quebec has had legislation addressing this issue since 2006: it sets out 16 principles that all ministries and public organizations must take into account.

Sustainable development includes environmental, social, economic, governance, ethical and cultural aspects.



## ENVIRONMENTAL

Water management, greenhouse gas emissions management, biodiversity, raw materials, waste materials and services, etc.



## SOCIAL

Equity, health and safety, participation and working and civic relationships, etc.



## ECONOMIC

Local development, procurement, profitability, etc.



## CULTURAL

Cultural heritage, diversity of cultural offerings, contribution of culture to economic development, etc.



## GOVERNANCE

Mission, vision, values, participation and democracy, management and decision-making support, etc.



## ETHICAL

Solidarity, shared values, responsibility for products and services, etc





# The process for creating a sustainable development plan for Bromont, montagne d'expériences

For several years, Bromont, montagne d'expériences (BME) has been committed to sustainable development and has begun taking concrete action that contributes to it.

Management decided, in November 2021, to undertake a more formal approach and to situate it within a strategic plan from which a sustainable development action plan will eventually flow.

Because BME wanted to carry out this process in collaboration with its stakeholders so that the result would meet their expectations and aspirations, several stages of consultation were done.

Comité 21 is the expert firm in the area of sustainable development (SD) for organizations and lands and is used by many to support them in the SD process and approach.



# Steering committee

In choosing Steering committee members, we wanted to have equal representation of employees from all services so they would all be involved in the process.

Employees who are concerned about sustainable development wrote a letter indicating their interest in getting involved and stating why they felt they would be a good candidate.

## ROLE AND MANDATE OF THE MEMBERS OF THE STEERING COMMITTEE:

- Help to lay the foundations for BME sustainable development plan
- Offer guidance on major issues
- Give feedback on the content and relevance of communications
- Give feedback on materials produced (questionnaires, consultation workshops, summary reports, survey results, etc.)
- Help the project team prepare the launch
- Be a key part of BME 2022 strategic plan for sustainable development team

From January to October, the members of the Steering committee took part in monthly meetings, provided feedback on documents and made recommendations to encourage the engagement and participation of their colleagues.

## MEMBERS OF THE STEERING COMMITTEE:

- Daniela Severin
- Nicolas Auclair
- Christian Brodeur
- Charles-André Cantin
- Stéphanie Cottin
- Evelyne Déry
- Daniel Desroches
- Philippe Di Pietrantonio
- Katherine Dos Santos
- Denis Fournier
- Paul Gagnon
- André Lalumière
- Patrick Pilon
- Marie-Hélène Tessier
- Julie Thérien
- Jessy Lupien
- Benoit Plourde
- Myriam Désourdy

# The strategic plan

an overview

## PRIORITY 1

# Develop the mountain sustainably

## ORIENTATIONS

- Define a shared vision for sustainable development and conservation with all stakeholders
- Ensure responsible use of the mountain
- Incorporate sustainability in the very design of projects



## PRIORITY 2

Use resources  
efficiently and  
reduce greenhouse  
gas emissions

### ORIENTATIONS

- Optimize water management
- Optimize waste management
- Reduce greenhouse gas emissions

## PRIORITY 3

# Participate actively in local and regional development



## ORIENTATIONS

- Support and promote responsible procurement practices
- Foster collaboration and partnership in development with economic, social, environmental and cultural stakeholders; facilitate the creation of synergies and encourage innovation
- Support and promote initiatives with sociocultural and tourism impacts



#### PRIORITY 4

Be a welcoming  
and enriching  
environment for  
employees and  
visitors

#### ORIENTATIONS

- Foster the attraction and retention of diverse talent pools
- Optimize the client experience
- Be a welcoming and caring work environment
- Provide inclusive and transparent communication to clients and employees on the sustainable development process

## PRIORITY 5

# Incorporate thinking on sustainability into BME's business strategies

## ORIENTATIONS

- Facilitate and encourage SD initiatives in all services
- Develop governance and dialogue mechanisms among services and stakeholders to facilitate the achievement of SD strategic objectives
- Develop a culture of accountability that is collaborative and adapted to services in relation to the vision for SD



# A few examples of what we are already doing at the mountain

One of the first things we did as part of the process was to identify, with all BME services, the environmental, social, economic, cultural, and ethical and governance actions that were already in place.

Here are a few examples of actions identified, which generated a lot of surprise but also a lot of pride among employees!

## ENVIRONMENTAL

- |  |   |
|--|---|
| 1. Tree planting / reforestation   | 13. Recycling of outdated computer equipment, resale of used cellphones to employees, repair of equipment to extend the life span, etc. |
| 2. Reusable resin dishes, requiring sinks to be adapted  |   |
| 3. Installation of electrical charging stations  | 14. Automatic hand dryers in washrooms  |
| 4. Water fountains for refilling water bottles   | 15. Automatization of taps and toilet flushing  |
| 5. Energy efficiency management of buildings   | 16. Statistical monitoring of the grooming machine engines in use to avoid the machines running unnecessarily                           |
| 6. Electrical power management (Hydro-Québec program): ski lifts and kitchens                    | 17. Multi-material recycling in place   |
| 7. Lighting modification program on the ski slopes to replace them with LEDs                     | 18. Pilot project for composting  |
| 8. Snow-making network with durable steel pipes, removal of the old pipes to avoid contamination | 19. Bandwidth management (energy management)  |
| 9. Modernization of cleaning equipment (e.g., Zamboni: less detergent, less water, etc.)         | 20. Reusable access cards   |
| 10. Paperless offices  |   |
| 11. Installation of crossbars to reduce erosion due to runoff on the mountain                    |   |
| 12. Pilot project for recycling construction waste   |   |

## SOCIAL

- |  |   |
|--|---|
| 1. Uniforms given to organizations or sent to emerging countries   | 7. Anti-bullying policy   |
| 2. Sale of chairlifts for the benefit of organizations   | 8. Involvement in the public transit project Mobi (Town of Bromont) |
| 3. Donation of furniture that couldn't be reused internally to organizations   | 9. Service offerings and loan of our buildings to organizations     |
| 4. Donation of lost items to Maison Marguerite Dubois  | 10. Visibility program for merchants in the region                  |
| 5. Inclusive hiring on the environmental services team   | 11. Hosting and support for Défi ski Leucan                         |
| 6. Sponsorships of several organizations in the region (e.g., Maison Marguerite Dubois, Brome-Missisquoi-Perkins Hospital, Pleins Rayons, sports associations) |   |

## ECONOMIC

- |  |  |
|--|--|
| 1. Certification by Aliments du Québec since 2019  | 4. Spotlight on agri-food products from the region through our food services |
| 2. Prioritization of local suppliers (construction, food services, snow-making guns, marketing agency, cabinetmaker, etc.) | 5. A family business that is aiming for long-term sustainability             |
| 3. Ski Bromont events showcasing local producers   |  |

## ETHICS AND GOVERNANCE

1. Budget transparency and sharing of financial results with permanent employees
2. Good representation of women at the management level
3. Advisory committee (external members and shareholders) in place

## CULTURAL

1. Jeudis Shows featuring emerging Quebec artists and comics, ideally francophone artists
2. Shows on Nuits Blanches
3. Respect for built heritage for the new hotel project
4. Francisation committee

# The most inspiring activities according to employees



## SOCIAL INCLUSION WITH PLEINS RAYONS

In December 2021, Bromont, montagne d'expériences welcomed youth with an intellectual disability to its teams for the first time.

The experience was so well received that the company began doing inclusive hiring in spring 2022.



## ANNUAL TREE PLANTING AND REFORESTATION

Every year, more than 1,000 trees are planted to ensure Bromont, montagne d'expériences forest cover.

The Bromont maintenance team ensures that these new deciduous trees are growing well and will contribute for a long time to the greening of the mountain!



## SHOWS

Every winter, the mountain offers a series of concerts.

Showcases for emerging francophone artists, these shows are also done in collaboration with local suppliers.



# Roles and responsibilities

## MANAGEMENT OF BME – LEADERSHIP

Management is responsible for the strategic plan and its implementation. Stakeholders participate in the launching and the success of projects. BME acknowledges the crucial support of its employees, clients and other local, regional and national bodies in its progress along the path to sustainable development.

## EMPLOYEES – IMPLEMENTATION

Employees of the different services are involved in the creation of the strategic plan and the sustainable development action plan. Directors of services are responsible for the orientations, priorities, objectives and indicators within their service once these have been defined and approved. To generate employee engagement, teams will be created based on sustainable development activities.

## CLIENTS AND COMMUNITY – PARTICIPATION

At all times, clients and the community are invited to contribute to the implementation of the plan.

## SUPPLIERS – COLLABORATION

Suppliers must be familiar with BME strategic plan for sustainable development and try to respect its principles in providing products and services to BME.

# Management’s commitments

In addition to continuing efforts that are already in place, the company is committed to accomplishing new ones by 2025 and developing its plan for the long term.

## ENVIRONMENTAL

- We are committed to planting 1,000 trees each year between now and 2025.
- We are committed to contributing to the rollout of a public transit solution in the Bromont area and actively participating in the development and implementation of a platform promoting ride-sharing for our employees and clients by 2025.
- We will identify markets for 75% of our used items by 2025: uniforms, building materials and furniture.
- We are committed to converting our lighting system to LED by 2025.
- We are committed to conducting a water management study at the mountain.

## SOCIAL

- We are committed to maintaining free access to our hiking trails for Bromont residents.
- By 2025, we will give free access to some of our water park, skiing and cycling facilities for Bromont residents.
- All new facilities will be considered carefully and adapted to meet the accessibility needs of our clients.
- We are continuing our efforts to promote social inclusion on our teams.

# Management’s commitments (cont’d)

## ECONOMIC

- We are continuing our investments totalling \$111M by 2025, which will ensure 1,200 jobs as well as high-quality infrastructure for the region

## ETHICAL AND GOVERNANCE

- We are committed to promoting parity on our executive committee and maintaining our good practices when it comes to egalitarian and inclusive hiring.

## CULTURAL

- We are committed to having the programming of shows made up of 90% local/Quebec francophone artists each year until 2025.

# Next steps

To ensure the full rollout of this strategic plan into an action plan, a governance structure will be created.

The governance structure can then translate the strategy into actions using objectives and concrete indicators.







Appendixes



# STEPS IN THE PROCESS

<b>NOVEMBER 2021</b> Start of the process and creation of the management committee	<b>JANUARY 2022</b> Creation of a steering committee	<b>FEBRUARY AND MARCH 2022</b> First meetings with the company's different services
<b>MARCH AND APRIL 2022</b> Employee survey  Meetings with the environmental, social, economic and cultural interest groups  Client survey	<b>JUNE AND JULY 2022</b> Presentation of results to services and proposal of a draft plan	<b>SEPTEMBER TO DECEMBER 2022</b> Finalizing of the plan and layout
<b>JANUARY 2023</b> Launch and publication of the strategic plan	<b>2023</b> Implementation and definition of the action plan	

# Summary of the consultation process

From February to April 2022, permanent and seasonal employees, environmental, social and cultural interest groups from the region, and clients were consulted to ensure that their opinions were taken into consideration in the strategic plan for sustainable development.

More than 500 people contributed to the process.

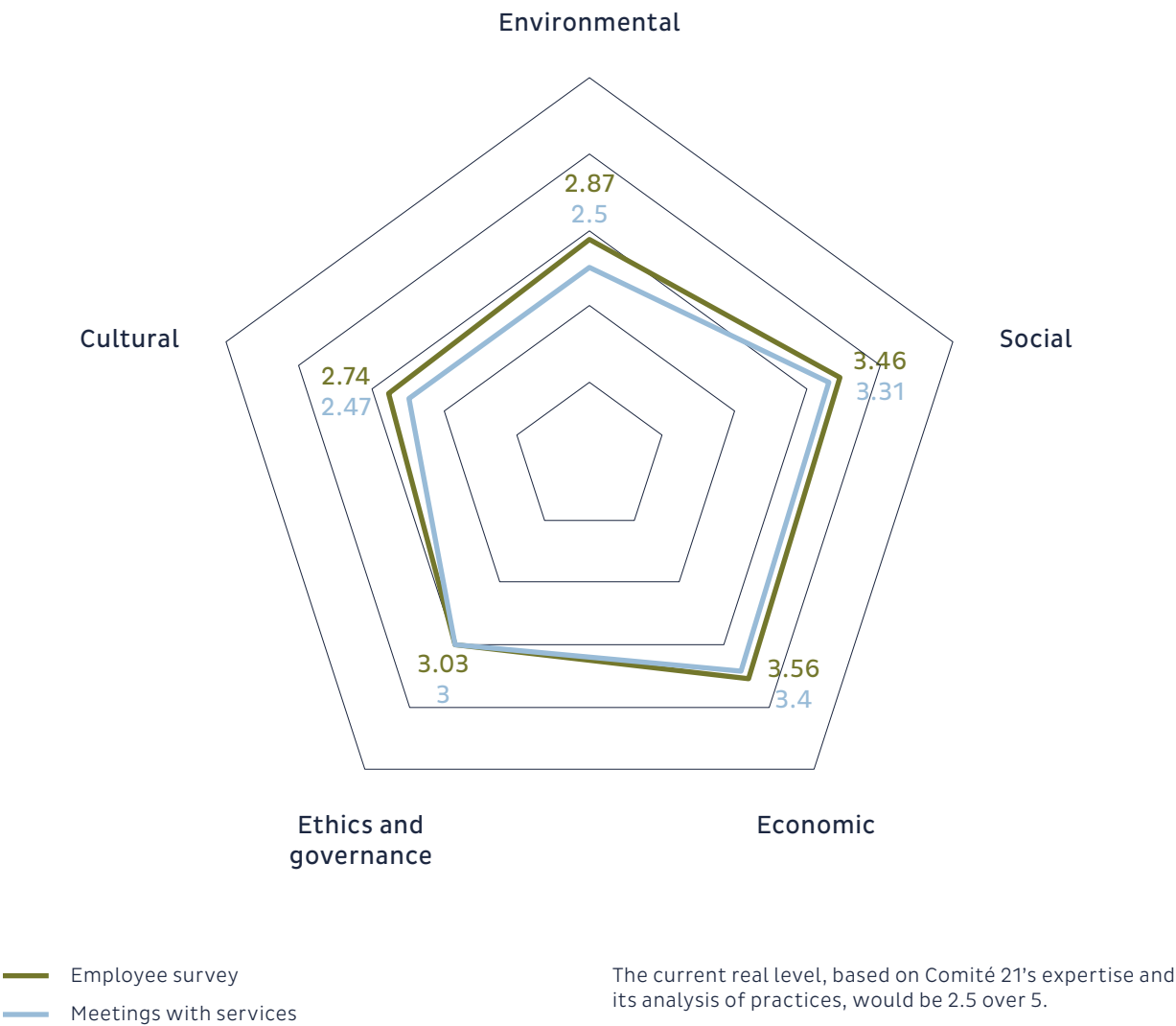
WHO	HOW	WHEN	DETAILS
SERVICES	15 meetings	February 8 to March 30	<ul style="list-style-type: none"> <li>• Training meetings, self-diagnosis adapted from the BNQ 21000 standard, and definition of actions for the plan</li> </ul>
ALL EMPLOYEES	Online survey	March 7 to April 1	<ul style="list-style-type: none"> <li>• 23 questions, perceptions, awareness of actions already in place, prioritization, values, vision</li> </ul>
INTEREST GROUPS	Town hall meeting	March 11 March 24 April 7	<ul style="list-style-type: none"> <li>• Environmental, social, economic, cultural groups</li> <li>• Town of Bromont</li> <li>• Gave their opinion on Ski Bromont's strengths, weaknesses, opportunities and threats regarding SD and priorities for action</li> </ul>
CLIENTS	Online survey	Online from March 24 to April 14	<ul style="list-style-type: none"> <li>• Sent via 2 newsletters to subscribers</li> <li>• Reshared on the community's Facebook group</li> <li>• 12 questions, importance of SD, proposed actions, values, vision</li> </ul>



# Diagnosis

## BROMONT, MONTAGNE D'EXPÉRIENCES MATURITY ON ASPECTS OF SUSTAINABLE DEVELOPMENT

In order to know where you're going, you have to know where you're coming from! One of the first steps in the process, following the compilation of actions already in place at BME, was to carry out a diagnosis of the company's maturity when it comes to the various aspects of sustainable development, using the recognized standard BNQ 21000, which is used by the Government of Québec.



**IMPORTANCE OF ISSUES ACCORDING TO ALL  
STAKEHOLDERS CONSULTED**

Once the diagnosis had been completed, to get a better sense of the main priorities of the sustainable development plan and their resulting orientations, we asked all stakeholders which were the priority issues on which BME should move forward: here is the consensus.

Important for  
employees,  
management  
and clients

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**ENVIRONMENTAL**

- Shared vision of development / conservation
- Water management (Yamaska River)
- Decision making that is mindful of SD
- Optimization of transport systems / reduction of greenhouse gases
- Management of raw and waste materials
- Management of other types of pollution (traffic, light, etc.)

**ECONOMIC**

- Centralized purchasing
- Local and responsible sourcing of supplies

**CULTURAL**

- Cultural diversity

**ETHICAL AND GOVERNANCE**

- Culture of dialogue: improved transparency / internal and external communication on SD
- Dedicated resource / follow-up for the process and results
- Integration of SD into its business strategy

**SOCIAL**

- Attraction and retention of talent
- Inclusive hiring initiatives
- Affordable housing
- Accessibility / affordability of the mountain (community, people with disabilities)



AN INITIATIVE OF

**Bromont**<sup>HC</sup>

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IN COLLABORATION WITH

