Canadian Sport Tourism Alliance

SUSTAINABLE SPORT EVENT
TEMPLATE

Ontario Trillium Foundation

Fondation Trillium de l'Ontario

Sustainable Sport Event Template

Acknowledgements

The Canadian Sport Tourism Alliance gratefully acknowledges the contribution of the following agencies and individuals in the creation of this template:

www.canadiansporttourism.com

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About the Sustainable Sport Event Template (SSET)

The Sustainable Sport Event Template (SSET) has been created to give Canadian-based sport event organizers and host cities a resource to help incorporate sustainability into the event experience and planning process. Applying sustainability principles to sport event plans has proven to reduce negative impacts, and to enhance positive environmental, social and economic benefits for the event itself, as well as for the participants and host region.

The template introduces CSTA members to current sustainability practices and standards in a practical way, including:

- Canadian Standard Association "Requirements and guidance for organizers of sustainable events" Z2010-10, November 2010
- International Standards Organization "Event sustainability management systems – requirements with guidance for use" ISO 20121:2012(E), June 2012
- Sustainability Reporting Guidelines & Event Organizers Sector Supplement, Version 3.1 GRI G3 Sustainable Reporting Guidelines (GRI-Global Reporting Initiative) 2011
- Best practices from the Vancouver 2010 Olympic and Paralympic Winter Games (Vancouver2010)

As a resource, the template introduces key planning and reporting concepts found in the standards but does not replicate the information. Instead, it provides basic information to help event organizers and host cities initiate planning.

The template has been adapted for the CSTA by Ann Duffy, former Chief Sustainability Officer for Vancouver 2010, international sustainability advisor to the sport event sector, and principal of The Ann Duffy Group www.annduffygroup.com

Background

In recent years, sport events hosts have inspired and enabled environmental and sustainability initiatives and innovations which target environmental, social, economic and legacy opportunities through planning and delivering great sport event competitions and experiences.

In addition, new guidelines providing systems-based guidance for major event organizers have been published - like the web-based Vancouver 2010-AISTS Sustainable Sport and Event Toolkit (SSET, 2009), domestic (CSA Z2010, 2010) and international standards (ISO 20121, August 2012) for sustainable event management and a sector supplement for sustainable event reporting for event organizers (GRI-EOSS, Fall 2011). Results of sustainable event initiatives have led to reduced risks (i.e. financial, operational and reputational), increased levels of engagement and inclusion, and brand enhancement and association for rights-holders and hosts, sport organizations, sponsors, cities and tourism.

Recently, the Canadian federal, provincial and territorial ministers of sport unanimously approved the Canadian Sport Policy 2012. References are made to the importance of "social inclusion" and "sustainability." This template provides more detailed information on these concepts and how they can be applied to sport event planning.

A number of CSTA members including Toronto 2015 (Pan/ParaPan American Games); Canadian Soccer Association, Canada Games Council, and Commonwealth Games Canada have helped to provide initial input on the scope and purpose of the template. The CSTA partners anticipate that a sustainability template will complement the Canadian Sport Policy 2012 and provide the sport sector with timely guidance.

Key Definitions

Sustainability:
The most commonly accepted definition of Sustainability is from the 1989 World Commission on Environment and Development (Brundtland Commission):

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Applying sustainability principles to sport event planning and decision-making means:
- managing the environmental, social and economic impacts and opportunities.
- establishing and maintaining transparency and accountability with all key stakeholders, and
- ensuring enduring legacies provide meaningful benefits.

Table 1 – Sustainability Spheres

Sustainability means understanding the environmental, social and economic impacts and opportunities of a plan, project or event in an integrated way.
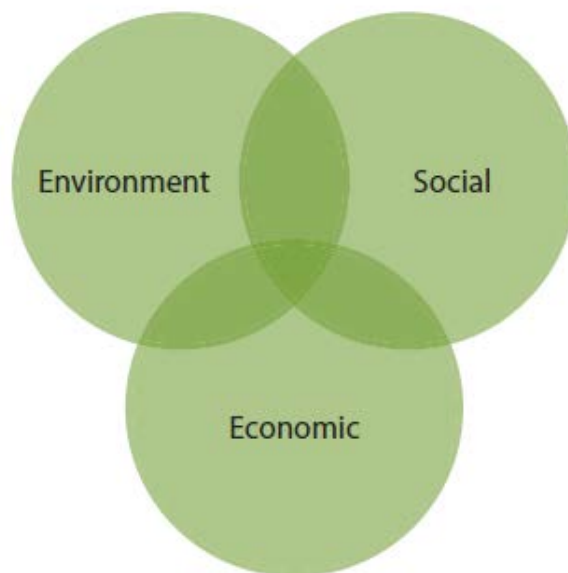
Table 2: Examples of what is included within the three spheres of Sustainability:

Environment	Social	Economic
• Air quality • Climate change and greenhouse gases • Water quality and quantity • Biodiversity and habitats • Material and natural resource use • Energy source and consumption • Pollution, emissions and effluents • Solid, liquid and hazardous waste • Conservation, restoration, and mitigation	• Social inclusion • Accessibility • Diversity and equal opportunity • Human rights • Occupational and Customer Health and Safety • Sport • Healthy Living • Ethical conduct & anti-corruption • Training and Education • Local communities • Awareness raising, communications and behavior change	• Budget and financing • Event excellence and quality • Sourcing (procurement) • Innovation • Business development • Trade • Skills, job creation, training • Security • Tourism • Branding and Marketing Communications • Sponsorship and licensing • Partnerships
Accountability • e.g. governance, stakeholder engagement, reporting and transparency		
Hard and soft legacies • e.g. new infrastructure, restored areas, green space, technologies, products, services, best practices, sport and other programs, sustained awareness and behavior change		

Sustainable Events: Events which identify and manage economic, social, environmental and legacy risks and opportunities with government, non-government and private sector hosting and sponsoring partners throughout the "event planning, hosting and decommissioning-to-legacy" lifecycle.

Sustainability: a way of thinking (i.e. an "ethos") applied to planning sport events with an emphasis on environmental, social and economic impacts and opportunities.

Legacies: enduring outcomes which are planned and delivered by thinking of the end - first - and identifying relevant hard and soft outcomes that can be generated in the event planning cycle and that will remain in the host-region long after the sport event is over.

Social Inclusion: ensuring opportunities, services and events are open to all, avoiding discrimination.

See Glossary for additional terms.

How to use this guide

This document is designed to help you inform your own sustainable sport event strategy. It consists of a set of objectives organized into nine main chapters.

Each chapter contains:
- Goals and Objectives with direct references to the ISO20121, Z2010 and GRI EOSS standards,
- Action Items,
- Performance Measures (PMs) and GRI indicators and guidance,
- A column to put the name of the person responsible for each objective, and
- Project status Checkboxes
- In some cases, resources are suggested.

For Example:

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measure (PMs)	Sustainability Champion	Status of Action Item
6.2 Seek low emission transportation solutions ISO20121: 6.1; 8 Z2010 9	➢ Use low emission shuttle vehicles, bicycles, hybrid cars, etc. PM'S: Kilometres driven and fuel consumption of Vehicles GRI EOSS: EN16-20	Names: (Transportation Manager, Environment Manager)	Discussed Documented Implemented Not Applicable

Notes:

- ➢ The Performance Measures (PMs) are provided as a way to define and measure the success or level of completion of the objectives and action items.
- ➢ All Objectives, Action Items and Performance Measures are provided as recommendations and may need to be modified to fit the specific needs of the event.

Where to find complete versions of the sustainable event management and reporting standards

The following three recent standards can be downloaded from the following sites:

➢ A complete version of the Canadian Standard Association "Requirements and guidance for organizers of sustainable events" Z2010-10, November 2010 is available at http://www.csa.ca/ for a fee of $81 CDN.
➢ A complete version of the International Standards Organization "Event sustainability management systems – requirements with guidance for use" ISO 20121:2012(E), June 2012 is available at http://www.iso.org/iso/home/store for a fee of 148CHF (Swiss francs).
➢ A complete version of the Sustainability Reporting Guidelines & Event Organizers Sector Supplement, Version 3.1 GRI G3 Sustainable Reporting Guidelines (GRI-Global Reporting Initiative) 2011 is available at https://www.globalreporting.org/reporting/sector-guidance/event-organizers for free.

Getting started

Create your own customized sustainable strategy and implement it using the following steps:

➢ Review and assess the activities you are already doing with respect to sustainability. See the following sections for prompts.
➢ Identify decision-makers (staff and volunteers) who are interested in advancing the sustainability of the sport event.
➢ Make a commitment toward being a sustainable sport event and organization.
➢ Begin with one area (i.e. travel lightly, buy local, ethical and green where possible).
➢ Share your experience with workforce and key stakeholders. Seek input and ways to improve.

8 Practical Attributes of Sustainable Sport Events
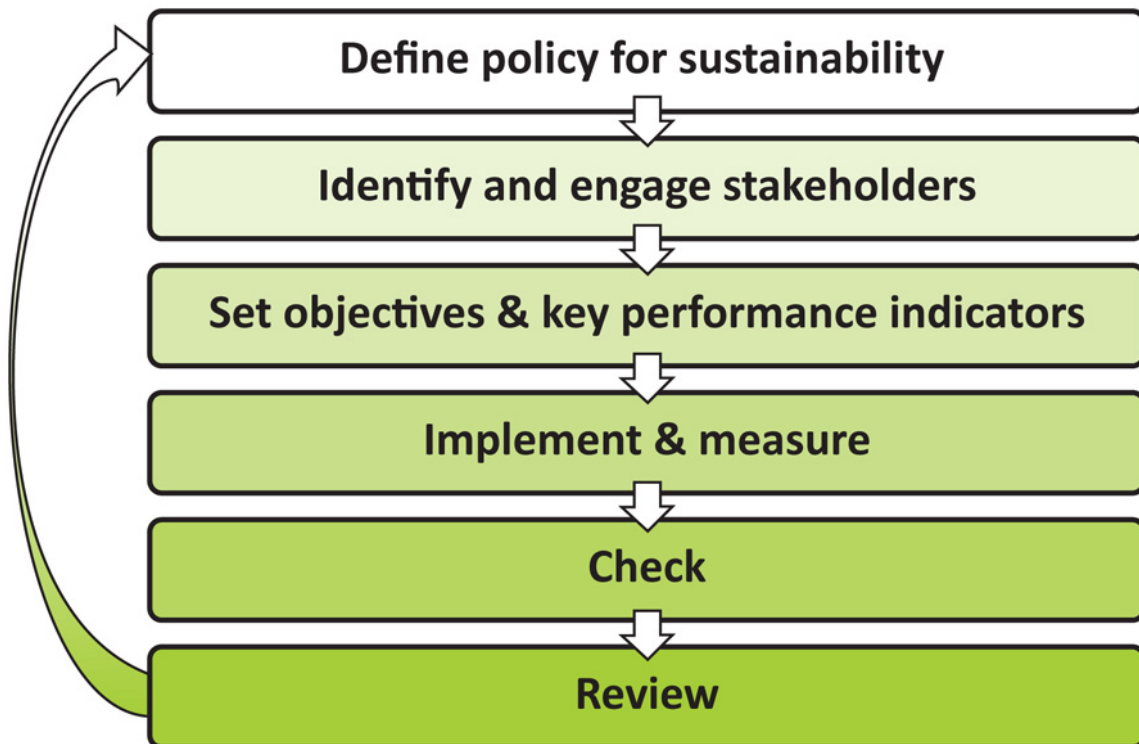
Once sport event organizers have committed to sustainability as a shared value and principle of planning, management and performance – organizers can plan and assess sustainability performance with a common set of attributes, including:

1. Providing an accessible and inclusive setting for all
2. Providing a safe and secure atmosphere
3. Having minimal negative impacts on the environment

4. Encouraging healthy living
5. Promoting responsible sourcing
6. Delivering excellent participant and spectator experience
7. Encouraging more sustainable behavior
8. Leaving a positive legacy

Implementing the attributes of a sustainable sport is best achieved through a management systems approach. The ISO20121 standard features an Event Sustainability Management System Model (p. vi). A simplified version of it is presented below.

Road Map for Implementation

Define policy for sustainability

↓

Identify and engage stakeholders

↓

Set objectives & key performance indicators

↓

Implement & measure

↓

Check

↓

Review

*For an expanded version see ISO 20121:2012 **(E) page vi**.*

1 - Create a Sustainable Commitment and Strategy; Determine Program Scope

Make an organizational commitment to sustainable sport events. Strive to be accountable for a low-footprint, low-carbon, low/zero waste, socially inclusive, accessible, ethical and innovative sport event.

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

1.1 Create a commitment statement on convening a sustainable sport event ISO20121 5.1 – 5.3 Z2010 4.3	• Write a public commitment statement outlining your intention to organise a sustainable sport event and communicate this both internally and externally. PMs: Written commitment statement YES/NO GRI EOSS G3.1: • Strategy & Analysis	Name:	Discussed Documented Implemented Not Applicable

1.2 Identify your key sustainable issues and stakeholders ISO20121: 6.1.2 Z2010: 5.5; 8.3	• Involve your key partners (e.g. sport federations, organizing committee sponsors, local partners, authorities) to secure buy-in. Invite these key partners to be part of the commitment statement. PMs: List of stakeholders consulted and main issues/interests;	Name:	Discussed Documented Implemented Not Applicable

	Signatures or letters of support from partners YES/NO GRI EOSS 4.14		

1.3 Define your scope ISO20121: 4.3 Z2010: 4.6	• Determine time span, location, events and key activities to be addressed by your sustainability commitment statement and strategy. PMs: -Scope defined YES/NO -GRI EOSS G3.1 3.6	Name:	Discussed Documented Implemented Not Applicable

1.4 Identify and assess your risks and opportunities ISO20121 5.5 Z2010 6.1	• Identify any risks/opportunities associated with your sustainable event and evaluate the magnitude and likelihood of these risks/opportunities occurring. PMs: -Risk assessment chart completed YES/NO -GRI EOSS G3.1 1.2	Name:	Discussed Documented Implemented Not Applicable

1.5 Plan to leave a positive legacy ISO20121 5.2; A.8 Z2010 5.5	• Identify the top three things your sport event plans to accomplish to leave the site, venue, services, community or organization better off once the sport event is finished. • Prompts: What is your community contribution? Charitable donation? New level of volunteerism? Skills training? Job creation? Sport development? Something else? PMs: -Documented legacy plan YES/NO -GRI EOSS G3.1 EO11-EO13	Name:	Discussed Documented Implemented Not Applicable

1.6 Commit to monitoring and reporting on your sustainability plans, and performance ISO 20121 – 7.4; 9.2; A.20 Z2010: 5.7; 12.2; 12.3	• Track and communicate progress of key measures across relevant areas of the sustainable sport event plan. Using this information, set and/or improve targets and update the sustainability plan. PMs: Documented performance indicators and targets YES/NO GRI EOSS 3.5-3.11; 3.12	Name:	Discussed Documented Implemented Not Applicable

1.7 Allocate sufficient resources to ensure effective implementation ISO20121: 7.1 Z2010: 5.6	• Budget for time, money, people, work space and technology to implement sustainable sport event commitments. PMs: Continual checking that the plan is met on time and on budget	Name:	Discussed Documented Implemented Not Applicable
1.8 Communicate your commitment to sustainable sport and events (see also Marketing and Communications chapter) ISO 20121: 7.4 Z2010: 12.1-12.4	• Share verbal and documented messages both a) internally - planning team, sport organisations, host venue, workforce and operations staff, in meetings, official communications, training, operating procedures; and b) externally - sponsors, suppliers, spectators, athletes, VIPs, media, authorities. PMs: Communication sent to all key stakeholders YES/NO GRI EOSS including 4.14	Name:	Discussed Documented Implemented Not Applicable

2 - Management

Ensure good governance to implement your sustainable strategy with the sport event organization, stakeholders and supply chain.

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

2.1 Designate a sustainability team leader and form a team ISO20121: 7;7.1-7.2 Z2010 5.1;5.2;5.6	• Designate a sustainable champion or leader with the necessary authority to oversee implementation of plan (include the sport event organizer, recruiter and workforce trainer, a data person/secretary, communicator). PMs: Sustainability roles, responsibilities, authority documented in job description YES/NO GRI EOSS: 4.1-4.10	Name:	Discussed Documented Implemented Not Applicable

2.2 Establish a 'way to work' together ISO20121: 7.5; 8; 8.1-8.3 Z2010: 4.4	• Determine task leaders; budget, if any; method to communicate requirements; track progress; and frequency of team meetings. PMs: Documented tasks, budget, meeting schedule YES/NO GRI EOSS: 4.1-4.10	Name:	Discussed Documented Implemented Not Applicable

2.3 Set measurable sustainability objectives and targets ISO 20121: 6: A.20 Z2010: 5.7	• Address relevant (locally significant/ meaningful to your main stakeholders both domestically and abroad) environmental, social and economic impacts and opportunities. • E.g. Be carbon responsible, low carbon or carbon neutral events. Zero waste or low waste to landfill events. Inclusive events for local and international people of visible minorities, people with disabilities, high inclusivity/community Involvement goals. PMs: Number and range of objectives set and achieved GRI EOSS 4.11; 4.12	Name:	Discussed Documented Implemented Not Applicable

2.4 Perform regular checks and reviews of objectives and targets ISO20121: 9.1-9.4; A.17; A.19-20 Z2010 12	• Check: stakeholder satisfaction, whether you and your suppliers are meeting contractual obligations, achievement of objectives and implementation of previous review recommendations. PMs: Documented progress reports YES/NO GRI EOSS 4.4; 4.9-4.10	Name:	Discussed Documented Implemented Not Applicable

2.5 Test preparedness for critical incident management ISO20121: 8.2; 9.2; 9.4; 10.1 Z2010 4.7; 6.10; 5.8; 11; 12.3	• Identify any risks/opportunities associated with your sustainable event and evaluate the magnitude and likelihood of these risks/opportunities occurring. PMs: Documented and tested emergency preparedness and response plan YES/NO GRI EOSS : EN23; EN26; EN28	Name:	Discussed Documented Implemented Not Applicable

2.6 Comply with legal and 'other' requirements ISO20121: 4.2;6;8 Z2010: 5.8	• Ensure compliance (measures) for temporary permits, domestic regulations, related management plans and voluntary commitments is in place for environmental, health and safety, community and security requirements. • 'Other' requirements may include local, voluntary or corporate requirements and/or commitments to National Olympic Committees, sport federations, host cities and local authorities. PMs: Number of incidents/ complaints related to legal	Name:	Discussed Documented Implemented Not Applicable

	Requirements GRI EOSS: 4; EN28; SO4; PR2; PR9; EO7; Disclosures on Management Approach		

3 – Site Selection and Construction

To conduct accessible sporting events with a minimal ecological footprint

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

3.1 Select accessible sites and venues with a minimal ecological footprint ISO20121:6.1 Z2010: 7	• Choose existing sites and venues where possible. • Consider temporary or portable infrastructure. • Share your venue with other events or users if possible. • Build for a sustainable legacy by integrating it with the needs of the community. • Respect local culture and heritage. PMs: Life cycle assessment of environmental impacts of newly constructed sites GRI EOSS: EN14; EN26: SO10	Name:	Discussed Documented Implemented Not Applicable

3.2 Choose centrally located sites and venues ISO20121:6.1 Z2010: 7	• Athletes, officials and spectators should have short and/or convenient commuting distances from sport event sites and accommodation. PMs: Distances and travel times between various venues GRI EOSS: EN18; EN26; EO2	Name:	Discussed Documented Implemented Not Applicable

3.3 Select/build venues with efficient water technologies ISO20121: 6.1 Z2010: 6.3: 6.7;7.2: 7.4.1;	• Include storm water capture and re-use; low-flow toilets; use of grey water; water-saver taps. PMs: Volume of water consumed (m3) GRI EOSS: EN10	Name:	Discussed Documented Implemented Not Applicable

3.4 Select/build energy efficient venues ISO 20121: 6.1 Z2010: 6.2; 8.2	• Include clean and/or energy-efficient heating, cooling, air cooling and venting windows and lights. PMs: Kilowatts of energy GRI EOSS: EN8; EN10	Name:	Discussed Documented Implemented Not Applicable

3.5 Ensure clean air by avoiding pollution ISO20121: 6.1 Z2010: 6.6; 8.2; 9.2.2	• Use environmentally sustainable construction materials which do not off-gas pollutants or allergens. PMs: Follow and document sustainable housing guidelines (e.g. Canadian Green Building Council) GRI EOSS: EN2: Disclosure on Management Approach for Sourcing	Name:	Discussed Documented Implemented Not Applicable

3.6 Source ecologically friendly and certified wood ISO20121:6.1 Z2010 8.2	• Source certified (e.g. FSC – Forest Stewardship Council), local and low-impact wood (e.g. bamboo) and avoid old-growth timber. • Use recycled or reclaimed wood. PMs: % of eco-friendly wood used GRI EOSS: EN2: Disclosure on Management Approach for Sourcing	Name:	Discussed Documented Implemented Not Applicable

3.7 Select/build venues which minimise soil, flora and fauna impacts ISO20121:6.1 Z2010 5.5; 7	• Use toxin-free materials, avoid cutting down trees and do not build in environmentally sensitive ecosystems. • Application of green building guidelines, application of smart site selection principles. PMs: Checked with local authorities and environmental groups GRI EOSS:EN12	Name:	Discussed Documented Implemented Not Applicable

3.8 Include a site restoration plan ISO20121:6.1; 8 Z2010: 6.4; 6.8	• Avoid landfill waste by adding recycling and to the natural environments through replanting and clean-up. PMs: Kilograms of waste diverted from landfill; kilograms of waste disposed in landfill GRI EOSS EN14; EN22		Discussed Documented Implemented Not Applicable

4 – Venue, Facilities and Office Management

To minimize negative impacts to air, land, water and biodiversity; to conduct low-waste sport events

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

4.1 Implement responsible energy management practices ISO 20121: 8 Z2010: 6.2; 8.2	• Operate site and venue lighting, heating and cooling optimally. Use spectator signage and operational staff training and on-going inspections. • Purchase low-energy designated office equipment (e.g. EnergyStar), turn off all lights, computers, printers, coffee machines, etc., purchase green electricity. PMs: Kilowatts of electricity consumed; tonnes of direct greenhouse gas emission (CO_2) reduced and offset GRI EOSS: EN6	Name:	Discussed Documented Implemented Not Applicable

4.2 Implement responsible waste management practices ISO 20121: 6.1; 8 Z2010: 6.4	• Keep the site and venue litter-free through efficient use and placement of garbage and recycling bins. Train staff and volunteers. Find ways to prevent the creation of waste.	Name:	Discussed Documented Implemented Not Applicable

	PMs: Kilograms of waste generated; % recycled: diverted GRI EOSS: EN22; PR5		
4.3 Implement responsible noise management practices ISO20121: 6.1; 8.1 Z2010 : 6.5	• Reduce and prevent noise through signage, respect by-laws, training and inspections. PMs: Number of complaints GRI EOSS: SO1; SO9; S10	Name:	Discussed Documented Implemented Not Applicable
4.4 Ensure clean air ISO20121:6.1;8.1 Z2010:	• Implement a no-smoking policy, use biodegradable cleaning products and limit the use of vehicles on-site. PMs: Number of complaints GRI EOSS: EN6; EN20; Disclosure on Management Approach for Sourcing	Name:	Discussed Documented Implemented Not Applicable
4.5 Implement responsible water and snow management practices ISO20121: 8.1 Z2010: 6.7	• Measure and reduce water usage in your venues and use water from renewable sources. • Use snow storage, piling and road salt that avoid negative impacts to local water drainage and natural habitats. • Use snow hardening solutions responsibly. PMs: Volume of water consumed (m3); litres of	Name:	Discussed Documented Implemented Not Applicable

	snow hardening solutions and salt used GRI EOSS: EN9; EN14; EN26		

4.6 Strive to be paperless ISO20121:8.1 8.3 Z2010:8.2	• Read, send and post electronic documents where possible. Print double-sided where applicable and always on recycled and FSC paper. • Implement electronic systems for event registration, communications and finances where possible PMs: Amount of paper consumed; % of recycled and FSC paper used GRI EOSS: EN26: Disclosure on Management Approach for Sourcing	Name:	Discussed Documented Implemented Not Applicable

5 – Social Inclusion, Community and Supply Chain

To involve your community and engage your supply chain; to enhance the overall sustainability performance of the sport event through environmentally responsible, accessible, inclusive, ethical and transparent practices

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

5.1 Establish a sustainable sourcing policy ISO20121: 8.3; Annex B Z2010: 4.8	• Write a policy that contains the contracting procedures and a code of conduct to source products and services that are sustainable and ethical. PMs: Documented sourcing policy YES/NO GRI EOSS: Disclosure on Management Approach for Sourcing: EO9; EO10	Name:	Discussed Documented Implemented Not Applicable

Sustainable Sourcing and the BuySmart Program Vancouver2010 Case Study
http://www.buysmartbc.com/_Library/Resources/case_study_vanoc_2010.pdf

5.2 Recruit from the local community, encourage diversity and follow ethical hiring practices ISO20121:5.3; 7.1 Z2010: 5.6; 6.9	• Recruit from local organizations for applicable temporary jobs, volunteers and contractors (e.g. from local for-profit, non-profit or social enterprises and/or those that support socially-diverse, First Nations individuals, people with disabilities). Ensure a fair wage system. PMs: Minorities work-force ratio, male/female workforce ratio, reportable infractions from organization's ethics policy GRI EOSS: EC5; EC6; EC7; EO1; LA1; LA2: LA3; LA4; EO5; EO6	Name:	Discussed Documented Implemented Not Applicable

5.3 Seek sustainable sponsors ISO20121 : 6.1.2; Annex B Z2010: 12.2	• Seek sponsors with the commitment and capability to help achieve sustainable sport event goals. Examples of what sponsors can contribute include low waste and low carbon solutions; ethical sourcing and sustainable operations; track record of community involvement. PMs: Number of sustainable sponsors GRI EOSS: EO9;EO10; EN26	Name:	Discussed Documented Implemented Not Applicable

5.4 Integrate event with local community stakeholders ISO 20121: 4.2; 7.4 Z2010: 5.4; 6.9	• Engage with stakeholders and seek opportunities for collaboration, partnerships and support for shared sustainability goals. Seek involvement of the tourism office, city and regional authorities, local organizations for integrated operations, communications and hosting. PMs: Document engagement level YES/NO GRI EOSS 4.14 -4.16	Name:	Discussed Documented Implemented Not Applicable

5.5 Lease, rent or buy local, environmentally friendly and community-inclusive ISO 20121: 8.3 Z2010: 8.2	• Use local enterprises and those that support socially diverse, First Nations individuals, and people with physical disabilities. PMs: Percentage of local and ethical companies engaged. GRI EOSS: Disclosure on Management Approach for Sourcing: EO9; EO10	Name:	Discussed Documented Implemented Not Applicable

5.6 Donate equipment to local sport and community organisations ISO20121: 4.2; 6.2 Z2010: 5.5; 6.4; 6.9; 8.4	• Donate to local schools, public recreation centres and community sport clubs that can make use of sport equipment. PMs: Amount of goods donated GRI EOSS: EC1:SO1	Name:	Discussed Documented Implemented Not Applicable

5.7 Wellbeing, Health and Safety ISO20121: 7.1: 7.2; 8.1 Z2010: 5.6	• Ensure wellbeing, health and safety of workforce (e.g. paid staff, volunteers, contractors) and event participants (e.g. spectators, athletes and officials) PM:s Health and Safety Training; Reportable Incidents GRI EOSS: PR1: PR2: EO7	Name:	Discussed Documented Implemented Not Applicable

6 – Transportation and Accommodation

To favour green fleets, public transportation, and accommodation thereby minimizing negative impacts on human health or the environment

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

6.1 Offer accessible public transportation services ISO20121:4.2; 6.2; 8.1 Z2010: 9	• Liaise with local public transportation authorities to ensure sufficient and effective modes of public transportation. PMs: Travel times from various geographic areas GRI EOSS: EO2	Name:	Discussed Documented Implemented Not Applicable

6.2 Choose transportation modes that ideally use low emission technologies ISO 20121: Z2010: 9.1-9.2.3	• Use low emission shuttle vehicles, bicycles, hybrid cars, etc. PMs: Kilometres driven and fuel consumption of vehicles; % of fleet that is "green," clean fuel, transportation modal shift GRI EOSS EN29	Name:	Discussed Documented Implemented Not Applicable

6.3 Support sustainable accommodation ISO20121: 6.2; 8.3 Z2010 : 9.3	• Choose sustainable and socially responsible accommodation close to sport events which support local tourism (E.g. Hotel Association of Canada - Green Step, hotels/motels/ campsites with green and/or socially responsible programs and practices). PMs: Percent of sustainable hotel rooms used; percent of people staying in sustainable hotels	Name:	Discussed Documented Implemented Not Applicable

6.4 Provide responsible parking services Z2010: 6.7; 6.8	• Choose parking services that help to ensure clean water drainage and responsible clearing practices (e.g. particularly for snow removal and clearing). Secure parking for bicycles and scooters. PMs: Number of incidents GRI EOSS: EN29	Name:	Discussed Documented Implemented Not Applicable

6.5 Provide smart-driving guidelines and education ISO20121: 6.2; 8.1 Z2010: 9.2; 9.2.2	• Provide athletes and spectators with information and incentives on how to reduce their environmental impact through travel. Provide guidelines and training for all event workforce vehicle drivers on items such as a no-idling policy, maintenance of vehicles and other fuel saving measures. PMs: Number of workforce trained on smart driving; number of fans and participants using alternative transportation GRI EOSS: EO11	Name:	Discussed Documented Implemented Not Applicable

7 – Catering. Food and Beverage

To source sustainable food, reduce waste to landfill and contribute to local community groups

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

7.1 Reduce ecological footprint of food ISO20121: 6.2; 8.3 Z2010:10.2	• Source from fair-trade, organic, seasonal, local and regional sources where possible, high percentage of fruits and vegetables and use tap water where appropriate. PMs: Percentage of fair-trade, organic and regional food GRI EOSS: EO9	Name:	Discussed Documented Implemented Not Applicable

7.2 Promote healthy diets ISO20121:	• Choose healthy food products (fresh, in season where possible, non-trans-fat, low sugar, fruit and vegetables, grains). PMs: Percentage of healthy food sourced GRI EOSS: EO8; EO9; EO11; Disclosure on Management Approach for Sourcing	Name:	Discussed Documented Implemented Not Applicable

7.3 Minimise food waste and maximise composting and recycling ISO20121: 6.2; 8.1; 8.3 Z2010: 4.8; 6.4	• Minimize food waste by cooking to order as much as possible and link with composting waste management system. Provide recycling and composting bins in convenient locations. PMs: Kilograms of waste produced; diverted; composted GRI EOSS: EN26; EN27; EO9	Name:	Discussed Documented Implemented Not Applicable

7.4 Reduce food packaging waste ISO20121: 6.2; 8.1; 8.3 Z2010:4.8;6.4	• Procure food with biodegradable, recyclable and / or minimum packaging. PMs: Kilograms of waste produced GRI EOSS: Disclosure on Management Approach for Sourcing	Name:	Discussed Documented Implemented Not Applicable

7.5 Contribute to local community ISO20121: 6.2 Z2010: 10	• Ask caterers to donate non-perishable food to local shelters. PMs: Amount of food donated GRI EOSS EO10: EC9	Name:	Discussed Documented Implemented Not Applicable

8 – Marketing and Communications

To promote sustainability internally and externally while at the same time raising the profile of your sport event with key stakeholders

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
8.1 Implement a clear sustainable marketing plan for a consistent branding strategy ISO20121: 4.2; 6.2; 8.3 Z2010: 5.4: 12	• Choose a few focused messages as part of your branding strategy and use them throughout the event. PMs: Documented marketing plan YES/NO GRI EOSS: EO1; EC9;EO9; EO1; EO11	Name:	Discussed Documented Implemented Not Applicable

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
8.2 Promote your image by communicating your key messages and values ISO20121: 6.2; 7.4 Z2010: 5.4; 11: 12	• Use your leadership and position of influence on sustainability to promote the sustainable aspects of your brand and the image of your event. • Avoid "greenwashing" PMs: Spectator marketing feedback surveys GRI EOSS SO1: PR5; EO11	Name:	Discussed Documented Implemented Not Applicable

8.3 Communicate in an environmentally friendly way ISO20121: 6.2; 7.4; 8.3 Z2010: 4.8; 6.9; 8.2; 12	• Make sure your communications are consistent with your sustainability message by avoiding unnecessary paper, flyers, mail-outs, etc. PMs: Kilograms of paper used for communication; percentage of recycled materials GRI EOSS: EN22; EN26	Name:	Discussed Documented Implemented Not Applicable

8.4 Integrate your sponsors and stakeholders into your sustainable marketing plans ISO20121: Z2010: 8.3	• Invite alignment and support by sponsors on your branding and marketing strategies. PI: Sponsorship satisfaction feedback surveys GRI EOSS 4.14; EO11	Name:	Discussed Documented Implemented Not Applicable

8.5 Make everyone champions of your cause (see also Athlete and Public Engagement Chapter) ISO 20121: 5; 7.3; 7.4	• The more volunteers, participants, officials, etc. buy into what you are doing, the more likely they can help get your message out. PMs: Volunteer feedback surveys GRI EOSS: EO11	Name:	Discussed Documented Implemented Not Applicable

9 – Athlete and Public Engagement

To inspire, engage and recognise athlete and public engagement in pursuing sport and sustainable living choices

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

9.1 Engage athletes and the sport community ISO20121: 4.2;6.2;7.4 Z2010: 5.4;8.3;12.2	• Identify primary target audience - high performance athletes and the sport community, national sport organizations (NSOs), sport event organizers, federal and provincial/territorial government ministries of sport, health, tourism and/or environment; corporate sponsors; non-government organizations. • Emphasis can be placed on organizations with resources (financial, technical and human) and similar interests. PMs: List of partners GRI EOSS: EO11	Name:	Discussed Documented Implemented Not Applicable

9.2 Define the "call to action" ISO20121: 6.2; 7.3: 7.4 Z2010: 5.4:12.2	• Identify the key areas of action for recognition • Example: reduce carbon footprint by individual actions taken, national sport organizations' actions taken. Actions can include sport activity,	Name:	Discussed Documented Implemented Not Applicable

	reducing waste and recycling, volunteering in your community, coaching a local team, buying locally, hosting a local community event to celebrate participation. PMs: Documented criteria for specific calls for action GRI EOSS: EO11		

9.3 Define the modes of communication and outreach ISO20121:7.3; 7.4 Z2010: 11:12	• Build on existing champions and programs. • Identify champions, athletes, ambassadors, opinion leaders, celebrities to help tell the story and inspire action. • Identify the means of promoting and inviting the call to action (website, events, newsletter, public service announcements). • Identify the means to recognise progress and results, stories and examples of participation (profile through media, web and event communications). PMs: Integrated communications plan with target audiences, channels and messages GRI EOSS: EO11;EO12	Name:	Discussed Documented Implemented Not Applicable

9.4 Provide resources for engagement ISO 20121: 7.1; 7.3; 7.4 Z2010: 11: 12.2	• Provide kits or guides for sport groups, schools, community groups with information about the issue, call to action, tracking, recognition and celebration activities. PMs: Number and types of education information distributed and implemented GRI EOSS: EO11	Name:	Discussed Documented Implemented Not Applicable

9.5 Celebrate the results ISO20121: 7.2; 7.4 Z2010 4.9; 11: 12.1-12.3	• Identify the ways and means to celebrate results through recognition, profiling, awards, certificates, stories and showcasing. • Post letters, quotes, twitter. PMs: Qualitative and quantitative examples of participation in celebration events, activities and communications GRI EOSS: EO11	Name:	Discussed Documented Implemented Not Applicable

10 – Legacy Planning

To inspire, engage and generate long-term and enduring benefits for sport, individual awareness, community and tourism

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT
Goal - Objective	Action Items / Performance Measures (PMs)	Sustainability Champion	Status of Action Item

| 10 – To leave relevant hard and soft legacies | • Identify hard and soft outcomes that are relevant and meaningful to the sport and host region (e.g. infrastructure, restored areas, technologies, innovation, programs, skills, practices, participation rates, partnerships, awareness, behaviour change)

• Track and transfer knowledge and best practices for future sport event organizers

PMs: Qualitative and quantitative examples of participation in celebration events, activities and communications

GRI EOSS: EO11; EO12; EO13 | Name: | Discussed
Documented
Implemented
Not Applicable |

We want to hear from you!

For questions and suggestions, please contact:

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Definitions

Agenda 21: A program run by the United Nations (UN) related to sustainable development. It is a comprehensive blueprint of action to be taken globally, nationally and locally by organizations of the UN, governments and major groups in every area in which humans impact on the environment. The number 21 refers to the 21st century. The IOC has also created a joint document with the UN entitled "The Olympic Movement Agenda 21."

Barrier-free: Sites or buildings that have been built or modified, and events that have been arranged, to ensure that persons with disabilities can use the building or participate in the event as fully as a person without disabilities.

Biodiversity (Biological diversity): The variety of life, including the variety of species, the genetic variety within species and the variety of ecosystems of which they are a part.

Carbon offsets: Actions to reduce or avoid greenhouse gas (GHG) emissions in one location in order to "offset" GHG emissions occurring in a second location. As carbon dioxide is the most important GHG by volume, completely offsetting carbon dioxide emissions produces a result that is often described as "carbon neutral."

Climate change: The changes to the Earth's climate resulting from increasing concentrations in the atmosphere of greenhouse gases (GHGs), such as carbon dioxide. The Intergovernmental Panel on Climate Change has determined that the marked increase in GHG concentrations since pre-industrial times is the result of human activity, including the burning of fossil fuels (such as oil) land clearing and agriculture. Since GHGs trap heat in the atmosphere, the dominant change has been a rise in average temperatures globally, although there is significant variation, with larger increases at the poles.

Ecosystem: An ecosystem consists of a dynamic set of living organisms (plants, animals and micro-organisms) all interacting among themselves and with the environment in which they live (soil, climate, water, air and sunlight).

Environmental assessment: A process to predict the environmental effects of a proposed project throughout its lifecycle (including construction, start-up, operation and shut-down) and to recommend ways to eliminate, minimize or mitigate those impacts. The Canadian Environmental Assessment Act requires that the federal environmental assessment process be applied when a federal authority is involved in a project. In BC, the BC Environmental Assessment Act requires certain projects to undergo environmental assessment and obtain an EA certificate before they can proceed. Environmental, economic, social, heritage and health effects are all considered in the BC environmental assessment process.

Environmental/Social/Economic Performance Indicators or Measures: Performance indicators and measures relating primarily to environmental, social and economic areas and described in quantitative, qualitative, practical and verifiable terms.

Footprint: 1) In a spatial context, the area occupied by permanent and temporary facilities and their associated activities. 2) In an ecological context, it measures humanity's demand on nature by considering the resources consumed and resources affected to support our activities.

Global Reporting Initiative (GRI): A global, multi-stakeholder initiative to develop a common framework for sustainability reporting. The Sustainability Reporting Framework includes the Sustainability Reporting Guidelines, now in their third version, Sector Supplements and Protocols. The GRI is a collaborating centre of the United Nations Environment Program (UNEP).

ISO 14001: An international standard that sets requirements for Environmental Management Systems. Environmental Management Systems should address policy, planning, implementation/operation, checking/ corrective action, and management review.

ISO 20121: An international standard for organizations produce events. The standard sets requirements for an Event Sustainability Management System and includes policy, planning, implementation/operation, checking/ corrective action, and management review requirements.

Leadership in Energy and Environmental Design (LEED): A certification system that "recognizes leading edge buildings that incorporate design, construction and operational practices that combine healthy, high quality and high-performance advantages with reduced environmental impacts". The LEED system used in Canada is tailored to Canadian climates, construction practices and regulations by the Canada Green Building Council, based on the LEED rating system developed by the US Green

Building Council. Points towards certification are awarded for meeting performance criteria in five categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources and indoor environmental quality.

Legacies: Enduring outcomes which are planned and delivered by thinking of the end - first - and identifying relevant hard and soft outcomes that can be generated in the event planning cycle and that will remain in the host-region long after the sport event is over.

Performance Indicators and Measures (PI or PMs): Used to help an organization define and measure progress toward the organizational goals or objectives. GRI also uses Performance Indicators to elicit comparable information on the economic, environmental and social performance of the organization.

Social Inclusion: Ensuring opportunities, services and events are open to all, avoiding discrimination

Stakeholder: A person or organization that has a legitimate interest in a project or entity. Also refers to people who could affect or are affected by an organization's social, environmental and economic performance.

Sustainability (also often referred to as Environmental Sustainability): "Meets the needs of the present without compromising the ability of future generations to meet their own needs". (Brundtland Commission) The concept of sustainability usually includes the areas of environmental, social, and economic development.

Sustainability Management System (SMS): A performance-based system that defines our sustainability objectives, fosters an integrated approach to achieving them, and provides transparent reporting on results relative to sustainability-related commitments and corporate goals, to both internal and external audiences.

Sustainable Events: Events which identify and manage economic, social, environmental and legacy risks and opportunities with government, non-government and private sector hosting and sponsoring partners throughout the "event planning, hosting and decommissioning-to-legacy" lifecycle.

Sustainability: A way of thinking (i.e. an "ethos") applied to planning sport events with an emphasis on environmental, social and economic impacts and opportunities.

Sustainability Reporting: The practice of measuring, disclosing and being accountable for organizational performance while working towards the goal of sustainable development. A sustainability report provides a balanced and reasonable representation of the sustainability performance of the reporting organization, including both positive and negative contributions.

Triple Bottom Line: Another term for 'sustainability' that refers to the idea that environment and social factors should be considered in addition to the financial bottom line.

Zero Waste: The concept that all activities are designed to eliminate waste and that any residual waste is recovered to be used as inputs to other processes.

Z2010-10: Focused on the event itself with requirements and guidance for organizers of sustainable events in Canada by the Canadian Standards Association.

Reference List

Sustainable Sourcing Case Study – Vancouver 2010's BuySmart Program
http://www.buysmartbc.com/_Library/Resources/case_study_vanoc_2010.pdf

Global Reporting Initiative - A complete version of the Sustainability Reporting Guidelines & Event Organizers Sector Supplement, Version 3.1 GRI G3 Sustainable Reporting Guidelines (GRI-Global Reporting Initiative) 2011 is available at https://www.globalreporting.org/reporting/sector-guidance/event-organizers for free.

ISO 20121 - A complete version of the International Standards Organization "Event sustainability management systems – requirements with guidance for use" ISO 20121:2012(E), June 2012 is available at http://www.iso.org/iso/home/store for a fee of 148CHF (Swiss francs).

Vancouver 2010 - Best practices and some sustainability reports from the Vancouver 2010 Olympic and Paralympic Winter Games (Vancouver2010) are available at http://www.olympic.org/vancouver-2010-winter-olympics; http://olympic.ca/search/vancouver+2010+sustainability; and http://www.annduffygroup.com/resources

Z2010-10 - A complete version of the Canadian Standard Association "Requirements and guidance for organizers of sustainable events" Z2010-10, November 2010 is available at http://www.csa.ca/ for a fee of $81 Canadian dollars.