



Sustainable Sport and Event Toolkit (SSET)

An initiative by:

vancouver 2010™™™

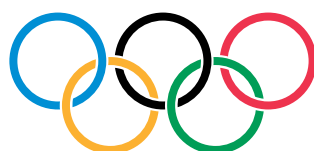
> Vancouver Organizing Committee for the
2010 Olympic and Paralympic Winter Games

aists

> International Academy of
Sport Science and Technology



v. September 1, 2009



Principal Supporting Partner

Foreword by Gilbert Felli

Olympic Games Executive Director

Since the environment became the 3rd pillar of the Olympic Movement in 1994, the IOC has established a Commission for Sport and Environment, signed a cooperation agreement with the United Nations Environment Program, and published the Agenda 21 for the Olympic Movement. Now, as the leader in sport ethics and education, the IOC aims to promote tools that facilitate the integration of practices that are both responsible and sustainable for sport. In doing so, the IOC has become the Principal Supporting Partner of the Sustainable Sport and Event Toolkit (SSET), developed by both VANOC and AISTS.



One of the International Olympic Committee's primary goals is to apply the principles of sustainable development along the breadth of the Olympic project that is the Games: beginning in the candidature phase of the hopeful cities, continuing up to the organisation of the event and finishing well beyond the event through the legacy that is left behind. This drives the IOC, its Olympic stakeholders and all past and current host cities to constantly optimize the method of managing the Olympic heritage. These past ten years have also seen the development of research studies of the Games including the OGI (Olympic Games Impact Study), another framework created in cooperation with the AISTS and other academic centers of expertise. Using OGI, each organiser of the Games monitors more than 100 indicators linked with sustainable development over a 12 year period.

The IOC is proud to further its partnership on their innovative sport initiatives with both the AISTS, as one of its current founding members, and with VANOC, the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games. The SSET toolkit is an outstanding means for sport organisers to make their events more environmentally and socially sustainable in an ethical and economically feasible manner. The IOC encourages the use and development of the SSET, and the continuing research of sustainability best practices in relation to sport.

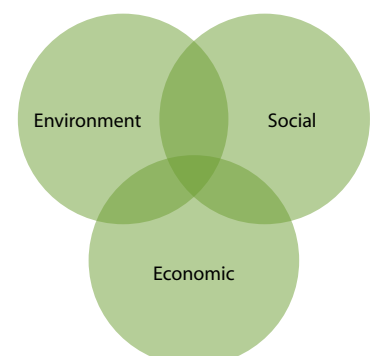
Definition of Sustainability

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."

The concept of sustainability usually includes the areas of environmental, social, and economic development.

The 3 Spheres of Sustainability



About the Sustainable Sport and Event Toolkit (SSET)

SSET aims to give sport organisations the tools required to incorporate sustainability organisationally and to plan and execute sustainable sport events. The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and the International Academy of Sports Science and Technology (AISTS) are collaborating on this initiative and are interested in testing this guideline. We welcome input and ideas.

SSET integrates the management and sustainability practices recommended by the following organisations into a realistic application for sport events:

- Olympic Movement Agenda 21
- IOC Guide on Sport, Environment, and Sustainable Development
- ISO 14001-14006 on Environmental Management Systems (ISO-Organisation for Standardisation)
- ISO 26000 on Social Responsibility
- BSI 8900-8901 on Sustainable Event Management (British Standards Institute)
- GRI G3 Sustainable Reporting Guidelines (GRI-Global Reporting Initiative)
- SMRS (Vancouver 2010 Sustainability Management and Reporting System)

Who is it for?

Organisers of domestic and international sports events as well as National Federations, International Federations and National Olympic and Paralympic Committees.

For questions and suggestions

- **Ann Duffy**, Corporate Sustainability Officer, VANOC at +1 778 328 1094, ann_duffy@vancouver2010.com
- **Matt Dolf**, Research & Projects Manager - Assistant Director, AISTS at +41 21 693 8593, matt.dolf@aists.org

How to use this guide

This toolkit is designed to help you create your own sustainable sport and event strategy. The toolkit consists of a set of **Objectives** organised into nine main chapters:

Chapter 1 - CREATE A SUSTAINABLE COMMITMENT AND STRATEGY

Chapter 2 - MANAGEMENT

Chapter 3 - SITE SELECTION AND CONSTRUCTION

Chapter 4 - SITE, VENUE AND OFFICE MANAGEMENT


Chapter 5 - COMMUNITY AND SUPPLY CHAIN

Chapter 6 - TRANSPORTATION AND ACCOMMODATION

Chapter 7 - CATERING, FOOD AND BEVERAGE

Chapter 8 - MARKETING AND COMMUNICATION

Chapter 9 - ATHLETE AND PUBLIC ENGAGEMENT

Each chapter contains **Objectives**, **Action Items**, **Performance Indicators** (PIs), a column to put the name of the person responsible for each objective, project status **Checkboxes**, and links referring to additional **Resources** available on the SSET Wiki. Underneath each Objective, the symbol  denotes the standard the Objective relates to.

For Example:

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
<p>6.2 Choose transportation modes that ideally use low emission technologies</p> <p> GRI EN (3, 5, 6, 7, 16, 17, 18, 20)</p>	<ul style="list-style-type: none"> Use low emission shuttle vehicles, bicycles, hybrid cars, etc. <p>PI: Kilometers driven and fuel consumption of vehicles</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Driving Guidelines)

Notes:

- * The **PIs** 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 **PIs** are provided as recommendations and may need to be modified to fit the specific needs of the event.

Getting started

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

- review and assess the activities you are already doing with respect to the 10 Practical Guidelines for Sport Organisations (see page 5)
- identify staff and volunteers who are interested in advancing your organisations progress
- make a commitment toward being a sustainable sport organisation
- pick one area to get started (i.e. travel lightly, buy local, ethical and/or green where possible, etc.)
- share your experience with VANOC, AISTS, SSET partners and other SSET guide users

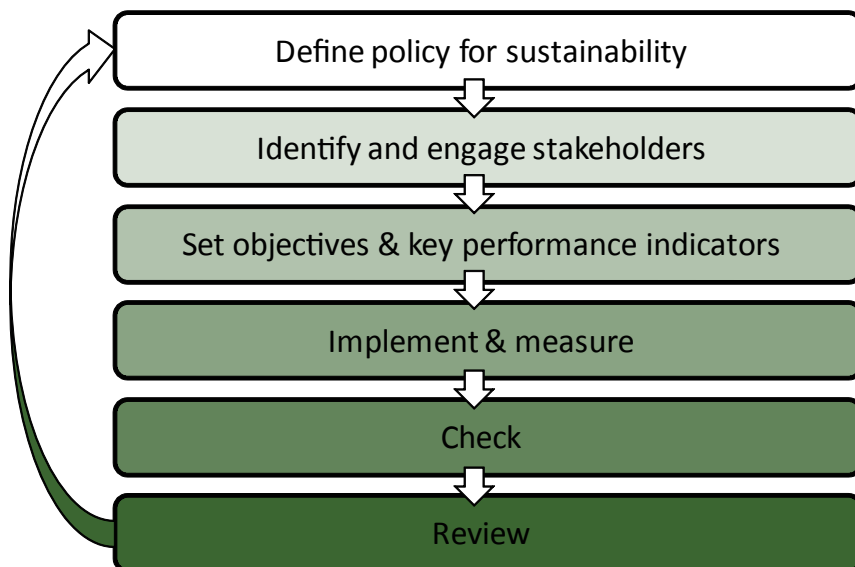


10 Practical Guidelines for Sport Organisations

- 1) Commit to sustainability as a team
- 2) Facilitate accessible venues and services
- 3) Travel less and when necessary travel lightly
- 4) Buy local, ethical and green where practical
- 5) Recruit local and target populations where practical
- 6) Operate eco-efficiently & protect sensitive areas
- 7) Minimize waste to landfill – reduce, reuse, recycle
- 8) Facilitate Aboriginal participation
- 9) Leave a positive legacy
- 10) Celebrate and share successes

Road Map for Implementation

(adapted from British Standards 8901:2007)



The SSET Wiki

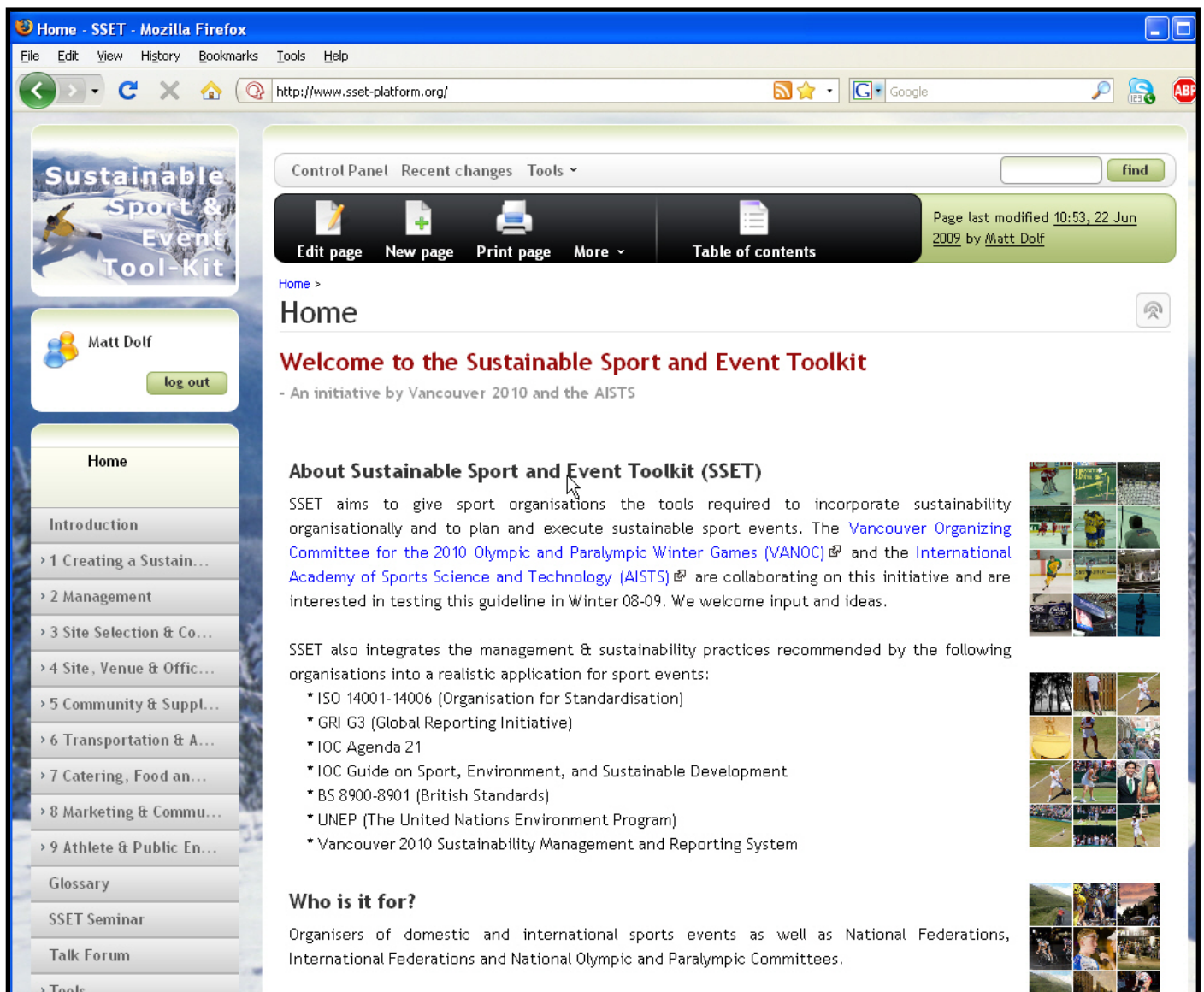
An interactive wiki web platform is located at: www.sustainable-sport.org

The wiki is used to provide additional resources to support the objectives in this document. Links are placed in the **Resources** column using the following symbols.

The following symbols show a link to additional resources available on the SSET Wiki web platform:

Examples / Solutions / Best Practices
 Useful Tools / Documents
 Calculators and Measurement Tools

There is also a 'Forum' page on the wiki for users of the toolkit to share best practices, ideas, statistics, stories, and general comments.



www.sustainable-sport.org




1 - CREATE A SUSTAINABLE COMMITMENT AND STRATEGY

Make an organisational commitment to sustainability and sustainable sport events. Strive to be accountable for low-footprint, low-carbon, low/zero waste, inclusive, accessible and ethical sport and events.

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
1.1 Create a commitment statement on convening a sustainable sport event BS 8901 (6); BS 8900 (4.1); ISO 14001 (4.2)	<ul style="list-style-type: none"> Write a public commitment statement outlining your intention to organise a sustainable sport event and communicate this both internally and externally. PI: Written commitment statement Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Examples
1.2 Identify your key sustainable issues and stakeholders BS 8901 (7); BS 8900 (4.2)	<ul style="list-style-type: none"> Involve your key partners (E.g. IFs, OCOG, NFs, sponsors, local partners, authorities) to secure buy-in. Invite these key partners to be part of the commitment statement. PI: Signatures or letters of support from partners Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Stakeholder Analysis
1.3 Define your scope BS 8901 (6); ISO 14001 (4.1, 4.3)	<ul style="list-style-type: none"> Determine time span, location, events and key activities to be addressed by your SSET commitment statement and strategy. PI: Scope defined Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Scope Decision Tree
1.4 Identify and assess your risks and opportunities BS 8900 (4.4); BS 8901 (6)	<ul style="list-style-type: none"> Identify any risks/opportunities associated with your sustainable event and evaluate the magnitude and likelihood of these risks/opportunities occurring. PI: Risk assessment chart completed Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Risk Assessment Matrix
1.5 Plan to leave a positive legacy Vancouver 2010 SMRS	<ul style="list-style-type: none"> Identify the top three things your sport and/or event plans to accomplish to leave the site, venue, services, community or sport organisation 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? PI: Documented legacy plan Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Examples
1.6 Commit to benchmarking key measures for the next sustainable sport event BS 8901 (13); ISO 14001 (4.2); Vancouver 2010 SMRS	<ul style="list-style-type: none"> Track progress of key measures across relevant areas of your organisation. Using this information, set new targets and update the sustainability plan. PI: Documented performance indicators and targets Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (London 2012 Sustainability Report Card)

1 - CREATE A SUSTAINABLE COMMITMENT AND STRATEGY (continued)

Make an organisational commitment to sustainability and sustainable sport events. Strive to be accountable for low-footprint, low-carbon, low/zero waste, inclusive, accessible and ethical sport and events.

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
<p>1.7 Allocate sufficient resources to ensure effective implementation</p> <p> BS 8900 (4.3); BS 8901 (9.3); GRI (5); ISO 14001 (4.4)</p>	<ul style="list-style-type: none"> Budget for time, money, people, work space and technology to implement sustainable sport and event commitments. <p>PI: Continual checking that your targets are being met on time and on budget</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
<p>1.8 Communicate your commitment to sustainable sport and events (see also Marketing and Communications chapter)</p> <p> GRI (1.1 & 4.4); BS 8901 (9.6); ISO 14001 (4.2, 4.4)</p>	<ul style="list-style-type: none"> 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. <p>PI: Communication and documentation sent to all key stakeholders Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Examples (Vancouver2010 Sustainability Report) 

2 - MANAGEMENT

Ensure governance to implement your sustainable strategy with the sport event organisation

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
<p>2.1 Designate a green/sustainable team leader and form a team</p> <p> BS 8901 (13); ISO 14001 (4.4); Vancouver 2010 SMRS</p>	<ul style="list-style-type: none"> Designate a sustainable champion or leader with the necessary authority to oversee implementation of the SSE commitment and the designated implementation team (could include a leader, a recruiter and trainer, a data person/secretary, a reporter/communicator). <p>PI: Function documented in job description Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
<p>2.2 Establish a 'way to work' together</p> <p> BS 8900 (4.4); 8901 (9.7 & 11.2); GRI (5); Vancouver 2010 SMRS</p>	<ul style="list-style-type: none"> Determine task leaders; budget, if any; method to track progress; and frequency of team meetings. <p>PI: Documented tasks, budget, meeting schedule Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
<p>2.3 Set measurable sustainability objectives and targets</p> <p> BS 8900 (4.4); BS 8901 (8.2); GRI (4.12); ISO 14001 (4.3)</p>	<ul style="list-style-type: none"> Address relevant (locally significant/ meaningful to your main stakeholders both domestically and abroad) environmental, social and economic impacts and opportunities. E.g. 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. <p>PI: Number of objectives achieved</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (UEFA Euro2008 Sust. Report & FIM Environment Code)
<p>2.4 Perform regular checks and reviews of objectives and targets</p> <p> BS 8901 (12); ISO 14001 (4.5)</p>	<ul style="list-style-type: none"> Check: stakeholder satisfaction, whether you and your suppliers are meeting contractual obligations, achievement of objectives and implementation of previous review recommendations. <p>PI: Documented progress reports Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Checking & Mgt Review Procedure)

2 - MANAGEMENT (continued)

Ensure governance to implement your sustainable strategy with the sport event organisation

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
<p>2.5 Commit to documenting and reporting on your sustainability policy</p> <p> GRI Reporting Guidelines; ISO 14001 (4.4)</p>	<ul style="list-style-type: none"> Sustainability reporting is 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 organisation, including both positive and negative contributions. Note that documenting is a vital part of a successful knowledge transfer system. <p>PI: Documents include: policy, objectives, targets, description of scope, other necessary documents needed for effective planning</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (VANOC Sustainability Report)
<p>2.6 Test preparedness for critical incident management</p> <p> GRI EN (14, 26); ISO 14001 (4.4); Vancouver 2010 SMRS</p>	<ul style="list-style-type: none"> Identify any risks/opportunities associated with your sustainable event and evaluate the magnitude and likelihood of these risks/opportunities occurring. <p>PI: Documented emergency preparedness plan and drill schedule Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (VANOC Env. Incident Reporting)
<p>2.7 Comply with legal and 'other' requirements</p> <p> GRI (4.12); GRI EN (28); ISO 14001 (4.3)</p>	<ul style="list-style-type: none"> Ensure compliance (measures) for temporary permits, domestic regulations, related management plans and voluntary commitments are 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 Organising Committees and local authorities. <p>PI: Number of incidents/complaints related to legal requirements</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	




3 - SITE SELECTION AND CONSTRUCTION

To convene accessible sporting events with a minimal ecological footprint

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
3.1 Select sites and venues with a minimal ecological footprint GRI EN (14, 26); Vancouver 2010 SMRS	<ul style="list-style-type: none"> Choose existing sites and venues where possible. Consider temporary or portable infrastructures. 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. PI: Life cycle assessment of environmental impact	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Examples (Gstaad) (VANOC)
3.2 Choose centrally located sites and venues GRI EN (3, 7, 16, 17, 18, 20); Vancouver 2010 SMRS	<ul style="list-style-type: none"> Athletes, officials and spectators should have short and/or convenient commuting distances from sport event sites and accommodation. PI: Distances and travel times between various venues	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (VANOC Venues and Villages)
3.3 Ensure barrier-free access for everyone Vancouver 2010 SMRS	<ul style="list-style-type: none"> Select/construct sites and venues that are barrier free (e.g. wheelchair accessible) and in locations that are accessible for all modes of transportation. PI: Number of complaints	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Examples (VANOC Barrier Free Guidelines)
3.4 Select/build venues with efficient water technologies GRI EN (8)	<ul style="list-style-type: none"> Include storm water capture and re-use; low-flow toilets and no-flow urinals; use of grey water; water-saver taps, etc. PI: Volume of water consumed (m ³)	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Five things you can do
3.5 Select/build energy efficient venues GRI EN (4, 5, 6, 16, 17, 18)	<ul style="list-style-type: none"> Include clean and/or energy-efficient heating, cooling, air cooling and venting windows and lights. PI: Kilowatts of energy	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Five things you can do
3.6 Ensure clean air by avoiding pollution	<ul style="list-style-type: none"> Use environmentally sustainable construction materials which don't off-gas pollutants or allergens. PI: Follow and document sustainable housing guidelines (E.g. LEED in N. America, Minergy in Europe)	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Five things you can do

3 - SITE SELECTION AND CONSTRUCTION (continued)

To convene accessible sporting events with a minimal ecological footprint

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
3.7 Use ecologically friendly and certified wood	<ul style="list-style-type: none"> • 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. <p>PI: % of eco-friendly wood used</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
3.8 Select/build venues which minimise soil, flora and fauna impacts	<ul style="list-style-type: none"> • 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. <p>PI: Checked with local authorities and environmental groups</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (UIAA - Charter) 
3.9 Include a site restoration plan  GRI EN (13, 14, 22, 26)	<ul style="list-style-type: none"> • Avoid landfill waste by adding recycling and to the natural environments through replanting and clean-up. <p>PI: Kilograms of waste diverted from landfill; Kilograms of waste disposed in landfill</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (Vancouver 2010 Wood Waste Story) 

4 - VENUE AND OFFICE MANAGEMENT

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

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
4.1 Implement responsible energy management practices GRI EN (4, 5, 6, 16, 17, 18)	<ul style="list-style-type: none"> 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 (i.e. EnergyStar), turn off all lights, computers, printers, coffee machines, etc., purchase green electricity. PI: Kilowatts of electricity consumed; tonnes of direct greenhouse gas emission (CO2) offset	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Ten things you can do
4.2 Implement responsible waste management practices GRI EN (14, 26); Vancouver 2010 SMRS	<ul style="list-style-type: none"> 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. PI: Kilograms of waste generated; % recycled	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Five things you can do
4.3 Implement responsible noise management practices GRI EN (14, 26)	<ul style="list-style-type: none"> Reduce and prevent noise through signage, respect by-laws, training and inspections. PI: Number of complaints	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
4.4 Ensure clean air	<ul style="list-style-type: none"> Implement a no-smoking policy, use biodegradable cleaning products and limit the use of vehicles on-site. PI: Number of complaints	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Five things you can do
4.5 Implement responsible water and snow management practices GRI EN (12, 14, 26); Vancouver 2010 SMRS	<ul style="list-style-type: none"> 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. PI: Volume of water consumed (m ³); liters of snow hardening solutions and salt used	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (VANOC)
4.6 Strive to be paperless GRI EN (14, 22,26); Vancouver 2010 SMRS	<ul style="list-style-type: none"> 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 PI: Amount of paper consumed; % of recycled and FSC paper used	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (VANOC Paper Use Guidelines)

5 - COMMUNITY AND SUPPLY CHAIN

To involve your community and engage an ethical and transparent supply chain that will help support sustainable sport and event commitment

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
<p>5.1 Establish a sustainable purchasing policy</p> <p> BS 8901 (9.5); GRI EN (14, 26); Vancouver 2010 SMRS</p>	<ul style="list-style-type: none"> Write a policy that contains the contracting procedures and a code of conduct to source products and services that are both sustainable and ethical. <p>PI: Documented purchasing policy Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Best Practice (VANOC & LOCOG)
<p>5.2 Recruit from the local community, encourage diversity and follow ethical hiring practices</p>	<ul style="list-style-type: none"> Use local organisations for applicable temporary jobs, volunteers and contractors (E.g. waste recycling services, clean up crews, entry level job agencies and those that recruit from local enterprises and/or those that support socially-diverse, Aboriginal people, people with disabilities). Ensure a fair wage system. <p>PI: Minorities work-force ratio, male/female workforce ratio, reportable infractions from organisations ethics policy</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (2010 Inner City Inclusive Commitment Statement)
<p>5.3 Seek sustainable sponsors</p> <p> BS 8901 (9.5); GRI EN (14, 26); Vancouver 2010 SMRS</p>	<ul style="list-style-type: none"> Seek sponsors with the commitment and capability to help achieve sustainable sport event goals. Examples of what sponsors can bring include low waste and low carbon solutions; ethical sourcing and sustainable operations; track record of community involvement. <p>PI: Number of sustainable sponsors</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example
<p>5.4 Integrate event with local community stakeholders</p>	<ul style="list-style-type: none"> Actively seek to get the support and involvement of the tourism office, city and regional authorities, local organisations, etc. <p>PI: Documented engagement level Y/N</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
<p>5.5 Lease, rent or buy local, environmentally friendly and community-inclusive</p> <p> BS 8901 (9.5); GRI EN (14, 26); Vancouver 2010 SMRS</p>	<ul style="list-style-type: none"> Use local enterprises and those that support socially-diverse, Aboriginal people, and people with disabilities. <p>PI: Percentage of local and ethical companies engaged</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
<p>5.6 Donate equipment to local sport and community organisations</p>	<ul style="list-style-type: none"> Donate to local schools, public recreation centres and community sport clubs that can make good use of sporting equipment. <p>PI: Amount of goods donated</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	




6 - TRANSPORTATION AND ACCOMMODATION

To favour green fleets, public transportation, and accommodation thereby minimising negative impacts to air quality and climate

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
6.1 Offer accessible public transportation services	<ul style="list-style-type: none"> Liase with local public transportation authorities to ensure sufficient and effective modes of public transportation. <p>PI: Travel times from various geographic areas</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (Kombi-ticket)
6.2 Choose transportation modes that ideally use low emission technologies GRI EN (3, 5, 6, 7, 16, 17, 18, 20)	<ul style="list-style-type: none"> Use low emission shuttle vehicles, bicycles, hybrid cars, etc. <p>PI: Kilometers driven and fuel consumption of vehicles</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Driving Guidelines)
6.3 Support sustainable accommodation GRI EN (4, 14, 17, 18, 26)	<ul style="list-style-type: none"> 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). <p>PI: Percent of sustainable hotel rooms used; Percent of people staying in sustainable hotels</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Athlete's Village)
6.4 Provide responsible parking services GRI EN (12, 14, 26)	<ul style="list-style-type: none"> Choose parking services that help to ensure clean water drainage and responsible clearing practices (E.g. particularly for snow removal and clearing). <p>PI: Number of incidents</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Driving Guidelines)
6.5 Provide smart-driving guidelines and education GRI EN (3, 5, 6, 7, 16, 17, 18, 20)	<ul style="list-style-type: none"> 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. <p>PI: Number of fans and participants using alternative transportation</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Driving Guidelines)






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	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
7.1 Reduce ecological footprint of food  GRI EN (3, 6, 17, 18)	<ul style="list-style-type: none"> Source from fair-trade, organic, seasonal, local and regional sources where possible, high percentage of fruits and vegetables and use tap water where appropriate. PI: Percentage of fair-trade, organic and regional food	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
7.2 Promote healthy diets	<ul style="list-style-type: none"> Choose healthy food products (fresh, in season where possible, non-trans fat, low sugar, fruit and vegetables, grains). PI: Percentage of healthy food used	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
7.3 Minimise food waste and maximise composting and recycling  GRI EN (22)	<ul style="list-style-type: none"> Minimise 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. PI: Kilograms of waste produced	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
7.4 Reduce food packaging waste  GRI EN (22)	<ul style="list-style-type: none"> Procure food with biodegradable, recyclable and/ or minimum packaging. PI: Kilograms of waste produced	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
7.5 Contribute to local community	<ul style="list-style-type: none"> Ask caterers to donate unused food to local shelters. PI: Amount of food donated	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	

8 - MARKETING AND COMMUNICATION

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

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
8.1 Implement a clear sustainable marketing plan for a consistent branding strategy	<ul style="list-style-type: none"> Choose a few focused messages as part of your branding strategy and use them throughout the event. PI: Documented marketing plan Y/N	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
8.2 Promote your image by communicating your key messages and values  ISO 14001 (4.4)	<ul style="list-style-type: none"> Use your leadership and position of influence on sustainability to promote the sustainable aspects of your brand and the image of your event. Be careful not to 'greenwash', the term used to describe the overuse in marketing of terms and images that are either not accurate or oversell an organisations environmental practices. This can both hurt your credibility and open you up to sanctions by advertising authorities. PI: Spectator marketing feedback surveys	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC & LOCOG) 
8.3 Communicate in an environmentally friendly way  GRI EN (14,22,26)	<ul style="list-style-type: none"> Make sure your communication is consistent with your sustainability message by avoiding unnecessary paper, flyers, mail-outs, etc. PI: Kilograms of paper used	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC E-Newsletter) 
8.4 Integrate your sponsors and stakeholders into your sustainable marketing plans	<ul style="list-style-type: none"> Invite alignment and support by sponsors on your branding and marketing strategies. PI: Sponsorship satisfaction feedback surveys	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	
8.5 Make everyone champions of your cause (see also Athlete and Public Engagement Chapter)  ISO 14001 (4.4)	<ul style="list-style-type: none"> The more volunteers, participants, officials, etc. buy into what you are doing, the more likely they can help get your message out. PI: Volunteer feedback surveys	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	


9 - ATHLETE AND PUBLIC ENGAGEMENT

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

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
9.1 Engage athletes and the sporting community	<ul style="list-style-type: none"> Identify primary target audience - high performance athletes (domestic and international) and the Sporting Community including other athletes, National Sports Organisations (NSOs), Sport Event Organizers, Federal and Provincial/State government Ministries of Sport/Health/Environment; Corporate Sponsors; Non-government Organizations. Emphasis can be placed on organizations with resources (financial, technical and human) and similar interests. <p>PI: Document partners</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (Clean Air Champions The Climate Project (TCP) Canada David Suzuki Foundation) Earth Day Green Laces
9.2 Define the "call to action"	<ul style="list-style-type: none"> Identify the key areas of action for recognition Example: reduce carbon footprint by individual actions taken, national sport organisations' actions taken, initiatives that involve others and other organisations. Actions can include sport activity, reducing waste and recycling, volunteering in your community, coaching a local team, buying locally, hosting a local community event to celebrate participation. <p>PI: Documented criteria for specific calls for action</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example (VANOC Video VANOC, RBC & Coca-Cola Torch Relay)
9.3 Define the modes of communication and outreach	<ul style="list-style-type: none"> 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). <p>PI: Integrated communications plan with target audiences, channels and messages</p>	Name:	Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable <input type="checkbox"/>	Example Canada CODE Challenges

9 - ATHLETE AND PUBLIC ENGAGEMENT (continued)

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

STATE WHAT YOU WILL DO	HOW TO DO IT	DELEGATE IT	CHECK IT	RESOURCES
Goal - Objective	Action Items / Performance Indicators (PI)	Sustainability Champion	Status of Action Item	Refer to Wiki
<p>9.4 Provide resources for engagement</p>	<ul style="list-style-type: none"> • Provide kits or guides for sport groups, schools, community groups with information about the issue, call to action, tracking, recognition and celebration activities. <p>PI: Number of kits distributed and implemented</p>	<p>Name:</p>	<p>Discussed <input type="checkbox"/></p> <p>Documented <input type="checkbox"/></p> <p>Implemented <input type="checkbox"/></p> <p>Not Applicable <input type="checkbox"/></p>	<p>Example (VANOC /EDU site Clean Air Champions)</p> 
<p>9.5 Track and report results</p>	<ul style="list-style-type: none"> • Identify what you want to track and report (i.e. numbers, types of commitment, demographics of participants). • Select which tools you can use to calculate and report results to the call for action. • Example: carbon calculator for athletes or public on travel. <p>PI: Participants tracked, emissions reduced, number of hits to website</p>	<p>Name:</p>	<p>Discussed <input type="checkbox"/></p> <p>Documented <input type="checkbox"/></p> <p>Implemented <input type="checkbox"/></p> <p>Not Applicable <input type="checkbox"/></p>	
<p>9.6 Celebrate the results</p>	<ul style="list-style-type: none"> • Identify the ways and means to celebrate results through recognition, profiling, awards, certificates, stories and showcasing. • Post letters, quotes, twitter. <p>PI: Qualitative and quantitative examples of participation in celebration events, activities and communications</p>	<p>Name:</p>	<p>Discussed <input type="checkbox"/></p> <p>Documented <input type="checkbox"/></p> <p>Implemented <input type="checkbox"/></p> <p>Not Applicable <input type="checkbox"/></p>	

Abbreviations

AISTS – International Academy of Sports Science and Technology

BSI – British Standards Institutions (individual standards are abbreviated to BS xxxx)

GRI – Global Reporting Initiative

IOC – International Olympic Committee

ISO – International Standards Organisation

OCOG – Olympic Games Organising Committee

PI – Performance Indicator

SSE – Sustainable Sport Event

SSET – Sustainable Sport and Event Toolkit

UNEP – United Nations Environment Program

Vancouver 2010 SMRS – Vancouver 2010 Sustainable Management Reporting System

VANOC – Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games

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.

British Standard (BS) 8900:2006 Guidance for managing sustainable development: BS 8900 is designed to help organizations develop an approach to sustainable development.

British Standard (BS) 8901:2007 Specification for a sustainable event management system with guidance for use: BS 8901 provides requirements for planning and managing sustainable events of all sizes and types. BS 8901 encompasses the entire range of events ranging from large scale conferences and unique events such as the London 2012 Olympic Games to music festivals and air shows. The standard is applicable throughout the sector supply chain encompassing venues, organizing companies and industry contracting firms.

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: Performance indicators relating primarily to environmental, social and economic areas.

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.

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.

Performance Indicators (PI): PIs are 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.

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.” (Bruntland Commission). The concept of sustainability usually includes the areas of environmental, social, and economic development.

Sustainability Management and Reporting System (SMRS): 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 bid commitments and corporate goals, to both internal and external audiences.

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.

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SSET - Sustainable Sport & Event Toolkit

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