

# EventScotland Sustainable Sport and Event Toolkit (SSET)

SSET is an initiative by:

**vancouver 2010** TM/MC

Vancouver Organizing Committee for the  
2010 Olympic and Paralympic Games

***aists***

International Academy of  
Sport Science and Technology





Welcome to the EventScotland Sustainable Sport and Event Toolkit. The increasing focus on a more sustainable approach towards events organisation is an important development for the events industry, of which we are very supportive. Not only will a more sustainable approach contribute to a reduction in the carbon output of events, but it will also present considerable business and social benefits at all levels.

In order to help facilitate this shift in approach within the Scottish events arena, we identified the need for a comprehensive resource in developing a sustainable event project plan. This may seem a daunting task to busy event organisers in both sporting and cultural arenas, and so we set about providing an accessible toolkit for the Scottish Events Industry. As such, we have developed an important partnership with the International Academy of Sports Science and Technology (AISTS) and are delighted to announce our role as Development Partner to the Sustainable Sport and Event Toolkit (SSET).

The Toolkit was developed by AISTS and the Vancouver Olympic Organising Committee for the Olympic and Paralympic Games (VANOC), with the International Olympic Committee (IOC) as Principal Supporting Partner, and provides an outstanding means for events organisers to make their cultural and sporting events more environmentally and socially sustainable in an ethical and economically robust manner. EventScotland is committed to this initiative and the development of sustainable events organisation, and we encourage its use throughout the Scottish Events Industry.

**Paul Bush OBE, Chief Operating Officer, EventScotland**

**This guide is a hard copy version of the online SSET. Its purpose is to introduce the SSET and encourage readers to visit the interactive online version and use the toolkit by showing its basic structure, describing key points and answering some of the most frequently asked questions. The EventScotland SSET is aimed at event organisers in Scotland.**

### **About the SSET**

The SSET is a project initiated by the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and the International Academy of Sports Science and Technology (AISTS) in Lausanne. It is currently being developed with the assistance of the International Olympic Committee (IOC), European Athletics and other partners from the world of sport.

The aim of the project is to give event organisers the tools required to incorporate sustainability in their work and to plan and deliver sustainable events.

The SSET integrates the management and sustainability practices recommended by the following :

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

The SSET has been customised for use in sport and cultural events and is located at : [www.eventscotland.org/sset](http://www.eventscotland.org/sset).

### **Who is the SSET for?**

The EventScotland SSET is for all event organisers delivering events in Scotland. Although developed in a sporting context, the toolkit is relevant and accessible for both cultural and sporting events.

### **What is sustainability?**

Sustainability is about environmental and social responsibility, which are core values for the sport of athletics. But really, it is about common sense, as shown in the following guidelines:

Practical Guidelines for Sustainable Event Organisations

- 1) Commit to sustainability as a team
- 2) Facilitate accessible venues and services
- 3) Travel lightly
- 4) Buy local, ethical and green products where practical
- 5) Recruit local and target populations where practical
- 6) Operate eco-efficiently & protect sensitive areas
- 7) Minimise waste to landfill - reduce, reuse, recycle
- 8) Facilitate participation of minority/segregated groups
- 9) Leave a positive legacy
- 10) Celebrate and share successes

EventScotland is committed to the values behind sustainability and has become involved in the SSET project as a way to assist event organisers in Scotland to become more sustainable.

### **Why should we be interested?**

Apart from the responsibility to do the right thing, there are a number of potential practical benefits for organisations and event organisers committed to sustainability. These include

- 1) Improved public image and profile
- 2) Increased resources from image-conscious sponsors and public authorities and
- 3) Reduced costs through increased efficiency.


### **How is the SSET used?**

The SSET provides users with a structure for creating their own sustainability strategy and a wiki platform that can be used to access information on practical possibilities for achieving the strategy. The wiki is interactive, thus creating the opportunity for users to add their experiences and ideas to a database and thereby assist future users.

## The SSET structure

The SSET consists of a set of Objectives organised into nine 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 recommended 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. Underneath each Objective, the symbol  denotes the standard the Objective relates to. (See example below)

*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.

### STATE WHAT YOU WILL DO

Goal Objective

### HOW TO DO IT

Action Items /  
Performance Indicators (PI)

### DELEGATE IT

Sustainability  
Champion

### CHECK IT

Status of  
Action Item

### RESOURCES

Refer to Wiki

1.1 Create a commitment statement on convening a sustainable sport event  
 [BS 8901 \(6\); BS 8900 \(4.1\); ISO 14001 \(4.2\)](#)

• 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
- Documented
- Implemented
- Not Applicable

Example



## The SSET wiki

The interactive online version of the SSET is known as the wiki. The wiki platform is used to provide resources to support the development and implementation of a sustainability strategy. Links are placed in the Resources column using the following symbols:



Examples / Solutions / Best Practices



Useful Tools / Documents



Calculators / Measurement Tools

The wiki database starts out with resources from various sports events and over time examples from Scottish events organisers in a sporting and cultural context will be accumulated.

Access to the wiki is granted by username and password which will be provided following completion of the registration form located at [www.EventScotland.org/SSET](http://www.EventScotland.org/SSET)

## How can I get started?

To create a sustainable strategy try starting with the following steps:

- Review and assess current practice and measures with respect to the Practical Guidelines for Sustainable Events Organisations (see above).
- Commit at the top level of leadership to becoming a more and more sustainable organisation.
- Identify staff and volunteers who are interested in advancing the organisation's progress towards sustainability.
- Pick one area to focus on at first (i.e. travel lightly, buy local, ethical and/or green where possible).
- Visit the online SSET and share your experience with EventScotland and the Scottish Events Industry by uploading a case study to the wiki database. Please note the online version (the wiki) is only available to events organisers in Scotland or to EventScotland partners based outside of Scotland but involved in delivering events in Scotland.
- Carefully study (or review) the nine chapters of the SSET to find what is possible for your organisation - and then make it happen.
- Keep sharing your experiences with EventScotland and the Scottish Events Industry.

Doing the right thing will make a difference!

## Further development

Because the SSET is a new project, your input is very much encouraged and valued. Any questions, suggestions or comments should be directed to the project coordinators shown on the back cover of this guide.

# 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

Goal Objective

### HOW TO DO IT

Action Items / Performance Indicators (PI)

### DELEGATE IT

Sustainability Champion

### CHECK IT

Status of Action Item

### RESOURCES

Refer to Wiki

1.1 Create a commitment statement on convening a sustainable sport event  
 [BS 8901 \(6\)](#); [BS 8900 \(4.1\)](#); [ISO 14001 \(4.2\)](#)

- 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
- Documented
- Implemented
- Not Applicable

Example



1.2 Identify your key sustainable issues and stakeholders  
[BS 8901 \(7\)](#); [BS 8900 \(4.2\)](#)


- 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
- Documented
- Implemented
- Not Applicable

Stakeholder Analysis



1.3 Define your scope  
 [BS 8901 \(6\)](#); [ISO 14001 \(4.1, 4.3\)](#)


- 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
- Documented
- Implemented
- Not Applicable

Scope Decision Tree



1.4 Identify and assess your risks and opportunities  
 [BS 8900 \(4.4\)](#); [BS 8901 \(6\)](#)


- 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
- Documented
- Implemented
- Not Applicable

Risk Assessment Matrix



1.5 Plan to leave a positive legacy  
 [Vancouver 2010 SMRS](#)

- 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
- Documented
- Implemented
- Not Applicable

Example








# 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.

<b>STATE WHAT YOU WILL DO</b> Goal Objective	<b>HOW TO DO IT</b> Action Items / Performance Indicators (PI)	<b>DELEGATE IT</b> Sustainability Champion	<b>CHECK IT</b> Status of Action Item	<b>RESOURCES</b> Refer to Wiki
1.6 Commit to benchmarking key measures for the next sustainable sport event ■ <a href="#">BS 8901 (13)</a> ; <a href="#">ISO 14001 (4.2)</a> ; <a href="#">Vancouver 2010 SMRS</a>	<ul style="list-style-type: none"> <li>Track progress of key measures across relevant areas of your organisation. Using this information, set new targets and update the sustainability plan.                PI: <a href="#">Documented performance indicators and targets Y/N</a></li> </ul>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	
1.7 Allocate sufficient resources to ensure effective implementation ■ <a href="#">BS 8900 (4.3)</a> ; <a href="#">BS 8901 (9.3)</a> ; <a href="#">GRI (5)</a> ; <a href="#">ISO 14001 (4.4)</a>	<ul style="list-style-type: none"> <li>Budget for time, money, people, work space and technology to implement sustainable sport and event commitments.                PI: <a href="#">Continual checking that your targets are being met on time and on budget</a></li> </ul>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	
1.8 Communicate your commitment to sustainable sport and events (see also Marketing and Communications chapter) ■ <a href="#">GRI (1.1 &amp; 4.4)</a> ; <a href="#">BS 8901 (9.6)</a> ; <a href="#">ISO 14001 (4.2, 4.4)</a>	<ul style="list-style-type: none"> <li>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.                PI: <a href="#">Communication and documentation sent to all key stakeholders Y/N</a></li> </ul>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	

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


### STATE WHAT YOU WILL DO

Goal Objective


2.5 Commit to documenting and reporting on your sustainability policy

 [GRI Reporting Guidelines; ISO 14001 \(4.4\)](#)

2.6 Test preparedness for critical incident management

 [GRI EN \(14, 26\); ISO 14001 \(4.4\); Vancouver 2010 SMRS](#)

2.7 Comply with legal and 'other' requirements

 [GRI \(4.12\); GRI EN \(28\); ISO 14001 \(4.3\)](#)

### HOW TO DO IT

Action Items / Performance Indicators (PI)

- 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.  
[PI: Documents include: policy, objectives, targets, description of scope, other necessary documents needed for effective planning](#)

- Identify any risks/opportunities associated with your sustainable event and evaluate the magnitude and likelihood of these risks/opportunities occurring.  
[PI: Documented emergency preparedness plan and drill schedule Y/N](#)

- 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.  
[PI: Number of incidents/complaints related to legal requirements](#)

### DELEGATE IT

Sustainability Champion

Name:

Name:

Name:

### CHECK IT

Status of Action Item

Discussed  
 Documented  
 Implemented  
 Not Applicable

Discussed  
 Documented  
 Implemented  
 Not Applicable

Discussed  
 Documented  
 Implemented  
 Not Applicable

### RESOURCES

Refer to Wiki

Best Practice (VANOC Sustainability Report)



### STATE WHAT YOU WILL DO

Goal Objective

### HOW TO DO IT

Action Items / Performance Indicators (PI)

### DELEGATE IT

Sustainability Champion


### CHECK IT

Status of Action Item

### RESOURCES

Refer to Wiki

3.1 Select sites and venues with a minimal ecological footprint

 [GRI EN \(14, 26\); Vancouver 2010 SMRS](#)

- 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
- Documented
- Implemented
- Not Applicable

Examples (Gstaad) (VANOC)



3.2 Choose centrally located sites and venues

 [GRI EN \(3, 7, 16, 17, 18, 20\); Vancouver 2010 SMRS](#)

- 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
- Documented
- Implemented
- Not Applicable

3.3 Ensure barrier-free access for everyone

 [Vancouver 2010 SMRS](#)

- 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
- Documented
- Implemented
- Not Applicable

Examples (VANOC Barrier Free Guidelines)



3.4 Select/build venues with efficient water technologies

 [GRI EN \(8\)](#)

- 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 \(m<sup>3</sup>\)](#)


Name:

- Discussed
- Documented
- Implemented
- Not Applicable

Five things you can do



3.5 Select/build energy efficient venues


 [Vancouver 2010 SMRS](#)

- Include clean and/or energy-efficient heating, cooling, air cooling and venting windows and lights.
- [PI: Kilowatts of energy](#)

Name:

- Discussed
- Documented
- Implemented
- Not Applicable




3.6 Ensure clean air by avoiding pollution

 [BS 8901 \(13\); ISO 14001 \(4.2\); Vancouver 2010 SMRS](#)

- 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
- Documented
- Implemented
- Not Applicable

STATE WHAT YOU WILL DO Goal Objective	HOW TO DO IT Action Items / Performance Indicators (PI)	DELEGATE IT Sustainability Champion	CHECK IT Status of Action Item	RESOURCES Refer to Wiki
3.7 Use ecologically friendly and certified wood	<ul style="list-style-type: none"> <li>Source certified (e.g. FSC - Forest Stewardship Council), local and low-impact wood (e.g. bamboo) and avoid old-growth timber.</li> <li>Use recycled or reclaimed wood.</li> </ul> <p>PI: % of eco-friendly wood used</p>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	
3.8 Select/build venues which minimise soil, flora and fauna impacts	<ul style="list-style-type: none"> <li>Use toxin-free materials, avoid cutting down trees and do not build in environmentally sensitive ecosystems.</li> <li>Application of green building guidelines, application of smart site selection principles.</li> </ul> <p>PI: Checked with local authorities and environmental groups</p>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	Example (UIAA - Charter) 
3.9 Include a site restoration plan  GRI EN (13, 14, 22, 26)	<ul style="list-style-type: none"> <li>Avoid landfill waste by adding recycling and to the natural environments through replanting and clean-up.</li> </ul> <p>PI: Kilograms of waste diverted from landfill; Kilograms of waste disposed in landfill</p>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	Best Practice (Vancouver 2010 Wood Waste Story) 

# 4

## VENUE AND OFFICE MANAGEMENT

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

<b>STATE WHAT YOU WILL DO</b> Goal Objective	<b>HOW TO DO IT</b> Action Items / Performance Indicators (PI)	<b>DELEGATE IT</b> Sustainability Champion	<b>CHECK IT</b> Status of Action Item	<b>RESOURCES</b> Refer to Wiki
4.1 Implement responsible energy management practices  GRI EN (4, 5, 6, 16, 17, 18)	<ul style="list-style-type: none"> <li>Operate site and venue lighting, heating and cooling optimally. Use spectator signage and operational staff training and on-going inspections.</li> <li>Purchase low-energy designated office equipment (i.e. EnergyStar), turn off all lights, computers, printers, coffee machines, etc., purchase green electricity.</li> </ul> PI: Kilowatts of electricity consumed; tonnes of direct greenhouse gas emission (CO2) offset	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	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"> <li>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.</li> </ul> PI: Kilograms of waste generated; % recycled	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	Five things you can do 
4.3 Implement responsible noise management practices  GRI EN (14, 26)	<ul style="list-style-type: none"> <li>Reduce and prevent noise through signage, respect by-laws, training and inspections.</li> </ul> PI: Number of complaints	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	
4.4 Ensure clean air	<ul style="list-style-type: none"> <li>Implement a no-smoking policy, use biodegradable cleaning products and limit the use of vehicles on-site.</li> </ul> PI: Number of complaints	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	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"> <li>Measure and reduce water usage in your venues and use water from renewable sources.</li> <li>Use snow storage, piling and road salt that avoid negative impacts to local water drainage and natural habitats. Use snow hardening solutions responsibly.</li> </ul> PI: Volume of water consumed (m <sup>3</sup> ); liters of snow hardening solutions and salt used	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	Best Practice (VANOC) 
4.6 Strive to be paperless  "GRI EN (14, 22,26); Vancouver 2010 SMRS"	<ul style="list-style-type: none"> <li>Read, send and post electronic documents where possible. Print double-sided where applicable and always on recycled and FSC paper.</li> <li>Implement electronic systems for event registration, communications and finances where possible</li> </ul> PI: Amount of paper consumed; % of recycled and FSC paper used	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	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

Goal Objective

### HOW TO DO IT

Action Items / Performance Indicators (PI)

### DELEGATE IT


Sustainability Champion

### CHECK IT

Status of Action Item

### RESOURCES


Refer to Wiki

5.1 Establish a sustainable purchasing policy  
 **BS 8901 (9.5); GRI EN (14, 26); Vancouver 2010 SMRS"**

- Write a policy that contains the contracting procedures and a code of conduct to source products and services that are both sustainable and ethical.  
**PI: Documented purchasing policy Y/N**

Name:

- Discussed
- Documented
- Implemented
- Not Applicable


Best Practice (VANOC & LOCOG)  


5.2 Recruit from the local community, encourage diversity and follow ethical hiring practices

- 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.  
**PI: Minorities work-force ratio, male/female workforce ratio, reportable infractions from organisations ethics policy**

Name:

- Discussed
- Documented
- Implemented
- Not Applicable

5.3 Seek sustainable sponsors  
 **BS 8901 (9.5); GRI EN (14, 26); Vancouver 2010 SMRS**

- 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.  
**PI: Number of sustainable sponsors**

Name:

- Discussed
- Documented
- Implemented
- Not Applicable


Example  


5.4 Integrate event with local community stakeholders

- Actively seek to get the support and involvement of the tourism office, city and regional authorities, local organisations, etc.  
**PI: Documented engagement level Y/N**

Name:

- Discussed
- Documented
- Implemented
- Not Applicable

5.5 Lease, rent or buy local, environmentally friendly and community-inclusive management practices  
 **BS 8901 (9.5); GRI EN (14, 26); Vancouver 2010 SMRS**

- Use local enterprises and those that support socially-diverse, Aboriginal people, and people with disabilities.  
**PI: Percentage of local and ethical companies engaged**

Name:

- Discussed
- Documented
- Implemented
- Not Applicable

5.6 Donate equipment to local sport and community organisations

- Donate to local schools, public recreation centres and community sport clubs that can make good use of sporting equipment.  
**PI: Amount of goods donated**










Name:




- Discussed
- Documented
- Implemented
- Not Applicable

# 6

## TRANSPORTATION AND ACCOMMODATION

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

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

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

**STATE WHAT YOU WILL DO**

Goal Objective

**HOW TO DO IT**Action Items /  
Performance Indicators (PI)**DELEGATE IT**Sustainability  
Champion**CHECK IT**Status of  
Action Item**RESOURCES**

Refer to Wiki

8.1 Implement a clear sustainable marketing plan for a consistent branding strategy

- 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  
 Documented  
 Implemented  
 Not Applicable

Example



8.2 Promote your image by communicating your key messages and values  
 ISO 14001 (4.4)

- 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  
 Documented  
 Implemented  
 Not Applicable

Stakeholder Analysis



8.3 Communicate in an environmentally friendly way  
 GRI EN (14,22,26)

- 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  
 Documented  
 Implemented  
 Not Applicable

Scope Decision Tree



8.4 Integrate your sponsors and stakeholders into your sustainable marketing plans

- Invite alignment and support by sponsors on your branding and marketing strategies.

PI: [Sponsorship satisfaction feedback surveys](#)

Name:

Discussed  
 Documented  
 Implemented  
 Not Applicable

Risk Assessment Matrix



8.5 Make everyone champions of your cause (see also Athlete and Public Engagement Chapter)  
 ISO 14001 (4.4)

- 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  
 Documented  
 Implemented  
 Not Applicable

Example



<b>STATE WHAT YOU WILL DO</b> Goal Objective	<b>HOW TO DO IT</b> Action Items / Performance Indicators (PI)	<b>DELEGATE IT</b> Sustainability Champion	<b>CHECK IT</b> Status of Action Item	<b>RESOURCES</b> Refer to Wiki
9.1 Engage athletes and the sporting community	<ul style="list-style-type: none"> <li>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.</li> <li>Emphasis can be placed on organizations with resources (financial, technical and human) and similar interests.</li> </ul> <p>PI: <a href="#">Document partners</a></p>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	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"> <li>Identify the key areas of action for recognition</li> <li>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.</li> </ul> <p>PI: <a href="#">Documented criteria for specific calls for action</a></p>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	Example (VANOC Video VANOC, RBC & Coca-Cola Torch Relay)  
9.3 Define the modes of communication and outreach	<ul style="list-style-type: none"> <li>Build on existing champions and programs.</li> <li>Identify champions, athletes, ambassadors, opinion leaders, celebrities to help tell the story and inspire action.</li> <li>Identify the means of promoting and inviting the call to action (website, events, newsletter, Public Service Announcements).</li> <li>Identify the means to recognise progress and results, stories and examples of participation (profile through media, web and event communications).</li> </ul> <p>PI: <a href="#">Integrated communications plan with target audiences, channels and messages</a></p>	Name:	<input type="checkbox"/> Discussed <input type="checkbox"/> Documented <input type="checkbox"/> Implemented <input type="checkbox"/> Not Applicable	Example Canada CODE Challenges  

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

## 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**

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 be 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 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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# EventScotland Sustainable Sport and Event Toolkit (SSET)

## Founding Partners

vancouver 2010™



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