

City of Eugene Waste Prevention and Green Building

Eugene Event Sustainability Report

Background and Recommendations

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Executive Summary

The City of Eugene has hosted large sustainable sporting events for the last nine years, beginning with the 2008 US Olympic Track and Field Trials, and is interested in how to implement sustainability at all events hosted in public places and city facilities. The City of Eugene defines sustainability using a triple bottom line approach; an action or activity is only sustainable if it addresses the environmental, economic, and equity impacts of that action or activity. Events are an ideal place to implement sustainability goals – they can have massive environmental impacts, bring a great deal of economic growth, and be part of creating a stronger city-wide community, but only if those three things are properly considered as part of the event planning process.

To determine how best to incorporate sustainability goals into all events, the City of Eugene conducted interviews with municipality and organization representatives across the county to collect information and craft recommendations. These interviews established many of the different factors that need to be considered in making individual events sustainable, and provided some concrete examples of how to do so. These examples were checked against the City of Eugene’s current event permitting process and sustainability standards, and recommendations were created through that analysis.

This report recommends that the City of Eugene consider three ways to reach sustainability goals: policy changes; internal departmental changes; and incentives for event organizers. While city policy and incentives will have a definite impact on how events reach sustainability goals, most the work to be done is in determining how departments deal with sustainability internally. This can be divided into two elements: the “front-of-house” components and the “back-of-house” components. The “front-of-house” components include the requirements that departments establish for event organizers, such as waste management plans or outreach to local community organizations. The “back-of-house” components are the things that departments can do on their own, like providing materials to event organizers that already meet city standards.

Event sustainability in the City of Eugene is well on its way to success. Programs like Love Food Not Waste and We Can! and the city’s relationship with the Council for Responsible Sport all provide an excellent environment that supports inclusion of sustainability goals into event planning. The recommendations provided in this report are the first step towards developing a strong event sustainability program that will provide positive environmental, economic, and social impacts to the City of Eugene.

- The City of Eugene is interested in implementing triple bottom line sustainability practices for all events hosted in public places and city facilities.
- City of Eugene staff conducted interviews to collect information and craft recommendations.
- Three categories of recommendations emerged.
 - Including event sustainability in city policy and code.
 - Changing internal operations to increase the triple bottom line impacts of events.
 - “Front of house” requirements in permitting.
 - “Back of house” changes to procedures and equipment.
 - Incentivizing event organizers to pursue triple bottom line practices.

Introduction

The City of Eugene has a well-established record of meeting sport event sustainability goals, in partnership with the Council for Responsible Sport (Council), which is based in Eugene. Since 2012 the City has successfully hosted several events that received Council certification, including the 2014 IAAF World Junior Track and Field Championships and 2016 US Olympic Track and Field Trials. While the impact of making these events sustainable cannot be overstated, large sporting events are not the whole picture when it comes to sustainability goals. There is a spectrum of event types ranging from small private gatherings to large outdoor concerts that have impacts on the local environment, community, and economy. As such, the City is interested in determining the easiest, cheapest ways for event organizers to meet sustainability requirements and make sustainability the norm for events that take place in Eugene's public spaces and city facilities.

This report outlines the ways sustainability has been implemented in other municipalities and at other events throughout the United States. The recommendations section synthesizes best practices from other municipalities, providing a roadmap for City of Eugene to follow to implement sustainability at every event.

Defining Sustainability

The concept of sustainability is often focused solely on environmental factors. To the layperson, a sustainable event is one that uses compostable flatware, has more recycling bins than trash cans, and buys solar power to offset its carbon footprint. While these things are important in making an event sustainable, they are not the entire picture.

The City of Eugene defines sustainability using a triple bottom line approach. An action or activity is only sustainable if it addresses the environmental, economic, and equity impacts of that action or activity. Sustainability is found in the crossover between these three impacts – for example, in sourcing food locally from a minority-owned business, there is a reduction in carbon emissions from transporting the food, the local economy retains the money spent on food, and underrepresented communities can be engaged and showcased. The community benefits, the local economy benefits, the environment benefits – all of which mean that the city benefits overall.

Triple bottom line sustainability for events is achieved in five primary areas: Planning & Communication; Procurement; Resource Management; Access & Equity; and Community Legacy. The City of Eugene, in coordination with the Council for Responsible Sport, developed these primary areas to guide the decision-making processes for city staff and event organizers.

Planning & Communication

Developing an integrated Sustainability Policy is a key component of event sustainability. It is essential to seek to include input from all stakeholders including the host community, and to develop policies to promote access, equity, and the responsible use of resources, determine how sustainability will be gauged and evaluated, and then communicate the event's intentions to the community. Sustainability reporting after an event is an important tool to communicate sustainable event initiatives and efforts to stakeholders, sponsors, and attendees.

Procurement

Events require many different kinds of physical resources, and organizers have a choice in where and what they buy. Instituting sustainable procurement policies leads to responsible purchasing, which encourages sustainable resource use in the supply chain, reduces energy and resource use in purchased materials, supports local vendors, and promotes healthy food options at the event.

Resource Management

Events can consciously reduce impacts related to resource and energy use by requiring waste reduction and recovery programs, green energy programs, and greenhouse gas emissions reporting as part of regular operations. The four primary target areas for resource management are Waste, Energy, Carbon, and Water. Impacts can be measured through tracking sheets or online calculators.

Access & Equity

An accessible and equitable event is an event that is safe and inclusive for all. Essential steps include adopting a written access and equity policy, conducting outreach to and reducing barriers for underrepresented communities, and staging activities that can be attended by all people. Meeting this goal takes more thought and conscious effort, but pays off with a well-attended event that is a better representation of the whole community.

Community Legacy

Events should leave positive economic and social impacts on the host community, improve a community's infrastructure to host future events, and create a positive, lasting legacy. Promoting local businesses, activating the local volunteer base, or fundraising for local non-profits can benefit the community, and each successive event has the opportunity to enhance that legacy.

Events are an ideal nexus for implementing these goals. They provide clear cultural and economic benefits to a city; conducting them under a triple bottom line sustainability model minimizes their environmental footprint, increases local economic benefits, and showcases what the local community has to offer.

City Case Studies

City representatives and event organizers were interviewed and asked about how and why their organization implemented sustainability goals. The interviewees were selected from a group that had visited Eugene in the summer of 2016, as part of an Urban Sustainability Directors Network (USDN) Peer Exchange Summit. While a set of initial questions was created by city staff, those questions served more as guidelines; each individual interview dealt with the specifics of city policies or organizational challenges in reaching for sustainability goals. Below are the main takeaways from the interviews.

Interviewees were asked for specific recommendations and things to consider as the City of Eugene moves forward on creating event sustainability policies. In general, interviewees tended to suggest:

- Building relationships with other organizations involved with event management
- Educating visitors to events about sustainability practices at the event and in the City of Eugene
- Incorporating sustainability early in the planning process
- Being aware of internal organizational capacity, as well as the capacity of other organizations to reach for sustainable goals
- Clearly defining goals, establishing what the city does and does not do or require

Summaries of these interviews are located in the Appendix.

- **Michele Grossman, Waste Management (Phoenix Open) – Phoenix, Arizona:**
 - o Develop relationships with organizations that can help you achieve your sustainability goals.
 - o Think about how the decision to go sustainable will affect vendors; develop ways to ease vendors into the new system.
 - o The size and success of the event matters in making unilateral decisions on sustainability goals; larger events are harder to move towards sustainability, but successful ones have more leeway.
 - This is a double-edged sword, as large sponsor goals can affect event sustainability goals.
 - o Ensure effective communication with vendors and sponsors to guarantee that everyone is on the same page, and that everyone's expectations are being met.
- **Allen Vo, LA 2024 Olympic Bid Committee – Los Angeles, California:**
 - o Start defining goals early to get buy-in. Sustainability is the foundation of a lot of other components in an organization; it's easier to build it in at the beginning rather than coming in later and dictating changes in procedures.
 - o Organizing staff, city staff, organizations, etc. for the event need to buy-in to sustainability goals in order to reach them. Goals won't be implemented, or won't be as integrated, without early buy-in. Staff involvement in sustainability needs to be publically known, to increase transparency.
 - o Look for crossover in city goals and organization goals.
- **Marina Badoian-Kriticos & Lisa Lin, City of Houston Office of Sustainability – Houston, Texas:**
 - o Add information about City of Eugene ordinances to City of Eugene welcome materials. Visitors come and will behave as they behave at home, unless education starts immediately.

- Find a way to get others/partners comfortable with sharing data necessary for certification or reporting.
- Event organizers should have the capacity and willingness to champion the sustainability process for an event to have results.
- Preparation for certification from the Council must include a process for collecting proof of meeting Council requirements.
- Documenting impacts is as important as documenting the process, because those impacts become proof of concept for future activities.
- **Brendan Daley, Chicago Parks District – Chicago, Illinois:**
 - Understand what the City of Eugene values, and how to engage with the culture here.
 - Know what events are coming from out of town, which are based here. We will need different things based on understanding of what is here in Eugene.
 - Lead by example – if we want sustainability, we must do sustainability, and begin educating the public on what we do so it spills into their lives.
 - Determine a way to track events, so we can say definitively if they are sustainable according to our standards.
 - Think about what people are already doing and change your requirements to meet that.
 - “It’s marketing, it’s knowing what the market can handle, and it’s defining what’s important to us.”
 - Distinguish between front of house sustainability that requires public participation and back of house sustainability that your municipality can do on its own.
 - Understand the time and capacity limits of both event organizers and your own municipality to meet the goals you set.
 - Educate event visitors on sustainability to increase the impact of your event.
 - Look for and identify when you have an opportunity. There are two examples from Chicago: leftover building materials from events like the NFL Draft Athlete’s Village could be recycled or repurposed for future events; Lollapalooza gives out a free t-shirt to anyone who brings back a full bag of recyclable cans.
- **Kyenne Williams, City of Portland Event Recycling Coordinator – Portland, Oregon:**
 - Set clear boundaries on what the program does and does not do, and know the program’s goals.
 - Know your audience. Big events are the most cost-effective and can have the biggest reach, so spending money on them is more justifiable. Smaller events can make better use of education materials, provided they have the bandwidth to follow through on their own.
 - Set a requirement to interact with the agency responsible for event waste management to start pushing for sustainability goals.
 - Understand the time and capacity restraints of event organizers – can you ask them to do more?
 - Establish relationships with local universities or school groups to help implement goals.
- **Linden Skjeie & Tony Cravens, City of San Jose Office of Sustainability – San Jose, California:**
 - Be prescriptive with what kind of materials are allowed at events, so we can know how materials can be diverted.

- Be aware that more requirements or restrictions means more work up front – will you run into capacity issues?
 - Understand what your goals are and how they can work together. Example from San Jose: there are some costs for waste diversion equipment, but event organizers can get reduced prices if they make announcements about sustainability at the event. In this way, two goals are met instead of one or neither.
 - Haulers have experience with recycling/waste management. Work with them to develop a system that will work for Eugene.
 - Look for organizations that are already doing what the city wants to be doing, and give them the means to do it for the city.
 - Implement city policies rather than department requirements, as the city policies are stronger and affect everything the city does.
 - Find stable funding sources – For San Jose, the CA Bottle Bill provides everything they need. Are there are Oregon grants for recycling or other non-profits that will fund a city recycling program?
 - Realize your own capacity, realize the capacity of your partners, and realize the capacity of event organizers.
 - Staffing capacity and equipment use will limit the impact the program can have.
- **Tom Griffin, Virginia Green Travel Alliance – Richmond, Virginia:**
 - A clean, appealing, and consistent presence at events makes it easier for visitors to know what to do with their waste. Event Organizers will often have bins, but nothing consistent, and no messaging along with it.
 - Equipment that event organizers can rent makes the sustainability messaging part easier, and provides a way for event organizers to easily start to meet city goals.
 - Free is great – event organizers will often balk at costs for equipment rental. Find a way to keep costs down, allowing more people to participate. Event organizers will often balk at costs for equipment rental.
 - Get event organizers to do the work themselves. This means having event owners and managers who can advocate internally for sustainability in event practices early in the planning process.

Sustainability in Eugene

The City of Eugene first drafted a definition of sustainability in 2000, which explicitly included mention of an equitable economy as part of sustainability, alongside environmental goals.ⁱ Since then that definition has coalesced into the triple bottom line framework that the City uses today.

In 2010, Eugene City Council approved a Community Climate and Energy Action Plan for Eugene (CEAP), which used scientific data to set three goals: reducing greenhouse gas emissions 10% below 1990 levels by 2020; reducing fossil fuel use 50% by 2050; and identifying strategies to help the community adapt to climate change and increased fossil fuel prices. As of 2013, the City of Eugene found that electricity use and natural gas use – both indicators of greenhouse gas emissions – and fossil fuel consumption were all trending downward, even as Eugene’s population was rising, showing progress towards meeting those three goals.ⁱⁱ As of March 2017, the City is in the process of reviewing and updating the CEAP.

Events and Sustainability

The City of Eugene event permitting process is straightforward. Event organizers submit an Event Notification Form online. That form is reviewed by members of the Eugene Special Event Team (ESET), which includes members from every department that has jurisdiction over city property, and the appropriate permits are sent to the event organizer. The organizers work with each department to meet permit requirements, and when they are met the event is approved. During the process of working with ESET, there is an opportunity to introduce sustainability to the organizer directly, and a city website highlights sustainable event resources that are available; however, sustainability has not been made an explicit requirement of the event permitting process.

Sustainable Sports

Much of Eugene’s focus on sustainable events has been centered on sports. Large events such as the 2008, 2012, and 2016 U.S. Olympic Track and Field Trials, 2014 International Association of Athletics Federation’s World Junior Championships, and the 2015 “Civil War” football game at Autzen Stadium were certified through the Council for Responsible Sport, with support from the City of Eugene’s Waste Prevention and Green Building program. Since the Council was founded in 2007, ten events in Eugene have worked with the Council and the City to be certified as “sustainable.”ⁱⁱⁱ Notably, the 2016 USATF Olympic Trials received “Evergreen” status, the highest level of certification through the Council, earning more than 90% of the Council’s available credits.

Eugene started the process of incorporating sustainability goals into sporting events in earnest with the creation of the “We Can!” campaign in 2012, coinciding with the 2012 USA Track and Field Olympic Trials. The event was the first that the City of Eugene sought Council certification for. To do so, the City of Eugene partnered with AHM Brands to create a campaign that would help the City promote and meet its sustainability goals. Included in this were videos, social media posts, and physical branding and information at the event that highlighted the ways the City of Eugene was supporting sustainable events. Since then, activations have expanded to include a smartphone web application that supports a sustainability scavenger hunt using public transportation, and activations at events via the We Can! booth promoting green energy and active lifestyles. These activities both promote and accomplish the City of Eugene’s goals, establishing sustainability as a part of the event, a part of the visitor experience, and a part of everyday life for Eugene residents. As the City of Eugene moves forward, We Can! and

other outreach will be critical in continuing to promote the idea of triple bottom line sustainability to the public.

Looking forward, the 2021 IAAF World Championships will be held in Eugene, and the City would like to see the event certified through the Council. In order to get there, the City is seeking ways to make sustainability a key component of all events in the intervening years, so that the public expects sustainability to be a part of the 2021 IAAF World Championships and any events in the future.

Recommendations

Recommendations fall in three categories: Policy Recommendations; Internal Operations; and Incentives. Each category addresses sustainability from the perspective of a particular audience. In summary, the City of Eugene should: incorporate sustainability requirements for events through changes to city code or administrative rules; add sustainability to the event permitting process, and determine internal capacity to implement “back-of-house” sustainability practices; and determine to what extent event organizers should be expected to meet sustainability goals, and how they can be incentivized to meet them. Internal operations is where the bulk of the work needs to be done; as these are city goals, the city is shouldering the responsibility for making them happen.

- Recommendations Overview
 - Policy Recommendations
 - City policy is the foundation of city action. Triple bottom line sustainability at events must be based in new or existing policies.
 - The City of Eugene should create sustainable event codes or emulate existing codes that give city event permitting staff the ability to request sustainable practices from event organizers.
 - Internal Operation Recommendations
 - Event permits should include requirements surrounding event sustainability.
 - Information on how to do events sustainably should be developed and made available to event organizers.
 - The City of Eugene should provide equipment to events to make reaching event sustainability easier – this can be small scale purchases, or large scale implementation of new programs, depending on organizational capacity.
 - Incentives Recommendations
 - The City of Eugene should provide promotional, financial, or organizational benefits to events that reach event sustainability goals.
 - Keep in mind that event organizers may not have the capacity to meet reporting requirements.

Policy Recommendations

Implementing triple bottom line sustainability goals at events starts with city policy. The Office of Sustainability and the City of Eugene already promote triple bottom line goals, including environmental review, procurement, and workplace diversity. These goals provide an excellent base to support the inclusion of sustainability in all City of Eugene activities.

Knowing that the city has established sustainability goals, it follows that sustainability should be mandated as part of events requiring city permits. Because city goals are not enforceable outside of City-run activities, if sustainability will be a requirement at events, the requirement needs to be written into City code or administrative rules to have weight.

Two of the cities interviewed have some form of sustainability requirements for events, with authority for those requirements written into their code:

- City of Portland, OR (*requires waste management plan, not implementation*)

- City Code 20.08.020.A: “Any person desiring a permit under Section 20.08.010 shall apply with the Parks Reservation Center. The Parks Reservation Center, subject to the Director’s approval, shall establish written policies and procedures, including but not limited to fees and standard conditions, for applications and for permits. The written policies and procedures shall be available for public inspection.”^{iv}
- Portland Parks and Rec: “Recycling requirements. Portland Parks requires all public events to have a recycling plan in place. You will be required to secure a sign-off from the Bureau of Planning and Sustainability’s Event Recycling.”^v
- City of San Jose, CA (*requires waste management plan, implementation, and reporting*)
 - City Code 9.10.1445.A: “Any person seeking permission to conduct a large event where the event generates solid waste ... shall develop a waste reduction and recycling strategy ... [which] shall include an estimate of the amount and types of waste anticipated from the event, proposed actions to reduce the amount of waste generation related to the event, and arrangements for separation, collection and diversion from landfills of reusable and recyclable materials. Within ten calendar days after the conclusion of the event, the applicant shall submit to the director of environmental services a copy of all weight or cubic yardage receipts for the solid waste and for the recyclables from the receiving waste hauler, service charity, recycling center, or other such entity receiving the materials.”^{vi}
 - City Code 9.10.152: “‘Large event’ means the temporary or periodic use or occupancy of a public street, publicly owned site or facility, or public park within the city for a civic, commercial, recreational, or social event attended by an average of one thousand or more persons per day of operation of the event.”^{vii}
 - Further details in Special Events Guidelines document published by San Jose Office of Cultural Affairs and Parks, Recreation & Neighborhood Services.^{viii}

The City of Eugene’s code is similar to these examples in that it includes the same deference of management to specific departments and specific requirements for permits, but Eugene does not explicitly include sustainability requirements as part of what the departments can ask for in permits.^{ix} Including more specific authority for departments to require sustainability in city code will allow the city the leeway to develop a system of implementing event sustainability that can be responsive to challenges.

Internal Operations

This is the bulk of the work that needs to be done for sustainability in the City of Eugene. City goals should be reflected in the forward-facing elements that event organizers engage with, as well as the back-of-house elements that set the stage for sustainability through the city.

Front of House: Event Permits, Information for Event Organizers

Depending on the event, organizers may need to apply for up to ten different permits from eleven different departments. This is generally standard across different municipalities, as different activities fall under the administrative purview of different departments. While Eugene’s single “Event Notification Form” is a good way of ensuring that event organizers are aware of who they need to talk to for their event, it also adds some complication in how to implement sustainability requirements across

many departments. To implement sustainability goals, each department will need to incorporate sustainability practices into their rules, so that their event permits can reflect city goals.

The following permits can be exempted from implementing sustainability goals:

- Alcohol Permit (out of city purview, other than authority to approve/disapprove permit)
- Fire Safety Permit (primarily concerned with safety)
- Event Insurance (primarily concerned with liability)
- LTD Approval (primarily for LTD to change service if necessary)

While arguments may exist for including sustainability for some of these (locally-based alcoholic beverages, biofuel requirement for generators, etc.), the foci of the above permits generally are outside the realm of sustainability goals.

The remainder of event permits can incorporate sustainability goals to different extents:

- Event Notification Form: information on city sustainability goals, access and equity plan outline, community legacy plan outline
- Block Party Permit: waste management plan, access and equity plan, community legacy plan
- Parks and Open Space/Recreation Rental: planning and communication, procurement, resource management, access and equity, community legacy
- Commercial Construction Permit: procurement of building materials, resource management at the event and after the event, equity in contracting (using local businesses), potentially community legacy depending on if the proposed construction will be permanent in any way
- Parade Permit: waste management on route, access and equity, community legacy
- Right-of-Way Use Permit: access/equity impact assessment

Each of the five primary areas of sustainability could likely be applied to each permit; the above list captures what areas are most related to the purpose of the permit. Additionally, several of these permits already include a question about waste management at the event, and there is crossover between permits that would implement the other aspects of sustainability based on the above list; under the current system of multiple permits, this is necessary to ensure that the requirements are disseminated to every type of event. Where crossover exists, the Community Events Manager can manage limiting redundant requests for event organizers.

There is an open question of how to implement sustainable food practices. Currently, events in Eugene that will have food on site are required to apply for temporary restaurant licenses from Lane County Environmental Health, which in turn bases its requirements on Oregon Health Authority's requirements. The permit asks what each vendor plans to do with leftover food, which is an opportunity to incentivize composting opportunities at events in Eugene, but otherwise the permit is focused on food safety. A different permit specific to Eugene could ask for information on food at the event and introduce a requirement for sustainable food procurement.

There is also an open question of the scale at which sustainability actually becomes a requirement. For example, it would seem unnecessary to require a small birthday party held at a city park to create an access and equity policy, but for a larger events the requirement becomes justified to ensure that the event is in line with city goals. Similarly, requirements should be considered along public and private lines, with public events having more requirements placed on them than private events. Since every

event submits an Event Notification Form online to begin the application process, the requirements can be introduced to event organizers there based on their responses – either immediately online, or soon after the Community Event Organizer reviews the request.

Back of House: Equipment Availability, Frameworks for Sustainability

Departments should also consider what capacity they have to meet event sustainability goals on their own. These “back-of-house” responsibilities require staff time and focus, but are likely to be the easiest ways to meet some baseline sustainability goals for certain events. The city can easily implement “back-of-house” responsibilities for Resource Management goals (for example, if Lamb Cottage provided dishes and utensils for groups to use, it would cut back on the use of disposable materials), but it could also provide framework documents that outline how to meet other goals: identifying planning and communication strategies; things to look for in materials procurement; how to draft an access and equity policy; or how to demonstrate the community legacy of the event. These framework documents would give event organizers greater capacity to meet sustainability goals.

In support of these framework documents, the City of Eugene can develop relationships with vendors and other organizations like Master Recyclers that help event organizers meet the City’s sustainability goals. The City can then direct event organizers to them as examples of what to look for in implementing sustainability. There is precedence for the city showing preference for certain vendors or organizations with programs like Love Food Not Waste, which highlights businesses in Eugene that commit to reducing food waste.¹

The City can also consider a “back-of-house” option of creating a system of renting out recycling and compost bins, similar to the systems that Portland, San Jose, and Richmond have. By insisting on the same system of waste management at every event, the City can ensure that visitors will know what to expect, increasing awareness of city waste management goals as well as sustainability goals generally. This option would likely require a part- or full-time staff person to administer the program, depending on the proposed scope of the system, but many of the necessary materials may already exist as part of We Can! equipment. This staff person would be the point-of-contact for event organizers, and could be another resource in helping event organizers create their sustainability plans. The staff person could be a city employee, but could also be an employee of a contracted organization, similar to the City of Portland’s relationship with Portland State University.

It is important to note that this staff person would not be responsible for implementing sustainability at events, and should not be tasked with event-specific tasks like tracking diversion of event waste or demonstrating community impacts. Event organizers should be ultimately responsible for demonstrating that their event met sustainability goals. The staff person should be responsible for collating information over time, to demonstrate the effectiveness of the city’s sustainability programs.

Incentives for Event Organizers

The City has a certain bandwidth to administer a sustainability program, and event organizers also have a particular bandwidth to meet city requirements. By taking on some responsibilities as “back-of-house” operations, the City can meet some sustainability goals on its own, but event organizers also have some decision-making powers that the City is not involved with, which is where their responsibilities come

¹ City of Eugene Waste Prevention and Green Building. *Commercial Food Waste Collection*. Accessed March 27, 2017. <http://www.eugene-or.gov/759/Commercial-Food-Waste-Collection>.

into play. For these responsibilities, the City can provide incentives for event organizers to ensure that they follow through.

There are a few ways the city can incentivize sustainability requirements for event organizers.

- Marketing: the event is promoted as sustainable by the city and the event organizer, adding community value to the event and, in turn, economic value to the event organizer
- Monetary: the city can provide financial incentives to event organizers that meet sustainability requirements, at amounts that offset the costs of proving that sustainability goals were met. This is the model that Chicago Park District follows with their 10% discount for meeting green event standards.
 - o The City attempted this as a pilot project in 2014 providing money to event organizers who met sustainability standards; the project was underutilized as event organizers did not have the capacity to sufficiently document their efforts. This is worth keeping in mind – if organizers do not have a way to prove that they met sustainability goals, there is nothing the City can do to incentivize them.
- We Can! equipment: If the City goes forward with making We Can! equipment available for all event organizers, the City could provide the equipment for free or low-cost, or other incentives like waste hauling or event staffing could be provided.

Funding

Monetary incentives for event organizers or staff time for program development and implementation necessarily have costs. However, the positive social, environmental, and economic impacts of implementing event sustainability can offset these costs. Money put into event sustainability will return to the city as cleaner air, robust local businesses, and a stronger sense of community identify.

Three municipalities in this report identified their funding sources. Chicago Park District collects property taxes; the City of San Jose works through annual state grants funded by the California Bottle Bill; and the City of Portland is funded by waste tipping fees. For the City of Eugene, tipping fees are likely to be most feasible funding source. Developing new taxes is a time-intensive and political process, and identifying and applying for grants also takes significant staff time. Tipping fees are an existing funding source that can be used to start implementing event sustainability goals. Grants can be used to supplement or expand those goals once there is an established program.

Conclusion

These recommendations provide a roadmap for the City of Eugene to begin implementing sustainability at all events that use public spaces and city facilities. By incorporating sustainability into departmental requirements, and by supporting those requirements with city policy and incentives for event organizers, the City can ensure that every event taking place here has a net-positive value for the local environment, for local businesses, and especially for local citizens.

Appendix

Interview Summary Notes

These one-page documents are summaries of interviews with city officials and organization representatives involved with sustainable events in their communities. Interviews were conducted over the winter of 2016/2017.

Waste Management Phoenix Open, Phoenix, Arizona

Waste Management has sponsored the Phoenix Open since 2010 to add to the tournament's philanthropic capabilities, and to make the event the "greenest tournament on the PGA TOUR."^x The Thunderbirds, a Phoenix-based civic organization, have run the tournament since 1939, and continue to be involved today. In 2016, the Ak-Chin Indian Community became a Presenting Sponsor, to further increase the event's philanthropic capacity.^{xi}

In 2012, the tournament implemented the Zero Waste Challenge, which sought to divert 90% of waste from landfills.^{xii} Since then, the tournament has successfully diverted 100% of waste from landfill, earning certification from Underwriters Laboratories Environment, Inc. and from the Council for Responsible Sport at the Evergreen Level for 2015-2016.^{xiii}

First and foremost, Waste Management sponsors the Phoenix Open as a marketing strategy to promote their business. With the success of the Zero Waste Challenge in 2012, Waste Management sustainability staff made the connection that the event could become certified through the Council for Responsible Sport by reporting philanthropic giving by the Thunderbirds and meeting the Legacy and Access & Equity requirements. By initiating conversations with the Marketing department and Thunderbirds leadership, Waste Management sustainability staff successfully certified the Phoenix Open with the Council for the first time in 2013. There have been incremental improvements in the tournament's sustainability since then; each new tournament is an opportunity to improve on the previous year, and as a sporting event there is an element of competition that encourages Waste Management to do more.^{xiv}

Due to the size and success of the tournament, Waste Management can easily influence the actions of vendors and visitors; Waste Management's requirements are in essence a cost that vendors need to accept as part of participating in the event. In return, Waste Management partners with businesses to provide resources that meet sustainability requirements to vendors (the most notable being Western Paper, which provides cutlery, plates, and other similar items). Waste Management has a similar relationship with a Phoenix-based composting company, which takes the event's compost despite not typically taking the kind of compostable materials Waste Management brings.^{xv}

Event sponsors also have a large impact on the size and success of the event; however, their goals in sponsoring the event may influence how the event achieves sustainability certification. For example, Coca-Cola's goal of selling bottled water is impacted by Waste Management's sustainability goals, and the two entities have consistently discussed how to reconcile the two goals. As Coca-Cola's support is crucial to the event, Waste Management focuses more on recycling to meet their goals, rather than reducing the amount of materials brought to the event.^{xvi}

City of Phoenix Sustainability Goals and Event Permitting Requirements

- On April 12, 2016, the City of Phoenix City Council voted to adopt seven sustainability goals. A 2012-2013 Sustainability Report defined sustainability using the triple bottom line framework.^{xvii}
- City event permits do not explicitly reference sustainability or have sustainability requirement information up front.

LA24 Olympic Bid, Los Angeles, California

The LA24 Olympic Bid Committee submitted a bid to the International Olympic Committee (IOC) to host the 2024 Olympics. Several of the questions the IOC asked host cities to answer refer implicitly to triple bottom line sustainability – while those exact words never emerge, the concepts are nonetheless embedded both in the candidature document and as part of the IOC’s fundamental principles: “Blending sport with culture and education, Olympism seeks to create a way of life based on the joy found in effort, the educational value of good example and respect for universal fundamental ethical principles.”^{xviii} The City of Los Angeles also published triple bottom line sustainability goals in 2015.^{xix}

The IOC published its Agenda 2020 in 2014, which included “a new philosophy to invite potential candidate cities to present a project that fits their sporting, economic, social and environmental long-term planning needs,”^{xx} and crafted recommendations specifically targeting sustainability goals for potential hosts and for the IOC itself.^{xxi} There are three stages of questions for host cities. Cities are asked to demonstrate how the Olympic Games will: generate long-term economic, social, environmental, and sporting benefits; fit into the city’s existing climate change management strategies; spur engagement with the community (through cultural programs, education, city activities, etc.); and be managed for environmental, social, and ethical factors, among other things.^{xxii} To meet the IOC’s goals, LA24 bid proposes no new construction for events or for athlete housing, through partnerships with existing athletic facilities like the LA Memorial Coliseum and a ready-made Athlete’s Village on UCLA’s campus, reducing the amount of materials used.^{xxiii} Sustainability is currently a part of LA24’s executive leadership, and if awarded the bid, a Chief Impact Officer would have oversight of “the cultural, community engagement, impact fund development and legacy strategies — all foundational elements of delivering a sustainable Games beyond 2024.”^{xxiv} Furthermore, with the Mayor of Los Angeles as part of LA24’s bid committee, LA24 is ensuring that the event meets both IOC and Los Angeles sustainability goals.^{xxv}

The bid includes very detailed governance structures, showing how responsibilities will be shared and managed so that LA24 can be held accountable to that. The specifics of carbon footprint management, vendor and materials procurement, or the integration of cultural events are necessarily scarce as the event has not been awarded to the city yet; with the structure in place to make management decisions, LA24 can immediately start working towards those goals if awarded the bid.^{xxvi}

City of Los Angeles Sustainability Goals and Event Permitting Requirements

- The Mayor’s Office of Sustainability released their city sustainability goals on April 8, 2015, and have several initiatives listed online at <http://bit.ly/2ltxGVU>. They define sustainability as a triple bottom line process.^{xxvii}
- Event requirements posted online are typically brief. Some discounts for non-profit organizations, no explicit mention of sustainability goals.

NCAA Final Four, Houston, Texas

The NCAA first pursued sustainability initiatives in 2011, in a partnership with the Natural Resources Defense Council, Waste Management, and the City of Houston, among other groups. Among their goals were energy efficiency, waste diversion, and sustainable food sourcing.^{xxxviii} The NCAA has pursued sustainability goals for each Final Four event since, and sought and received certification from the Council for Responsible Sport for the 2016 event, again hosted in Houston.^{xxix}

According to City of Houston staff in the Office of Sustainability, the Local Organizing Committee in Houston that put in the bid to host the 2016 NCAA Final Four included Council certification as part of their platform. Todd Holloman, who sits on the Houston Marathon Committee board, had experience with certifying events with the Council beginning in 2012, and brought that experience to the Houston Final Four LOC. The former Sustainability Director for the City of Houston sat on the LOC, and when they retired, the responsibility transferred to Lisa Lin.^{xxx}

As the event came to a close, several members of the Final Four LOC moved on to other projects. This left city staff with the task of verifying information needed to certify the event. There was not a plan created ahead of time to ensure that every action the Council required would be verifiable in some way; while the city had access to some information, city staff had to do some major searching to find appropriate documentation of what the event had accomplished. With some workaround help from the Council, however, the event met requirements for certification.^{xxxi}

Following the event, Houston sent their documentation to the City of Phoenix, Arizona, which is hosting the 2017 NCAA Final Four and will also be seeking Council certification with the hopes of developing model documentation that can be used for the NCAA Final Four in the future. Office of Sustainability staff also met with City of Houston staff involved in event permitting to discuss incorporating Council requirements into the permit process; staff thought that some requirements were good and could be implemented, first on a voluntary basis, then moving into requirements.^{xxxii}

City of Houston Sustainability Goals and Event Permitting Requirements

- Green Houston (www.greenhoustontx.gov) has information on sustainability in Houston as well as some city initiatives. The 2015 Plan Houston Final Report outlines triple bottom line sustainability goals in the larger framework of a general city plan.^{xxxiii}
- Events requiring significant city involvement require a special event permit from the Mayor's office. Event requirements do not include sustainability goals.^{xxxiv}

Chicago Park District, Chicago, Illinois

The Chicago Park District is a separate entity from the City of Chicago Government. As Chicago grew in the 1800s, different park districts were established by public vote; in 1934, in the midst of the Great Depression, voters in Chicago decided to save money and streamline operations by consolidating all park commissions into one, creating the Chicago Park District (CPD).^{xxxv} Today, the CPD is 75% funded by property taxes with the remainder coming from grants, funding from other government agencies, or revenue from special events.^{xxxvi}

CPD's event permit asks about all of the aspects where an event may interface with CPD facilities as well as City of Chicago properties or right of ways. The permit application is a 28-page document, including addendums. The Chicago Park District encourages event sustainability through a "green initiatives" discount of 10% off the cost of the event permit, if certain sustainability targets are met. These goals focus mainly on waste streams, including a requirement for recycling and a ban on Styrofoam. The goals also include options like sourcing food products from within a 200-mile radius of Chicago. Athletic events may pursue Council for Responsible Sport certification to receive the discount instead of meeting the Chicago Park District's requirements; the 10% discount is approximately equal to the cost of Council certification for larger events.^{xxxvii}

The green initiatives discount is the "front of house" method that CPD uses to encourage sustainability. At venues where CPD staff interface with the public, CPD enacted "back of house" methods to meet sustainability goals. For example, canned beer sales at Soldier Field are poured by staff, who hold on to the cans for recycling.^{xxxviii} As such a large organization, the Chicago Park District is capable of implementing significant sustainability goals and adding them to the costs of doing business for event organizers without necessarily making those costs a burden. Green event certification is currently voluntary, and CPD staff says that certification is not being utilized as much as they would like it to be. At the same time, many events implement sustainable practices without seeking certification from CPD. It is believed that this is due to the event permit being a very involved process: the time and energy it takes to get certified is not worth the discount to event organizers, even though many events already meet some of the benchmarks. In response to this, CPD is considering making some of the items from the green initiatives checklists mandatory, to match what they understand is already happening on the ground.^{xxxix}

Chicago Park District Sustainability Goals and Event Permitting Requirements

- A 2012 Environmental Sustainability Policy outlines environmental sustainability goals for the Chicago Park District, but does not touch on triple bottom line concepts.^{xl}
- The Chicago Park District event permit includes a 10% discount for meeting some environmental goals, but does not address economic or social goals. However, the permit also allows event organizers to get Council certification for the same discount, which does meet triple bottom line sustainability goals.

Portland Bureau of Planning and Sustainability, Portland, Oregon

The City of Portland addresses environmental sustainability at events by providing resources to event organizers. The Event Recycling program was started in the late 1990s, beginning with a partnership between the City of Portland, Metro, and Recycling Advocates, a recycling-focused non-profit. The goal then, as it is now, was to focus on waste diversion from large events. The program is contracted to Portland State University's Community Environmental Services department, which is coordinated by one PSU student. Events are staffed by other PSU students. There is one city staffer dedicated to administering the program. Program funding primarily comes from city waste tipping fees.^{xli}

The program is primarily about educating event organizers, specifically larger events taking place in Portland city parks. Event organizers are required to contact the Community Environmental Services department as part of their permit from Portland Parks and Recreation, and are required to create a recycling plan before their event will be cleared. Event organizers are not required to follow through with the plan, but CES provides staffing and waste bins free of charge to encourage follow-through. The City of Portland also takes in sorted recyclable materials for free at waste transfer stations, providing further encouragement.^{xlii} In addition, many events want to be visibly sustainable, for marketing purposes. Taking that all into account, there is significant interest in the program, and the City of Portland has been able to increase funding available for the program to encourage further use.^{xliii}

The Event Recycling program is very staff intensive, especially at events implementing waste diversion for the first time, as organizers may lack the capacity to give sustainability the time necessary to implement it well. PSU staff time can be taken up monitoring Clearstream bins, or by training and monitoring event volunteers. Some larger events, like the Waterfront Blues Festival, have crews of volunteers that attend the event annually and do not require training at the same level, or draw interest from Master Recyclers. City staff have found that educating event vendors on city recycling and composting policies often results in better diversion numbers for reporting purposes.^{xliii}

In 2015, the Event Recycling program assisted 153 events, including 38 events with expected attendance of over 10,000 people. The total diversion rate for these large events was 45%, as measured at 13 out of the 38 events. The data for these events came from the commercial haulers used by the event organizers. The program's budget from September 2014 – March 2015 was \$132,937.

City of Portland Sustainability Goals and Event Permitting Requirements

- The City of Portland 2035 Comprehensive Plan sets many goals that meet triple bottom line sustainability standards, and has information on sustainable practices online.^{xliii} The 2015 Climate Action Plan incorporated equity issues throughout.^{xliii}
- The event permit process in Portland does not address environmental issues, other than including a recycling plan as part of permits going through Portland Parks and Recreation.

San Jose Environmental Services Department, San Jose, California

The City of San Jose has a program similar to the City of Portland's; one staff member with the city administers the event recycling program and money is granted to an organization to coordinate and implement it. In this case, the city of San Jose applies for and receives annual state grants, funded by the California Bottle Bill, that are dedicated to recycling and waste management, and then contracts with the San Jose Conservation Corps (SJCC).^{xlvii} Prior to their partnership, the Corps was providing event waste management services on their own; San Jose saw an opportunity to incorporate those services into city sustainability goals, specifically waste diversion policies enacted in the city in the early 1990s that needed support.^{xlviii}

Under California law, events over 2,000 attendees must have a zero waste plan in place.^{xlix} San Jose is more restrictive, setting the bar at 1,000 attendees. As permits come into the various departments managing events, the attendance number informs them that the Environmental Services department needs to be involved.^l

At the beginning of their partnership, the City of San Jose purchased equipment for the San Jose Conservation Corps, who now implement the program. Recyclable materials are brought back to SJCC's facilities, where they are sorted and the diversion numbers reported to the city. Contracted garbage haulers deal with other waste materials; the haulers also report their numbers to the city. San Jose restricts access to permanent city garbage cans, which forces event attendees to use bins provided by the event, which then results in better diversion tracking.^{li}

Recently, the city scaled back its direct involvement with the program, allowing SJCC to take over some responsibilities. There is only one person on city staff involved in the program who coordinates with event organizers. The city builds those relationships with event organizers over time, and turns the management of the event zero waste plan over to the SJCC.^{lii}

As with the City of Portland, San Jose is limited by their staff and their equipment. On average, SJCC can staff five events in a weekend, which includes set up, takedown, and monitoring through the event. It takes coordination between the city, SJCC, and event organizers to ensure that the program actually happens. San Jose is also limited by the capacity of event organizers to focus on the program. A zero waste plan may be required at more events, but the ease of its implementation depends on how engaged the event organizer is in making that plan happen at the event. Some events choose to hire private contractors to manage their zero waste plan, but that is an added cost and an added group to coordinate with.^{liii}

City of San Jose Sustainability Goals and Event Permitting Requirements

- The City of San Jose has a Green Vision plan that outlines environmental sustainability goals.^{liv}
- By city policy, events with attendance over 1,000 people are required to have a zero-waste plan in place. Permit requirements do not address other aspects of sustainability.

Virginia Green Travel Alliance, Richmond, Virginia

The Virginia Green program started as part of the Virginia Department of Environmental Quality, with a focus on reducing waste. The program received funding EPA pollution prevention grants. As they developed the program, staff noticed the impacts of state tourism on sustainability, and started the Virginia Green Travel Alliance (VGTA) to bring the industry on board with state goals. Working with Virginia DEQ, Virginia Tourism, and the Virginia Restaurant Lodging and Travel Association over three years, VGTA created a program that promoted businesses in the state that had promised to meet certain sustainability standards.^{lv} VGTA now operates as a non-profit, with administrative support from Virginia DEQ and Virginia Tourism, receiving funding mostly from grants. Today, the majority of their work is certifying businesses in the tourism industry, and providing waste management support for events in the state.

Businesses interested in certification will contact VGTA through Virginia DEQ, and after promising to implement a set of green practices will be added to the Virginia Tourism database of green businesses. From there, guests and visitors to these businesses report back to VGTA and Virginia Green on how the businesses are doing. These voluntary checks by visitors are the only enforcement of the certification at this point in time. The Virginia Green Suppliers Network supports businesses or events seeking certification, providing an accessible database for purchasers looking for environmentally-friendly products.^{lvi}

VGTA also offers waste and recycling bin rentals to events interested in being more sustainable, similar to the programs in Portland and San Jose. Their program is staffed primarily by volunteers and coordinated by one full-time staff member. For the 2015 Road World Championships, held in Richmond, VA, VGTA helped to create the RVA (Richmond, VA) Green Team, which brought all environmentally-focused volunteers in the state under one online database. The network has been active ever since, providing volunteer opportunities at events throughout Virginia.^{lvii} Richmond in particular has established a strong program with volunteer support, providing recycling bins and hauling to events for free.^{lviii}

As a non-profit, VGTA is able to host an annual conference for organizations interested in green tourism. They are also considering green trainings at other conferences, which would allow people with certifications to earn education hours and maintain them. As VGTA seeks stable sources of funding, they are considering implementing some administrative service fees to cover some of the differences in funding, and to start incorporating desk audits into their work. Desk audits are in-person visits to certified businesses or events, conducted to ensure that they are meeting certification standards. The desk audits are often conducted for events hosted by federal agencies, which must meet sustainability goals and must have a paper trail to prove it; in time, they will also be used along with guest reviews to verify that businesses that are seeking certification are maintaining them.^{lix}

City of Richmond Sustainability Goals and Event Permitting Requirements

- RVA Green published their “Roadmap to Sustainability” which specifically outlines triple bottom line sustainability goals for the city.
- The online events permit includes a link to a “Greening Your Event” website, which has information on Richmond’s free recycling program and other programs.^{lx} There is no information on other triple bottom line sustainability goals.

Important Reference Documents

The following documents are listed here as references. Several are tens or hundreds of pages long – attaching them to this document would make it unwieldy. Most of them are available online.

Phoenix, AZ

- SustainPHX 2013 Report
- Special Activity Request Form (screenshot)
- Event Permit Checklist

Los Angeles, CA

- City of LA: The pLAn
- City of LA: pLAn Progress Report
- LA24: Candidature Documents 1, 2, 3
- LA24: IOC 2024 Candidature Questionnaire
- LA24: Economic Impact Analysis

Houston, TX

- Plan Houston Final Plan
- Special Event Application
- Special Event Requirements Sheet

Chicago, IL

- 2017 CPD Permit Application
- Green Initiatives Checklists A and B
- 2012 CPD Environmental Policy

Portland, OR

- Portland 2035 Comprehensive Plan
- Portland 2015 Climate Action Plan
- Street and Sidewalk Use Permit
- Portland Event Sustainability Guide (2001)
- Contract between BPS and Portland State CES
- Event Sustainability Instructional Guides
- Example Waste Management Plan (2017 Women's March)
- 2016 Portland State CES Report

San Jose, CA

- San Jose Green Vision 2012
- Green Vision Report 2014
- Event Permit
- Event Guidelines

Richmond, VA

- 2015 UCI Sustainability Report
- RVA Green Roadmap to Sustainability
- Special Event Application (Screenshot of first page)

- 2016 Richmond Folk Festival Sustainability Report

Eugene, OR

- CEAP Progress Report 2013
- Triple bottom line tool (short version)
- Sustainability Brochure
- Park Rental Information/Park Rental Guidelines, Fee Schedule
- Standard and Special Use Permit

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