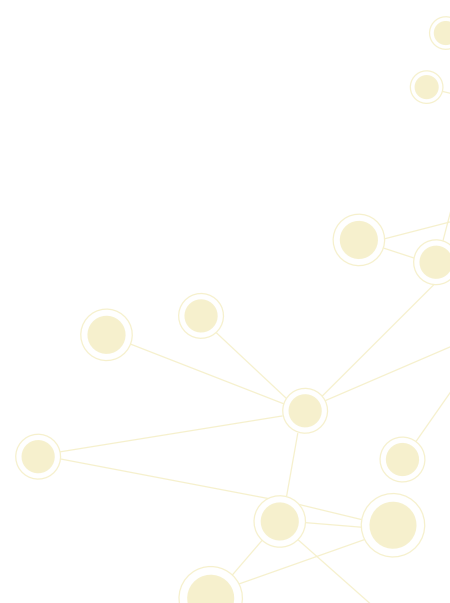
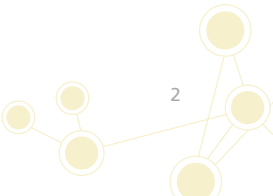


# Sponsorship Primer



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## Section A: Primer for municipalities on how the event sponsorship model currently works

This section is intended to provide information that can constitute a basic understanding of the purposes and common offerings of event sponsorship for representatives of the public sector as they consider financially supporting events in their locales.

Sponsorship provides a strategic medium by which organizations attempt to reach their desired audiences. Regardless of the desired result (e.g. sell a product or service, share information), sponsorship is used to establish a closer relationship with a specific target demographic or group of people. At its most essential, sponsorship is a pathway for communication.

### Why do events need sponsors?

Sponsors bring benefits to events in three main areas: financial, in-kind, and media.<sup>1</sup> Most commonly, events receive a financial investment from sponsors. In-kind offerings, or donations of non-monetary goods or services, typically include product support such as equipment, food and beverage, vehicles, personnel support, communication resources & expertise, gifts and giveaways and brand website exposure.<sup>2</sup> Sponsors can also help events expand or generate additional media for the event by brand association or through their own communication and marketing channels. Overall, sponsors provide events with more leverage and skills to carry out their objectives. Most simply, the quality of an event is increased with the sponsor's investment and in return, properties grant sponsors specific rights to marks to publicly associate their brands with the event.

### How Traditional Event Sponsorship Works

Events provide a promotional platform for sponsors (private or public) to meet their communications objectives such as accessing a new or existing target audience, building relationships with other organizations and groups, introducing new information and offerings, or making calls to action.

Organizations that own events structure their sponsorship offerings in a wide variety of ways, and according to research, there is no single standard that is used by all events, but there are specific commonly occurring elements. Commonly offered assets include: logo placement on event marketing materials, use of event logos, verbal or visual recognition at meetings and ceremonies related to the event, and access and hospitality for organizational delegates during the event and ancillary activities.

Often, varying levels of access to such assets determine the price of the sponsorship at a given level or within a specified category. Basic levels of access are assigned to lower cost investments, and higher levels of access are sold at a higher price, including occasional offerings of 'category exclusivity,' where a limited number of opportunities at a given level are offered. Sponsors engage at varying levels with the production of the event itself, and to varying levels of customization depending on the terms of the deal. Fulfillment of negotiated activities at events, or, 'activations,' range from little to no involvement to complete responsibility for or authority over certain aspects of operations, programming or physical spaces.

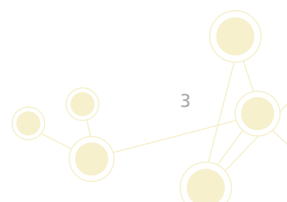
Events rights holders generally offer a point of contact that manages sponsorship inquiries and ensuing discussions. Some post information directly on their website, for example, the [Lotus World of Music & Arts Festival](#)<sup>3</sup> in Bloomington, Indiana, or Gazelle Foundation's [Run for the Water](#) in Austin, Texas.<sup>4</sup>

<sup>1</sup> Howard, D.R., & Crompton, J.L. (2013). Financing Sport. Fitness Information Technology, Inc. Elements in the Sponsorship Exchange.

<sup>2</sup> Howard, D.R., & Crompton, J.L. (2013). Financing Sport. Fitness Information Technology, Inc. Elements in the Sponsorship Exchange.

<sup>3</sup> "Festival Sponsorship." Lotus. May 15, 2017. Accessed November 14, 2017. <http://www.lotusfest.org/contribut/festival-sponsorship>

<sup>4</sup> "Run for the Water-Sponsors" Run for the Water. May 15, 2017. Accessed November 14, 2017. <https://www.runforthewater.com/#sponsors>



Once contact is established, opportunities can be explored in an introductory meeting. This is the appropriate time to express interest in the value of being associated with a responsible event and ask specific questions that can help identify where two organizations are aligned and what possibilities for partnership exist.

## Cities and Event Sponsorship

For certain municipalities, event sponsorship is attractive because of its ability to provide access to a broad network, starting with event organizers and expanding to businesses and other organizations, active community members and visitors. Public support for special events varies vastly by place. Some communities, such as [Elk Grove](#) and [Riverside](#) in California provide an application process by which groups can request and be granted funds or other support directly for little or nothing in exchange if they meet qualifying criteria.

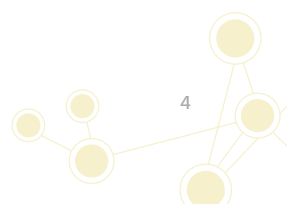
Public spending, on events or otherwise, does not evade ongoing scrutiny by diverse stakeholders of the taxpaying public. Therefore, when sponsorship is provided by a public organization, alignment with city goals and support for responsible event elements are both pragmatic. Third-party certification processes are often used to initiate, achieve and document measurable results in a more transparent manner.

## Conclusion

The primary attractions of event sponsorship for the sponsoring entity are visibility to attendees of the organization and its brand, access to networks and inclusion in activities. The primary purpose of sponsorship for event owners and organizers is to generate operating funds that can support plans to enhance the quality of experience for attendees.

## Next step questions

- What messages does your public-sector organization wish to communicate with more people?
- Are there specific actions the municipality you represent hopes or needs more citizens to take with greater frequency in order to achieve its goals?
- How might enhancing partnership with local events via sponsorship help achieve such outcomes? A zero waste event to Waste Management, the stakeholders, and the whole community where the Waste Management Phoenix Open takes place very year. With everyone on board, the 'greenest show on grass' and also the most-attended tournament on the PGA TOUR has experienced unprecedented success, including zero waste to landfill validation from UL each year, an annual sustainability report that includes quantifiable metrics including the carbon footprint of the event, and Evergreen Inspire status from the Council for Responsible Sport.



## Section B: Introductory Material about Responsible Events, examples and case studies from within the five pillars of Responsible Events

### What is a responsible event?

An event can be considered responsible when its plans, policies and actions explicitly address the three aspects of the 'triple bottom line'--those of financial, social and environmental impacts. A responsible event seeks to undertake a holistic assessment of the ways the event affects people, generates economic activity and uses raw materials and energy that affect ecosystems and Earth's climate, as well as the ways actions and activities are communicated to eventgoers. Decisions relating to the production of the event are then made by hosts and their partners according to a broad information set and are largely determined by the self-determined values of the hosting entities.

Responsible event activities vary according to stakeholder values and objectives, and can have significant impact in a city or community by producing new revenue, supporting local business, establishing or adding sustainable infrastructure, engaging attendees, and creating local legacy programs that benefit citizens.

### How to establish a responsible event

When creating a responsible event, first identify and establish objectives and measurable goals for the event in the three main areas of the 'triple bottom lines' including social, financial and environmental impacts. Responsible objectives are most successful if they fit within the broader strategy of the organization, or if they act as the primary strategy framework upon which subsequent planning is based, as this lends to a more authentic event experience.

All aspects of the event must be considered and evaluated when developing objectives, a strategic framework, and actions to implement. Critical evaluation areas to focus on include: 1) Planning and Communications 2) Procurement 3) Resource Management 4) Access and Equity and 5) Community Legacy. Responsibility components and language should be incorporated into the event contract.

Seek to establish transparent steps towards the objectives that result in measurable impacts and fit within the larger strategy of the event. While determining these steps, consider the core values of the local population, community groups and associations.

Following the event, a thorough evaluation of efforts against plans is essential to measure its impacts, and to verify whether implementation achieved desired outcomes or caused harm or burden.

For a sample strategic responsible event plan template, see Appendix B – Strategic Sustainability Plan Template.

Overall, the positive effects of responsible events are numerous. Generally, events allow organizations to engage and cultivate a deeper relationship with local and visiting attendees or new audiences. In fact, 53% of business executives say that live experiences are the best tools for building a brand in relation to other marketing initiatives. Responsible events can boost investment in the local economy while supporting community initiatives and tourism efforts. They can help develop community pride and unity, decrease operational costs, reduce strain and waste on society, and they have great potential to evoke long-term change in attitudes and behavior of participants.

Review and consider the efforts of the following examples bearing in mind the variability in size and scope of work according to the nature of the event.

## 1) London Olympics 2012<sup>12</sup>

Responsible practices were woven into all stages of the planning process, throughout implementation, and after the event within legacy programs. For example, the Games utilized recycled materials and infrastructure, as well as sustainable construction practices. The London Games Legacy programs to revitalize East London sought to create lasting impact within the country for years to come.

Further reading: 'One Planet Sport Part 1 - Beyond London 2012' summary of key activities of BioRegional, the group that worked with the London 2012 bid team to write the 2012 London Olympic bid sustainability strategy

**Key success factors for a more sustainable Games** (from 'One Planet Sport Part 1-Beyond London 2012')

- 1. Clear vision and strong leadership at the earliest stage**
- 2. Independent engagement raises standards**
- 3. Comprehensive '3 –pillars' approach to sustainability (economy-society-environment)**
- 4. Established management systems with targets in contracts**
- 5. Influencing behaviors**
- 6. Appropriate partnership**
- 7. Spreading knowledge and transforming business**

## 2) IRONMAN Boulder<sup>13</sup>

The combination of a small race footprint, attendee education, local charitable donations, community stakeholder engagement, and the involvement of youth and differently-abled individuals as much as possible, makes the IRONMAN Boulder race successfully responsible. The event sought and earned the highest level of certification, Evergreen, offered by the Council for Responsible Sport, an independent verification body for the social and environmental responsibility of sports events.

Suggested further reading:

- [2016 Ironman Boulder Sustainability Report](#)
- [IRONMAN: WM Helps Win the Sustainability Race](#)
- [Information on Evergreen Certification](#)

## 3) Bank of America Chicago Marathon

The Bank of America Chicago Marathon adopted the third-party verified framework of the Council for Responsible Sport to assess, report and seek improvement on its performance according to that set of best practice standards beginning in 2011. Highlights of the event's sustainability strategy include utilizing urban green spaces close to transit, a robust charity fundraising platform, materials management that includes the minimization of consumer waste, organic waste collection for local composting (including all water aid station cups), partnerships that support area youth wellness programs, running shoe and clothing collection and redistribution, and food donation to the Greater Chicago Food Depository.

## Music Festival: Pickathon Music Festival<sup>5</sup>

Owned by: Pickathon LLC

Produced by: Pickathon LLC and subcontractors

Location: fixed, Happy Valley, Oregon

Venue: Pendarvis Farm (privately owned 80-acre event property)

Frequency: annual

Attendance: 12,000-15,000 across 3-4 days

Responsible Event Highlights:

- **'Dual Design Build'**

- The organizers of the Pickathon, an annual music festival in western Oregon, partnered with Portland State University to design dual-purpose stages for the festival which could be disassembled and subsequently reassembled as affordable housing units. This project demonstrated organizers' willingness to address local equity issues by designing multi-function infrastructure. Physical construction materials needed for temporary use as festival stages were designed to be repurposed to serve a local need for housing, elongating the useful life of those materials and preventing sending waste to landfill.
- Read more about this project [here](#).

- **Waste Minimization**

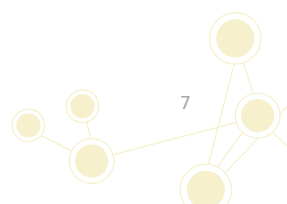
- Organizers have put systems in place to eliminate nearly all plastic beverage containers and single use service wares including utensils with a token. All event attendees receive a stainless steel cup to use during the event and to take home as a memento. Water is made widely available, users bring their own container. A waste diversion volunteer crew is dedicated to sorting recyclable and compostable materials into the appropriate collection bins.

- **Energy Use**

- On-site Energy: The event site hosts a permanent solar array. Organizers claim that energy generated throughout the year offsets all electricity used during the annual festival. Three solar powered generators supply approximately 3.5 miles of trail lights and a cell phone/device charging station for attendees.
- Transportation: An 'EcoShuttle' runs a free bus (for event passholders) from the nearest light rail station to the event site daily to help eliminate the need for guests to drive themselves. The Pickathon encourages guests to ride their bikes to the festival by coordinating guided group rides from predetermined locations that include free gear hauling.

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<sup>5</sup> "Commitment to Sustainability." Pickathon. Accessed November 16, 2017. <https://pickathon.com/info/commitment-to-sustainability/>.



## Multi Day Large Sport Event #1: Waste Management Phoenix Open, Scottsdale<sup>6</sup>

Owned by: Phoenix Thunderbirds

Produced by: The Phoenix Thunderbirds with support from title sponsor Waste Management

Location: fixed, Scottsdale, Arizona

Venue: TPC Scottsdale

Frequency: annual, late January/early February

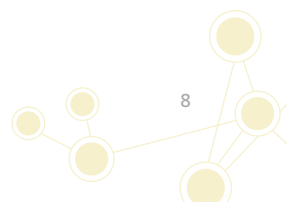
Size: 655,434 visitors across 6 days in 2017

Responsible Event Highlights:

- Planning & Communication
  - Third Party Verification
    - Inspire Evergreen certified by the Council for Responsible Sport
    - “Zero Waste to Landfill Operations with 10% incineration with energy recovery” validation from UL
    - ISO 20121 Sustainable Event Management
- Resource Management
  - Materials Management (2015-16 results)
    - 100% materials diverted from landfill, 46% Recycled; 38% Composted; 10% Waste-to-Energy; 6% Donated.
    - Repurposed dumpsters turned into ‘Zero Waste Stations’ that include a ‘spin the wheel’ trivia game for guests to increase their knowledge of waste types and how they’re removed from the waste stream through recycling and composting efforts.
    - 2015-16 Donated materials: 18,300 pounds of unused food to local non-profits, 42,000 pounds of mesh fencing, carpet, and turf to Hoofbeats with Heart, Keep Phoenix Beautiful, and Peoria High School.
    - 2015-16 Reused materials: 41,312 square feet of signage from 2015 and earlier; Reused 140,000 golf balls in WM’s two water features
    - Learn more about Materials Management at the Waste Management Phoenix Open in [this recorded webinar](#).
  - Water Conservation
    - Restored 63 million gallons to the Colorado River Basin and Verde River through [Change the Course](#). Fan engagement related to reducing their embedded water footprint with partner Bonneville Environmental Foundation
    - Reused 5,500 gallons of graywater from cooking and cleaning in portable toilets
  - Energy and GHG Offsets
    - Renewable energy purchased for 100% of electricity use. WM’s hospitality tent at the 17th Hole is powered with on-site solar energy. Prioritized use of biodiesel generators for event operations.
- Community Legacy
  - The Thunderbirds and the Waste Management Phoenix Open raised a record \$10,147,441 for local charities through proceeds from the 2017 tournament<sup>7</sup>

<sup>6</sup> “Waste Management Phoenix Open.” WM Phoenix Open | Think Green| Waste Management. Accessed November 16, 2017. <http://www.wm.com/thinkgreen/wmphoenix-open.jsp>.

<sup>7</sup> “Thunderbird Charities Annual Newsletter.” Thunderbird Charities Annual Newsletter, 2017. Accessed November 22, 2017. [thunderbirdscharities.org](http://thunderbirdscharities.org).





## Multi Day Large Sport Event #2: UCI Road World Cycling Championships, Richmond-2015

Owned by: Union Cycliste Internationale (UCI)

Produced by: Richmond '15 local organizing committee

Location: roving, global

Venue: City streets and byways

Frequency: annual

Size: 645,000 visitors across 9 days

Responsible Event Highlights:

- Planning & Communications
  - A Sustainability subcommittee worked under the umbrella of the local organizing committee with lead coordination provided by the City of Richmond via the Mayor's Office. The working group sought to "leverage the opportunities presented by the UCI Worlds to make our community a better place."<sup>8</sup>
  - Systems approach-- helped build local capacity to enhance the sustainability of future events and festivals. The committee leveraged the 2015 UCI Road World Championships to support the City's 'RVAgreen Sustainability Plan' by aligning the focus of sustainability activities for the Worlds in four key areas that were designed to move the broader RVAgreen sustainability initiatives forward: reduce waste, reduce emissions, be healthy and leave a positive legacy.
  - Clear Scope of Work-- In order to effectively implement sustainability actions for the 2015 UCI Road World Championships, the scope of operations included official fan zones, VIP and hospitality areas, Fan Fest & Expo area within the Convention Center and the Start/Finish Line area. These zones were designated after taking into consideration the level of available personnel, volunteers and resources.
- Key performance results—Resource Management
  - 76% waste diverted from landfill. Figure includes reuse, donation, recycling, mulching, composting, digestion or other strategy generally accepted as diversion by the US EPA (excluding waste-to-energy)
  - 9 water refill stations provided in partnership with the City of Richmond Department of Public Utilities prevented the generation of an estimated 14,028 pounds of single-use plastic waste
  - 336 metric tons Carbon Dioxide and equivalents were calculated in the Greenhouse Gas inventory. 336 MTCO<sub>2</sub>e were offset by Renewable Energy Certificates (RECs) procured by the City of Richmond Sustainability Office via its participation in the Dominion Green Power Program. Dominion Green Power RECs come from wind, solar and biomass facilities in the mid-Atlantic and Southeastern regions
- Community Legacy Highlights
  - The City Sustainability Office, VGTA and HandsOn Greater Richmond partnered to create the RVA Green Team Volunteer Network as a resource to help make events and festivals in the community more sustainable. The Network recruits, trains and deploys volunteers whose activities include monitoring 'ecostations' and helping event participants recycle and compost.

<sup>8</sup> UCI ROAD WORLD CHAMPIONSHIPS 2015 SUSTAINABILITY REPORT. Report. Sustainability, City of Richmond. November 10, 2015. Accessed November 16, 2017. <http://www.richmondgov.com/PressSecretaryMayor/documents/CityOfRichmondUCI2015SustainabilityReport11102015.pdf>.

- Richmond 2015 created Société 2015 and helped local businesses in the community maximize the economic opportunity presented by the UCI Road World Championships. Members engaged in a number of free resources including a Learning Series Program, a community calendar of events and a directory of services on the Richmond 2015 website
- *“We showed how sustainability can be used as a driver to positively impact tourism and economic development in our community. We were opportunists in the best way possible. We took advantage of the once in a lifetime opportunity that the 2015 UCI Road World Championships presented and used the event to make our community a better place. We hope that by sharing the outcome of our efforts and some of our experiences through this report, we will help others do the same for their communities” -Alicia Zatcoff, City of Richmond Sustainability Manager*

For more examples, specific to the five responsible event categories, see the Best Practice Guidebook.

## Section C: Recommendations and Examples of successful sustainability sponsorships, how to position actions to advance CSR + Marketing goals for the brand

### Examples of successful sustainability sponsorships

#### Zero Waste Challenge at the Waste Management Phoenix Open

In 2010, Waste Management purchased the rights to title sponsorship of the PGA TOUR golf tournament, the Waste Management Phoenix Open, which occurs each February at TPC Scottsdale and draws over 600,000 visitors over the six-day event. In 2012, Waste Management worked with event organizers the Phoenix Thunderbirds, all vendors and sponsors, on a bold initiative to remove all the trash cans from the course. The event strives for zero waste by controlling the materials that come onto the course, focusing on material conservation and reuse, making it easy for attendees to dispose of waste in the right bins with clear and consistent signage and bins, educating fans on why zero waste is important, sorting waste material before, during and after the event, and speaking publicly about the value of a zero waste event to Waste Management, the stakeholders, and the whole community where the Waste Management Phoenix Open takes place very year. With everyone on board, the 'greenest show on grass' and also the most-attended tournament on the PGA TOUR has experienced unprecedented success, including zero waste to landfill validation from UL each year, an annual sustainability report that includes quantifiable metrics including the carbon footprint of the event, and Evergreen Inspire status from the Council for Responsible Sport.

*"The Waste Management Phoenix Open is a tremendous platform for us to show what we're capable of, and to say to customers 'we can do this for you too.'" - Michele Grossman, Waste Management Sustainability Services*

A detailed sustainability report highlighting the efforts of the Zero Waste Challenge can be found [here](#).

#### Sustainable Operations at Safeco Field by the Seattle Mariners with BASF

In 2011, BASF, a global chemical company with North American headquarters New Jersey, became the Seattle Mariners founding sustainability partner. Through the partnership, the Mariners and BASF have focused attention on helping fans learn about how the Mariners and BASF have worked to make Safeco Field into a primary example of an environmentally responsible ballpark. Efforts have focused on waste reduction and diversion through recycling and composting, including the addition of an on-site urban garden, in which organic and biodegradable materials are collected and turned into compost which is then applied to the garden, whose produce is harvested and served to Safeco Field guests. Sustainable Saturdays, enacted in 2015 focused on how visitors can practice recycling and composting at home while educating them about the ways BASF and the Mariners have worked to divert over 1,200 tons of food waste, yard waste, plastics, paper and other items that would have gone into landfills.<sup>9</sup>

#### Tree Planting Initiative by the Portland Trailblazers with Daimler

In 2015, Daimler Trucks North America, Friends of Trees and the Portland Trailblazers forged a three-way partnership that would ensure the planting of three trees in the region for each three-pointer made by a Trailblazer during a home game. Friends of Trees reports that the partnership has resulted in over 13,000 trees being planted in its first three years.

*"We at Daimler Trucks North America give back to our community. We feel very much a part of this area, and we want to make it special, not only for everyone within the Portland area, but also our kids and grandkids. Planting trees is a great way to be able to do that. We enjoy our partnership with the Portland Trailblazers, and this is a very special part of that."* Said Kelly Platt, President of Western Star Trucks, a subsidiary of Daimler Trucks North America, [in a video about the initiative](#) that can be viewed on the Portland Trailblazer's website.

<sup>9</sup> "Safeco Field Information – Seattle Mariners Sustainability." Seattle Mariners. Accessed November 29, 2017. <http://seattle.mariners.mlb.com/sea/ballpark/information/index.jsp?content=sustainability>

## **WeCan! The City of Eugene Supports Events' Sustainability Efforts**

The City of Eugene partners with many event hosting organizations to provide technical assistance to meet sustainability goals, and encourages innovative, sustainable practices at local events by engaging attendees, event organizers, and sponsors to take action. 'We Can!' is a sustainability engagement platform that communicates these values by encouraging event attendees to Reduce Impacts, Build Community, and Be Healthy.

At the 2014 IAAF World Junior Championships, held at Hayward Field, on the University of Oregon campus in Eugene, the City of Eugene engaged the public with the WeCan! platform with a unique activation that included a scavenger hunt which sent visitors to nearby locations that highlighted sustainable aspects of the community. Locally owned small businesses that participate in Eugene's commercial compost program, a free ride on the nearby rapid transit bus, a walk to a nearby urban garden to learn about efforts to address the sharp decline in bee populations, and generating electricity on a stationary bike were all featured on the 'hunt'. Visitors who completed a certain number of activities received a medallion with the event logo made by a local artisan from locally reclaimed wood as a memento.

### **Recommendations for event organizers, marketers and negotiators pursuing sustainability sponsorship opportunities:**

- Internal:
  - Clarify both the operational and communicative opportunities the event can improve on with regards to its responsibility strategy, and the organization's priorities for doing so. The Sample Sponsorship Framework Guidelines (section D below) can assist in this process.
  - Convene a staff meeting or add the topic to an existing gathering to discuss the level of awareness about sustainability topic matter amongst key team members and identify a plan to assess opportunities and make recommended action steps to move forward
  - Ensure that sponsorship opportunities offered align with the priorities of the organization, and price them as such.
    - For example, if you find that a potential sponsor has a very specific activation in mind that will be logistically difficult to deliver, recognize and be realistic about the limitations of already-busy team members.
- External:
  - When generating leads, seek out and engage partner businesses that have shown a willingness to support community initiatives in one form or another in the past.
  - When networking, be prepared to initiate discussion on the topic. Share basic information about your organization's approach to responsibility and/or sustainability and make a point to inquire about theirs. The set of suggested interview questions below (item H) can help prepare for that conversation.
  - If you're not already, get acquainted with the appropriate team members of the local convention and visitor's bureau, who should be familiar with the major events that happen in the community and the companies that sponsor them. They may prove to be a valuable resource in identifying leads and sharing contextual information that can save time and efforts.

## Section D: Sample Sponsorship Framework with Guidelines

Key action: Share the following sample framework and guidance with the appropriate people in the organization. Generally, those responsible for the cultivation and negotiations with existing and potential sponsors will be the best people to review and consider how to properly incorporate this material into existing programs.

The following includes suggestions to guide the development of a simple, straightforward way to engage potential sponsors in a conversation about going beyond the traditional branding of an event to enhance the sustainability of the event while helping the sponsor advance the social responsibility messaging efforts of its brand. This material is offered as a template that should be customized to the organization that intends to use it. In some cases, it may be a standalone document, but for organizations that already host events and seek sponsors, it is likely to be an addition to existing sponsorship offerings. If certain pieces of information included as recommendations here do not fit with the objectives of the organization, they should be left out or adjusted as necessary.

### Sample Responsible Event Sponsorship Sales Kit Outline Template

#### I. About Us

- a. Who we are and what we do

#### II. Our Mission

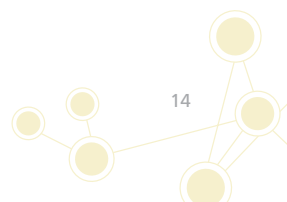
#### III. Our Core Values

- a. What hosting a responsible event means to us
- b. Why it matters to us

#### IV. About the Event(s)

- a. When it began/brief history
- b. What is unique and great about it
- c. Key Attributes
  - i. # of attendees
    1. Participants, spectators, vendors
    - ii. Key related ancillary activities (e.g. tours, 5K, kid's specific activities, expo, fan festival, etc.)
    - iii. 'Reach' into social networks
      1. Common items include number of followers on each platform used, examples of content that generated a high level of engagement from followers
- d. Key Sustainability Successes and Areas for Improvement. In each of the five categories of the responsible events model (see item F below), include information for potential partners that first explains how existing capacity has resulted in successes, however limited. Or, where no previous action has occurred, note actions that organizers would like to activate, and explain how increased capacity from a partner/sponsor could help enhance success and set an example.
- e. Items from the Best Practice Guidebook are suggested in each category and should be tailored to the event's vision and goals according to its mission.
  - i. Planning & Communications
    1. On-site communications and signage
    2. Post-event reporting and earned media
    3. Attendee education/awareness building on social and environmental issues
    4. Safety and security planning, including child protection

- ii. Procurement
    - 1. Providing access to healthy food that is sustainably produced
    - 2. Prioritizing options for mementos, merchandise, large format printed materials, food service items, giveaways and other physical items that emphasize their sustainable attributes.
    - 3. Increase direct and indirect economic support of local artisans and producers
  - iii. Resource Management
    - 1. Strive for maximum diversion of waste from landfill
    - 2. Measure and minimize greenhouse gases produced as a result of the event
      - a. Measure energy use
      - b. Use low emissions energy sources to power event operations
      - c. Provide and promote low emissions transport options
      - d. Offset greenhouse gases produced as a result of the event
    - 3. Develop or support a local greenhouse gas offset project or program
    - 4. Measure and reduce water consumption
    - 5. Identify and reduce the environmental impacts of water used at the event
  - iv. Access & Equity
    - 1. Enhance physical accessibility for people with disabilities
    - 2. Identify under-represented groups and remove barriers to their participation
    - 3. Offer opportunities and activities for youth, including personal and professional development
    - 4. Host a volunteer or staff training session on access & equity
  - v. Community Legacy
    - 1. Measure economic impact of the event
    - 2. Take action to maximize awareness by local business owners of opportunities from the event
    - 3. Invest in a community legacy project on behalf of the event that aligns with place-based strategic goals
      - a. Develop projects that enhance or build community infrastructure, such as:
        - i. Beautification & clean up
        - ii. Tree planting
        - iii. Bike racks/maintenance stations/lanes
  - f. Position the event as a part of the solution by calling attention to big-picture sustainability goals
    - i. Where possible, efforts should be made to identify city, state, regional and international goals and frameworks that relate to event organizers' sustainability priorities. Keep these connections simple and straightforward.
      - 1. Examples
        - a. (Global) [United Nations Sustainable Development Goals \(SDGs\)](#)
          - i. On September 25, 2015, countries adopted a set of goals to end poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years.
        - b. (Global) [UNFCCC Paris Agreement](#)
          - i. The Paris Agreement brings all nations into a common cause to undertake ambitious efforts to combat climate change and adapt to its effects.
        - c. Most state and city governments have comprehensive strategic development plans, climate and energy action plans, social justice action plans and economic development plans that can be referenced where goals align with those of event organizers.
- g. After highlighting key areas of interest and potential, decide how to price the kind of access you're offering. Whether a package deal, category exclusivity, or quote-based model, consider what makes the most sense according to existing structures and proceed accordingly.



h. Finally, use the following sample interview questions in conversations with existing and potential sponsors to identify areas of interest and alignment and narrow down opportunities for sponsorship. These questions can also help clarify what benefits companies expect to gain from sponsoring an event.<sup>10</sup>

1. What are the core values of your company?
2. How are these values represented in the events you choose to sponsor?
3. What role does *sustainability* play in your company?
4. Is this core value integrated into all aspects of the company or is it implemented within a single department?
5. How effective are the (*sustainability*) efforts? What results have you seen? What metrics are you employing?
6. How are these initiatives and results marketed and promoted to your stakeholders?
7. How are stakeholders engaged in these efforts? (Employees, suppliers, clients, etc.)
8. What events have you sponsored in the past? What events are you currently sponsoring?
9. Is there a type of event you prefer to sponsor? (Specific sport, certain size, geographic area, etc.)
10. What are your criteria for sponsorship?
  - a. Alignment with event values
  - b. Level of financial commitment
  - c. What is your process for balancing these criteria?
11. What benefits do you expect to gain from sponsorship?
  - a. Exposure
  - b. Advertising channels
  - c. Public relations
12. Do you expect to have an organizing role in the event itself? What does this look like, ideally?
13. Are you interested in sponsoring multiple events? What criteria would you have for this?
  - a. Single type of event (marathons, single games, etc.)
  - b. Geographic region (national events, regional tournaments, only in cities where company operates, etc.)
14. Are you interested in sponsoring third-party certifications or verification programs for our event(s)?

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<sup>10</sup> This list was developed by a group of graduate level student researchers at the University of Oregon Lundquist College of Business during the Fall term, 2016 in collaboration with the Council for Responsible Sport. Researchers included: Anna Raithe, Eric Parsons, Michelle La, Lauren Rauen, and Sean Thornberry.

<sup>i</sup> Sustainable Sport and Events, Quick Start Guide. Sustainable Sport and Events Toolkit. 2014. Aists Mastering Sport.

<sup>ii</sup> What is Responsible Sport? Council for Responsible Sport. <http://www.councilforresponsiblesport.org/responsible-sport/what-is-responsible-sport/>

<sup>iii</sup> Sustainable event checklist. Eugene Waste Prevention. Accessed June 2017.

<sup>iv</sup> The GMIC Guide to Socially Responsible Projects for Events. 2012. Green Meeting Industry Council.

<sup>v</sup> Smith, Andrew. Theorising the Relationship between Major Sport Events and Social Sustainability

<sup>vi</sup> Sustainable Brands. How to build your sustainable brand story: When people come together, magic happens. March 2016.

<http://events.sustainablebrands.com/sb16syd/2016/06/02/how-to-build-your-sustainable-brand-story-when-people-come-together-magic-happens/>

<sup>vii</sup> Cosma, Smaranda. Negrusa Adina. Rus, Rozalia. Toader, Valentin. Study of Perceptions on Cultural Events' Sustainability. December 2016.

<sup>viii</sup> Part 1: Beyond London 2012. Bioregional One Planet Sport. 2012.

<sup>ix</sup> 2016 Sustainability Report. 2016. Ironman Boulder. Waste Management.

