



**34TH AMERICA'S CUP
SUSTAINABILITY PLAN FRAMEWORK
SAN FRANCISCO**

*Prepared by the America's Cup Event Authority
for the San Francisco Commission on the Environment
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SECTION 1

Executive Summary

1.1 Context

The AC34 aims to take the sport of sailing to a new and heightened level, while promoting sustainability and responsibility, leaving a lasting positive legacy on local communities and our natural environment. The Host Agreement governing the 34th America's Cup (AC34) calls for an event that promotes "resource sustainability and environmental stewardship."

Guided by the vision described above, the parties to the Host Agreement have agreed to work together to develop an event Sustainability Plan for the AC34 events taking place in San Francisco that will set forth the comprehensive strategy for achieving this shared vision.

This document is an event Sustainability Plan framework concept document that provides information on how the parties intend to structure this planning effort. *It is subject to revision* in connection with the issuance of a Draft Sustainability Plan by the America's Cup Event Authority, and then *subject to further revision* in connection with a final Sustainability Plan issued no later than the date upon which environmental review of the Project under CEQA is completed.

The AC34 Sustainability Plan will be an overarching document covering event-related sustainability activities implemented by various organizations involved in delivering the AC34 events in San Francisco. It will include relevant sustainability-related regulations required by the City and County of San Francisco, and both onshore and offshore event sustainability issues. It will also describe how the delivery organizations intend to aim above and beyond business as usual in delivering the AC34 as an event with a positive social purpose.

1.2 Approach

The following is a general description of the approach the parties intend to utilize in the development of the AC34 Draft Sustainability Plan.

The development of an event sustainability plan begins with the identification of associated sustainability impacts and opportunities, which can then be prioritized into issue areas to provide focus. For example, spectator transport to an event venue can result in impacts such as air emissions (from buses or automobiles) but can also offer opportunities such as improved transport infrastructure and increased ridership on public transportation. Transport could then become an issue area of importance for those delivering an event.

Some event-related decisions and activities will be under the direct control of event delivery organizations, and as such should embed sustainability priorities. In other activity areas, delivery organizations will only have the ability to influence the decisions and activities of partners and stakeholders (including spectators), but can use this influence to inspire more sustainable actions.

The AC34 Draft Sustainability Plan will be consistent with other AC34 event Implementation Plans that address environmental and social topics, including the Zero Waste Plan, the People Plan, and the Parks Event Operations Plan, among others. The information contained in the Implementation Plans will not be wholly restated in the Draft Sustainability Plan, but referenced to provide further detail on a particular issue area.

As AC34 event plans are finalized through the environmental review and permitting processes or otherwise, it may be necessary to modify strategies to cover aspects of the event that are not fully apparent at present. Further information about the event and additional analysis will inform the evolving strategies and areas of focus.

Once the AC34 Sustainability Plan is released, it is not meant to be static. The lessons learned through the implementation of the activities associated with event taking place in 2012 will inform expectations and planning for the events in 2013.

1.3 Development Timeline and Process

The following development timeline is proposed to deliver the AC34 Sustainability Plan, in line with the requirements of the AC34 Host Agreement:

- **July – August 2011**
 - Review and develop event-related sustainability strategies based on technical feasibility and resource availability.
 - Presentation of the AC34 Sustainability Plan framework concept document to the San Francisco Commission on the Environment, July 26th.
- **Late August – Early September 2011**
 - At the close of the DEIR public comment period on August 25, 2011, review and consider relevant sustainability comments for inclusion in the Draft Sustainability Plan.
- **September 2011**
 - Draft Sustainability Plan released for public comment.
- **October 2011**
 - Discussions and meetings with stakeholders and the public to gather feedback.
- **November 2011**
 - Sustainability Plan published no later than the date upon which environmental review of the Project under CEQA is completed.

The America's Cup Event Authority is leading on the development of the AC34 Sustainability Plan for activities taking place in San Francisco in consultation with the San Francisco Department of the Environment, as well as various City Departments and the America's Cup Organizing Committee. Stakeholder comments on the Project's Draft Environmental Impact Report (DEIR) and the Draft Sustainability Plan will be used to develop a final event Sustainability Plan, to be completed no later than the date upon which the environmental review of the Project under CEQA is completed.

SECTION 2

Introduction

2.1 Context for Sustainability Planning

2.1.1 Definition of Sustainability

The term *sustainability* is a complex and widely used term that has come to mean taking into consideration the social, economic and environmental aspects of our actions, as well as recognizing the inter-relationships between these aspects. Sustainability includes protecting our environment and preserving natural habitats and biodiversity, but it is also about promoting a healthy and engaged society and thriving economy. Sustainability requires balancing opportunities and constraints, and taking a longer-term view so that we are able to reach our maximum potential now, and future generations are able to do the same.

Delivering a sustainable event involves balancing the environmental, social, and economic aspects of hosting an event. The aim is to minimize negative event impacts (such as air pollution from automobiles or waste generated by event spectators) and maximize event benefits (such as habitat preservation and promoting new green technologies) now and into the future.

The AC34 Draft Sustainability Plan will put forward a working definition of *sustainability* with regard to hosting the event. One example of a definition of *sustainability* for an event comes from the emerging ISO 20121 standard for Event Sustainability Management Systems (ISO, 2011): *Sustainability is the degree to which an aspect of the event meets the needs of the present without compromising the ability of future generations to meet their own needs.*

2.1.2 AC34 Host City and Venue Agreement

The 34th America's Cup Host City and Venue Agreement ("Host Agreement"), signed in December 2010, defines the roles and obligations of the parties to the Host Agreement with respect to the AC34 races and related matters ("Event"), if they occur in San Francisco. The parties to the Host Agreement are the City and County of San Francisco ("City"), the America's Cup Event Authority ("Authority" or "ACEA"), and the San Francisco America's Cup Organizing Committee ("Committee" or "ACOC"). The AC34 project sponsors for the purposes of the CEQA process are the City and the Event Authority.

The Recitals at the beginning of the Host Agreement include several statements that describe the importance of sustainability to the success of the event:

Recital E: The Authority, the City and the Committee intend that ... the Event will be organized in a manner ... emphasizing resource sustainability and environmental stewardship in the staging of the Event.

Recital J: San Francisco leads the way on environmental policies and sustainability initiatives that grow the City's economy and protect the health of the

City's communities. The Parties are committed to minimizing the environmental impact of hosting the America's Cup, with the goal of offering residents and visitors a truly sustainable event while raising the bar for future America's Cup host cities to implement environmental plans that will manage impacts associated with preparing for and presenting the regatta. The Authority, the City and the Committee intend that, if San Francisco is selected as host city for AC34, the Event will be a carbon neutral and zero waste operation and will emphasize resource sustainability and environmental stewardship. As appropriate, the Authority will endeavor to meet or exceed LEED or LEED-equivalent ratings pursuant to Chapter 13C of the San Francisco Building Code for permanent Event buildings.

The repeated emphasis on resource sustainability and environmental stewardship are consistent with and supportive of the general concept of event sustainability, because they are likely to enhance the quality of life for current and future generations.

2.1.2.1 Requirement to Prepare a Sustainability Plan

Section 10.12 of the Host Agreement states:

Not later than the date upon which environmental review of the Project under CEQA is completed, the Authority, in consultation with the Department of the Environment, shall develop a LEED or LEED-Equivalent Event Management Plan (the "LEED Plan"). The LEED Plan shall set forth the means by which: (a) consistent with Chapter (13C) of the San Francisco Building Code, the Authority will endeavor to meet or exceed LEED or LEED-equivalent ratings for permanent Event buildings; (b) the Authority's activities for the Event will be carbon neutral and zero waste; and (c) the Authority will promote resource sustainability and environmental stewardship.

Thus it is the Event Authority's responsibility to create a Plan that includes the three areas outlined in Section 10.12 of the Host Agreement, in consultation with the Department of the Environment. Parts (b) and (c) of Section 10.12 describe goals that extend well beyond the U.S. Green Building Council's criteria for their LEED™ rating system (Leadership in Energy and Environmental Design). To promote a clear understanding of the full scope of this "LEED Plan" the term "Sustainability Plan" is being used as its title. The Sustainability Plan is intended to fulfill all requirements of Section 10.12 of the Host Agreement, as well as detailing the activities the City and other partners will undertake to support the underlying sustainability objectives for the AC34 events.

2.1.3 Relationships to Other AC34 Plans and Processes

There are several AC34 planning processes occurring in parallel, so it is important to understand the relationships among the processes and the documents that will be produced.

2.1.3.1 CEQA Process

To comply with the California Environmental Quality Act (CEQA), the City is preparing an Environmental Impact Report (EIR) that will outline the environmental impacts of the Event (and related activities) and will describe mitigation measures proposed to reduce those impacts. The EIR is being prepared by the City, independently of the Sustainability Plan, and the EIR does

not depend on the Sustainability Plan. The DEIR for the 34th America's Cup, the James R. Herman Cruise Ship Terminal and the Northeast Wharf Plaza was released on July 11, 2011, and the public comment period closes on August 25, 2011.

Development of the AC34 Draft Sustainability Plan will continue in parallel with the EIR, and as required in the Host Agreement (Section 10.12), the Sustainability Plan will be released no later than the date upon which environmental review of the Project under CEQA is completed.

2.1.3.2 Relationship to Other AC34 Plan Documents

The Host Agreement defines a number of Implementation Plans with an eye towards creating a more complete picture of the AC34 Events as the broad outlines of the Host Agreement are brought into clearer focus through further analysis and negotiation. The responsibility for developing these Implementation Plans rests with different organizations. For example, the Sustainability Plan is being led by the Event Authority in consultation with the Department of the Environment, and the Zero Waste Plan is being led by the City in consultation with and approval from the Event Authority.

A description of all of the AC34 Implementation Plans can be found on the website of the San Francisco Office of Economic and Workforce Development at:
<http://www.oewd.org/media/docs/AC34/AC34%20Implementation%20Plans.pdf>

The Draft Sustainability Plan may refer to several of the Event Implementation Plans as they relate to event sustainability. The Draft Sustainability Plan also may be thought of as overarching many of the other plans, because sustainability issues relate directly to many aspects of the Event.

2.1.3.3 Sustainability Plan Framework

This Sustainability Plan framework is intended to provide information related to the sustainability aspects of the Event, and to enable the public to understand how the parties intend to satisfy the statement in the Host Agreement that the Event "...will emphasize resource sustainability and environmental stewardship." It is *subject to revision* following ongoing discussions.

2.2 Sustainability Planning Methods

Planning for the reduction of environmental impacts as a component of planning for major events has been practiced on an *ad hoc* basis for many years; but it has only become a standard practice in recent times. Event organizers are now taking into consideration the holistic concept of sustainability in event management. For example, the 2010 Olympic Winter Games in Vancouver, Canada included a thorough approach and implementation strategy to incorporate sustainability principles into all phases of delivering the event, including sustainability reporting. This effort covered the preparation, staging and legacy phases of the 2010 Games. The London 2012 Olympic Games and Paralympic Games organizers have also embedded sustainability into the planning, staging and legacy phases of delivering the event, as outlined in their *Towards a One Planet Olympics* sustainability plan.

Prompted by the increasing popularity of worldwide sporting events such as the Olympic Games, the FIFA World Cup™ and the America's Cup, as well as the recognized need to minimize the potential for negative environmental and social impacts from major events, several

standards have been developed recently for event sustainability planning. For example, the organizers of the London 2012 Olympic Games and Paralympic Games inspired the development of a new British Standard 8901, Sustainability Management Systems for Events, and this standard is currently evolving into an international event standard (ISO 20121, Event Sustainability Management Systems). The ISO 20121 standard is still in development but is sufficiently complete to provide useful guidance.

2.2.1 Event Planning Time Frames

Sustainability planning for events differs from sustainability planning for the ongoing operations of a commercial enterprise, institution or community. Unlike a business, an event takes place in a finite and short time period, and planning can involve considering potential impacts of an event with little or no useful historical data to reference. For example, the America's Cup has never been held in San Francisco or in close proximity to any urban waterfront in recent times, so organizers must predict factors such as the number of spectators that might attend, transportation requirements, and quantities of waste expected to be generated. Sustainable event management will look at all phases of event management, namely preparation, staging and legacy.

2.2.2 Hierarchy of Concepts

The AC34 Draft Sustainability Plan will define major *issue areas* that pertain to resource sustainability and environmental stewardship in the context of the AC34 Events taking place in San Francisco. It is envisioned that within each issue area, several guiding *principles* will be identified, and for each principle, several *strategies* will be described which support the spirit and achievement of the principles. Accountability and responsibility for strategies would also be identified.

Policy and Vision Statement - BS8901 and ISO 20121 organize the planning for event sustainability around an hierarchy of concepts. At the top level is a policy and, if desired, a Vision Statement that communicates the need for, and advantages of, incorporating sustainability into the event.

Issues - Public events, and sporting events in particular, have certain characteristics in common but also have many characteristics that are unique to each event: the type of venue and its setting, traditions associated with the sport, spectators' interests, degree of media attention, etc. Consequently, it is important for the planners of an event to consider a range of sustainability-related issues and identify those that are of primary importance to that event.

Principles – For a given issue, there are typically several principles that can guide planners in developing strategies for sustainability. For example, if greenhouse gas (GHG) emissions are defined as an issue, a key principle would likely be to minimize consumption of fossil fuels.

Strategies – Strategies are the action items that can be performed and measured as part of the event. Each strategy should address one of the principles developed in relation to an issue. For example, promoting the use of mass transit for an event could reduce fossil fuel consumption associated with use of personal vehicles, which is associated with the issue of air emissions. However, it is not uncommon for a strategy to address several principles, which may relate to one or more issues.

2.2.3 Levels of Commitment

When discussing strategies for event sustainability, it is helpful to identify which strategies the participants are obligated to do by law, those that have been contractually agreed to, or those that have been recognized as enhancing sustainability although not required by law or agreement. In short, there are typically three levels of commitment to sustainability strategies: obligated (by law), shared (through an agreement) or aspirational (considered worthwhile, but not required). The AC34 Draft Sustainability Plan will detail these three levels of commitment.

2.2.4 Measurement, Feedback, and Reporting

Sustainable event management systems apply the management process model of “Plan, Do, Check, Act” to event sustainability management, by dividing the planning process into (1) pre-event planning (identifying issues, strategies and measurement methods), (2) carrying out the strategies intended to meet sustainability objectives, (3) monitoring and measurement of sustainability strategies, and (4) review and corrective action to improve sustainability, during and after the event. In order for this model to be applied as intended, a metric (measurement method) would be identified for implementation strategies, to evaluate their effectiveness. Feedback on effectiveness can be used during the event to improve performance, and at the conclusion of the event, event sustainability may be evaluated in a sustainability report. The Global Reporting Initiative (GRI) has developed internationally recognized sustainability reporting guidelines used by organizations worldwide to report to stakeholders and the public. GRI is currently developing reporting guidelines for events (Event Organizers Sector Supplement), to be issued by the end of 2011.

Measurement and reporting involves defining metrics to evaluate the success of particular strategies, as well as Key Performance Indicators (KPIs) that help measure progress toward goals and objectives. For example, since a primary objective of the event is zero waste, then a KPI is the actual rate of diversion achieved, which provides a straightforward measure of success for that issue area.

SECTION 3

Description of 34th America's Cup

3.1 Introduction

The AC34 Events are proposed to take place in the summer and fall of 2013, with one or more preliminary America's Cup World Series (AC World Series) races in the summer and fall of 2012. Several of the sites proposed for AC34 events are piers and facilities managed by the San Francisco Port Commission (Port). One of these, Pier 27-29, is proposed as part of the America's Cup Village complex. Pier 27 is also the site proposed by the Port for the development of the James R. Herman Cruise Terminal and Northeast Wharf Plaza (Cruise Terminal).

3.2 Project Location and Setting

The AC34 races would require facility improvements, programs and viewing opportunities proposed for numerous sites along the San Francisco waterfront, including Piers 27-29, Marina Green and Crissy Field. Most of the piers and associated facilities affected are under the jurisdiction of the Port. Other key park and recreation areas under the jurisdiction of other public agencies are proposed as locations to support 2012 race events, and/or major spectator venues for races in both 2012 and 2013.

All but one of the proposed Port facilities is located north of China Basin Channel. The only Port facility proposed for AC34 use in the area south of China Basin Channel is Pier 80.

Whereas previous America's Cup races have been held in open ocean waters away from population areas, staging the AC34 races in San Francisco Bay would enable spectators to view the races from the surrounding shore. The proposed race area within which the races would occur would cover an area generally bounded by the San Francisco waterfront on the west and south, Bay waters north of the Golden Gate Bridge to the north, Alcatraz Island, Angel Island, Treasure Island and Yerba Buena Island on the east, and the Bay Bridge at the south. The race finish for 2013 is proposed in the waters off Pier 27-29. The race courses for the sailing races would be determined based on government agency coordination and race conditions in 2012 and 2013.

3.3 Major Project Components

The AC34 Events would include a full program of exhibits, entertainment, commercial attractions and services that surround the entire experience. The hub of these activities would

take place in the America's Cup Village. The Event Authority is responsible for creating the Village. The event would include licensing for a variety of temporary retail sites to serve visitor retail demand.

Pier 27-29 is proposed as the America's Cup Village in 2013, the hub of hospitality, entertainment and spectator viewing of the sailing races. The improvements required to support this use would be coordinated with the phased development of the Port's new Cruise Terminal. AC34 Event preparation would start with demolition of Pier 27 shed in its entirety, and a portion of the Pier 29 shed, to create an expansive public viewing platform at the eastern end of Pier 27-29 to accommodate spectators. Then, the Cruise Terminal building shell would be constructed for AC34 team hospitality suites and associated uses.

3.4 Sequence of Events

The Event Authority proposes to prepare various sites prior to 2013, followed by the completion of the Pier 27 Cruise Terminal and plaza improvements by others after the conclusion of the race events. These installations would differ between the 2012 and 2013 race events.

3.4.1 2012 America's Cup World Series Races

In San Francisco, two AC World Series regattas would occur in 2012, tentatively scheduled for August and September. Each AC World Series event would run for nine days, from Saturday of one weekend, through Sunday of the following weekend. There would be multiple races per day, with fleet racing on the first and final Sunday.

The venue sites for the 2012 races would not use Piers 27-29. Pier 80 would be the location of team bases in 2012 if structural improvements to Piers 30-32 were not completed in time for the AC World Series events.

The improvements proposed for the 2013 race events would involve substantial capital investment and construction for some facilities, which would undergo permanent upgrades that would stay in place after AC34, and temporary improvements that would be removed after the AC34 concludes.

3.4.2 2013 America's Cup Challenger Series and Match Races

The AC34 project sponsors propose to hold the AC34 races in San Francisco Bay in the summer fall 2012 (AC World Series) and in summer fall 2013 (Louis Vuitton Cup, America's Cup Challenger Series; potential America's Cup Defender Series; and the Match). In addition, a Youth America's Cup series would be held concurrently with other race events in 2012 and 2013.

In 2013, there would be a Louis Vuitton Cup, America's Cup Challenger Series to determine the winner of the Louis Vuitton Cup, where the teams compete in several rounds of races, until the winner advances to compete against the Golden Gate Yacht Club (GGYC) team, the Defender, in the 34th America's Cup Match. The Host Agreement provides for possible "Defender Selection Series" (DSS) races, which GGYC could sponsor, at their option. Racing would

culminate with the Match between the Defender and the winner of the Louis Vuitton Cup, currently planned from September 7th to September 22nd, 2013, where the most substantial spectator crowds to the Event are expected.

SECTION 4

Issues, Principles, and Strategies

4.1 Introduction

San Francisco has long been on the leading edge in matters of environmental policy. Regarding transit, local policies favor mass transit over automobile use, and a network of bike lanes has been established throughout the City. Regarding recycling, rate structures and local policies have led to more than $\frac{3}{4}$ of the City's solid wastes being recycled or composted, rather than sent to landfill. Recent directives from the Mayor's office have banned the purchase of single-use water bottles with City funds, and have encouraged the production and sale of locally grown food.

The City had one of the first Sustainability Plans in the United States. This plan was drafted in the 1990's by a large group of contributing authors with expertise in a wide range of environmental issue areas. It was formally adopted in 1997. Although it was prepared long before standards for Sustainability Plans were being developed, it presents a range of clearly defined environmental and social issue areas that could serve as the basis for sustainability planning today.

4.1.1 Development of Issues, Principles and Strategies

The development of the AC34 Draft Sustainability Plan will involve discussions with the parties to the Host Agreement and other stakeholders such as the San Francisco Commission on the Environment. The Draft Sustainability Plan will be available for public review and comment in September/October 2011, which will include public meetings to discuss proposed event sustainability strategies. The process of engaging with event stakeholders is a major component of sustainable event management. Comments received will be comprehensively reviewed and used to revise and improve the final Sustainability Plan.

The Draft Sustainability Plan will highlight and prioritize major event-related sustainability issue areas. It will need to be defined in scope in order to provide focus and allow for the achievement of objectives within a short event planning timeframe of two years. This will involve analysis of proposed principles and strategies for technical feasibility and resource availability, and will include a discussion of potential innovative partnerships to support the achievement of the event sustainability strategies.

For each major issue area, several principles will be developed by grouping strategies using concepts that they have in common. For example, under Water Resources, the following strategies might be grouped together under a potential principle of conserving potable water:

- Maximize conservation of potable water at event venues and Team Bases.
- Design and manage landscaped areas to exceed the City's water efficiency standards.

Some strategies will support more than one principle, or cross over into other issue areas. For example, reducing single-use plastic water bottles in event venues would support the reduction of emissions (by avoiding the energy use associated with making, filling and transporting of plastic bottles), reduce discards, and protect aquatic life in San Francisco Bay and ultimately the Pacific Ocean from associated litter.

4.1.2 Planning for Each Issue Area

It is anticipated that each of the issue areas in the Draft Sustainability Plan may be discussed in the following ways:

- A definition provided, with several examples that relate to the AC34 Event.
- Relevant local, regional, state and federal laws, regulations and policies enumerated and briefly described.
- Applicable sections of the Host Agreement identified and summarized.
- Links to detail in associated Event Implementation Plans provided.
- Primary objectives and Key Performance Indicators (KPIs) described.
- The principles that apply to the issues outlined and applicable strategies to achieved desired outcomes provided.

4.2 Issue Areas, Principles and Strategies

4.2.1 Issue Areas Being Considered

The following issue areas are examples of those being considered for the Draft Sustainability Plan, aimed at addressing major event impacts and maximizing opportunities (*subject to revision* as ongoing discussions take place):

- Energy and Emissions
- Built Environment (temporary and permanent structures)
- Habitats and Species
- Water Resources
- Materials and Discards
- Food
- Awareness, Involvement, Inclusion

4.2.2 Discussion of Issue Areas Under Consideration

The energy and emissions issue area acknowledges strategies that address air emissions associated with the consumption of fossil fuels. This issue embraces a wide range of activities, such as space heating, transportation, embodied energy in materials and the treatment and pumping of potable water, to name a few. As noted above, the Host Agreement states that the event will be carbon neutral. This issue area would define the parameters around this commitment.

The Host Agreement states that the Event Authority's activities for the event will be carbon neutral, but it does not define what those activities are or the scope of the activities to be included. The Event Authority and the parties to the Host Agreement aim to utilize best practices that have been developed for sustainable event management, and as such are looking to strategies that have been recently developed by major event organizers as a model, such as those developed by the organizers of the London 2012 Olympic Games and Paralympic Games. The AC34 carbon management approach will include the following: 1) conduct an event carbon footprint; 2) prioritize reduction measures in areas of greatest impact and opportunity; 3) develop avoidance and reduction strategies; 4) investigate alternatives and determine an approach to implementing alternatives; and, 5) compensate for unavoidable owned emissions.

Categories of event emissions are defined based on the relative degree of control and influence of associated activities by the delivery organizations. As details of the Event are developed, it should be possible to classify activities and determine the extent of the Event Authority's responsibility for achieving and documenting carbon neutrality for its activities.

It should also be noted that the City and other agencies will undertake AC34 activities that will have an associated carbon impact. These activities, and their associated carbon reduction commitments, will be reviewed and may be included in the Draft Sustainability Plan, where appropriate.

The built environment sustainability strategies will address the sustainability of permanent and temporary structures. A city's built environment, consisting of buildings, streets, and utilities, has a profound impact on the natural environment, economy, health, and quality of life of the people who live and work within these environments. According to the US EPA, Energy Information Administration and U.S. Green Building Council, buildings in the U.S. account for approximately 40 percent of total energy consumption and carbon dioxide emissions, 13 percent of water use, and 160 million tons per year of construction and demolition (C&D) debris.¹

As a major outdoor event involving land-based and water-based activities, the AC34 has the potential to affect many species of wildlife that inhabit or use the central part of San Francisco Bay. The EIR will address mitigation measures to prevent event-related negative environmental impacts to wildlife and habitats. The Draft Sustainability Plan may reference these, and may also suggest strategies aimed at protecting and supporting local biodiversity and marine conservation.

¹ Sustainable Design and Green Building Toolkit for Local Governments, EPA publication 904B10001, June 2010.

Two aspects of an event that are very closely related are the choices of materials to be used in day-to-day and event operations, and the way that discards (recyclables and wastes) are to be managed. In 2002, the San Francisco Board of Supervisors adopted the City's Zero Waste Policy (Ordinance 679-02), which created a goal of 75% landfill diversion by the year 2010 and zero waste by 2020. As noted above, Recital J and Section 10.12 of the Host Agreement state that the event shall be "zero waste." Moreover, Section 10.10 requires that a Waste Management Plan be prepared for the event, a draft of which was released in March 2011. It describes methods for pursuing the zero waste goal at the AC34 Event, the details of which will be referenced and highlighted in the Draft Sustainability Plan.

From a sustainability perspective, there are clear reasons to maximize the use of organic, fair-trade and sustainably harvested food. There are additional advantages to using foods that are produced or manufactured locally, including a potentially lower carbon footprint as a result of shorter transportation distances.

Major events can play a role in fostering pro-environmental behavior through raising awareness, providing education, and employing strategies that engage spectators and stakeholders. The Event Authority has committed to utilizing the global platform of the America's Cup, in partnership with leading NGOs, to create awareness about the urgent issues facing our oceans. From public service announcements woven into America's Cup broadcasts to visible identification on all America's Cup boats and events, ocean conservation and environmental stewardship messaging will be pervasive throughout the AC34 events to foster awareness and motivate action.

4.2.3 Principles Being Considered

Outlined below are several event sustainability-related principles being considered for incorporation into the AC34 Draft Sustainability Plan. *These may change* and are provided herein to foster discussion and reinforce the level of detail being discussed. It is also important to note that associated implementation strategies may be executed by different delivery organizations, including the Event Authority and the City.

- Conduct an event carbon footprint; prioritize avoidance and reduction of greenhouse gas emissions; establish a benchmark for future AC events;
- Facilitate availability and use of low-emission forms of transportation;
- Utilize low-carbon forms of energy;
- Support the use of electric vehicles and alternative fuel vehicles;
- Promote the use of low-carbon fuels;
- Apply high sustainability standards to the design of structures that will permanently remain after the event;
- Apply high sustainability standards to event temporary structures;
- Apply high sustainability standards to event landscape design;
- Keep litter, which is harmful to wildlife, out of the Bay;
- Minimize harm to habitats and wildlife;
- Protect and improve water quality in San Francisco Bay;
- Conserve potable water;
- Reduce single-use plastic water bottles;

- Reduce the presence of chemicals in wastewater;
- Conduct on-water activities safely to reduce the risk of a spill in the Bay;
- Set Zero Waste to landfill as a performance goal;
- Choose products for durability and reusability;
- Obtain products from sources that adhere to sustainability principles;
- Promote reclamation, reuse and closed-loop systems;
- Provide sustainably sourced food;
- Promote consumption of sustainably harvested fish;
- Provide a positive visitor experience to promote learning about sustainability;
- Provide incentives for spectators to promote uptake of sustainable actions;
- Provide venues that are accessible for spectators and workers with various abilities;
- Foster a local and diverse workforce.