



Sustainable food and beverage procurement opportunities for VCT

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This GCS project was conducted under the mentorship of City staff. The opinions and recommendations in this report, and any errors, are those of the author, and do not necessarily reflect the views of the City of Vancouver or The University of British Columbia.

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Executive Summary

Background

In February 2011, Vancouver City Council adopted the targets of the greenest city action plan (GCAP), with the sole purpose of transforming the city of Vancouver (“the City”) into the world's greenest city by 2020. GCAP was designed from the culmination of work that spanned over a decade, which included all aspects of sustainability through a series of reports policies and directives. The city of Vancouver's GCAP is composed of a summary of 10 goals, with each goal having its targets with progress measured through quantifiable indicators¹.

Specific goals and targets that pertain to the scope of this project is goal number four - Zero waste. Defined whereby Vancouver sets out to become a Zero waste city, the target is to reduce solid waste going to landfills and incinerators by 50% from 2008 levels. The City and Council have identified that to achieve the goals and targets set out by the GCAP, it will be necessary that the cities operations and facilities “walk the talk.” If the integrity of the 2020 targets are to succeed it is recommended that improvement in the sustainability of city operations be performed at an exemplary level, due to the public facing nature of its operations. High priority actions for City operations were used as guiding principles for this project. First, plan and implement a comprehensive corporate waste reduction and divergence program for all city facilities. Second, develop a procurement policy and practice that supports the purchase and use of sustainably sourced food and beverage in city run facilities. Third, look for opportunities to green community events that the city runs, supports, and permits. Lastly, plan and implement a program to significantly reduce greenhouse gas emissions and fossil fuel use in city run buildings and vehicles². Research for this project was conducted by the author of this report a Greenest City Scholar (GCS) in a collaborative initiative between the University of British Columbia and the city of Vancouver, in a program launched in 2010 the Greenest City Scholar UBC Sustainability Initiative³.

Research scope and purpose

The scope of this project was to research five of the City's owned and operated theaters collectively known as Vancouver Civic Theatres (VCT): The Orpheum, ANNEX, The Queen Elizabeth Theatre, Vancouver Playhouse, Queen Elizabeth Plaza. Because of the over arching reach of sustainability, it was necessary to research within two separate fields of operations. First, a focus on The Zero Waste goal and secondly on sustainable procurement specific to food and beverage. Regarding the former Zero waste, the following methodology was used, to increase the VCT's waste diversion rate (WDR). Detailed data collection on the indicator science used to determine diversion waste metric, the building out of future projections and trends model related to the WRD. Analysis of the WDR model will provide insight in appropriate ranking and identification of high to low waste impact items and categories. WDR is a composite metric that is aggregated by social (behavior), economic (administration/ procurement), environmental (ethics/metric) factors, due to this complexity, it was necessary to meet with various stakeholders across the cities organization. Which included real

estate facilities management (REFM), supply chain management (SCM), COV sustainability group, executive team members, the front and backstage staff at VCT. Also, six soft waste audits were conducted to ascertain the degree of contamination in recycle streams and overall garbage waste composition. The waste audit allowed for a “finger print” based research approach that left clues and identified the social (behavior) responsible for false sorting efforts, and the lack of proper systems to capture waste and recyclables. In situ real-time observational research was conducted on event days to capture data on potential areas of improvement to achieve greater gains in the WDR. Process mapping and customer/client waste load analysis were used to determine potential points of intervention for positive action to increase the VCT diversion rate.

Secondary focus on Sustainable procurement, used a similar work flow as mentioned above.

Baseline data analysis “current situation” was conducted through an audit of the food and beverage purchasing catalog for the VCT operations. Data collection in this area was a little harder to come by since key stakeholders were away for most of the duration of this research. The data collected was sorted and categorized to compose a working sustainability procurement metric.

An extensive literature review regarding the two areas of research was conducted using internal documents to VCT, COV. Additionally, research to identify industry level best practice regarding sustainability and theatre operations was conducted, worth noting is the Art’s Council of England (+1B £ over three years public funding for the arts) partnership with July’s bicycle⁴ and Broadway Green Alliance⁵ which is an ad-hoc industry wide sustainability initiative for the Broadway League⁶.

Key recommendations:

Easy Wins actions

1. Include BCLB recyclables weight in diversion metric.
2. Trial closure of circular waste bins in an effort to capture waste in designated waste recycle streams. Front of house sorting.
3. Procurement single use items: popcorn box to bags.
4. Procurement single use items: agree on coffee (compostable) cups options: If VCT keeps them at a 30% cost premium then sorting must happen, if not then replace them with a simpler less costly recyclable coffee and save the 30%.
5. Establish and schedule a Bi-annual E-waste pick up and audit.
6. Create a space for dialogue between procurement and waste management. The key question to ask is “If we purchase this item, how do we make sure the item does not have a negative impact on our waste diversion metric, and work against our goal of Zero waste. How will we dispose of this item after its use?”
7. Properly identify caterers with greater sustainability business operations using icons and a legend on the distributed caterers list.

Medium term action

8. Create a new position (or designate, staff labour constraint dependent) a VCT sustainability captain which has cross departmental responsibilities. Key roles 1. Measuring and reporting 2. Training and communication 3. Staff and supplier engagement.

9. VCT food and beverage department develop a sustainable procurement metric, for purposes of monitoring and reporting progress that is trackable.
10. Theatre license agreement (TLA) - Add a greening your event checklist.
11. Theatre rental grant (TRG) - Determine eligibility and approval that takes into consideration the sustainability of the applicants event.
12. VCT goes Green marketing campaign.
13. Request to replace plaza waste bin to new sort bins.
14. Expand preferred caterers list to include social sustainability focused for example the Vancouver Firendship circle organization.

Conclusion

Additional details, methodology to each of the recommendations provided in the executive summary can be found in the remainder of the report. As an overarching summary to the VCT and its operations with regards to being a sustainable business unit of the City of Vancouver, it is clear and apparent that the will and desire to become more sustainable is present in each of the stakeholders interviewed through this project. However the efforts at VCT from an institutional organizational perspective are in its infancy. Global institutional norms and standards for sustainability in the theatrical sectors are above current VCT levels. Fortunately VCT is in a position to “catch-up”, potentially surpass, and lead in many areas as a sustainability leader. A key first step to VCT embedding sustainability into its already successful operations is to create a vision statement. In an effort to get the “ball rolling” the following Vision Statement is a suggestion to be reviewed, finalized and communicated across departments and the public.

Vision Statement

“Vancouver Civic Theatres is strategically placed to become a leader in environmental sustainability in the arts against a backdrop of increasing the urgency to act on unprecedented environmental degradation and climate change. With creative spirit and inspirational vision VCT can challenge preconceptions, promote change and champion a transition to a greener economy and lifestyle. We can lead and set a new precedence for Canadian arts and culture. At VCT our vision is to partner and support the arts in embedding, owning and leading on sustainability, the generation of knowledge and best practices. To develop a world leading sustainable sector that not only provides world class entertainment, with superior service but that does so with attention and care on the greatest stage of all, our planet earth. “

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Acronyms

BCLB: British Columbia Liquor board
VCT: Vancouver Civic Theatres
QE: Queen Elizabeth Theatres
GCAP: Greenest City Action Plan
GCS: Greenest City Scholar
COV: City of Vancouver
UBC: University of British Columbia
REFM: Real Estate Facilities Management
WDR: Waste Diversion Metric
FOH: Front of house
SCM: Supply Chain Management

Definitions

Best Value: The optimal combination of total cost of ownership, economic sustainability, environmental sustainability, social sustainability, reduced carbon dependency, and zero waste as determined by specific criteria and weighting for each criterion established by the Vancouver Group for the applicable procurement.

Bid: Depending on the type of call, either (i) a legally binding tender or quotation which upon written acceptance by the Vancouver Group, automatically creates a purchase contract, or (ii) a non-binding proposal which forms a basis of a negotiated purchase contract, or (iii) a non-binding pre-qualification submission or expression of interest which may form the basis of a subsequent call for tenders, quotations, or proposals or may form the basis for a negotiated contract.

Category Manager: The position responsible for managing portfolios of spend categories, developing cost reduction strategies based on lifecycle cost, conducting rigorous market analyses, recommending short-term and long-term sourcing opportunities, developing innovative procurement strategies that incorporate sustainability provisions into assigned portfolios, providing risk/benefit analysis, leading/facilitating supplier evaluations, negotiations, and change management efforts, managing cost reduction/avoidance programs and transactional activities in pursuit of total cost of ownership savings and enhanced service levels for the category portfolio, and managing staff across the organization involved in supply chain decisions.

Sustainability: Meeting the social, environmental and economic needs of the present without compromising the ability of future generations to meet their needs.

Total Purchase Price: The total purchase price payable for all goods, services, and construction under the contract over the entire term of the contract (but not including options to purchase additional goods or services during the term which may or may not be exercised and not including GST, PST, or HST).

Total Cost of Ownership: The direct social, environmental and financial costs and benefits to the City of products, construction and services during their acquisition, use and end-of-life phases including factors such as transportation emissions, training, economic development impacts, energy consumption, disposal and other related costs after taking into account sustainability, reduced carbon dependency, and zero waste.

Zero Waste: Resource life cycles that ensure all products are reused. Any trash sent for disposal is considered for energy recovery and residual waste is minimal.

Front Facing: In the public sphere of observation and use.

Front of house: is the part of a performance venue that is open to the public. In theatre and live music venues, it is the auditorium and foyer, as opposed to the stage and backstage areas.

Zero waste event: An event in which 100% of the waste produced is recycled or composted resulting in Zero (or close to zero) waste being sent to the landfill.

Recycling station: a cluster of four separate and labeled bins for paper recycling, containers recycling, one compostable/ organics and garbage for disposal at the landfill.

Monitored station: a recycling station overseen by an educator who guides the public on how to sort their waste into the available bins and who removes improperly sorted items to ensure low contamination levels of recycling and compost streams.

Unmonitored station: a waste station where only bin signage guides the public through waste sorting and no attempts to reduce contamination are made.

Waste diversion: the result of preventing municipal solid waste to reach the landfill. It is often expressed as the percentage of the total amount of waste being generated that is being recycled or composted.

Sustainable procurement: placing procurement priority not only on price, quality, and service but also on the environmental and socio-economic impacts of a product or service. Sustainable procurement also encompasses working with suppliers to improve environmental and socioeconomic performance across value chains from the point of manufacture to final delivery and ultimate disposal of a product or service.

Sustainability: "meeting the needs of the present without compromising the ability of future generations to meet their own needs." (Report of the World Commission on Environment and Development.)

Local food: City of Vancouver considers "local" to be defined as any food stuff raised, grown, produced or processed in BC.

One planet living: A vision of a world in which people enjoy happy, healthy lives within their fair share of the earth's resources, leaving space for wildlife and wilderness. It is equitable global resource efficiencies for the long term.

Green or Environmentally Preferable Procurement: Purchasing to address environmental issues such as packaging, material use, GHG emissions or toxicity.

Ethical Purchasing: Purchasing to avoid sweatshop labor and ensure fair labor practices within production facilities; often supported by a Council endorsed Supplier Code of Conduct.

Socio-Economic Purchasing: Purchasing to promote health and safety, local economic development, minority suppliers, social enterprises or Fair Trade products.

Project background

The Vancouver Civic theatre is front facing non-profit business unit of the City of Vancouver. VCT hosts, services and provide community and social events that are local and global in scope. Yearly patronage exceeds over 750 000 for 2016, with projected 4% annual growth. Looking forward VCT can expect to service and host an annual customer base of over one million. Due to the scale and highly visible nature of the VCT, a continued business operations transition towards greater sustainability was the impetus for this project. It is important to note that the VCT and the City of Vancouver have already made significant strides in adopting and implementing many sustainability initiatives across all of its operations.

In February 2011, Vancouver City Council approved the targets of the greenest city action plan (GCAP), with the sole purpose of transforming the city of Vancouver (“the City”) into the world's greenest city by 2020. GCAP was designed from the culmination of work that spanned over a decade, which included all aspects of sustainability through a series of reports policies and directives. The city of Vancouver's GCAP is composed of a summary of 10 goals, with each goal having its targets with progress measured through quantifiable indicators¹. Specific goals and objectives that pertain to the scope of this project is goal number four - Zero waste. Defined whereby Vancouver sets out to become a Zero waste city, the target is to reduce solid waste going to landfills and incinerators by 50% from 2008 levels. The City and Council have identified that to achieve the goals and targets set out by the GCAP, it will be necessary that the cities operations and facilities “walk the talk.”. If the integrity of the 2020 targets are to succeed it is recommended that improvement in the sustainability of city operations be performed at an exemplary level, due to the public facing nature of its operations. High priority actions for City services were used as guiding principles for this project. First, plan and implement a comprehensive corporate waste reduction and divergence program for all city facilities. Second, develop a procurement policy and practice that supports the purchase and use of sustainably sourced food and beverage in city run facilities. Third, look for opportunities to green community events that the city runs, supports, and permits. Lastly, plan and implement a program to significantly reduce greenhouse gas emissions and fossil fuel use in city run buildings and vehicles². Research for this project was conducted by the author of this report a Greenest City Scholar (GCS) in a collaborative initiative between the University of British Columbia and the city of Vancouver, in a program launched in 2010 the Greenest City Scholar UBC Sustainability Initiative³.

ZERO WASTE

Methodology

When designing an analytical framework for sustainable procurement, it was necessary to increase the optics of observation to a system level perspective. A system level approach was used to identify the waste “load,” defined as the composition of individual items that contribute to the aggregate waste level of VCT operations respective to its food and beverage purchasing decisions. Baseline and historical data were collected for VCT’s waste diversion rate(WDR). A detailed WDR metric analysis was conducted to understand the indicator science behind the final output parameter for the waste diversion rate used by the City. Once the analytics of the WDR was calculated and analyzed by the author, then several waste audits were conducted at the waste management system point of exit with the assistance of REFM staff present at VCT venues. Identification and ranking of “waste” items impact levels on the VCT WDR were conducted. Derived from the data collected, data driven strategies were identified so the most effective positive impact and actionable initiatives could be suggested to continue VCT making gains towards the Zero waste target set out by the GCAP of reducing solid waste going to landfills and incinerators by 50% from 2008 levels. Policy framework here at the VCT. Important to note that Social (behavior), Economic (admin), Environmental (metric) must be given due consideration in sustainability policy suggestions.

Findings

Due to system complexity characteristics of the waste diversion at VCT, decision making is composed of multi overlapping stakeholders. The VCT business arm of the City is the acting agent of change, and gate keeper to the approval, design, and execution of any waste management initiative. VCT represents a waste management HUB and community. Responsibilities are challenging to say the least since the policy framework relevant to successfully transitioning to goals set by the City such as Zero waste are unprecedented in the operational history of the VCT and its umbrella of theatres, events, patrons, and licensees. The Zero waste target set out by the City within its Greenest City Action plan 2020, is a target that is meant to signal to the world that our actions can be done with little to no long-term negative impact on the planets. The City is acting as a living lab and proof of concept for One planet living which has lofty and noble goals that are difficult to conceptualize let alone execute and achieve. However, over the past decade, the City has been very successful at setting and meeting its targets in several sectors⁷ which says a lot about the institutional capacity of the City. VCT is well positioned to be a sustainability ambassador and leader in the arts.



Indicator - Waste diversion metric and projections

Secondary research was conducted on the metrics and indicators science used to compose and build out the VCT waste diversion metric. Analysis of the aggregate WDR (chart 1) illustrates the composition of the waste and the relationship between WDR, garbage and Total weight for all categories measured. All categories are measured at the point of exit as haul weight in (Kgs), diversion rate is calculated as a percentage Total haul weight minus garbage weight divided by Total haul weight. Trends show overall gains in the organics categories, and this can be attributed to the City policy decision to ban organic waste in the waste stream. However even with the gains in organic waste VCT operations still has easy win gains potential from the organics category, which will be illustrated and explained in the following audit cases. Other key findings are the “other recyclables” category, which was discovered to be an estimated amount (guessed) with no quantifiable and trackable monitoring supporting the data. “Other recyclable” is meant to represent the BC liquor boards recyclable return weight of all BCLB purchased products from all of VCT’s operations. The BCLB contract for recyclable is monitored by BCLB independent of the other categories in the data sets which are overseen by REFM department of the City. Potential significant gains can be achieved toward Zero waste targets by simply synchronizing the data metrics and sharing the relevant data for an accurate WDR between BCLB and REFM waste management team.

Chart 1 also illustrates the relative impact individual categories have on the aggregated WDR. This information is significant and invaluable when considering prioritizing Zero waste initiatives. Zero waste sustainable procurement initiatives going forward need to look at how purchasing decisions contribute the WDR, simply put *“If we purchase this item, how do we make sure the item does not have an adverse impact on our waste diversion metric, and work against our goal of Zero waste. How will we dispose of this item after its use?”*

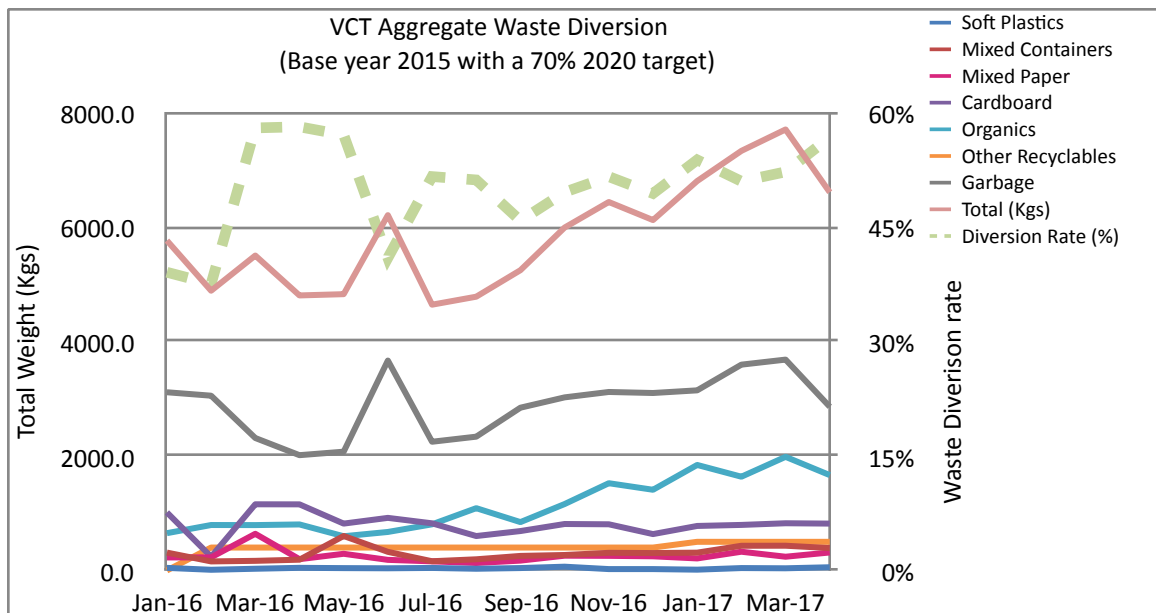


Chart 1- VCT waste diversion rate

Chart - 2 is a WDR projection graph with estimated trend lines up to year end 2019 taking into consideration a 4% per year increase in projected sales for total VCT operations. With the current Zero waste management systems in place at the VCT, it is clear that VCT WDR will fall short of the target goal come year 2020. Important to note that many of the gains in the WDR at VCT are results of diverting “low hanging fruit” waste, for VCT to be successful going forward new systems of waste management will have to have a high degree of targeted impact which is venue and context specific. Using insights from both chart 1 and 2, in situ research was conducted to verify the data. Recommendations and further findings are provided through case studies carried out at VCT venues. Each of the recommendations is designed to have high impact, which prioritizes waste management system initiatives which will lead to the achievement of the GCAP 2020 Zero waste goal.

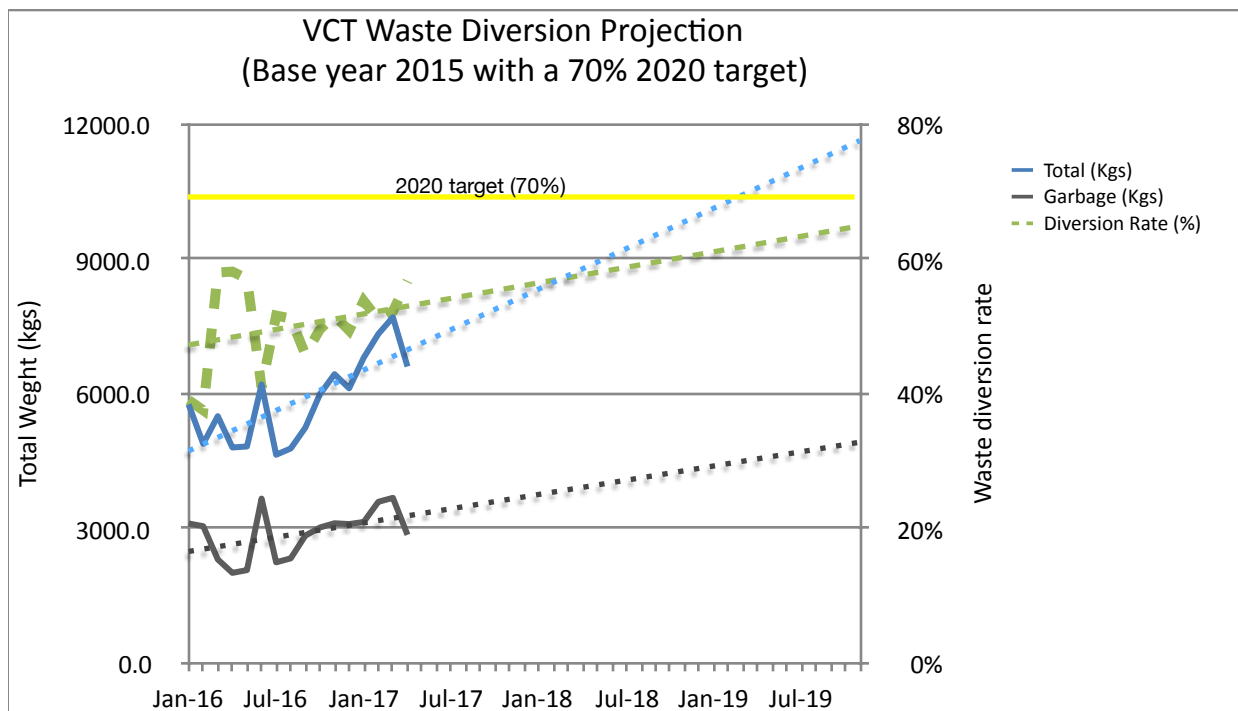


Chart 2 - VCT waste diversion projection

Zero waste (Case 1) - Enabling VCT customer sorting behaviours.



Essential to waste diversion is enabling “polluters” to sort their waste. The current exterior waste stream management at VCT is shown in the picture above. It is self-evident that **NO** sorting is possible with the garbage cans provided for exterior waste. **All** waste captured outside of VCT venues is negatively contributing to the VCT waste diversion metric.

EASY “win” Solution



Recommendation for VCT to request to have the City install and replace the current single bin garbage cans with new multi waste sorting units shown in the image above. This easy “win” action will lead to a positive gain on capturing waste in the appropriate recycle streams, in turn leading to a greater waste diversion rate for VCT. This is not a perfect solution, however, diverting some waste is better than none.

VCT Preferred Caterers Sustainability Audit



This waste audit (Audit A2017) was conducted June 2017, at an after-party function for one of the booking acts at the Queen Elizabeth theatre. The act hired a caterer from the VCT preferred caterers list that is provided to licensees during booking. The audit is a sample representation of a single garbage bag, to reveal the possible improvements “Easy wins” the VCT can achieve by working closely with recommended caterers. Ranking catering companies for sustainability and promoting businesses that perform better in their green business practices will set up a competitive market place for VCT catering booking. The image above is a single garbage bag sample, and it is important to note that what is not sorted (recycled) and placed in the trash directly affects the VCT’s waste diversion metric. **Calculations reveal that over 99.5% (by weight) of the items found in the audit could have been diverted to proper recycling streams, which were readily available and provided by VCT.**



HAZARDOUS MATERIALS! Buffet tray oil lamps. All tins contained flammable butane, which was disposed of in the garbage.



Bottles and recyclable containers found in the garbage. Organics discovered in the garbage. Plates (NO damage) and cutlery also found in the sample.



Paper cups found in garbage sample which can be diverted and recycled with proper sorting.



Items above: tin foil and candy wrappers were the only elements that did not have a designated recycle stream. These items are the only actual "garbage" found in the garbage sample, weighing less than 1% of total weight of the sample.



Soiled paper products, found in garbage sample is recyclable through the provided organics waste bin.

Catering and Organic waste



A component of Audit A2017 is edibles thrown away that were retrieved from sample garbage bag. The failings of this type of behavior are evident to most but are worth mentioning within a social sustainability context. The throwing away of foods that are not consumed after an event must be avoided. **Solution:** Only promote caterers on the VCT preferred caterers that have a food recovery policies built into their business practices. If foods/organics are not edible or recoverable after an event than reminders of the City of Vancouver 2015 Organic waste ban by-law #11092 and #11091 (appendix E and F) must be made explicit during the booking process with licensees and catering companies that service all VCT events.

Zero Waste (Case 3) - Preferred Caterers list Audit

Caterers	Suggested venues	Gluten Free	Vegan	Vegetarian	Corporate Sustainability	Green Table Network	Fairtrade Coffee	Organic	Ocean wise	Green serving ware	Cultural menu
Bonchaz	no *	n	S	S	n	n	n	n	n	n	n
Butler Did It	no*	y	n	n	n	n	n	n	n	Y	n
Cocktails & Canapes	no*	y	n	y	n	n	n	n	n	n	n
Culinary Capers	Y	y	y	y	y	y	y	y	y	y	n
Culinary Ventures/Hawksworth	n*	n	n	n	n	n	n	n	n	n	n
Lazy Gourmet	N *	y	y	y	y	y	y	y	y	y	Y
Pacific Coast Catering Group	n	S	S	S	s	n	n	n	n	n	n
Peake of Catering	n*	n	n	n	n	n	n	n	n	n	n
Pequish	n*	y	y	y	n	n	n	n	n	y	n
Savoury Chef	y	Y	y	y	y	n	y	y	y	y	n
Truffles Fine Foods	y	y	y	y	n	y	y	y	n	n	n
*Easy adds to increase theatre utilization rate											
** Develop a Schedule G for Green event criteria to be used when booking											
									S= Some	N= not explicit	Y= Explicit

The preferred caterer's list is advertised and provided by VCT to prospective clients and licensees. Primary research conducted revealed that many of the caterers on the list have poor sustainability business practices, and lack any explicit commitments to sustainably running their operations. The audit shows a great opportunity for VCT as an acting business entity of the City to encourage and incentivize caterer to compete for VCT business using sustainability criteriums. Important to note here is that VCT customers will more often than not choose a “greener” caterer if they are correctly informed. The audit reveals which caterers are doing the “right” things and are more deserving of VCT business. Caterers that have made the efforts to transition to sustainable operations must be rewarded, it is necessary that VCT ensures that client bookings go to the most deserving caterers, the incentives must match the effort. Proper incentives can be achieved by updating the preferred caterer's list to accurately identify the appropriate sustainability practices for each of the caterers such as the ones defined in the audit. Sustainability icons attached to each caterer would be an easy way to achieve this. Also, VCT should consider removing and trimming down its caterer's list to support only the businesses that are front runners and who are leading in sustainability in their field, this will help VCT continue its path to becoming a premium service provider to its customer and client base.

Waste Complexity - VCT Current waste management system



A sample of a drink item sold at VCT reveals the complexity of waste composition. The drink above has a recyclable cup, organic waste (lime, liquid), garbage (straw).



No sorting possible with waste composition with provided bin at VCT venues. Strawn is landfill. The plastic recyclable cup is landfill because of the effort to disassemble, limes and liquid are landfills no organics. **100% garbage - 100% -ve impact on WDR, poor service**



No sorting possible with waste composition. Signage is insulting to customers who are environmentally conscious, lack of any sorting bin for waste composition. **100% garbage - 100% -ve impact on WDR**, without proper waste sorting systems for items sold at events, VCT is, in essence, selling some measure of guilt to its customers who are used to recycling especially in the city of Vancouver. VCT must abide by the solid waste by-law no.8417 section 6.7A.1 "Every owner or occupier of a non-residential property where food waste is produced **must not cause**, permit or allow the food waste to be disposed of in any manner other than in accordance with their food waste diversion plan.

Sample Solutions for proper waste management system.



Proper signage to inform customers of sorting behavior. Necessary for signage to be effective and practical is the provision of proper sorting bin for all VCT goods sold. Any VCT items purchased needs to be considered from the perspective of disposal.



Sample sorting bins that would capture all of the waste from the drinking example in the previous slide.

ZERO Waste (Case 5) - Sort or Save



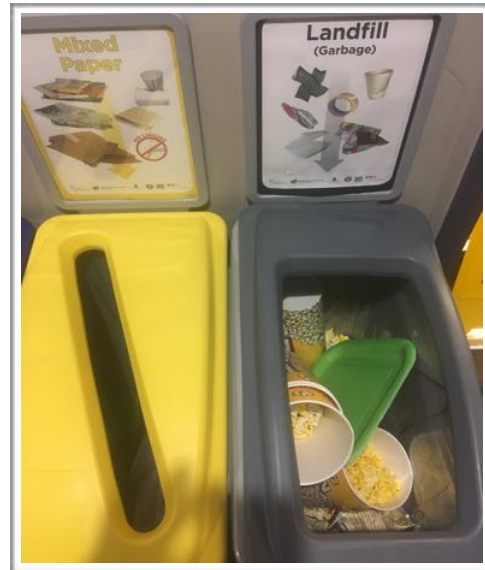
Presently VCT purchases a brand of compostable double walled coffee and lids at a 30% cost premium. However, none of the VCT theatres have sufficient front of house organics bins. So currently VCT is paying extra for the compostable feature of its coffee cups with no bins to capture the benefit. A suggestion would be to either provide proper bins to capture compostable materials (best option) or to purchase a less costly alternative that can be recycled in a mixed paper bin or recyclable container bin. Important to note that cups for landfills are not an option when targeting a zero waste goal.



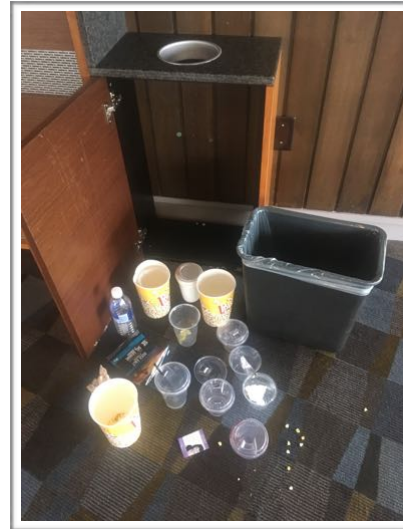
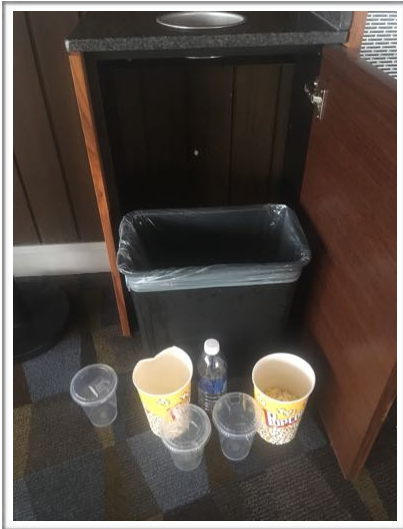
Zero Waste (Case 6) - Won't fit



Popcorn sales at the VCT are a new product, which is an opportune case study for this report since it perfectly demonstrates the lack of consideration from the VCT procurement department. The above two images show proof positive that popcorn buckets have a proper sorting bin (mix paper) which customers want to use however the bin doesn't accommodate the buckets, this is again poor customer service from a sustainability perspective.



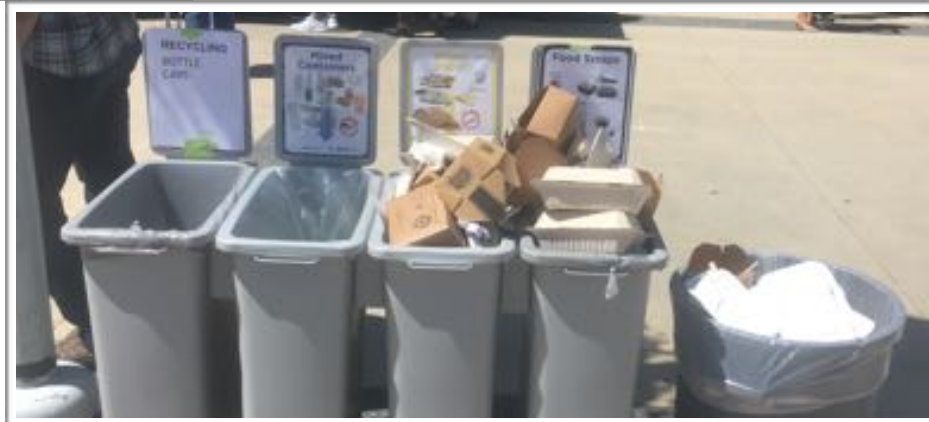
Because of the lack of a proper sorting system for the popcorn buckets, 100% of purchased popcorn buckets got to the landfill, and 100% have a negative impact on the WDR. One simple solution is to buy paper popcorn bags which can easily fit into mixed paper bins. Again important going forward is for any procurement decision, to consider by which means the purchased item will be disposed of, so as not to jeopardize the VCT Zero Waste Goal.



Both of the images above illustrate the lack of any sorting opportunities for customers with the circular holed garbage bins. Recommendation VCT stops using and close all circular garbage bins at its theatres. Concerns over where will customers dispose of their waste aren't warranted since the front of house staff labor can be used to collect and sort waste from customers on the day of any event, this will result in greater customer service, higher diversion waste, and less garbage.



Both adjacent images identify problem areas with the correct proportional allocation of bin space relative the volume and composition of "waste" produced. Going forward waste management system coordinators (REFM) must collaborate with procurement to have a proactive approach towards appropriately capturing waste generated. The suggestion is to switch Mixed recyclable bins with landfill bins. With increasing sustainably procured items landfill (garbage), bins will become obsolete and recyclable and organic bins will all that is needed.



Zero waste - summary

What is apparent is that addressing the challenge of Zero waste within VCT operations is complex and involves targeted initiatives that are supported by proper data and findings which involves multiple stakeholders. First and foremost procurement decisions makers must communicate with those responsible for VCT waste management. Secondly **customers service must come first**, however what this means in an age of sustainability is that customers want to act responsibly and sustainably through their actions and behaviours, VCT must provide them those opportunities if wants to consider itself a leader in the art. Laste VCT operations is bound by the solid waste waste by-law of the city and by the GCAP goal of Zero waste. VCT food and beverage procurement department operates with an outdated and unsustainable Linear economy model, going forward a transition to principles of a circular economy using a waste hierarchy (appendix D) will benefit customers, business and the environment.

What is a circular economy?

Circular economy “regenerative by design”	Linear economy “take-make-dispose”
- Keeps products, components, and materials at their highest utility and value, at all times	- Relies on large amounts of relatively cheap materials and inputs to make goods and services
- Prevents waste through new and innovative business models or through improved design - either for disassembly or longevity	- Produces a lot of waste
- Maximizes the continuation of a product's life through an enhanced reuse, repair, or remanufacturing	
- Improves end of life processing and resource recovery	

SUSTAINABLE PROCUREMENT

Introduction

VCT with its annual patronage of over 750 000, has the potential to significantly influence the environmental impact its operations has through its purchasing decision. For this project a product audit was conducted for food and beverage that is sold to the public, as well an audit was done of the preferred caterers that are used by licensees of VCT. Several garbage audits were also executed to identify the main negative contributors to the VCT waste diversion metric. Awareness that sustainable procurement must not only look at the waste it generates after consumption of the product (garbage) but that it must also take into consideration the sourcing of the product. The research was conducted at the policy level review of the GCAP and policy instruments already in place throughout the City's operations, provided the guidelines for sustainable procurement that took into consideration the ethical procurement (fair and just labor practices) at a global and regional scale. The locality of the sourcing product (City defines local as within province). Social sustainability of products sourced such that disenfranchised and marginalized labor and work are considered and promoted were possible through procurement contracts.

Findings

Purchasing at the VCT is a multi-stakeholder decision process. The main stakeholders can be identified as buyers who work within the Supply Chain Management (SCM) at the City. SCM buyers primary responsibility is to supply the appropriate quantity of products for VCT theatres determined through venue bookings. SCM is responsible for the sourcing of products and abiding by any governing policies the City may have with regards to sustainable procurement. The second key decision maker is the VCT food and beverage manager, who's primary responsibility is to monitor the sales and management of stocks and daily inventory. The third party that influences the purchasing and sales of food and beverage items at the VCT are the theatre director, due to the high level of authority and control held by this position, the director can approve or reject any suggestions or transitions relevant to procurement. Through multiple stakeholder interviews the current dominant purchasing strategy for VCT are:

1. Items turn-over rates
2. Items grab and go
3. Shelf life

All three are part and parcel to ensuring profitability and economic viability of the food and beverage sector at VCT. Unfortunately, concepts of sustainable procurement that took into considerations, social and environmental factors were not present or defined through a VCT particular sustainable procurement policy agenda. No evidence of monitoring and evaluation of VCT sustainable procurement was available.

However VCT does procure most of its alcohol for resale through local suppliers, a few (<10%) of its confectioneries are locally sourced, and since the City is a fair trade coffee organization, VCT coffee sold is fair trade certified.

Recommendations

VCT food and beverage department will need to develop a sustainable procurement metric, which identifies any relevant sustainability certification (Appendix B) for purposes of monitoring and reporting progress that is trackable. Leadership at VCT will have to add focus to the importance of sustainability in its purchasing decision, to include social and environmental considerations. A strategy to test, proof of concept for a more sustainable procurement approach, which would not jeopardize economic profitability of the food and beverage sector, is to provide counter space at all VCT venues to create a competitive green transition mini market. Where by customers can choose to buy local and sustainable as an alternative to less sustainable options. This market experiment will help VCT to determine the market demand for local sustainable products compared to the current non-local, less sustainable food and beverage items. Once again here VCT has a role in promoting and providing superior products, in its goal to provide excellent service.

EVENT SUSTAINABILITY

Introduction

At present event bookings across all of VCTs venues do not take into account promoters and licensees individual commitments towards sustainable business practices. The VCT is charged with the duty to administrate and distribution over \$3 million (2016/2017) in art grants through a theatre rental grant program. Because of the significant financial expenditure incurred by the City and its tax payer base. VCT as a representative organization of the City is in a position of responsibility to hold accountable and collaborate with all grant recipients to ensure that individual shows and event that showcase at VCT venues are doing so with sustainable business practices that are in line with the City's GACP and VCT sustainability agenda.

Green events tool kit (GETK) - rough draft

The GETK provided below is a rough draft due to the time constraints of the project and scheduling difficulties with getting all necessary stakeholders to contribute within the green city scholar's time at the VCT. Going forward a shared online platform document should be set up (google doc) so that all necessary parties can edit at their own pace and time when and wherever possible. The GETK version is customized to VCT operations and use the City's Green Event Tool Kit as a template.

VANCOUVER CIVIC THEATRES



Greening Your Event Tool Kit

Prepared for: Vancouver Civic Theatres

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July 3, 2017

Draft: V - 001

ABOUT THIS GUIDE

Greenest City 2020 is a bold initiative that will address Vancouver's environmental challenges, and put us on the path to become the greenest city in the world by 2020.

The Vancouver Civic Theatres is a shared and publicly funded community asset and thus the use of the Theatres must be inline with the Greenest City 2020 Goals ([Link or appendix](#)).

This guide will help you rethink the amount of waste, energy and materials consumed during the course of your event planning and activities.

For the most current information on how to green your event at the theatres, visit: vancouver.ca/parks-recreation-culture/cultural-and-performance-spaces/Greening-your-cultural-event *****(temporary link)**

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BEFORE THE EVENT

Complete a green event form

The green event form must be completed prior to having an event approved by the Vancouver Civic Theatres. On the form, you will be required to describe key activities contributing to the environmental impact of your event, such as waste and recycling management, energy management, green transportation choices and provision of water (*opportunity for water-tumbler sales).

MEASURING PROGRESS – Each of the selections on the Green Event form is awarded a point value. These points help Vancouver Civic Theatres analyze event data and advance the greening of events. Points also allow organizers to measure their efforts toward greening practices and **grant approval**.

NOTE: Small events, generally under 100 participants, can also benefit from scaling down applicable suggestions listed in this guide.

Choosing a Space

All of Vancouver Civic Theatres venues are easily accessible by foot, bicycle or transit, our in house services are provided such that they meet the Greenest City 2020 Goals. If your event is drawing people in from out of town, make a list of green hotels available on your website. Visit: greenkeyglobal.com (**sales opportunity)

Train staff/volunteers

Engaged and educated staff, vendors and volunteers are important to the overall success of greening your event.

- Recruit volunteers interested in sustainability and be sure they know, prior to event day, the types of tasks they may be required to perform.
- Review assignments with recycling volunteers and coordinate with maintenance staff.
- Distribute supplies (gloves, extra bags, tongs) to waste volunteers.
- Remind volunteers to thank attendees for supporting your green event.
- Identify locations of green equipment and services.
- Ask volunteers to plan ahead and encourage use of alternative transportation methods if possible (e.g. transit, cycling, walking, carpooling/sharing).

The largest job for green volunteers on event day will likely be to support zero waste. For medium to larger events, assign a Waste Coordinator who has strong organizational and communication skills. A good motivator with a solid understanding of local waste management programs and a strong commitment to green will help you meet your event sustainability goals.

* Resources are available from the City the help with zero waste training. Phone 3-1-1 for information.

BEFORE THE EVENT

Engage employees

Allocate time and resources toward implementing green initiatives. Set up a committee and ensure someone is delegated the responsibility for implementing these initiatives.

LARGER EVENTS: It may be helpful to provide special t-shirts or caps for your volunteers so they are easily recognizable.

If your budget is tight, you may consider:

- Vendor stewardship – The majority of waste produced at events often comes from vendors, so have them share some of the responsibility for the expenses related to waste management. These could be calculated into vendor fees or on the quantity of waste generated.
- Deposit recovery – Recover some costs by using a bottle deposit recovery to offset the cost of your waste management. (**added fee structure)

Involve stakeholders

Meet with your stakeholders, event owners, site owners, vendors and contractors to let them know about your green event goals. Invite their input and advise them of any green expectations and requirements. (*VCT event consultant fee)

Coordinate with vendors and exhibitors

Select contractors and suppliers that have a commitment to and specialize in sustainable practices. Consider offering incentives to top performing vendors at subsequent events for their outstanding green performance.

Ask vendors and exhibitors to:

- Ensure items for sale/giveaway and containers are made from recyclable or reusable materials.
- Select items with less packaging.
- Select reusable or recyclable materials for the construction of booths, displays and exhibits.
- Display informational posters for attendees (e.g. way-finding to bike racks or proper waste sorting instructions).
- Encourage vendors to distribute information using electronic methods.
- Avoid single-use giveaways and handouts such as balloons.

Balloons kill wildlife, pollute the Earth, and are discouraged by the city's sustainability groups.

[Click here](#) for more information of the impact of balloons on the environment.

Ask caterers and food vendors to:

- Select local, organic and seasonal foods.
- Provide vegetarian and vegan options.
- Consider employing a “food recovery” model to save blemished food from being wasted.
- If serving non-vegetarian options, choose sustainable seafood, free-range chicken and grain-fed beef.
- Offer reusable containers for purchase and single-use containers that are recyclable or compostable.
- Discourage the use of unnecessary disposable items (e.g. straws and stir sticks).
- Use items that are made from recycled content (e.g. plates and napkins), or better yet, use reusable dinnerware, atware, and/or linens.
- Use large containers for condiments and beverages instead of individual packets, cans or bottles.
- Donate excess food to a charity, partner with a local charity for the collection of refundable beverage containers, or donate the proceeds to a local environmental group.

TIP: For small events, consider a potluck as a sustainable option and bring your own utensils, cups and plates.

* See appendix 4 for a list of local suppliers of reusable, recyclable and compostable food service supplies.

NOTE: Ensure vendors know what your waste service provider identifies as recyclable or compostable. Vancouver Civic Theatres uses Urban Impact for its recycling services. (urbanimpact.com)

BEFORE THE EVENT

Develop a zero waste plan

Litter and waste is a shared responsibility of the event organizer and Vancouver Civic Theatres Zero Waste Team.

Managing waste can be challenging. The information below can help you better understand Vancouver Civic Theatres expectations of events to manage waste and contribute to the Greenest City goal of reducing solid waste (garbage) going to the landfill or incinerator by 50 per cent from 2008 levels.

If you choose to support Vancouver's binning community by ensuring they have access to refundable containers. Don't forget to let your staff and volunteers know.

Establish a plan early

Coordinate with your service provider to establish your waste management plan, include:

- Location and number of waste, recycling and compost (food scraps) bins.
- Your waste plan during the event. If you anticipate having recycling centres, mark them on your site plan.
- It will be important to understand from your service provider what materials they will accept and to train staff and volunteers accordingly.
- Outreach methods to staff and volunteers to ensure waste is being sorted and handled properly.
- Location and timing for container drop-off and pick up and logistics for waste removal. Will they pick up directly from your sites? Where will they be collecting from? What hours do they collect? How many pickups will you need?
- Types of recyclables that will be collected during the event, such as plastic, glass, food scraps and paper.

TO CONSIDER: **The Vancouver Civic Theatres charges a higher rate for contaminated recycling.** Properly sorted recyclables are better for the planet and your event budget.

Hire Zero Waste service providers

These specialists can help shape your waste management plan and provide you with helpful information, such as the best type of collection container for your particular event and instructions for volunteers.

* See appendix 4 for a list of local organizations that manage waste at events.

Zero waste stations

A properly managed zero waste station is one of the most important tools for a green event. There should be one zero waste station for every 500 attendees at peak attendance. Your service provider will be able to calculate actual needs for your event.

Each zero waste station should:

- Have at least one bin for each stream: garbage, recycling (paper and mixed containers) and organics (food scraps).
- Be easily identified in busy areas and within close walking distance from where waste is likely to be produced (e.g. near food vendors).
- Have clearly label bins.
- Include way- finding signage (see communications section for more details).
- If possible have assigned at least two trained staff or volunteers to each station.

For an event smaller in scale, such as events on the plaza, please arrange to take your waste with you. Do not use existing bins on Civic Theatre property as you will be charged by the Vancouver Civic Theatre for doing so.

A range of recyclables can be dropped off for free at regional recycling facilities. It may cost you more to dispose of recycling contaminated with garbage.

Water

Vancouver has some of the best drinking water in the world. By providing tap water and avoiding individually portioned bottled water, you can help reduce the environmental impact of your event. Identify water access at event grounds, and if needed, arrange for a water service provider.

* See appendix 4 for a list of local organizations that provide tap water access at events.

For smaller events, such as block parties and picnics, consider organizing water stations offering free tap water in jugs. (**fee)

BEFORE THE EVENT

Green transportation

Your event can contribute to the City's goal of making the majority of trips by foot, bicycle or public transit by 2020. Ensure you have ample bike parking. If existing bike parking is insufficient, arrange for additional bike racks.

* See appendix 4 for a list of local organizations that provide bike parking for events.

Ensure staff, exhibitors, vendors and volunteers do not let their vehicles idle. (Did you know that idling for more than two minutes is against the law in Vancouver and is subject to a \$100-250 fine?)

Where possible, choose energy efficient, hybrid or electric vehicles for your event.

TIP Large Events: Consider providing shuttle service from transit stops.

Use green energy

Many events in the Queen Elizabeth plaza will require some power to run a sound system, lighting, food preparation and other equipment.

Your event can help Vancouver minimize fossil fuel consumption by considering:

- Electricity when possible. Did you know that in Vancouver hydroelectricity is more than 90% renewable?
- An alternative energy source instead of gas-powered generators. If using generators, consider biodiesel, compressed natural gas, propane or solar.
- The purchase of green energy certificates to offset your energy use. Why not become a carbon neutral event, so as better attract funding and sponsorship.

* See appendix 4 for a list of local organizations that provide green energy for events.

Communicating your green event

Having a green event is something to be proud of. It helps attract both patrons and sponsors so it is worth telling the world!

Develop a vision statement

Develop an environmental vision statement and communicate your goals to staff, volunteers, participants and stakeholders. Your statement provides a road map and sets goals, objectives and targets for green initiatives (e.g. zero waste, reduced energy), feel free to borrow from [Vancouver's Greenest City 2020 Action plan](#).

Prepare green messaging for announcers, staff and other representatives. (e.g. highlight vendors that have recyclable items as a part of their booth, announce green objectives, or speak about how event attendees can help).

Promote your green event

Outline how your event is going green in your communication materials and what attendees can do to help:

- Provide directions to the event using [public transit and bike routes](#).
- Encourage walking and cycling. Let attendees know if there will be additional bike parking, and if it will be secure (e.g. bike valet).
- If walking, cycling or transit is not an option, suggest carpool or car-sharing options.
- **Bring a reusable water bottle or a mug to reduce the need for disposable cups. (**Water Wagons)**
- Let them know if there will be water fountains or a Vancouver City sponsored [water wagon](#) for refills. Find opportunities to share facts like:
 - Although plastic water bottles are recyclable, the bottling, packaging and shipping of billions of litres of bottled water leaves a large environmental burden worldwide. Instead, opt to provide Vancouver Civic Theatre water canteen products to each patron of your event to use at Water Wagon stations.
 - Metro Vancouver's tapwater is arguably some of the best drinking water in the world, and it costs you only \$0.90 per 1,000 litres, or \$0.0009 per litre. A single-use one litre bottle of water can cost you around \$2.00 a litre.
- Support the green menus offered by your vendors our our preferred caterers list, by listing sustainable choices such as local, organic and vegetarian options.

BEFORE THE EVENT

Issue a media advisory and promote your green event goals

Co-ordinate with Vancouver Civic Theatres marketing team and your events marketing team to ensure that all materials clearly communicate your green efforts. For example:

- Instead of using printed or mailed materials, use web, email and social media to broadcast your event.
- When printing, consider FSC certified paper with the highest possible post-consumer recycled content and use soy or vegetable-based inks. Don't forget to print your materials on both sides if possible.
- Remember to use reusable/recyclable materials for signage, booths, displays and exhibits. **Vancouver civic theatres will charge an additional disposal fee if material are non-recyclable or left on premise after the event.**
- To minimize paper usage, encourage participants to register online by computerizing the registration process.

Educate through signage

Use signage to educate attendees about recycling, composting, energy sources, tap water availability and menu selection:

- Clearly mark all recycling stations, bike parking, and water equipment and if possible, sustainable and local menu selections. Signage should be visible and consider pedestrians and crowds.
- Be safe. Signage should be wind tolerant. Be sure to avoid signage that could become a tripping hazard or is installed at head height.
- Put signage in any additional portable toilets or outdoor facilities to inform people at your event about the green initiatives.

Create contests

Make it fun by running a contest, that rewards eco-friendly, and responsible behaviour demonstrated by attendees, staff, committee members, and/or exhibitors.



NOTE: A limited number of signs that identify zero waste stations, bike racks and water fountains, are available for rent from the City of Vancouver.

Set targets

Identify your performance metrics and set targets (e.g. recycling rates; water and energy savings; etc.). Use invoices from past events to set benchmarks.

Publicizing your commitment to a green event can help you secure potential sponsors, funders, presenters, participants and contractors.





Set up

Ensure that green event banners and signs remain posted and are clearly visible at entrances and other strategic locations.

If there is a speaker system, consider announcing the green goals of your event and how participants can help you meet them. (e.g. “Our goal is to recycle 90% of the waste from today’s event. Volunteers are located at the zero waste stations to help you sort your waste.”)

Prepare zero waste stations – monitor on event day

To ensure waste gets sorted properly and recycling doesn’t become contaminated, designate volunteers to:

- Welcome and encourage exhibitors and attendees to a “green event” by identifying and providing directions to recycling stations and other green equipment, like water fountains and bike racks.
- Monitor recycling stations to avoid contamination and help educate attendees on proper waste sorting.
- Adjust to higher traffic areas as needed.
- Ensure garbage and recycling areas are clean at all times and replace bags when full.

- Transport full bags to main collection area(s) and re-line recycling and compost (food scraps) bins with appropriate bags.

An option available through some service providers is ‘behind the scene’, ‘or back of house’ sorting’. For this option, bags should be removed throughout the event.

- Take full waste bags to an area designated as a sorting station; recommend having a sorting station that is well away from public view.
- Dump bags in the sorting station and take out contaminants. e.g. if you see a coffee cup or plastic bottle in a recycling bin, take it out.
- Re-bag items without contaminants.

TIP - Don’t forget to communicate to your vendors about proper disposal procedures.

NOTE: Signage for waste stations should be simple and clear; use graphics with minimal text. If you use your own waste/recycling service provider they may have signage available. Signs are also available for download. [Click here.](#)

Event closing procedure

Develop a check-out procedure that requires exhibitors to interact with event staff prior to departure. Ensure the area is clean and waste free. **Vancouver Civic Theatres will levy a fee for any event organizer who leave discarded materials or garbage after the event,**

AFTER THE EVENT

Post-event evaluation

A post-event evaluation should be done to determine whether event goals, in this case green goals, were met. This assessment acts as a guide for planning future events and meeting anticipated City requirements.

Involve stakeholders and engage employees

Meet with your stakeholders, event owners, site owners, vendors, contractors and your in-house green committee to discuss the achievement of green event goals. Invite feedback on how targets can be better reached for subsequent years..

Measuring performance

Identify your performance metrics and measure against targets set (e.g. recycling and disposal quantities) by following up with your service provider/recycler for final weights or amount of collected recyclables and garbage. Use the worksheet below to measure your waste diversion. For energy consumption, check in with an energy consultant to determine the carbon footprint of the event.

Sample diversion formula

Follow this example to measure your waste diversion rate. Measure your waste and recyclables by weight or number of bags collected; be consistent and use the same measurement for all.

$$\left[\frac{\text{Total weight (or bags) of all recycling} = 40\text{kg (20 bags)}}{\text{Total recycling } 40\text{kg (20)} + \text{Total weight or bags of garbage } 60\text{kg (35 bags)} = 100\text{kg (55 bags)}} \right] \times 100$$

$$\left[\frac{40}{100} = .4 \right] \times 100 = 40\% \text{ diversion rate}$$



APPENDIX 1

Vancouver Civic Theatres - Green event checklist

This checklist aims to help organizers put their green event plans into action:

Pre-event

Communications

- Complete and submit the Vancouver Civic Theatres - green event form online at vancouver.ca/VCT/greengreenevent*** as part of your grant application and approval for your event at Vancouver Civic Theatres.
- Identify stakeholders and the role(s) they will play.
- Set up a green committee to ensure green goals are met.
- Work with your event marketing staff to ensure the green message is included in event marketing. For example, encourage green transportation choices to your event; [Vancouver Civic Theatres are zero waste facilities; we are proud supporters of local food initiatives and the green economy](#) etc.
- Hold an information session for staff, volunteers and vendors to ensure everyone knows what green equipment will be onsite during the event, where it will be located, and how recycling will work.
- Determine a procurement plan that involves sustainable vendors/contractors.
- Identify education and outreach opportunities.

Waste

- Hire a third-party contractor, or let the Vancouver Civic Theatres Zero waste management team manage your event waste streams (*fee), or make a plan of how you'll manage the waste yourself.
- Have (paid or volunteer) attendees monitor zero waste stations during event times.
- Organize waste diversion information session for event staff, vendors and other relevant stakeholders.
- Distribute waste diversion information to vendors/ event staff (*provided).
- Identify locations in your site plan for the zero waste stations.

Water (outdoor events)

Identify water access at event grounds and, if needed, arrange for a service provider or use your own water jugs for your event. (*city water wagons at a fee)

Green Transportation

- Identify key transit, cycling and walking routes to your event.
- Determine onsite bike parking and secure additional bike parking if required.

Local Food

- Communicate with food vendors about your expectations around sustainable menu items. Have your vendors agree to use only compostable, recyclable or reusable items.

During event

- Arrange zero waste stations (recycling, organics - food scraps) and landfill bins in high traffic areas, near vendors, and where appropriate.
- Ensure clear bags are on-hand to reline the waste and recycling containers.
- Place signage around event grounds to identify key green equipment (e.g. bike racks, water stations and Zero waste stations).
- Maintain zero waste stations at your event by not allowing them to overflow.
- Flatten and bundle clean and unwaxed cardboard and bring them to a central collection point identified through [Vancouver Civic Theatres zero waste director](#).
- Take organics, recyclable containers and garbage to a central collection point identified through [Vancouver Civic Theatres zero waste director](#).
- Encourage green behavior and remind attendees of green equipment.

Post event

- Clean and return all equipment.
- Invite your stakeholders, event owners, site owners, vendors and contractors to offer feedback about the event's green performance.
- Debrief with green committee to see if the event reached its sustainability goals.
- ****Obtain garbage and recycling report from service providers.**

APPENDIX 2

Information Sheet for food vendors

Benefits of going green:

- Reduce negative impacts on the environment.
- Align with the values of event attendees by striving to go green.
- Reduce solid waste from landfill or incinerator by diverting recyclable and organic materials.

Food and menu choices:

You have an opportunity to lighten the footprint of your service by including the following choices on your menu:

- Vegan and vegetarian choices
- Organic foods
- Local seasonal foods
- If serving non-vegetarian options, choose sustainable seafood, free-range chicken and grain-fed beef.
- Minimize single-use containers (serve condiments from large containers, avoid straws or stir sticks, etc).
- Use items that are made from recycled content

Checklist to review with your staff before the event:

- Know the location of the nearest recycling station.
- Let customers know which of your containers are recyclable.
- Place your recycling and garbage in clear bags only.
- Flatten cardboard boxes and place them in the bin marked "paper".

APPENDIX 3

Our recommended Caterers

Caterers	Sustainable vendors	Gluten free	Vegan	Vegetarian	Corporate Sustainability	Green table network	Locavore Coffee	Organic	Locavore	Green serving ware
Monica	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Butter 2nd St	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Foodies & Friends	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Culinary Express	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Flourish Nutrition/Goodworks	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Luna/Oneness	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Pacific Coast Catering/Group	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Plate of Canvas	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Plato's	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
January Chef	***	Y	Y	Y	Y	Y	Y	Y	Y	Y
Thrive Fine Foods	***	Y	Y	Y	Y	Y	Y	Y	Y	Y

*** Eye aims to increase their utilization and develop a sustainable & fair government criteria

***Still need formatting

APPENDIX 4

List of local suppliers and service providers

*** Still building out the list

Local organizations that manage event waste

Local suppliers of reusable, recyclable and compostable food service supplies

Local organizations that accept food donations

Local organizations who provide sustainability support services for events

Local organizations that provide green energy and offsets

Local organizations that provide tap water access

Local organizations that provide bike parking

"6.7 Every owner or occupier of premises where food waste is produced or results must not cause, permit or allow that food waste to be unlawfully disposed of:

- (1) at a landfill site;
- (2) at an incinerator; or
- (3) in a garbage can or commercial-size garbage container on the premises, unless the contents of the garbage can or commercial-size garbage container will be lawfully disposed of by a licensed hauler."

"Food Waste Diversion Plan

6.7A.1 (1) Every owner or occupier of non-residential property where food waste is produced must have a food waste diversion plan for food waste produced on the property.

(2) Every owner or occupier of non-residential property where food waste is produced must not cause, permit or allow the food waste to be disposed in any manner other than in accordance with their food waste diversion plan.

(3) If the owner or occupier of non-residential property required to have a food waste diversion plan under s. 6.7A.1 (1) is a member of a strata corporation, then members of the associated strata corporation may develop a common food waste diversion plan.

COMMUNICATION - GREEN CAMPAIGN

Introduction

Creating a culture and community of sustainability takes an “all hands on deck” approach. Efforts and initiatives taken towards sustainability at VCT need to have a voice and stage. Both a Zero waste VCT campaign and a VCT goes local campaign must communicate its intentions and goals in a clear and visible way.

Findings

At present, VCT has minimal signage to the public indicating its efforts towards achieving many of its sustainability goals. Sustainability campaigns that are successful can address problems areas through a holistic approach, for example, the image (img_Zero) to the left, “Help us become a zero waste facility” does little towards achieving its intended objective other than simply putting signage up for display. Multiple reasons are responsible for why VCTs green communications campaign are not as successful as they could be.



Image: Zero

1. VCT doesn't have a green communications campaign at present.
2. Image: Zero is a perfect case study of how it is necessary for a holistic approach to sustainability. The sign asks for help from its patronage to sort waste. However VCT doesn't provide the proper waste stream and sorting system for its customer to do the “right” thing, so the customer can feel good about helping VCT achieve its goal by making the right choice.
**Providing customers the ability to be environmentally responsible is part of excellent customer service.*
3. VCT does not have a designated leader with appropriate experience to lead a green/ sustainability campaign. If one is identified, hired, outsourced or trained. Then the role of a VCT sustainability captain/officer can be put in place through out VCTs operation.
4. Currently, all of the theatres under VCT management have little to no “green” signage backstage.

Recommendation

Initiate a VCT wide sustainability campaign. Appendix C contains a sample marketing asset designed by the author of this report that is specific to the waste diversion metric at VCT. Appendix A provides marketing assets by the City that addresses sustainability and Zero waste. The assets are to be used to inform patrons of the embedded sustainability value that is present at VCT. Communication must be made across all venues from the front of house to backstage, to ensure that everyone from audience to licensees and staff are doing their part and striving for our shared goal. Develop a sustainability training manual for all front of house and backstage staff. Additionally because of the scale and amount of effort necessary to achieve the targets set for the VCT it is recommended that a new role is created within the VCT organization that has its primary responsibility of measuring and reporting on sustainability initiatives, training, and communication, staff and supplier engagement.

APPENDIX

Appendix A

We all have a role to play in creating a made-in-Vancouver solution to reduce waste.



2.6 million coffee cups are thrown away in Vancouver each week

Waste snapshot

- Disposable cups include foam cups, polycoat paper cups (coffee cups), paper cups, and plastic cups.
- 2.6 million coffee cups (polycoat paper cups) are thrown in the trash in Vancouver every week.
- Nearly 50% of garbage collected from public waste bins are disposable cups and take-out containers.
- 22% of litter on Vancouver streets are disposable cups.

Current reduction initiatives

Mug-share programs to replace single-use disposable cups with reusable options



It's time to shift our thinking about waste.



#ReduceSingleUse

It's time to shift our thinking about waste.

THE ZERO WASTE HIERARCHY



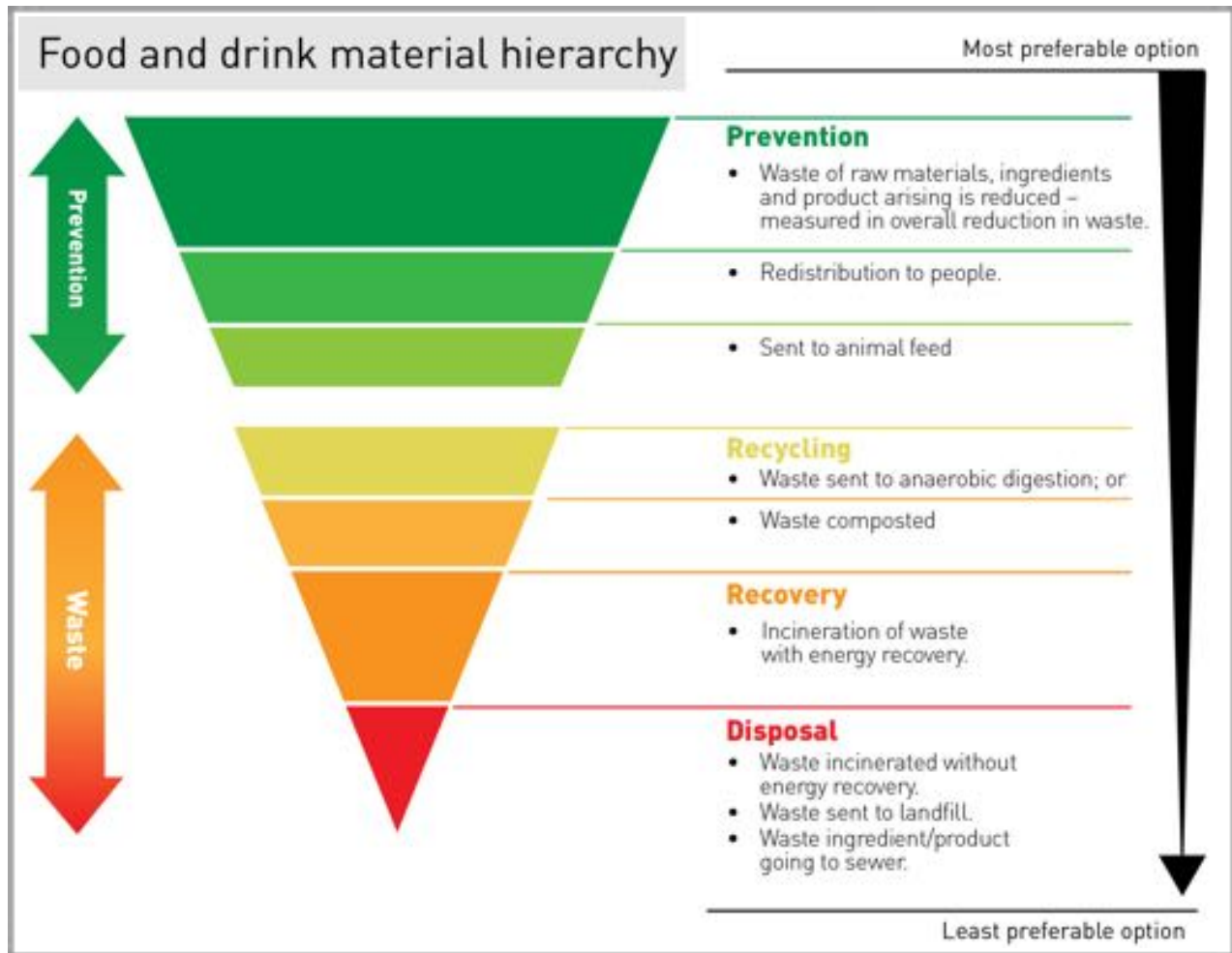
Appendix B



Appendix C

<p>DID YOU KNOW Most of the theatres Garbage can be recycled?</p> 	<p>Right now, we're only recycling LESS THAN 60%</p> <p>TOWARDS ZERO WASTE Composting and recycling at Theatres</p>  <p>Our goal is to reach 60% BY 2018 70% BY 2020</p>
<p>GARBAGE WE SENT TO LANDFILL IN 2016</p> <p>33000 KGS</p>  <p>or 12 African Forest Elephants</p>	<p>You can make a difference</p> <p>and create a green, zero waste theatre</p> <p>USE THE PROVIDED RECYCLING STATIONS TO SORT YOUR FOOD SCRAPS AND RECYCLABLES INTO THE PROPER BINS.</p>

Appendix D



Appendix E

BY-LAW NO. 11091

A By-law to amend License By-law 4450 regarding food waste

THE COUNCIL OF THE CITY OF VANCOUVER, in public meeting, enacts as follows:


1. This By-law amends the indicated provisions of the License By-law.
2. Council inserts in section 2, the following definitions in the correct alphabetical order:
 - “ food waste” has the same meaning as in the Solid Waste By-law”; and
 - “ food waste diversion plan” has the same meaning as in the Solid Waste By-law.”
3. Council inserts as section 15.4:

“FOOD WASTE DIVERSION PLAN

15.4 (1) Every holder of a license issued under this By-law must have a food waste diversion plan for the licensed business.

(2) No holder of a business licence may dispose of food waste in any manner other than in accordance with their food waste diversion plan.”
4. A decision by a court that any part of this By-law is illegal, void, or unenforceable is not to affect the balance of the By-law.
5. This By-law is to come into force and take effect on January 1, 2015.

ENACTED by Council this 14th day of October , 2014



Mayor



City Clerk

Appendix F

BY-LAW NO. 11092

A By-law to amend Solid Waste By-law No. 8417 regarding organic waste

THE COUNCIL OF THE CITY OF VANCOUVER, in public meeting, enacts as follows:

1. This By-law amends the indicated provisions of the Solid Waste By-law No. 8417.
2. Council adds to section 2, the following definitions in alphabetical order:
 - " "food waste diversion plan" means a plan describing the methods to be used to divert food waste from disposal at a landfill or incinerator site, and includes:
 - (a) producing no food waste;
 - (b) use of the City's green cart service;
 - (c) use of a licensed hauler who lawfully brings the material to a Material Recovery Facility or otherwise disposes of the food waste in accordance with this By-law; and
 - (d) composting or anaerobic digestion."; and
 - " "Material Recovery Facility" means an approved materials recovery facility that receives solid waste and separates and prepares recyclable materials for marketing to end-user manufacturers;"
3. Council renumbers subsection 6.7 as subsection 6.8.
4. Council replaces every "6.7" in subsection 6.6 with "6.8".
5. Council inserts as the new subsection 6.7, the following:

"6.7 Every owner or occupier of premises where food waste is produced or results must not cause, permit or allow that food waste to be unlawfully disposed of:

 - (1) at a landfill site;
 - (2) at an incinerator; or
 - (3) in a garbage can or commercial-size garbage container on the premises, unless the contents of the garbage can or commercial-size garbage container will be lawfully disposed of by a licensed hauler."

6. Council inserts as a new subsection 6.7A:

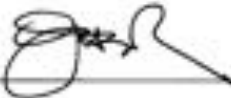
"Food Waste Diversion Plan

- 6.7A.1 (1) Every owner or occupier of non-residential property where food waste is produced must have a food waste diversion plan for food waste produced on the property.
- (2) Every owner or occupier of non-residential property where food waste is produced must not cause, permit or allow the food waste to be disposed in any manner other than in accordance with their food waste diversion plan.
- (3) If the owner or occupier of non-residential property required to have a food waste diversion plan under s. 6.7A.1 (1) is a member of a strata corporation, then members of the associated strata corporation may develop a common food waste diversion plan.
- 6.7A.2 (1) Every owner or occupier of residential property must have a food waste diversion plan for food waste produced on the property.
- (2) Every owner or occupier of residential property must not cause, permit or allow any food waste produced on the property to be disposed in any manner other than in accordance with their food waste diversion plan.
- (3) If the owner or occupier of residential property required to have a food waste diversion plan under s. 6.7A.2 (1) is a member of a strata corporation, then members of the associated strata corporation may develop a common food waste diversion plan.
- (4) If the owner or occupier of residential property required to have a food waste diversion plan under s. 6.7A.2 (1) is the owner or occupier of a rental apartment, then the owner of the rental apartment may develop a common food waste diversion plan for all occupants.
- 6.7A.3 (1) Any owner or occupier of premises or property required to have a food waste diversion plan by this By-law must provide details of the food waste diversion plan to the City Engineer within 7 days of being requested, in writing, to do so.
- (2) If requested to provide details of a food waste diversion plan under section 6.7A.3 (1), the owner or occupier must provide the details of the food waste diversion plan in a form satisfactory to the City Engineer."

7. A decision by a court that any part of this By-law is illegal, void, or unenforceable is not to affect the balance of the By-law.

8. This By-law is to come into force and take effect on January 1, 2015.

ENACTED by Council this 14th day of October, 2014



Mayor



City Clerk

END NOTES

¹ Greenest City Action Plan www.vancouver.ca/GreenestCityActionplan

² Green Vancouver www.vancouver.ca/green-vancouver

³ Greenest City Scholar program www.sustain.ubc.ca

⁴ Julie's Bicycle www.juliesbicycle.com

⁵ Broadway Green Alliance www.broadwaygreen.com

⁶ Broadway League www.broadwayleague.com

⁷ Greenest City Action Plan Progress report [GCAP-progress report](#)

⁸ Greenest City Scholar program www.sustain.ubc.ca

⁹ Greenest City Scholar program www.sustain.ubc.ca

¹⁰ Greenest City Scholar program www.sustain.ubc.ca

¹¹ Greenest City Scholar program www.sustain.ubc.ca