

UNITARIAN UNIVERSALIST
ASSOCIATION
OF
CONGREGATIONS



GENERAL ASSEMBLY

MINNEAPOLIS, MN
JUNE 23-27

2010

EVENT SUSTAINABILITY REPORT

*Prepared by
MeetGreen®
August 2010*

EVENT SUSTAINABILITY EXECUTIVE SUMMARY

*There are no
passengers on
Spaceship Earth.*

We are all crew.

*Marshall McLuhan
1911 - 1980
Canadian Scholar*

Many events are 'green' these days. However, very few approach event sustainability as broadly as the Unitarian Universalist Association (UUA). The 2010 UUA General Assembly is sustainability in action for events. UUA is truly pioneering to deliver not only an environmentally but social responsibility event. In the process they are changing the way the meeting industry does business for the better.

The 2010 UUA General Assembly (GA):

- Reduced materials disposed of onsite by 46% over the 2009 event.
- Diverted 76% of waste produced from landfill and incineration, exceeding pre-event goals by 16% and the facility baseline for recycling diversion by 42%
- Provided concession menus that featured 35% local (within 100 miles) and 6% certified organic ingredients, exceeding pre-event targets by 16%.
- Improved voluntary offsets by attendees by 6%, engaging 36% of attendees to offset emissions through Carbon Fund. In addition 100% of venue energy use was offset. Overall, an estimated 44% of the conference carbon footprint was offset, including hotels, venue, attendee transport and freight.
- Provided a completely walkable and accessible convention neighborhood, eliminating the need for ground shuttles. Performed onsite audits for accessibility.
- Democratically settled a resolution to site the 2012 GA in Phoenix, Arizona in response to the introduction of a controversial immigration bill by the state.
- Provided over 480 volunteer hours in support of Hope Community and recycling education onsite at GA. In addition over \$40,000 was contributed to Hope Community's building and maintenance fund.
- Purchased materials and reused event supplies that contributed to:
 - Saving 13 trees.
 - Eliminating 11 metric tons or approximately one garbage truck full of solid waste.
 - Conserving 330,000 gallons or half an Olympic swimming pool of water.
 - Avoiding 79 metric tons of carbon dioxide, or the equivalent of removing 16 cars from the road for a full year.
 - Reducing energy use by an estimated 84,000 kWh, slightly more than what is required to power seven American homes for a year.

EVENT SCOPE

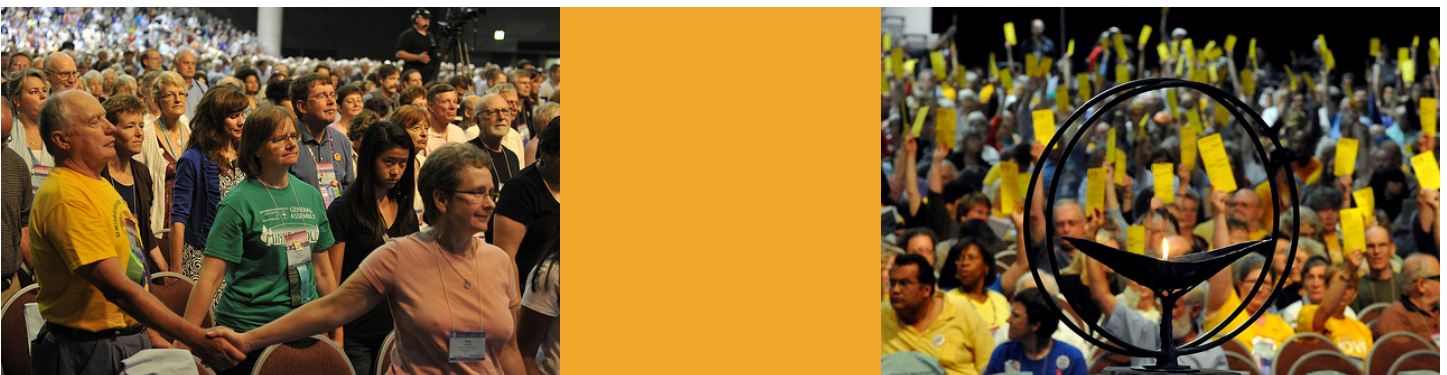
Event: Unitarian Universalist Association of Congregations General Assembly
Date: June 23 - 27, 2010
Host City: Minneapolis, MN, USA
Venue: Minneapolis Convention Center
Hotels: 8 hotels, 1 dormitory housing site, 5487 room nights
Audience: General Assembly is the annual gathering of the Unitarian Universalist Association. The event hosted 3829 participants who are members of UUA congregations from throughout the United States.
Exhibit: 93 exhibitors

Event Purpose:

The General Assembly is the annual business meeting of the Unitarian Universalist Association in North America.

Assembly Elements:

- 7 Plenary sessions to conduct the business of the Association, including voting on resolutions by accredited Delegates.
- District and Regional Gatherings.
- 8 concurrent Program Sessions focusing on Advocacy and Organizing, Congregational Leadership, Anti-Racism, Anti-Oppression, Multiculturalism, Environmental Justice, Growing Healthy Congregations, Identity, Governance, International Partnership, Legacy, Ministry and Professional Leadership, Multigenerational Congregations, Practical Arts, Social Justice, Stewardship, Theology and Spiritual Development, and Worship Resources.
- Ware Lecture.
- Youth Caucus and Young Adult activities.
- Worship activities.
- Public Witness, including an organized presence to “Stand on the Side of Love” at the Twin Cities Pride celebration.
- Exhibit, featuring UU groups and vendors.
- Service Project in partnership with Hope Community.



Layered Vision

Sustainability can be applied on multiple levels, so it is critically important to clarify the purpose, scope and scale of action taken. The scope of this report covers sustainability in event management for the Unitarian Universalist Association's General Assembly (GA), with a focus on the 2010 event specifically. To understand actions taken in this scope it is helpful to have a bit of background on the UUA, its purpose, and the history of GA's sustainability initiative.

Organizational Purpose

The Unitarian Universalist Association (UUA) is a religious organization that combines two traditions: the Universalists, who organized in 1793, and the Unitarians, who organized in 1825. They consolidated into the UUA in 1961. Unitarian Universalism is a liberal religion with Jewish-Christian roots. It has no creed. Unitarians may be of different faith backgrounds, but come together in a common valuing of Seven Principles. These principles include:

- The inherent worth and dignity of every person;
- Justice, equity and compassion in human relations;
- Acceptance of one another and encouragement to spiritual growth in our congregations;
- A free and responsible search for truth and meaning;
- The right of conscience and the use of the democratic process within our congregations and in society at large;
- The goal of world community with peace, liberty, and justice for all; and
- Respect for the interdependent web of all existence of which we are a part.

Event Purpose:

The General Assembly is the annual business meeting of the Unitarian Universalist Association. In addition to discussing and voting on resolutions of the Association, UUs gather for fellowship, worship and learning.

Sustainability Purpose: The Seventh Principle

In 2004, UUs at Boston's GA recommended that future Assemblies model the Seventh Principle - seeking ways to reduce environmental impacts. Following this request, UUA has since attempted to use the GA as vehicle to advocate for wise energy use, water conservation, pollution reduction and waste minimization. In addition, UUA continues to advocate for justice and equity in human interactions associated with GA, and beyond the event.

BACKGROUND & KEY ISSUES

Challenges & Opportunities

The following five issues are priority opportunities and challenges for sustainability at GA. These are ongoing concerns, with specific issues noted for 2010, including level of priority:

- **Enriching attendee experience:** How can examples of event sustainability enhance UUs understanding and enable action in support of the Seventh Principle? Front of house composting opportunities in Minneapolis made this issue a high priority in 2010. This was only the second time front of house composting has been possible at GA, the first being in Portland in 2007.
- **Advocacy for sustainability:** How can UUA use its event buying power to push event vendors to reduce environmental impacts and contribute to social justice? Advocacy was likely the highest priority sustainability issue at GA this year. UUs engaged in discussion and debate regarding a potential boycott of Phoenix, Arizona - the site of the 2012 GA - in response to the state's passing of SB 1070 earlier this year. The UUA has been a critic of the Bill, feeling it violates their most fundamental Principles. Attendees also had a strong presence at the Twin Cities Pride Festival in support of marriage equality.
- **Economic efficiency:** How can sustainability programs reduce financial cost? Cost reductions through sustainability continue to be a medium priority consideration for UUA. Many sustainable practices are provided on a cost neutral basis, and some presented savings in 2010.
- **Measuring impact:** What are the impacts of environmental, economic and social responsibility actions at UUA General Assembly? A medium priority in 2010, UUA was able to estimate water use, energy consumption and waste production and diversion at venue, sustainable procurement and community contributions.
- **Building consistency:** What methods should be adopted to help UUA consistently implement and track sustainable event practices? This was a low priority in 2010. As can be seen in the Benchmarking section, over the last three years consistency in sustainability reporting has improved, and continues to do so. This has been aided by adopting consistent RFP and contract language.





UUs participate in a special mini-assembly to discuss and debate the 2012 Arizona GA

EVENT SUSTAINABILITY: ISSUE PROFILE

It's an eloquent statement, describing a common and fundamental value of Unitarian Universalists. Everyone has a right to equality. Everyone has worth, and is worthy of compassion. Everyone should be treated with respect.

This statement was tested at the UUA's General Assembly in Minneapolis, MN. It was tested in a way that regardless of your faith, has relevance for event sustainability.

To provide context, in May 2010, UUA's Board was faced with a hard decision upon receiving confirmation that Arizona law SB1070 had been passed. With their annual General Assembly scheduled for June 2012 in Phoenix, AZ should they boycott? Or should they go?

Under SB1070, which is scheduled to go into effect in August 2010 throughout Arizona:

"...police would be required to ask any person already detained for another reason for proof of legal residence if police had a "reasonable suspicion" that the detained person could be in the country illegally. Law officers could also arrest anyone "if the officer has probable cause to believe that the person has committed any public offense that makes the person removable from the United States." In addition, the law allows citizens to bring lawsuits against officials or agencies that they believe are not enforcing the law to its fullest extent and implicates legal residents who transport or "harbor" undocumented friends or relatives.

Reaction to the law has been swift and strong. U.S. President Barack Obama criticized the law on April 23, describing it as "misguided." In an interview published in the Los Angeles Times on April 28, Obama said, "What I think is a mistake is when we start having local law enforcement officials empowered to stop people on the suspicion that they may be undocumented workers, because that carries a great amount of risk that core values that we all care about are breached." U.S. Attorney General Eric Holder also condemned the law, as did Homeland Security Secretary—and former Arizona governor—Janet Napolitano.

In a statement released April 23, UUA President Peter Morales said, "Arizona's Senate Bill 1070 undermines everything our nation stands for. Under the provisions of this law, members of my own extended family could be targeted and detained, even though we have been American citizens for generations."

Facing a potential loss of \$615,000 the UUA Board approved an initial resolution in May 2010 to withdraw from contracted obligations to host the 2012 General Assembly in Phoenix, AZ, and relocate to another destination. The motion was to be voted on by UUA delegates at the General Assembly in Minneapolis, June 26, 2010.

But a lot can happen in two months when in addition to standing on the side of love you also uphold another principle of Unitarian Universalism: honoring the democratic process. After two months of observing virtual and in-person debate a packed Plenary hall of UUA delegates called the resolution to a vote. The verdict: resounding support of a revised resolution to host a "Justice" General Assembly in Phoenix in June 2012. Regardless of personal opinions on the issue, this deep and broad expression of stakeholder engagement in resolving an event sustainability issue is to be commended.

Excerpt from UUWorld, Jane Greer, 5.10.10. <http://www.uuworld.org/news/cles/162796.shtml>

OBJECTIVES & TARGETS

Charting the Course

To assist UUA in acting on and measuring event sustainability, MeetGreen® established the following specific objectives for General Assembly 2010. Each objective has been assigned a corresponding Key Performance Indicator (KPI) to benchmark. For each KPI a target has been identified as a goal for 2010.

1. Measure overall event sustainability.

a) KPI: MeetGreen® Calculator score. Target: 75% score.

2. Capture relevant sustainability data for the event.

- a) KPI: Weight of material landfilled, recycled, composted & donated. Target: 60% diversion from landfill.
- b) KPI: Renewable energy use. Target: 15% renewable energy purchased by venue.
- c) KPI: Weight of carbon emissions produced. Target: 1100 lbs CO2 per person, or less.
- d) KPI: Weight of paper used. Target: Baseline established.
- e) KPI: Average food miles for buffet menus. Target: Baseline established.
- f) KPI: Number of community groups assisted. Target: Recipient organizations confirmed for food, amenities and community service project.
- g) KPI: Value of community legacy. Target: Measured contribution.

3. Illustrate the sustainable benefits of 'green' decisions.

a) KPI: Resource use reductions resulting from planning decisions, such as recycled paper use and not providing bottled water. Target: Measured data for water, emissions, energy and tree-savings.

4. Measure sustainability of products and services provided.

- a) KPI: Number of hotels meeting minimum sustainability criteria. Target: 100% compliance with six criteria.
- b) KPI: Amount of signage and print materials meeting minimum sustainability criteria. Target, signage: Minimum 75% reuse. Target, print materials: 100% use of post-consumer recycled content.
- c) KPI: Amount of food and beverage meeting minimum sustainability criteria. Target: 25% local and organic purchasing.

5. Improved communication/awareness of event sustainability among participants.

- a) KPI: Communicate key green messages through web, Plenary & Program. Target: 100% adoption of all three methods.
- b) KPI: Feedback received from GA attendees onsite. Target: Qualitative feedback captured for 2011 planning.
- c) KPI: Exhibitors participating in Green Exhibitor Award. Target: 20% engagement.

RESPONSIBILITY

Collaboration & Accountability

Janiece Sneegas bears primary responsibility for General Assembly and event sustainability. As Director, General Assembly and Conference Services for UUA she orchestrates the event and identifies and communicates how sustainability is being integrated. Jan is supported by General Assembly project staff and agencies hired by UUA to execute the event.

Key UUA staff team members include:

- Don Plante, Meeting Planner, General Assembly and Conference Services
- Melissa Saggerer, General Assembly and Conference Services Assistant
- Stacey Dixon, General Assembly and Conference Services Administrator
- Michael O'Herron, Director of Operations

UUA does not have a formal 'green team' of vendors who are engaged in event sustainability. All vendors are contracted to support sustainability objectives. In 2010 key vendors included:

- Minneapolis Convention Center
- Kelber Catering
- Heritage Expositions
- 9 local housing sites

Although not contracted for services, MeetMinneapolis was involved in enabling event sustainability by helping to coordinate and communicate expectations to members. MeetMinneapolis was also a key partner in helping to verify waste management practices, facilitating a tour of local recycling facilities during the pre-event site visit.

The Program Committee, Host Committee and volunteers also take ownership of event sustainability. These groups bear a special responsibility for waste management onsite but are also engaged in sustainability very early. This ensures aspects of program development, information services and ambiance can align with sustainable objectives.



ENGAGEMENT STRATEGY

Promoting Ownership & Education

Sustainability is a stakeholder-driven issue. We embrace sustainability to be responsive to concerns, risks and opportunities around us. Successful implementation of sustainability requires being in tune with the values, opinions and motivations of internal and external stakeholders in order to ensure event success long term. The following three stakeholder issues tend to have the greatest influence on event sustainability.

1. Senior management support

Without this, most event sustainability initiatives don't get off the ground. Understanding what motivates senior managers to support event sustainability is important in creating a long-term commitment to green meetings. Common motivations include cost savings and positive promotional opportunities.

2. Vendor capacity

Event managers may want the greenest event possible, but are reliant on a myriad of suppliers to deliver on this promise. Some suppliers are willing and able. Others might be willing, but not able to act due to cost and infrastructure issues. A few may even be unwilling, whether or not they are able. Vendor capacity may vary event year to event year, so engaging vendors early on can be a critical part of ensuring you're aware of what they can do, and they are prepared to support any mandates for sustainability.

3. Attendee willingness

Event managers need to be aware of how changes in event delivery impact the experience of attendees. Some may have the idea a 'green event' means granola served in a burlap sack. At no point do you want to sacrifice attendee satisfaction for sustainability. In fact, you want to look for ways sustainability can enhance the attendee experience.

UUs are highly engaged in sustainability. Rather than pushing back against sustainability they are typically at the forefront of making suggestions for next steps. This includes senior managers and attendees in particular. For example the volunteer corps of Recycling Monitors for GA 2010 submitted two pages of constructive feedback to improve waste management next year which will be taken into consideration in planning. In addition attendees are also invited to provide feedback. Senior managers were also committed to putting event contracts on the line in more than one instance to live up to sustainability principles. While most UUs are open to sustainability some issues require gradual introduction. For example, it is not yet possible to be a completely paperless event as attendees do not tend to be high users of digital technology.



Sustainability Roadmap

The following list highlights key sustainability actions and successes that were achieved at General Assembly 2010.

Destination and Site Selection:

- The selected destination of Minneapolis was highly walkable, well-integrated with transit connections to the airport and attractions and well-equipped to accommodate sustainable requests, including recycling, composting and renewable energy.
- Selected locations were reviewed for their green practices during site visits to ensure contract requirements were met. MeetMinneapolis also facilitated a tour of the local recycling plant to help verify waste management practices.
- MeetMinneapolis was prepared to respond to requests for attendees with mobility and accessibility issues, having already researched and prepared an accessibility guide for visitors to the city.
- MeetMinneapolis prepared a restaurant guide for UUs, paying special attention to identifying vegetarian and vegan options.

Meeting Venue

The Minneapolis Convention Center had standard sustainable practices and was contracted to implement and report on additional actions.

- Walkable access to all host hotels and major transit hubs.
- Comprehensive waste management reporting, including materials recycled, composted and landfilled. Baseline diversion was pre-determined to be 34%. Post-event reports confirmed a 42% increase in facility diversion for UUA, reaching 76% diversion from landfill and incineration. This exceeded event targets by 16%.
- Direct-sourced approximately 13% of energy needs from wind power and voluntarily offset all remaining facility energy use through Renewable Choice.
- Used Green Seal-certified cleaners and recycled content bathroom papers.
- Minimized energy use on move-in and move-out in the Plenary and Exhibit Halls.
- Tracked and reported on facility energy and water use post-event.



Hotels:

UUA continued its systematic approach to RFP and contract for sustainable housing. In addition, consulting was provided to hotels to assist them with implementing and measuring sustainable practices. This includes both hotel and dormitory housing. Several properties should be commended for their efforts to go above and beyond to implement expanded, new and unique sustainability programs for General Assembly:

- The Holiday Inn Express Hotel & Suites Downtown Minneapolis initiated a new and permanent recycling program for GA.
- The Holiday Inn, Doubletree Guest Suites Minneapolis Downtown, Best Western The Normandy Inn & Suites and Hilton Garden Inn Minneapolis Downtown all featured recycling bins in guest rooms.
- The University of Minnesota was the only housing site to feature composting on property.

All hotels provided post-event reports which are itemized in the appendix:

- 100% provided guest recycling for plastic, paper, and cans.
- 100% provided linen re-use options for guests.
- 100% used energy efficient lighting and energy-wise house-keeping practices.
- 89% used green-certified cleaners.
- 89% used recycled content bathroom tissue.
- 100% did not automatically replace amenities unless they were empty or guests checked out, with 50% providing donation of unfinished amenities to local charity.

Attendee participation with linen re-use, lights off requests and recycling was tracked by house-keeping staff and large variances in adoption were noted, ranging from 25% to in excess of 75% of UUA rooms.

In alliance with the Hyatt 100, UUA opted out of its contract with the Hyatt Regency Minneapolis. A long-time supporter of economic and social justice, the UUA has ceased contracting with Hyatt properties until the Hyatt 100 issue in Boston can be resolved equitably. For further information please visit <http://www.hotelworkersrising.org/hyatt100/>

Catering

- Kelber Catering was contracted to provide 25% local and organic menu items. This goal was exceeded, achieving:
 - 95% of menu ingredients minimally packaged.
 - 35% of menu ingredients purchased within 100 miles.
 - 6% of menu items certified organic, 6% non-certified organic.
- No bottled water was served or given away.
- Plates, cups and cutlery were 100% compostable and composted by the venue, with the exception of those items served at Dunn Bros. Coffee. A front-of-house composting program was coordinated by UUA in partnership with Kelber and MCC. Kitchen prep food was also composted and sent to a local pig farm. These programs diverted 1.04 tons from landfill, representing 36% of total waste.
- Hot food concessions served all condiments in bulk.
- Fair trade coffee and tea were served.



Transportation

- Selection of a walkable destination eliminated the need for ground shuttles. In addition, UUA provided attendees with information about airport shuttles on the GA Blog. Information booth staff were also equipped with local transit information to help attendees get around Minneapolis without taxi.
- Ben Stallings, the Prairie Star District Web Coordinator, created a ride-share application for people who wanted to carpool to GA, which was featured on the GA Blog.
- UUA integrates a carbon offset option directly into their registration system. With the check of a box attendees can offset the carbon emissions resulting from their travel through Carbon Fund. 1375 attendees representing 36% of participants opted to offset their conference emissions footprint, resulting in a \$8250 donation to Carbon Fund. This is a 6% increase in participation from 2009 and represents 44% of total event emissions.
- All UUA event freight is shipped via EA Logistics. EA Logistics is an EPA-certified SmartWay hauler that provides a Carbon Neutral Freight option. EA Logistics helps UUA schedule, route and pack materials in a way that reduces impacts. This includes using no shrink wrap. EA Logistics also offsets 100% of emissions associated with freight they provide for GA.
- UUA continues to reduce shipments to show site, dropping shipped freight by 20% between 2009 and 2010. This also helped to save \$1200.

Registration & Communication

- Biodegradable name badge holders and recyclable paper badges were used.
- UUA selected a sustainable printer to produce all pre-printed materials, including the attendee and delegate programs. Hanson Printing Company uses FSC-certified papers and soy-based inks. They utilize direct-to-plate printing which eliminates the use of film processing and toxic chemicals. They also participate in a recycling program that captures paper, ink, solvents and printing plates in addition to purchasing renewable energy.
- Attendee programs were printed on FSC-certified Mixed Sources paper, including 10% post-consumer recycled content covers and 30% post-industrial recycled fibre text inside. Delegate programs used 50% post-consumer text paper and 30% post-consumer covers, both certified FSC. All programs used soy-based inks. Choosing recycled content paper avoided the use of 13 trees.
- The GA Banner, the daily event newsletter, was published online this year, and reduced to a half-page size for printing onsite. This saved 230 sheets.
- All on-site printing used 100% post-consumer recycled content paper and was completed by Sir Speedy, a local family-run print shop. UUA also eliminated all hard-copy photocopying order forms in favor of digital methods this year, reducing paper waste.
- All onsite signage was reused from previous GAs, taking advantage of a generic design with event-specific paper inserts. Even signage for recycling stations made use of reused paper that had previously been printed on. No vinyl or foamcore signage was used.
- Outreach to attendees continued to expand at GA 2010. Attendees were informed of greening measures and opportunities for participation through UUWorld, the onsite program and Plenary walk-in slides as in previous years. This year also added green information to the GA Blog, GA Podcasts, attendee and volunteer orientations, onsite signage (tabletops) and at the recycling centers onsite. This enabled UUA to achieve all targets set for sustainability communications.

Exhibits & Decor

- UUA introduced a Green Exhibitor Award at GA this year. The Award provided a points-based reward system to exhibitors that adopted certain sustainable practices. All exhibitors participating were specially identified onsite. Those reaching a minimum level of points were entered into a draw to receive a free booth in 2011. 22 exhibitors took part in the program, or 24% of all exhibitors. This exceeded targets set for participation.
- In a very innovative move UUA cooperated with the Presbyterian Church General Assembly to reduce their mutual event footprints by agreeing to work with the same general services contractor. This allowed both organizations to save set-up fees and eliminate freight shipping by using the same carpet, drape and room layouts across their mutual General Assemblies, held back to back in Minneapolis. Financial savings were estimated at \$3,700.
- 48,600 square feet of carpet was used for General Assembly. This carpet was made of 25% post-industrial content and returned to inventory following the event. Reuse of this amount of carpet has helped to conserve 74,115 gallons of water, 71,216 kWh of energy, and 169,906 lbs CO2 equivalent emissions. This is equivalent to the emissions produced by 15 cars and the energy consumed by six American homes in a year.
- Centerpieces and stage decor were made from reusable and recyclable elements, including found objects, congregational banners, textiles and paper-based materials.



Community Legacy & Social Responsibility

- Each year, the General Assembly Planning Committee works with the Local Volunteer Committee to select and support a local service project. In this way, General Assembly and the thousands of Unitarian Universalists it brings to host cities can have a positive impact on the local community. The 2010 Service Project with nearby Hope Community offered opportunities for hands-on service as well as donations (see below).
- Conducted site inspections at all hotels and venues to verify accessibility for attendees with various levels of physical ability. UUA works with Patricia Cameron to educate all vendors about accessibility opportunities.
- Contracted for safe and environmentally responsible cleaners to be used at hotels and venues.
- Verified 50% of hotels complied with an amenity donation program. All hotels were connected with local charities that accept gently used amenities. Those hotels not participating cited potential liability as their reason for not complying.
- Provided fairly traded options for coffee and tea.
- Opted out of contracted obligations with the Hyatt in Minneapolis in protest of Hyatt's lack of response to former employee grievances related to the Hyatt 100 (see above).
- Undertook numerous stakeholder consultations pre-event and onsite to engage UU's in democratically determining how to address siting the 2012 General Assembly in Phoenix in light of emerging social justice issues.
- UUA provides general information through their program and orientations that outlines clear attendee expectations to act to remove barriers to persons with disabilities and be an anti-racist, anti-oppression and multicultural community. To support this environment UUA provides Chaplains and a Right Relations Team. The Right Relations Team is specifically charged to listen to and engage with people onsite who have experienced problems of oppression while at GA.
- UU's attended the Twin Cities Pride Festival in full force, expressing support for marriage equality.



BRINGING HOPE

Hope Community is a catalyst for change, growth and safety. Hope is building a sustainable neighborhood model through community organization, active education, leadership and affordable housing development. Hope Community approaches this core mission in two ways:

- Development of affordable housing and public spaces that include a community center, playgrounds and gardens.
- Extensive community engagement that involves hundreds of youth, adults and families each year in learning, leadership and community opportunities.

30 UU's volunteered 240 hours of service to improve Hope Community through maintenance and gardening efforts. The Sunday collection at GA also contributed to a capital fund to maintain older affordable rental properties which have been recently renovated on the Hope Block. Donations - which exceeded \$40,000 - will provide a sustaining boost to the Block properties as emergency repairs and replacements are needed.

Establishing Baselines & Measuring Success

UUA's approach to benchmarking event sustainability has evolved over the last six years.

Some notable trends and achievements for the GA over time include:

Dramatic reduction in materials brought to and disposed of onsite, a testament to source reduction by the UUA and the benefits of working with more green-minded suppliers:

- 20% reduction in materials shipped to show site by UUA between 2009 and 2010.
- 46% reduction in total materials disposed of between 2009 and 2010.
- 53% reduction in total materials disposed of between 2008 and 2009.

Consistently achieved an increase in facility waste diversion from landfill for the last three years:

- Minneapolis: 42% increase compared to pre-event baseline.
- Salt Lake City: 46% increase compared to pre-event baseline.
- Fort Lauderdale: 8% increase compared to pre-event baseline.

In short: UUA is using less, disposing of less and diverting waste in more responsible ways.

Ambitious sustainability targets were set for GA and are listed on page 7. The following targets were exceeded:

- 2a) 76% diversion from landfill.
- 2b) 100% renewable energy purchased by venue, 13% direct sourced.
- 4c) 41% of food served was local and/or organic.
- 5a) Communicate key green messages through web, Plenary, Program, onsite orientation, local/meetings media.
- 5c) 24% of exhibitors participating in Green Exhibitor Award.

The following targets were met:

- 2c) 1059 lbs CO2 per person.
- 2d) Baseline established for weight of paper used (1.36 tons).
- 2f) Baseline established for number of community groups assisted (4).
- 2g) Value of community legacy measured (\$40,580).
- 3a) Resource use reductions resulting from planning decisions captured.
- 4b) 100% signage reuse and 100% of print materials used post-consumer recycled content (10-55%).
- 5b) Attendee feedback captured for 2011 planning.

The following targets were not met:

- 1a) 75% MeetGreen® Calculator score (71% achieved).
- 2e) Baseline for average food miles for buffet menus not established.
- 4a) 100% compliance by hotels with six sustainability criteria (four achieved).

The following table summarizes event data since 2005. The Target column indicates whether an applicable target for a given indicator was met in 2010 as per the Objectives section on page 7.

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | Target |
|---|-----------|-----------|------------------|-----------------|-----------------|-----------------|-----------|
| Event Sustainability Data | | | | | | | |
| Carbon Emissions produced (MT) | 1609 | 1855 | 3771 | 1402 | 1614 | 1672 | Yes |
| Carbon Emission per person (lbs) | 1092 | 1029 | 1616 | 1165 | 1150 | 1059 | Yes |
| Carbon Emissions offset (MT / %) | - | 299 / 20% | 1905 / 51% | 490 / 30% | 484 / 30% | 750 / 44% | N/A |
| Facility energy use (kWh) | - | - | - | - | 125,478 | 133,921 | Yes |
| Facility water use (gallons) | - | - | - | - | 193,093 | 120,197 | Yes |
| Landfilled materials (lbs) | - | - | 33% | 17,680 | 4,808 | 1,400 | Yes |
| Recycled materials (lbs) | - | 1,300 | 46% | 3,840 | 4,837 | 1,980 | Yes |
| Composted materials (lbs) | - | - | 21% | - | 1,050 | 2,080 | Yes |
| Donated materials (lbs) | - | - | - | 1,080 | - | 360 | Yes |
| Waste per participant (lbs/day) | - | - | - | 6.1 | 1.4 | 0.07 | Yes |
| Diversion from landfill (%) | - | - | 67% | 18% | 50% | 76% | Yes |
| Paper used (tons) | - | - | - | - | - | 1.36 | Yes |
| Signage used (square feet) | - | - | - | - | - | - | N/A |
| Shuttle miles (miles) | - | - | - | - | 0 | 0 | N/A |
| Shipments (pieces/lbs) | - | - | - | - | 677 / 18,385 | 581 / 14,745 | N/A |
| Food miles (average/function) | - | - | - | - | - | - | No |
| Community agencies helped | - | - | 2 | 3 | 2 | 4 | Yes |
| Value of Community Legacy | - | - | - | \$25,000 | - | \$40,580 | Yes |
| Volunteer hours (recycling & legacy) | - | - | - | - | 74 | 482 | Yes |
| Sustainable Procurement Data | | | | | | | |
| Hotels - linen reuse | - | - | 67% | 100% | 100% | 100% | Yes |
| Hotels - energy efficient housekeeping | - | - | 67% | 56% | 100% | 100% | Yes |
| Hotels - amenity reuse/donation | - | - | 0% | 100% | 100% | 100% / 50% | Yes |
| Hotels - recycling | - | - | 67% | 100% | 86% | 100% | Yes |
| Hotels - green cleaner | - | - | 44% | 100% | 86% | 89% | No |
| Hotels - recycled bathroom papers | - | - | - | 67% | 86% | 89% | No |
| F&B - local (100 miles) | - | 10% | 61% | 20% | 23% | 35% | Yes |
| F&B - organic (certified) | - | - | 21% | 20% | 31% | 6% | Yes |
| Paper - recycled content (post consumer) | - | - | 10-30% | 10-30% | 10-30% | 10-50% | Yes |
| Signage - sustainable substrate | - | - | min (paper) | min (paper) | min (paper) | min (paper) | Yes |
| Signage - reused | - | 100% | 100% | 100% | 100% | 100% | Yes |
| Signage - recycled/donated | - | min | min (paper) | min (paper) | min (paper) | min (paper) | Yes |
| Venue renewable energy (direct) | - | - | 9% | 30% | <1% | 13% | N/A |
| Environmental Benefits¹ | | | | | | | |
| Energy saved (kWh) | - | - | 17,661 | 9,054 | 11,729 | 84,274 | Yes |
| Water saved (L) | - | - | 38,254 | 19,926 | 32,020 | 328,330 | Yes |
| Emissions avoided (MT CO2) | - | - | 2.4 | 1.2 | 1.6 | 79.23 | Yes |
| Solid waste avoided (MT) | - | - | 0.17 | 0.08 | 0.11 | 11.17 | Yes |
| Trees saved | - | - | - | 5 | 26 | 13 | Yes |
| Costs avoided through sustainability | - | - | \$105,000 | \$54,694 | \$69,704 | \$61,135 | N/A |
| MeetGreen® calculator score | 30 | 49 | 57 | 60 | 73 | 71 | No |

1. This section reflects the estimated cumulative benefits of decisions to reduce, reuse and recycle, based on available data. This may include things like use of recycled content paper, water bottle reductions, recycling benefits, fuel use reductions, shuttle elimination, virtual participation etc. Where reduction is measured it reflects the reduction over previous year, based on decisions made and actions taken within the single event cycle. Source data supplied from vendors and supplemented by the Environmental Defense Fund Paper Calculator, US EPA WasteWise Tool, Carpet America Recovery Effort, International Bottled Water Association and Plastics Europe - Association of Plastics Manufacturers. Emissions calculations by The Carbon Fund. The large increase in savings in 2010 is accounted for by estimating saving resulting from carpet reuse, which was not previously measured but was practiced. Copyright 2010 MeetGreen®

MeetGreen® Verification

MeetGreen® conducted a verification of onsite practices at the 2010 General Assembly. In addition MeetGreen® was responsible for collecting and reviewing all event measurements submitted by vendors and staff. MeetGreen® was able to conduct back of house tours at the venue and hotels to substantiate sustainable practices.

In addition to collecting and reporting on the benchmarks above, MeetGreen® prepared an event calculation using the MeetGreen® Calculator. Those events that score highly are run by planners who not only request sustainable practices, but also ensure that these requests are implemented through systemic processes, that procedures are tracked and that a high level of performance is achieved. For example, to score highly in the venue category a planner would request and implement recycling through contract procedures, in addition to measuring a high percentage of waste diversion from landfill. Practices and measurements tracked by the MeetGreen® Calculator meet or exceed United States Environmental Protection Agency purchasing policies and align with ASTM-APEX Green Meeting Guidelines. The Calculator also credits actions that support a BS 8901-compliant approach to sustainable event management.

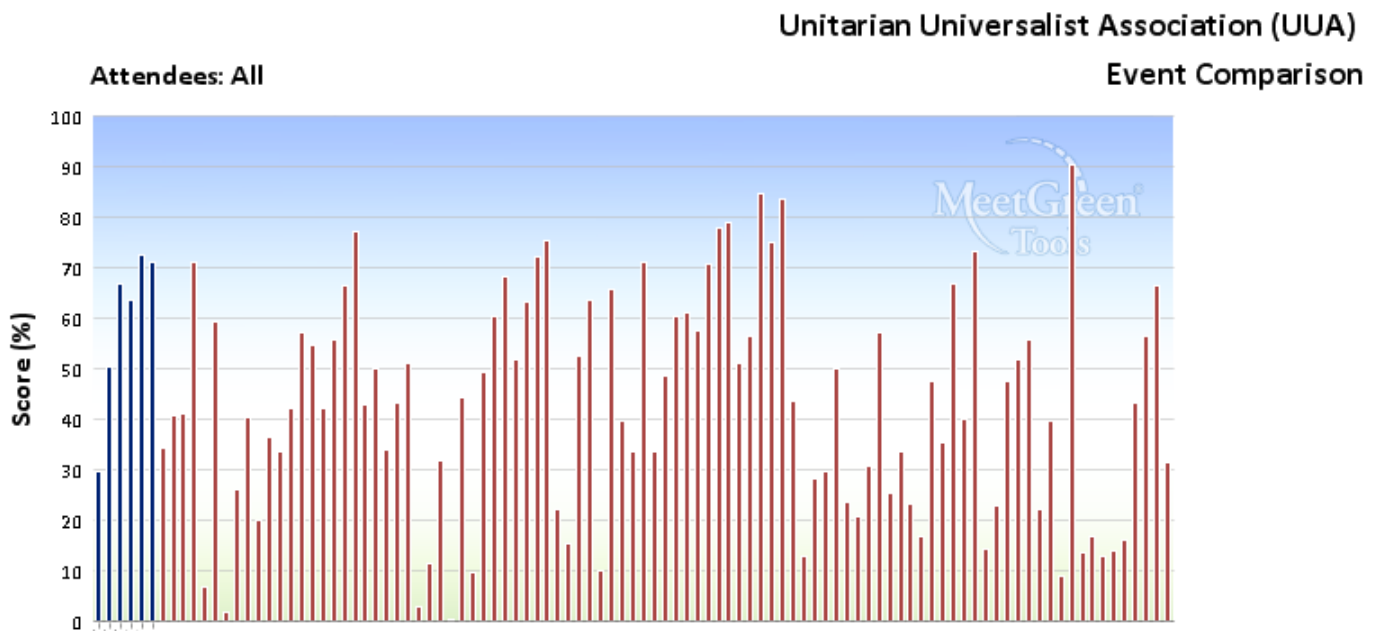
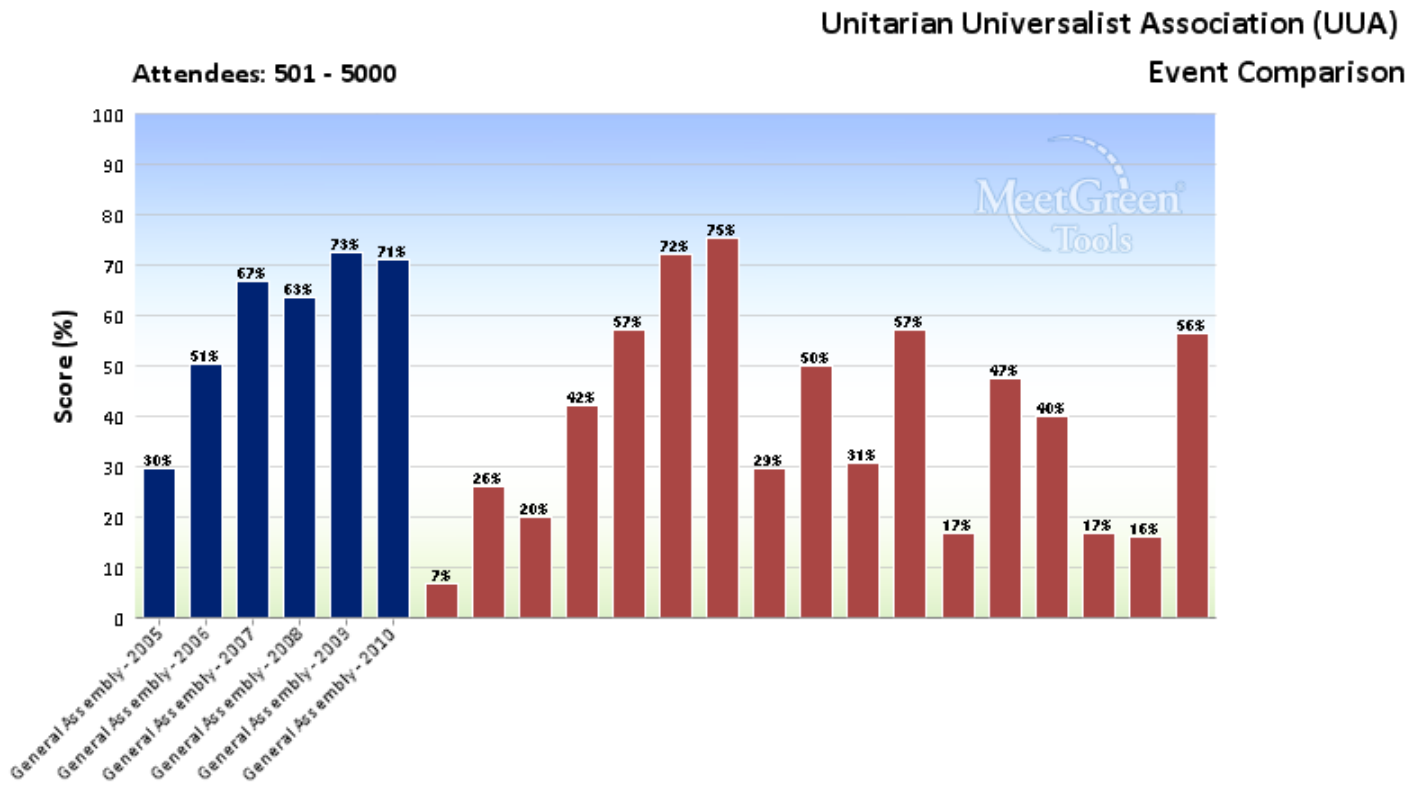
It is important to note that the baseline measured by the MeetGreen® Calculator has shifted in 2010. Increasing expectations for sustainability in the meetings industry has led to an update in the criteria assessed by the Calculator. This makes it far more difficult for meetings to score as high as they have in the past when a lower baseline was used. Comparisons between 2010 and those events pre-2010 should be qualified accordingly. The good news for UUA is that even with a higher baseline, GA is still achieving a leadership level of sustainable practice. The unfortunate impact is that the Calculator target set for 2010 reflected the lower baseline, hence with the new Calculator the event fell shy of 75%. MeetGreen is confident that the event would have exceeded the 75% target were the 2006 version Calculator used.

The Calculator tracks practices in the following areas:

- Destination Selection
- Meeting Venue Selection
- Accommodation Selection
- Transportation
- Food & Beverage
- Exhibit Production
- Communications & Marketing
- On-site Office
- Audio-Visual (new 2010)
- Carbon Offsets (new 2010)

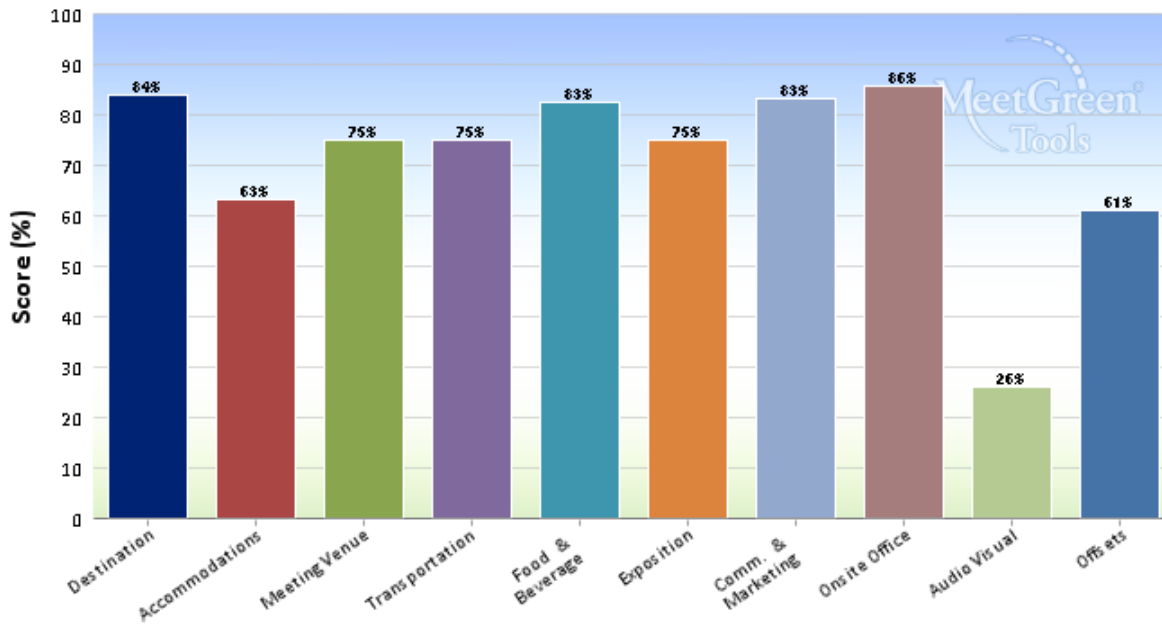
The following graphs show scores for General Assembly 2010:

- Total Conference Comparison Report:** Shows the total score achieved as well as the total score of other conferences in the MeetGreen® Calculator. The numerical bar value represents the percentage of total points earned in all categories. The graph below shows only events of similar size to GA, with 501-5000 attendees. The comparison charts include proprietary information so companies and associations hosting other events scored are not labeled. The second graph compares to all events of all sizes.

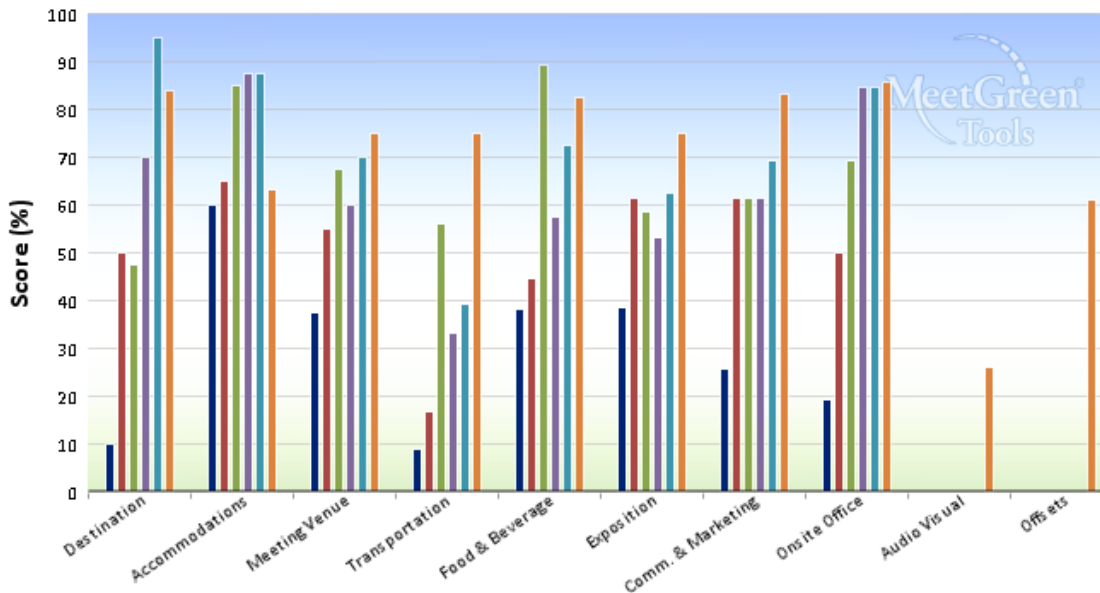


- **Conference Summary Report:** Shows the scores achieved in all categories. The numerical bar value represents the percentage of total points earned in that category.

Unitarian Universalist Association (UUA) - General Assembly 2010 Event Summary



Unitarian Universalist Association (UUA) Event Summary



■ General Assembly - 2005 ■ General Assembly - 2006
 ■ General Assembly - 2007 ■ General Assembly - 2008
 ■ General Assembly - 2009 ■ General Assembly - 2010

EVALUATION & REVIEW

Lessons Learned

The more you do, the more you realize there is to do! Such is the nature of event sustainability. UUA has made exceptional progress toward its vision of upholding the Seventh Principle in how it executes General Assembly. Opportunities remain to continue to push the envelope.

Source reduction is key. UUA is finally able to show the benefits of source reduction. Reduced shipments are cutting costs. Use of non-virgin fibers for print materials is producing measurable environmental benefits. Local food sourcing is on the rise again. With each year UUA continues to identify and capitalize on opportunities to be more efficient with resource use, both financial and environmental. All without complaints from attendees! The challenge will be to continue to spot and act on these opportunities as low-hanging fruit disappear. Continued exploration of Eco-Event Zone opportunities with organizations like the Presbyterian Church are a great example of where this effort could continue to evolve.

Permitting ownership, mentorship & empowering the 'green' team. In the past sustainability was the task of a handful of people at GA to coordinate. This year, however, sustainability came out in a big way. Plenary slides, composting stations, orientation presentations to attendees: all of these helped to promote more awareness and participation in sustainability than ever before. Volunteers and attendees became empowered to manage their waste, use their water bottles, and be 'green' guests. Exhibitors made a conscious effort to reduce impacts when participating in the Green Exhibitor Award program. Even the hotels and venues took special efforts to adjust, cater to and communicate sustainability preferences. Into the future opportunities exist to empower venues to create their own waste management plans for GA that can be leveraged for ongoing business operations, rather than having these be created by UUA. Volunteers have also expressed interest to contribute to onsite recycling and education. Promoting ownership of sustainability initiatives by various event stakeholders empowers people to perform, improving chances for success.

Social issues becoming more prominent. Both the Phoenix 2012 resolution and Hyatt contract issue show that social justice is a firm priority of UUA at GA. Opportunities exist to formalize how these issues are anticipated and addressed in the site selection processes to ensure vendors are accountable to things like fair treatment of workers as well as workplace health and safety. It is also important to document these social responsibility actions to the degree that environmental actions are being captured, including making sure this report reflects efforts!



Maintaining momentum as destination capacity shifts. From Portland to Minneapolis, UUA continues to raise the bar of what is possible for sustainable meetings. In coming years GA will be hosted in destinations that are not known to be as 'green' as the aforementioned cities. Expanded timelines and capacity building for these cities might be required in order to maintain targets for sustainability achieved in the past.

Amenity donation. Although UUA has successfully required hotels to not replace amenities until empty for several years, an opportunity for advocacy to donate left over bathroom amenities from GA remains. There appears a growing nervousness among hotels in the USA about potential liabilities resulting from donating gently used amenities. Programs are emerging to help collect and divert this material from landfill in liability-free ways. With fewer than 50% of Minneapolis hotels willing to donate amenities post-GA this could be an opportunity for action in 2011. Programs might be coordinated by GA, or UUA could partner with an outside agency to provide an amenity collection and donation service.

Sustainable event management certification. UUA's approach to event sustainability has emerged organically. Commitments have been made that are grounded in the organization's commitment to sustainability: the Seventh Principle. Issues have emerged with each GA and solutions have been identified through stakeholder engagement. Year by year the event continues to improve as each annual effort is audited and evaluated. UUA may not realize it, but it is well on it's way to be certified BS 8901 compliant. BS 8901 is the world's only sustainable event certification framework, and forms the foundation for ISO 20121, an emergent international standard for sustainable event management expected to be launched in 2012. UUA should consider if it would like to apply for certification under the standard to validate efforts already being undertaken.