



MELBOURNE  OLYMPIC PARKS

SUSTAINABILITY STRATEGY

2022–25

The Trust acknowledges the Wurundjeri people as Traditional Owners of the land on which it operates, and pays respect to their Elders, past and present.

**SUSTAINABLE
DEVELOPMENT
GOALS**

The Melbourne and Olympic Parks Trust seeks to support the United Nations Sustainable Development Goals through the implementation of clear action plans to improve outcomes in the areas of sustainability, reconciliation, disability access and inclusion, and gender equality.

This document is available in accessible Word format at mopt.com.au/about/community/

INTRODUCTION

Located on the banks of the Yarra, connected with parks, gardens and public amenities and positioned on the south-eastern edge of the Hoddle Grid, the precinct managed by Melbourne & Olympic Parks is one of the city's most visited green, open spaces.

It attracts millions of guests across hundreds of events annually, and contributes to the social and community life of the city, and to Victoria's major events landscape.

As a drawcard sport and entertainment destination, and an extension of state government, Melbourne & Olympic Parks (M&OP) has an important role to play in minimising the environmental impacts of its operations and contributing positively towards the Victorian Government's Net Zero by 2050 Emissions Reduction Target.

This Sustainability Strategy, M&OP's first formal plan of this kind, aims to consolidate and build upon significant progress realised through the Melbourne Park Redevelopment, completed in 2021. Delivered by Development Victoria, with nearly \$1 billion invested by the Victorian Government, this major capital works program saw M&OP venues upgraded over the course of a decade to improve environmental outcomes across the precinct, with new infrastructure assets built to meet the highest standards in sustainable design.

This strategy was developed in collaboration with Edge Environment, and in close consultation with leaders from across the organisation. It identifies and prioritises key actions and sets 2030 targets across three strategic pillars: Climate Change Mitigation & Resilience, Responsible Resource Consumption, and Resourcing & Engagement. It also includes our 2023 Sustainability Action Plan, and prioritises actions largely focused on auditing and baselining the environmental impacts of our day-to-day operations in order to identify areas for improvement and set measurable targets.

As we set out to deliver on this strategy, we acknowledge and look forward to working with our tenants, partners, suppliers and stakeholder networks, and welcome new partnerships and opportunities for collaboration as we endeavour to contribute to Net Zero by 2050.



JOHN HARDEN AM
Chief Executive Officer
Melbourne & Olympic Parks

OUR PARTNERS

The success of this strategy depends on positive and productive partnerships characterised by collaboration and cooperation across M&OP's stakeholder networks, and the precinct.



The activities and events that take place across M&OP venues are a key contributor to the precinct's environmental footprint, and M&OP will seek to work with hirers, promoters, teams and tenants to identify opportunities to embed environmental sustainability.

M&OP currently works with a wide range of stakeholders, and actively encourages our partners to embrace principles of environmental sustainability when planning and delivering events across the precinct. As part of its strategic approach to sustainability, M&OP actively supports these initiatives in order to mitigate impacts and improve environmental outcomes across the breadth of its operations.

Key partners include Tennis Australia, organisers of the world-renowned Australian Open grand slam tournament, as well as the various elite sporting clubs whose home grounds and/or training facilities and operations are based at the M&OP precinct.

M&OP also maintains positive and productive relationships with a wide range of commercial partners, operational delivery and event partners, promoters and artists, suppliers and tenant organisations, including:

All of M&OP's partners play a critical role in promoting and championing sustainability across the precinct, and M&OP seeks to play a central role in a precinct-wide effort to mitigate the effects of climate change and contribute towards Net Zero by 2050.

SPORTING CLUBS

Collingwood Football Club

Collingwood Magpies Netball

Melbourne City Football Club

Melbourne Football Club

Melbourne Rebels

Melbourne Storm

Melbourne United

Melbourne Victory Football Club

Melbourne Vixens

South East Melbourne Phoenix

Western United

PROMOTERS

Feld Entertainment Australia

Handsome Tours Australia

Live Nation

Mushroom Group

Secret Sounds

TEG

BUSINESS PARTNERS

Delaware North

Johnson Controls

O'Brien Group Australia

Programmed Electronic Technologies

Quayclean

Violia

World Kinnect



TENNIS AUSTRALIA

One of M&OP's most significant and enduring partnerships is with Tennis Australia (TA), the organisation responsible for staging the world famous Australian Open grand slam tournament at Melbourne Park.

M&OP acknowledges TA's commitment to sustainability and aims to play its part in delivering on the goals set out in their sustainability strategy by supporting actions and activities across all aspects of the relationship.

In particular, the Australian Open (AO) presents a significant opportunity to deliver meaningful and impactful action through close collaboration and alignment between both partners. As the largest event held on the precinct each year, the AO has the potential to be a major driver of positive environmental outcomes. M&OP seeks to support TA's efforts, and to embrace a collaborative approach to sustainability across the entire event delivery lifecycle, from bump-in to bump-out.

M&OP is also dedicated to aligning our strategic approach and environmental targets with TA more broadly in order to maximise the impact of both organisations' ongoing sustainability efforts beyond the Australian Open – across the precinct, across our shared stakeholder landscape and within our separate spheres of influence.

SOCIAL AND COMMUNITY FRAMEWORK

Sustainability is a significant community value, with the majority of Victorians optimistic about making a positive difference on climate change, and sharing a willingness to do their part*.

In an effort to reflect the value our community places on environmental sustainability, and align to Victoria's Climate Change Strategy, M&OP works consciously to minimise waste and reduce water and energy consumption. It also aims to influence its stakeholders, identifying and embracing opportunities to collaborate and work towards common goals.

This strategy forms one of four pillars under M&OP's social and community framework which aims to balance strategic investment and planning across factors relating to environment, social responsibility and corporate governance, and provides a framework of principles and commitments to ensure the Trust fulfills its obligations to the Victorian community and exceeds their expectations.

* Victorians' Perceptions of Climate Change report, Sustainability Victoria

OUR SUSTAINABILITY JOURNEY

While this is M&OP's first formal Sustainability Strategy, environmental sustainability has been an important part of how the precinct operates for many years, with a range of measures in place to minimise our carbon footprint and mitigate our impact on the environment.



Five of the precinct's iconic buildings are LEED Gold® certified, placing them in the same class as some of the most sustainable and energy-efficient buildings in the world.



M&OP venues employ a range of smart solutions for ventilation, heating and cooling to minimise energy consumption, as well as energy-efficient LED lighting.



Rainwater is harvested and treated onsite to be reused for irrigation, and flow restrictors on fittings help minimise water consumption.



M&OP aims to minimise waste by stocking eco-friendly consumables and diverting waste from landfill.



Rooftop solar panels installed on various buildings reduce M&OP's carbon emissions.



CENTREPIECE at Melbourne Park is trialling on-site composting to feed its kitchen garden, and has policies and partnerships in place to reduce food miles and support local, sustainable producers.

MELBOURNE PARK REDEVELOPMENT

Environmental sustainability has been a cornerstone of the Victorian Government's investment in the precinct via the Melbourne Park Redevelopment. This major capital works project saw existing M&OP venues upgraded to improve sustainability outcomes, and delivered new facilities designed with gold standard sustainability in mind.

Leadership in Energy and Environmental Design (LEED) is an international standard for buildings designed, constructed, maintained and operated for improved environmental and human health outcomes.

At completion of the Melbourne Park Redevelopment, M&OP is custodian to five LEED *Gold*[®] certified buildings.

TIMELINE

2013



A water harvesting system, paired with energy-efficient design, helps the National Tennis Centre (NTC) achieve LEED *Gold*® certification.

2014



Margaret Court Arena becomes the first LEED *Gold*® certified sports and entertainment arena in Australia.

2016



Tennis HQ, the new home of Tennis Australia and the Melbourne and Olympic Parks Trust, is certified LEED *Gold*®.

2018



One of Melbourne's most beloved venues, Rod Laver Arena, joins the LEED *Gold*® family following a significant upgrade.

2021



With rainwater harvesting capabilities, water-efficient fittings, energy-efficient lighting and double-glazed windows, CENTREPIECE at Melbourne Park most recently achieved LEED *Gold*® certification.





SUSTAINABILITY PRINCIPLES

M&OP is committed to working towards the Victorian Government's Net Zero by 2050 target, and actively contributes to the development of a climate resilient Victoria.

As an infrastructure agency and land use planner, M&OP embraces opportunities to embed sustainable design principles into future development activities

As a major events operator, M&OP seeks out sustainable solutions and practices to conserve resources while reducing consumption and pollution

As managers of crown land, M&OP acknowledges its role in protecting the environment as a custodian of significant green, open public space

HOW WE DEVELOPED THIS STRATEGY

This strategy was developed in collaboration with Edge Environment, and in close consultation with M&OP leaders and staff via the establishment of a sustainability strategy working group.

Activities included:



wide internal and external stakeholder consultation



review of peer and industry performance in sustainability



workshops with key management and operational staff



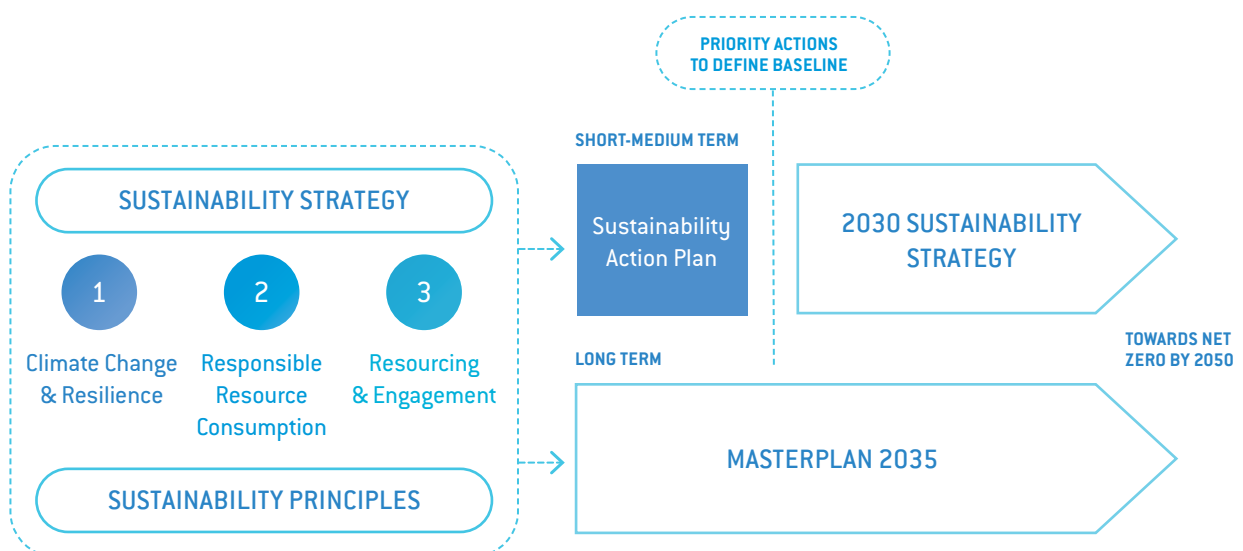
OUR STRATEGIC FRAMEWORK

M&OP's Sustainability Strategy is guided by our environmental sustainability principles, and aims to contribute positively towards the Victorian Government's Net Zero by 2050 target. It is supported by three strategic pillars: Climate Change & Resilience, Responsible Resource Consumption, and Resourcing & Engagement.

In working towards Net Zero by 2050, this strategy provides a framework for developing and actioning short-, medium-, and long-term initiatives.

In this first iteration, short- and medium-term actions are captured in the Sustainability Action Plan. Priority actions are largely focused on auditing and baselining the environmental impacts of M&OP's day-to-day operations in order to quantify the precinct's carbon footprint, identify emissions pathways and waste streams, and gather data towards the development of a more comprehensive 2030 Sustainability Strategy in 2023.

This next iteration of the strategy will test the 2030 aspirations outlined in this document and set defined targets based on the data obtained in undertaking the priority actions set out in the action plan. It will also provide a refined set of actions.



M&OP MASTERPLAN 2035

As managers and developers of significant infrastructure assets for Victoria, M&OP is committed to responsible long-term planning and sustainable development, and to ensuring the precinct continues to grow sustainably to meet the diverse needs of tenants, hirers and the broader Victorian community.

Following the 2021 completion of the Melbourne Park Redevelopment which delivered significant environmental upgrades to M&OP venues and across the precinct, the organisation's focus now shifts to the development and delivery of Masterplan 2035, planning for which will commence during the lifespan of this strategy.

Masterplan 2035 will be the cornerstone of M&OP's development activities over the next decade and beyond. It will play a central role in realising the organisation's long-term sustainability efforts.

Throughout the consultation and engagement activities towards the development of this plan, M&OP identified a number of strategic priorities to be embedded in the M&OP Masterplan 2035, ensuring this critical roadmap becomes a key vehicle for the delivery of the sustainability principles outlined in this plan.

The master planning process guides the development of infrastructure across the M&OP precinct and provides a significant opportunity to embed principles of water sensitive urban design, sustainability and waste reduction, and these priorities will be incorporated directly into the Masterplan scope as the organisation looks forward to a greener and more sustainable future.



STRATEGIC PILLARS & 2030 ASPIRATIONS

1

CLIMATE CHANGE MITIGATION & RESILIENCE

The Victorian Government has committed to addressing climate change by achieving the Net Zero Emissions Reduction Target by 2050.

M&OP recognises that this target aims to contribute to international efforts to keep global warming below a 2-degree rise from preindustrial levels and supports these efforts.

This strategic pillar prioritises impactful, meaningful actions that will contribute positively towards Net Zero by 2050, and which meet the low-carbon future expectations of guests, tenants, sporting bodies, athletes, promoters and performers, as well as the broader Victorian community.

The extent of the precinct's reliance on fossil fuels is presently an unknown quantity, but presents a clear frontline for priority action. The establishment of reliable baseline data under this pillar will help inform carbon mitigation planning and the identification of emissions pathways to develop targets and prioritise initiatives.

As a major destination and transport hub, M&OP also aims to encourage low-carbon transportation to and from the precinct.

2030 ASPIRATIONS

- 100% of business operations powered by renewable energy
- No new fossil fuel powered machinery
- Transition to electric fleet vehicles complete
- Sustainable transportation to and from the precinct is supported and actively encouraged
- Overall reduction in 'CO2-e emissions by guest' interim carbon intensity*
- Increase canopy cover by 30%, towards City of Melbourne's urban forest target of 40% by 2040
- Comprehensive biodiversity plan in place

* Specific target to be set pending completion of carbon footprint and emissions reduction modelling

2

RESPONSIBLE RESOURCE CONSUMPTION

The scale of M&OP’s operational environment presents numerous opportunities to reduce resource consumption across the spectrum of our operations.

M&OP is committed to reducing waste, potable water usage, minimising its use of potentially harmful chemicals and energy consumption in an effort to reduce its operational carbon footprint, reducing its contribution to landfill, and contributing to more resilient water systems.

By building on a number of energy, water and waste efficiency initiatives undertaken within and alongside the Melbourne Park Redevelopment, M&OP seeks to identify and actualise further efficiencies. M&OP will embrace data-driven decision-making in order to identify, address and report on the most meaningful and impactful measures.

2030 ASPIRATIONS

- 35% reduction in overall energy use
- 80% overall reduction in waste to landfill
- 100% food waste diversion from landfill, 50% reduction in total food waste by volume (per the National Food Waste Strategy)
- 100% of packaging to be reusable, recyclable, or compostable (per national APCO targets)
- All toilets, landscaping and surface wash-downs conducted with non-potable water
- Environmental Management Plan in place
- Overall reduction in potable water use*
- Overall reduction in nutrient run-off*

* Specific % targets to be set pending collection and analysis of baseline data



RESOURCING & ENGAGEMENT

As operators of a busy precinct with a diverse range of stakeholders, M&OP acknowledges that the success of its sustainability efforts is dependent on the strength of aligned behaviour across its stakeholder landscape.

In particular, M&OP has an important role to play in influencing and collaborating with its suppliers and commercial partners. M&OP aims to embed meaningful shared sustainability targets within its commercial arrangements in order to deliver impactful environmental gains.

Equally important to the success of this strategy is M&OP's commitment to appropriately resourcing and embedding sustainability as a discrete function within its operating environment. With appropriate resourcing and communication design, M&OP has a significant opportunity to bring sustainability to life for millions of visitors across hundreds of events annually

2030 ASPIRATIONS

- All strategic contracts include sustainability commitments, particularly as they relate to M&OP waste, carbon targets, product use and environmental responsibility
- Elements of sustainability are integrated in guest experiences
- Comprehensive sustainability reporting and ongoing communication is considered business-as-usual



SUSTAINABILITY ACTION PLAN

In identifying strategic priorities, setting targets and developing the action plan M&OP was guided by the following action planning principles. These principles have been adopted to ensure the effective and efficient delivery of the commitments outlined in this strategy.

M&OP seeks to prioritise those actions identified in the strategy that are:



IMPACTFUL

Strategic priorities and action plan items should make a demonstrable contribution towards Net Zero by 2050.



MEANINGFUL

M&OP's sustainability efforts reflect community values and resonate with our people, guests and partners.



ACHIEVABLE

Targets and aspirations should be achievable so we can celebrate and build on our success.



RESPONSIBLE

Actions should be reasonable, financially responsible and reflective of M&OP's role as a public entity.



MEASURABLE

M&OP seeks to establish reliable and replicable baselines to measure progress and drive improvements.



STRATEGICALLY ALIGNED

Our efforts should aspire to complement and contribute to the efforts of our partners, tenants and government.

1

CLIMATE CHANGE MITIGATION & RESILIENCE

ACTION	ACCOUNTABILITY	TIMELINE
1.1 Commission a comprehensive carbon footprint baseline and model an emissions reduction pathway	Director of Facilities	December 2023
1.2 Commission an environmental data management system to enable annual emissions reporting and real time assessment of performance	Director of Strategy & Transformation	June 2024
1.3 Develop an associated capital works plan to electrify all assets	Director of Facilities	October 2024
1.4 Commission a climate change risk assessment for current assets	Director of Facilities	November 2023
1.5 Establish a biodiversity, chemical usage and canopy cover baseline and develop a biodiversity management plan	Director of Australian Open & Precinct Operations	November 2023
1.6 Integrate urban greening requirements into the M&OP Masterplan 2035	Chief Operating Officer	June 2025
1.7 Integrate environmental sustainability considerations into precinct wayfinding	Director of Customer Experience & Special Projects	December 2023

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RESPONSIBLE RESOURCE CONSUMPTION

ACTION	ACCOUNTABILITY	TIMELINE
2.1 Identify an appropriate energy rating system (e.g. Green Star) and implement across the precinct	Director of Facilities	June 2023
2.2 Identify waste streams and priority actions to deliver immediate improvements, types and quantities of waste generated across the precinct	Director of Australian Open & Precinct Operations	August 2023
2.3 Establish a waste baseline	Director of Australian Open & Precinct Operations	September 2023
2.4 Develop a precinct Waste Management Plan	Director of Australian Open & Precinct Operations	December 2023
2.5 Establish a water use and source baseline, especially to understand potable and non-potable water use	Director of Facilities	September 2023
2.6 Integrate Water Sensitive Urban Design requirements into masterplanning activities, including grey water use in all future building designs	Chief Operating Officer	June 2025

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RESOURCING & ENGAGEMENT

ACTION	ACCOUNTABILITY	TIMELINE
3.1 Develop and publish a comprehensive 2030 Sustainability Strategy inc. defined targets	Director of Facilities Director of Communications & Stakeholder Relations	March 2024
3.2 Embed and manage social and environmental KPIs from procurement through to contract management	Chief Finance Officer	September 2023
3.3 Capture and measure sustainability outcomes achieved through procurement activities	Chief Finance Officer	June 2024
3.4 Include end-of-life assessments in all tenders relating to the purchase of goods and assets	Chief Finance Officer	February 2023
3.5 Establish an internal resource to own and drive sustainability activity across M&OP	Director of People & Culture	July 2023
3.6 Establish an M&OP Sustainability Committee	Director of Facilities	April 2023
3.7 Establish reporting protocols for the Sustainability Strategy and Action Plan.	Director of Communications & Stakeholder Relations	March 2023
3.8 Identify global initiatives/frameworks relevant to sporting and events sector	Director of Facilities	March 2023
3.9 Develop key environmental reporting metrics and behaviour change messaging to be integrated in event live communications / signage (e.g. energy saved, water recycled, % waste reduced etc.)	Director of Communications & Stakeholder Relations	August 2023



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