

**Report of the Environmental Advisory Committee (EAC)
for the Nineteenth Olympic Winter Games**

Salt Lake City, Utah

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Appendix A EAC Charter

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Appendix C Materials and Resource Management Working Group Report

Appendix D Supporting Documentation for the Spirit of the Land Award

Appendix E Procurement Environmental Policy

Acronyms and Abbreviations

AIA	American Institute of Architects
ASHRAE	American Society of Heating, Refrigeration, and Air Conditioning Engineers
CNG	Compressed Natural Gas
CODP	Community Olympic Development Project
DFCM	Division of Facilities, Construction, and Management
EAC	Environmental Advisory Committee
EE	Environmental Education
EELC	Environmental Education Legacy Center
EM	Environmental Management
EPA	U.S. Environmental Protection Agency
ERG	Environmental Resource Guide
IOC	International Olympic Committee
LEEDS	Leadership in Energy and Environmental Design System
NGB	National Governing Body
NGO	Non-Governmental Organization
NOC	National Olympic Committee
NSAA	National Ski Areas Association
RFP	Request for Proposal
SOLA	Spirit of the Land Award
SLOC	Salt Lake Organizing Committee
UNESCO	United Nations Organization for Education, Science and Culture
USSA	U.S. Ski and Snowboard Association
USDA	U.S. Department of Agricultural
USEE	Utah Society for Environmental Education
UTA	Utah Transit Authority

Introduction

Purpose

Until recently, the Olympic Movement was guided by only two governing principles: sport and culture. In 1994 the International Olympic Committee (IOC) added a third principle: environment. This expansion of the Olympic theme required committees bidding on the 2002 Olympic Winter Games to address environmental issues throughout the bid process. To assist the Salt Lake City Olympic Bid Committee (Bid Committee) in this endeavor and to ensure continued consideration of environmental issues during the planning and staging of the Olympic Games, an Environmental Advisory Committee (EAC) was formed. The EAC was designed to represent a broad cross section of environmental interests, including those of governments, industries, communities, and conservation organizations. The EAC was officially established as an advisory committee to the Bid Committee by a vote of the Committee's Board of Trustees in September 1994. After Salt Lake City became host to the 2002 Olympic Winter Games, the Bid Committee disbanded and the Salt Lake Organizing Committee (SLOC) formed. The EAC continued to advise the SLOC throughout preparation for the 2002 Olympic Winter Games.

This report describes the history of the EAC, its organizational structure, what the EAC considers to be its accomplishments for the 2002 Olympic Winter Games, and its suggestions for improved performance by similar organizations assisting future host cities. Given the global nature of the Olympic Games, the evolution of environmental programs within the Olympic Movement is expected to mature over time. As of the date of this report, environmental issues have been fully integrated into the bid process and in host city requirements. The EAC anticipates that the next host city can use the EAC's valuable experience to further emphasize the environment as a key principle of the Olympics.

Background and History

Salt Lake City, Utah, began pursuing the Olympic Winter Games in the early 1960's, when the City sent its first delegation to Rome to promote Salt Lake City as a potential host city. Although the delegation had little hope of winning the bid, they saw their presence as an opportunity to promote the business, tourism, and winter sport interests of Salt Lake City and the State of Utah. Since that earliest effort, environmental issues have become increasingly important throughout the world.

As Salt Lake City's Olympic bid efforts were organized in later years, the local environmental debate began to focus on the Salt Lake Valley watersheds located in Big Cottonwood and Little Cottonwood Canyons. These watersheds provide a significant portion of the water supply for the communities along the Wasatch Front, as well as a myriad of recreational opportunities, including downhill skiing at a number of developed ski areas and back country areas from Salt

Lake City to Ogden. Some of these ski areas were identified as potential Olympic venue sites in the early Salt Lake City bids.

As the debate intensified, Big Cottonwood and Little Cottonwood Canyons, which are adjacent to Salt Lake City, became central to environmental issues, both in the context of the Olympic bids and the overall planning for growth and development of the local community. The platform for these debates took many forms within committees, planning groups, and citizen groups. These committees and groups laid the groundwork for the genesis of the EAC, which formed around the final and successful bid effort by Salt Lake City for the 2002 Olympic Winter Games. Some of the most significant efforts during this period included, but were not limited to, the following:

- Snyderville Basin Plan
- Salt Lake City Watershed Management Plan
- Salt Lake County Canyons Master Plan
- Canyon Transportation Studies
- Utah Winter Games Feasibility Studies
- Environmental Documents for Individual Ski Area Proposals
- Vegetation and Wildlife Baseline Studies for Winter Sports Park

The exchange of information during these efforts formed a strong consensus: Big Cottonwood and Little Cottonwood Canyons were not suited to be Olympic venues, primarily for environmental and safety reasons. The consensus was shared, in part or in whole, by environmental groups, governments on all levels, business groups, and citizen groups. As a result, Utah made the pivotal decision not to include Big Cottonwood and Little Cottonwood Canyon Resorts as venues in future bid efforts, giving subsequent bids more environmental acceptance by concerned residents of the Salt Lake Valley.

At the time Salt Lake City lost its bid for the 1998 Olympic Winter Games, the environmental movement within the IOC was gaining importance and popularity within the Olympic community. In 1994, the IOC added "Environment" as the third pillar to its theme of "Sport and Culture". With Sport, Culture, and Environment now affecting bid efforts, the Bid Committee realized it needed to strengthen its commitment to the environment in future bid documents and presentations. The 2002 Bid Committee asked various individuals and organizations to help with this environmental upgrade. Members of environmental groups (Sierra Club, Save Our Canyons, Wasatch Mountain Club, Audubon Society, etc.), the U.S. Department of Agricultural (USDA) Forest Service, environmental consultants, and city and state officials met to evaluate the bid packages that Salt Lake City was preparing. Many of these same individuals had participated in the aforementioned plans and studies, making their combined knowledge of the issues and politics of the environmental movement in Utah invaluable to the bid effort. When the IOC sent its Evaluation Commission to review the Salt Lake City bid, the Commission summoned this review group to answer questions from the Commission's representative, Olav Myrholt of Norway.

These first meetings with the IOC and the Bid Commission officials were, in essence, the first de facto EAC meetings. Shortly thereafter, the review group became the EAC.

The EAC's Mission and Organization

In the early years of the planning process, the EAC met with Board of Trustees members, the Bid Committee's top leadership, and IOC members responsible for environmental matters. The EAC provided the Bid Committee and the IOC with information and answered questions concerning environmental issues. These meetings became important benchmarks for the EAC and the environmental movement surrounding the Games. Olav Myrholt, the Norwegian member of the IOC's environmental commission and an environmental activist during the Lillehammer Games, took particular interest in the EAC and its work. Mr. Myrholt also took time to meet with environmental groups from the community to gain additional and varying perspectives on the issues.

At the recommendation of the EAC, Dianne Siegfried, a respected University environmental educator, with the help of her employer, Weber State University, donated a considerable amount of time as environmental advisor to the Bid Committee's management. During this time, the EAC continued to work on completing its operational charter, rounding out its membership roster, and developing a set of environmental principles that would guide the Salt Lake City Olympic effort. The EAC had five charter members: Renee Tanner, Salt Lake City Mayor's Office; John Hoagland, USDA Forest Service; David Eckhoff, EWP Consulting Engineering; Dianne Nielson, Utah Department of Environmental Quality; and Robert Hunter, Salt Lake Bid Committee.

As part of its work, the EAC recommended that SLOC hire an environmental manager. At SLOC's request, the EAC helped to prepare the job description and eventually formed the review and selection committee. The EAC recommended Diane Conrad Gleason as Environmental Coordinator in November 1995. Ms. Gleason's position was soon expanded to Director of Environmental Programs. She reported directly to the President and CEO of the SLOC. In addition to her role within the SLOC organization, Ms. Gleason was the co-chair of the EAC, as reflected in the charter.

With the SLOC's Environmental Director in place, the EAC continued to work on its primary mission, to advise and make recommendations to the Board of Trustees and SLOC management on environmental issues.

EAC members concurred that the purpose of the EAC, as defined in its charter, was to advise the SLOC in developing and implementing action plans to address the Environmental Platform points, as well as achieving the following goals:

1. To raise environmental awareness within the SLOC and with the community as a whole.
2. To facilitate environmental education.
3. To recommend sound ecological measures to the SLOC particularly those which lead toward the IOC's goal of environmental sensitivity.

4. To maintain the environment as a priority of the SLOC.
5. To monitor the SLOC's progress in meeting its environmental goals.
6. To bring together experts in the various environmental areas and seek input from these specialists.
7. To facilitate communications with Federal, State and local agencies that have permitting jurisdiction for portions of the 2002 Olympic Winter Games.

The complete operational charter of the EAC is attached as Appendix A.

As one of its first tasks, the EAC formulated a set of environmental principles that would be useful to the Salt Lake Olympic effort. The underlying philosophy in forming these guidelines was to cover a wide range of activities that would involve Olympic planning and implementation and in which environmental sensitivity would be effective.

These guidelines took over a year to formulate and resulted in 12 environmental principles with accompanying suggestions for implementation. The EAC presented the principles to the Board of Trustees in late March 1995 with the recommendation that they be adopted as the environmental principles for the SLOC. The Board of Trustees accepted the recommendation. These 12 principles evolved into the Environmental Platform for the 2002 Olympic Winter Games at that time.

The 12 principles of the Environmental Platform and the subcommittees that sponsored them are listed below. The Environmental Platforms Section of this report describes the principles and subcommittee recommendations in greater detail.

ENVIRONMENTAL PLATFORM

Number	Principle	Subcommittee
1	Management: To integrate environmental sensitivity into every aspect of the Games in its administration through budgetary, organizational and procedural means.	Management
2	Environmental Design and Construction: To ensure that design and use of Olympic facilities adequately assess and minimize environmental impacts and complement natural surroundings.	Sustainable Facilities Working Group
3	Temporary Facilities: To ensure that temporary facilities can be reused in a manner which benefits the entire community. Also, to restore any natural areas which are impacted by the installation and removal of such facilities.	Sustainable Facilities Working Group
4	Energy and Water Conservation: To build facilities and adopt practices which conserve our valuable natural resources.	Energy and Water Conservation Working Group
5	Materials Management: To responsibly manage material selection, use, consumption and disposition to minimize environmental impact.	Materials Management Working Group
6	Official Suppliers, Contractors and Sponsors: To work with suppliers, contractors, and sponsors to ensure that products and the methods in which they are delivered are environmentally responsible.	Procurement Working Group

ENVIRONMENTAL PLATFORM

Number	Principle	Subcommittee
7	Cultural Events and Ceremonies: To use high profile events to further environmental education and to serve as a model for environmentally responsible event management.	(None)
8	Sports and Sports Organizations: To encourage the Olympic teams and sports organizations to develop environmental messages and profiles that are suited to the sport itself and to the Olympic spirit.	Sports and Sports Organizations Working Group
9	Environmental Education: To realize the Olympics as a unique vehicle to educate both children and adults regarding environmental issues.	Environmental Education Working Group
10	Transportation: To minimize transportation impacts, their related environmental problems, encourage mass transit and other environmentally responsible modes of transportation.	Transportation Working Group
11	Lodging and Food Services: To provide environmentally sensitive lodging and food services for our visitors.	Hotel and Lodging Working Group
12	Environmental Monitoring: To monitor the progress of the SLOC in meeting its environmental goals.	Monitoring Working Group

Ms. Gleason also coordinated national and international environmental Olympic interests. At its regular meetings, the SLOC passed communications from international and national environmental organizations to the EAC through Ms. Gleason. Ms. Gleason was also selected to serve on the IOC's Sport and Environment Commission. In this capacity and through the ongoing communications, Ms. Gleason provided the EAC with information from various key groups that the committee may not have otherwise obtained.

The EAC formed subcommittees to accomplish its work, based on the platform planks. EAC members volunteered to serve as chairs of the subcommittees and identified individuals and experts who would serve on these groups. This structure allowed the EAC and the SLOC to take advantage of the experience and capabilities of highly qualified persons applying their talents to related areas of environmental concern. The subcommittees met on a regular basis, developed recommendations, and presented the recommendations to the EAC for discussion and approval. Through Ms. Gleason, the EAC presented those recommendations that required Board of Trustee approval to the SLOC and the Board of Trustees for final approval. Ms. Gleason served as a liaison between the SLOC and the EAC, passing recommendations through to the various functions responsible for recommendation topics.

The following members are currently serving on the EAC:

Debra Brandsrud, General Manager, Wyndham Hotel

David Brems, American Institute of Architects (AIA); Principal, Gillies, Stransky, Brems, Smith Architects

Paul Dremann, Trout Unlimited

Zachary Frankel, Utah Rivers Council

Diane Conrad Gleason, SLOC representative
John Hoagland, Director, 2002 Planning Team; USDA Forest Service
Richard Hodges, Intelligent Transportation Systems (ITS) Project Manager, Utah Transit Authority
Ranch Kimball, SLOC representative
Kent Miner, Salt Lake Valley Health Department
Courtland Nelson, Director, Utah Division of Parks and Recreation, Department of Natural Resources
Dianne Nielson, Executive Director, Utah Department of Environmental Quality
Tom Price, Communications Consultant
Dianne Siegfried, Program Administrator/Team Leader, Early Access Programs, Weber State University
David Wilson, Consulting Engineer, Environmental Resources Management (ERM)

The following individuals served on the EAC in the past:

Dave Eckhoff, Psomas Engineering
Diane Hesleph, SLOC education representative
Robert Hunter, SLOC representative
Hilary Lindh, Athlete representative
Brad Mertz, Solid Waste and Recycling representative
Mary Morrison, Solid Waste and Recycling representative
Wes Odell, Citizen – Environmental Groups
Debora Schwabach-Goodman, Representative at large
Larry Scott, Hotel and Lodging representative
Renee Tanner, Co-Chair; Salt Lake Mayor’s Office
Suzanne Van Guytenbeek, Environmental Wildlife representative
Katherine Vedder, Salt Lake City – County Health Department
Ivan Weber, Representative at large
Brook Williams, Writer

The EAC’s Accomplishments

At its inception, the EAC wanted to help bring enhanced environmental understanding to the Olympics, both locally and internationally. It also wanted to overcome anti-environmental attitudes and promote conservation education. The following is a list of the major accomplishments achieved by the EAC.

1. Ensured that the environment was represented in management at the appropriate level in the bid process and later within the organizing committee. The hiring of Diane Conrad Gleason and the involvement of Dianne Siegfried realized this accomplishment.
2. Developed Legacy Programs and raised environmental awareness in areas of environmental education, venue selection, and facilities design.
 - Education – Supported the creation of the “Spirit of the Land” awards program for environmental education excellence in schools and the public sector, which drew hundreds of participants; created statewide environmental education clearinghouse; supported multiple tree-related programs, including “Tree-cology”; and prompted the creation of Utah Environmental Partners group, an ongoing advocacy enterprise information clearinghouse.
 - Venue Selection – Drove process that resulted in the selection of Soldier Hollow instead of Mountain Dell for the biathlon and cross-country ski venues, leveraging significant participation from local non-governmental organizations (NGOs).
 - Facilities Design – The Speed Skating Oval in Kearns is a unique cable-stayed structure that uses one-third less steel than is usually required for a building of its size. The U.S. Green Building Council recognized the energy efficient design and awarded the facility with a Leadership in Energy and Environmental Design System (LEEDS) rating (the first Olympic venue to receive such a rating).
 - Created model programs in Environmental Management (EM) to be used as examples in future Olympic bids and Games presentations (Turin, Athens, Beijing, and others to be determined).
3. Recruited a broad representation for EAC membership, which included federal, state, and local governments, as well as environmental groups, educators, and environmental experts.
4. Engaged the hotel and hospitality community in conservation advocacy using the Games as a focal point, resulting in significant participation levels, waste reduction, lowered energy use, and increased consumer awareness of sustainable conservation practices.
5. Leveraged urban forestry and ecology practices through SLOC-partnered programs.
6. Spurred the creation and adoption of the SLOC Air Quality Plan, through analysis and critique of the SLOC operational plan.
 - Ensured use of alternative fuel vehicles to be used for spectator transportation, through analysis and critique of the SLOC operational plan.
 - Encouraged development of Olympic Transportation Plan for athletes and spectators utilizing buses, light rail, and vans to reduce the impact of traffic congestion.
 - Successfully advocated for some form of long-haul transportation to mountain venues, resulting in the creation of Mountain Venue Express service, providing reservation-based transportation to the mountain venues from the Salt Lake Valley.

7. Organized platform subcommittees and membership representation that resulted in organizational stability (continuity and longevity). Three original members of the committee are still involved after 6 years of participation.
8. Leveraged participation and expertise of local NGOs using the Olympics as platform, so that environmental decision-making processes were supplemented with informational substance. The Snow Basin Road alignment selection and the choice of Soldier Hollow as a venue are excellent examples.
9. Networked with others who have “been there” and could offer useful information from previous Olympic Games host sites (David Chernushenko, Olav Myrholt, David Crawford, and others).
10. Set zero waste goal that will be a benefit to the impacted communities and that received support from the environmental community and participation from Games-time food services.
11. Enhanced waste management, emphasizing reduction of product packaging and touting recycling impacts.
12. Recommended incorporation of health issues into environmental plans, resulting in the adoption of a “Non-Smoking Games” policy and the formation of the Environment Public Health Alliance.
13. Initiated environmental education awareness for non-school audiences by:
 - Involving sporting organizations and Olympic athletes to identify environmental education opportunities.
 - Recognizing international environmental education programs for grades K-12, businesses, trade, and industries through the Spirit of the Land Awards (SOLAs).
 - Coordinating a variety of environmental education programs and activities (see Platform 9 for specifics).
14. Kept the authority and responsibilities where they belonged (the EAC acted in an advisory capacity and the SLOC acted in an implementation capacity).
15. Expanded the role of federal, state, and local partners beyond “normal roles,” creating opportunities for real synergy between non-traditional counterparts.

Lessons Learned

Following is a list of the recommendations that future Olympic environmental advisory groups should consider. In retrospect, the EAC has learned many lessons that could be of help for future Olympic organizing committees:

1. Define, identify, prioritize, and approve environmental programs and projects early in the Games planning process, then ensure adequate funding for the execution of those programs.
2. Create structures that ensure ongoing receptiveness and responsiveness by the organizing committee to the advice of the advisory committee. While some recommendations were responded to soon after they were forwarded, others were not, and in the end communication broke down almost completely.
3. Have the environmental manager report to senior management – the president or CEO – instead of a specific department. While SLOC’s environmental director reported to the CEO initially, changes within the organization resulted in the position reporting finally to the Senior Vice President of Venues, which resulted in lower influence and profile for environmental programs. Environmental programs must be located within the organizational structure in a way that reflects their importance.
4. Set aside funding for feasible demonstration projects for sustainable technologies and processes, and ensure their use throughout Games time. These demonstration projects should be used to showcase and feature environmental and energy efficiency technologies and management, along with other state-of-the-art programs. While an Olympic Games is not usually a place to showcase unproven technology, many opportunities existed at SLOC to feature environmental design and operations, yet only a fraction of what was possible was actually implemented.
5. Ensure coordination between organizing committee’s communications office and environmental programs, so that environmental messaging reaches as broad an audience as possible. Ensure that the board of trustees (or its equivalent) and the top management of the bid and organizing committees emphasize and coordinate the Olympic environmental messages. The communications that establish and sustain environmental programs are essential for a strong environmental focus. In Salt Lake, senior level participation, while at times excellent, was not consistent.
6. Produce and protect appropriate funding sources from the earliest stages of planning through the Games so that the Olympic environmental programs will succeed. The SLOC environmental programs were not consistently funded in a way that reflected their priority as one of the three legs of the Olympic triad. The budget for environmental concerns must be integrated into as many program areas as possible, i.e., planning, construction, procurement, operations, employee training, venue development, sports, and temporary facilities. Include funds for advisory committee activities in the general budget, something not done in Salt Lake.
7. Aggressively pursue participation by NGOs and use their feedback and expertise for proactive advice (i.e., “Early Warning System”). Involve national and international NGOs early to gain local and regional group support.
8. Encourage the organizing committee to develop and implement a strategy for environmental monitoring with associated monitoring metrics and plans. These plans and metrics should be provided to the advisory committee. The organizing committee should set up metrics with local authorities, as well as plans to monitor and collate these metrics.

9. Integrate a sustainable development/environmental function within design and construction as early as possible in the process. The SLOC's working group on Sustainable Facilities fulfilled this role.
10. Determine opportunities for federal agencies to participate early. While the SLOC had good luck with some federal agencies in terms of determining appropriate involvement, other agencies did not participate.
11. Plan upfront for management changes from bid to organizing committees. Recognize and address impacts on environmental programs in order to assure the continuation and ongoing commitment to environmental programs.
12. Retain environmental management for both bid and organizing committees early in the process. The SLOC's environmental management started with the bid committee and continued through to the organizing committee.
13. Provide the environmental manager with line authority for environmental programs and budget.
14. Use existing community programs to emphasize and support environmental education. The spirit of the Olympics lends itself to strengthening and promoting environmental education. Tailor the educational programs to the local communities and entities involved. The SLOC was able to partner with many existing programs to the benefit of all organizations.
15. Discuss with the bid and organizing committees the fact that environmental agendas differ from country to country. Place emphasis on improving the environmental advisory process as the Games are handed off from one host to the next.
16. Seek community outreach, involvement, and support early. Make outreach a part of the advisory committee's mission. Seek diversity to leverage resources and lend more credibility to the environmental programs. The SLOC worked with nearly 100 partners and organizations throughout its planning phase.
17. Work to use the media to focus on the advisory committee's recommendations and accomplishments.
18. Provide orientation for new advisory committee members, including background information that relates the history of the committee, its charter, policies and procedures, and its vision/mission/goals, so advisory committee culture is better understood and accepted by new members.

Environmental Recommendations

This section summarizes the EAC's recommendations to SLOC. Those recommendations that are in bold were adopted by the SLOC. Additional information is included in Appendices B and C.

Management Subcommittee

Environmental Platform 1

To integrate environmental sensitivity into every aspect of the Games in its administration through budgetary, organizational, and procedural means.

Vision and Mission

To establish and integrate environmental programs under the leadership of top management, assuring the protection and promotion of environmental priorities.

General Recommendations to SLOC

- **Create a Director of Environmental Programs position that reports directly to the SLOC President and CEO and serves as the liaison to work with the EAC and public at large.**
- **Provide resources to the EAC, including secretarial support and meeting organization functions.**
- **Form an environmental advisory committee to provide input and counsel to the SLOC and its cooperating sponsors, partners, suppliers, and customers.**
- Educate, train, and motivate SLOC employees to conduct business in an environmentally sound manner and commit to environmental leadership.
- Implement the environmental platform and ensure that all aspects of the Olympic effort are treated in an environmentally sensitive way.

Management Subcommittee Members

Dianne Siegfroid, EAC, Program Administrator/Team Leader, Early Access Programs, Weber State University (*Active*)

Renee Tanner, EAC Co-Chair, Salt Lake City, Olympic Liaison (*Former*)

Dianne Nielson, Executive Director, Utah Department of Environmental Quality

Sustainable Facilities Subcommittee

Environmental Platform 2

To ensure that design and use of Olympic facilities adequately assess and minimize environmental impacts and complement natural surroundings.

Environmental Platform 3

To ensure that temporary facilities can be reused in a manner which benefits the entire community. Also, to restore any natural areas which are impacted by the installation and removal of such facilities.

Vision and Mission

To use the Olympics as a showcase of sustainable design and to ensure that the SLOC takes every opportunity to design facilities accordingly.

General Recommendations to SLOC

- **Require contractors and subcontractors working on Olympic facilities and venues to maximize all recycling opportunities, such as material source reduction, energy conservation, and construction recycling.**
- **Adopt the following resources and guidelines for use at Olympic and SLOC facilities: *The Division of Facilities, Construction, and Management (DFCM) Guidelines for Environmentally Responsible Design, The Environmental Resource Guide (ERG), Sustainable Building Technical Manual, and Cool Communities.***
- **Establish a resource library containing the resources listed above and open the library to architects, engineers, construction firms, and the general public.**
- Adopt a fee incentive program to reward architects and engineers for achieving energy efficiency beyond American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE) 90.1 code requirements. The facility cost budget must include the program, and a portion of the fee must be used for public educational information demonstrating the sustainable concepts used to achieve the energy efficiency.

Sustainable Facilities Subcommittee Members

Chair: David Brems, Principal, Gillies, Stransky, Brems, Smith Architects

Co-Chair: Sonja F. Wallace, Utah Department of Environmental Quality

Jeff Burkes, Utah Department of Natural Resources

Steve Connor, Colvin Engineering

Diane Conrad Gleason, SLOC representative

Gene Fatur, Turner Construction

Christopher Sill, Turner Construction

Angela Dean, KP2 Architects

Kevin Korpela, Utah Division of Facilities, Construction, and Management

Kent Miner, Salt Lake Valley Health Department

Linda Nielson, Utah Office of Energy Services

Camille Russell, Utah Office of Energy Services

Brooke Williams, Confluence Associates

Rebecca Walden, Administrative Support, Utah Department of Environmental Quality

Energy and Water Conservation Subcommittee

Environmental Platform 4

To build facilities and adopt practices which conserve our valuable natural resources.

Vision and Mission

To protect the environment through sustainable use and non-use choices of energy resources and technologies. To use Utah's water resources efficiently to assure long-term sustainability.

General Energy Recommendations to SLOC

Please note that the following baseline assumptions were used in the energy recommendations:

1. Where feasible, renewable energy resources will be used over non-renewable resources.
 2. **Facilities/venues and their equipment will be designed to the highest possible energy standard that is technologically and economically feasible.**
 3. **The Utah Department of Administrative Services DFCM Guidelines should serve as the basic guidelines for building or remodeling all remaining facilities/venues, including temporary and permanent structures.**
 4. **Daylight should be used as the primary base source of lighting.**
 5. **Artificial light should be used to supplement daylight when necessary.**
 6. **No direct light should trespass onto adjacent properties between 11 p.m. and 6 a.m.**
 7. **The efficiency of refrigerative ice maintenance systems is the highest priority in selection of system attributes to minimize energy consumption.**
- **Design facilities and venues to reduce energy use and the environmental impacts of energy use (e.g., CO2 emissions).**
 - Implement a design incentive program modeled after the DFCM Energy Efficient Design Fee Incentive Program.
 - Assist designers of facilities and venues in providing comparative justifications and quantifications that document energy savings, embodied energy, and other environmental impacts.
 - Set the desired energy performance criteria goal at 50 percent below ASHRAE/IES 1989 Standards.
 - Derive energy from renewable resources and clean fuels in order to minimize global warming, ozone depletion, and local and regional pollution.
 - Orient and design buildings to accommodate renewable energy resources that are not technically or economically viable at this time.

General Water Recommendations to SLOC

- **Design storm water systems to minimize the volume of runoff and enhance water quality.**
- **Use motion-activated water fixtures in restrooms to maximize conservation.**

- Where possible, consider onsite wetlands or other natural treatment systems that offer landscaping and habitat enhancement functions for pre-treatment of storm water runoff from facility and venue sites.
- Where possible, consider wildlife habitat enhancement on facility and venue sites to utilize site-generated runoff and to minimize ecological disruption at facility and venue sites.
- Review and match international energy and water technologies to facilities and venues to showcase energy efficient designs.
- Integrate energy and water efficiency technologies into all facilities and venues.
- Develop Olympic facility and venue specific guidelines for energy and water conservation, efficiency, and management.
- Combine the subcommittee on Energy and Water with the Building Sensitivity Committee to review design documents as they develop.
- Use ISO 14000 standards as a baseline for contracts or pre-qualification standards for design and construction services.
- Use the Olympic transportation planning process to incorporate energy efficiency strategies.
- Educate the public and industry on the need for sustainable water and energy conservation and show specifically how designs, construction, and operations can integrate available efficient technologies.
- The State of Utah should adopt plumbing codes to allow grey water use and inside-building use of non-potable reclaimed water.
- The State of Utah should amend/change wastewater disposal rules to allow grey water use.
- Install meters on connections at all Olympic facilities and venues and set standards for an annual water system accounting that will quantify water system losses and trigger a repair and maintenance program.
- Require water efficient landscape designs at all Olympic facilities and venues and restrict watering between 10 a.m. and 6 p.m. during the summer months.
- The Uniform Mechanical Code in Utah should be amended to require recycling and/or reuse in newly installed commercial and industrial water operative air conditioning and refrigeration systems.
- The Uniform Plumbing Code in Utah should be amended to require new ion exchange water softeners to be of the high efficiency salt demand type.
- Plan comprehensive education workshops to overview issues and standards for the various Olympic committees, industry, and general public.
- Require Olympic facilities and venues to comply with local noise ordinances and not exceed 55 decibels during the day and 50 decibels at night at residential property lines.

Energy and Water Conservation Subcommittee Members

Chair: Sonja F. Wallace, Utah Department of Environmental Quality

David Brems, Principal, Gillies, Stransky, Brems, Smith Architects

Bill Farmer, Salt Lake City Department of Public Utilities

Robert King, Department of Natural Resources

Dave Lochtefeld, Department of Natural Resources

Liz McAndrew, EcoWise Consulting

Kent Miner, Salt Lake Valley Health Department

Linda Neilson, Office of Energy Services DCED

Pieter van der Have, University of Utah

Ivan Weber, Kennecott Utah Copper Corporation

Craig Wessman, Department of Administrative Services

Jim Wingerden, Department of Natural Resources, Energy Office

Kyle Baggs, Staff person, Department of Environmental Quality

Materials Management Subcommittee

Environmental Platform 5

To responsibly manage material selection, use, consumption and disposition to minimize environmental impact.

Recycling and Waste Management

Vision and Mission

To recommend a system for the removal of the maximum amount of recyclables and non-recyclable waste (*compost*), while minimizing waste generated by Olympic venues, participants, and spectators. To establish a materials management system with zero waste.

General Recommendations to SLOC

- **Process (sort, prepare, bale, etc.) all recyclable materials in Utah.**
- **Market processed recyclable materials to end-use manufacturers in Utah as a first priority.**
- **Require collection of materials to be in a timely, efficient, and clean manner.**
- **Encourage recycling and custodial services to coordinate materials management, including the collection, sorting, and removal of recyclables and waste.**
- **Educate the public on the Olympic recycling process. Train volunteers who are collecting and disposing recyclables about the solid waste management system.**
- **Use collection bins and signage containing the highest possible recycled content.**
- **Use a consultant to determine waste stream volumes and waste stream composition.**
- **Make compost collection a part of the Olympic venues and the Olympic Village.**

- **Base the selection of recycling and waste hauling contracts on the ability of the contractor to meet these goals and expectations.**
- **Consider safety and equipment in the contract selection process.**
- **Handle and dispose of medical and hazardous waste in accordance with local, state, and federal laws.**
- **Establish contingency plans for recyclable contamination, weather, and leftover waste.**
- **Handle materials left after the Games properly.**
- Use recycled materials from Olympic sites as a resource for useful (Olympic) products and/or souvenirs in the future.

Source Reduction and New Technologies

Vision and Mission

To reduce significantly the amount of solid waste generated at the 2002 Olympic Winter Games by integrating source reduction technologies and methods into 1) food service requests for proposal, 2) procurement policies, 3) waste management practices, 4) packaging, 5) cleaning materials and methods, and 6) education. To identify new source reduction technologies through the collection of information and the review of innovative projects, materials, and processes used at other major events.

General Recommendations to SLOC

- **Incorporate an education/training component into each category below.**
- **Define measurable goals for each source reduction strategy.**
- Require a verification phase in contracts that initiate a source reduction strategy.

Food Service Requests for Proposal (RFPs)

- **Minimize food packaging.**
- **Require compostible food packaging.**
- **Require reusable transport packaging.**
- **Use refillable (and souvenir) mugs and cups.**
- **Serve condiments in bulk rather than single servings.**
- **Use washable dishware.**
- **Serve food that requires no packaging (e.g., finger foods).**
- **Set up network among relief and welfare organizations to receive excess food from vendors.**
- **Require all food services to donate excess food to relief network.**

Procurement Policies

- **Require dishware and utensils to be made of recyclable materials and low in density.**
- Encourage major suppliers to join U.S. Environmental Protection Agency's (EPA's) WasteWi\$e program, which has specific technical information for various sectors, including food service, lodging and retail.
- Use lightweight packaging and products.
- Require cleaning supplies of no or low toxicity.
- Require all vendors to obtain from suppliers and include in the vendor's proposal/contract distinct measures/efforts to minimize packaging materials.
- Require external packaging from shipping vendors to be made from recyclable materials that can be recycled or reused.
- Require all paper used by vendors and venues to be made from recycled fibers.
- Require recyclable materials to be used in guides, magazines, and programs (e.g., Sports Illustrated).
- Require Olympic uniforms and vests to be made from recycled materials.

Waste Management Practices and Packaging

- **Develop composting cycle in all venue waste streams.**
- **Develop metals, glass, plastic, paper cycles in each venue waste stream.**
- **Institute a deposit system for certain hard-to-collect items (e.g., programs, results sheets).**
- Divert food waste to animal feeding operations.
- Include warehousing interests in contracts, i.e., the manner in which they will recycle/return/reuse packaging materials.
- Organize and operate a construction/demolition waste bulletin board.

Cleaning Materials and Methods

- Include environmentally friendly cleaning into participating hotel/motel procedures.
- Examine the environmentally friendly cleaning procedures into venue and street cleaning.

Recycling Items

- **Provide video monitors in concession areas showing where materials can be recycled at that particular location.**
- **Use electronic systems where paper products have been the standard, e.g., ticketing.**
- **Use a color-coded, symbol system that clearly indicates where the purchased product can be recycled, e.g., the blue cup goes in the blue bin, the yellow container goes in the yellow bin.**

- Use recycling mascot that could appear at special events before the Games and be available to reward those who are recycling during the Games.
- Provide awards or gift certificates to spectators who participate in the recycling program at the venues. “Joke” citations could be issued by volunteers to those who fail to participate in the recycling program with an incentive to recycle next time.

Communications

- **Use public service message to promote the history of garbage and encourage a zero waste Olympic Games.**
- **Ensure press releases include information on the zero waste programs and other information about the materials management system.**
- **Use a “put appropriate waste in here” message at each venue. Include this information in programs, media guides, and Olympic publications.**
- Use public opinion surveys to gather information on public attitudes on waste and waste generation.

Volunteers

- **Establish a volunteer training program.**
- **Use a volunteer training video to encourage volunteers to “buy into” their role as charges of a zero waste Olympic Games - a sort of peer pressure approach.**
- **Produce a training brochure to provide volunteers with a quick synopsis of the materials management system and key information with contacts.**
- Give volunteers clothing that sets them apart as volunteers and communicates the zero waste goal message.

Recognition Awards

Establish an environmental awards program that recognizes the efforts of businesses, hotels, restaurateurs, vendors, schools, and volunteers to reduce waste and recycle.

Legacy Project

Create an innovations demonstration of source reduction and recycling. A demonstration booth or portable trailer could show how materials are recycled and remanufactured into new and useful products. This portable demonstration could be used as an educational tool for classrooms after the Olympics. Following the games, the demonstration could include information on how materials were recycled during the Olympics and the results of those recycling efforts.

Materials Management Subcommittee Members

Blake Foncesbeck, Logan Environmental Health Department
 Dean Gillam, U.S. Environmental Protection Agency
 Margaret Grochocki, Salt Lake Valley Solid Waste Management

Brad Mertz, BFI
Kent Miner, Salt Lake Valley Health Department
Mary Morrison, Recycle Utah
Jennifer Ott, Recycling Coalition of Utah
Deborah Schwabach, Environmental Engineer
Larry Scott, Bass Hotels
Suzanne Somers, Somers-Jaramillo & Co.
Romney Stewart, Salt Lake Valley Solid Waste Management
Sonja Wallace, Utah Department of Environmental Quality
David Workman, Utah Department of Environmental Quality

Procurement Management Subcommittee

Environmental Platform 6 (overlaps Platforms 1, 2, 3, 5, 11)

To work with suppliers, contractors, and sponsors to ensure that products and the methods in which they are delivered are environmentally sound.

Vision and Mission

To implement procurement practices that are based on environmentally sound, financially reasonable, and quantifiable criteria.

General Recommendations to SLOC

- **Use environmental consideration as a guiding concept when practical.**
- **Require providers of products and services to include a statement of commitment to environmental responsibility as part of the selection process.**
- **Consider the criteria listed in Section II of the Procurement Environmental Policy (see Appendix E) during the selection process.**
- **Require all RFPs to describe the criteria application listed in Section II of the Procurement Environmental Policy (see Appendix E).**
- **Require all contracts resulting from an RFP process to contain a statement that providers will comply with environmental commitments as described in the provider's response to the RFP. Also include a statement that the SLOC reserves the right to terminate contracts that fail to meet such commitments.**
- **Monitor and verify agreements and contracts for compliance with environmental certifications.**
- **Request a copy of sponsors/suppliers' environmental policies and product attributes and keep on file at SLOC offices.**
- **Develop product-specific guidelines.**
- **Train all employees on a regular basis in the use of these guidelines and make appropriate edits to the Procedures and Policies handbooks to reflect the addition of this policy.**

Procurement Management Subcommittee Members

William B. Prince, Attorney, Dorsey and Whitney
Jim Parker, University of Utah
Kent Miner, Salt Lake Valley Health Department
Paul S. Richardson, Turner Construction Company
Suzanne Von Guytenbeek, University Hospital Foundation
Marci Gibboney, SLOC representative
Cheryl Ransom, National Association of Purchasing Managers
Doug Richens, State of Utah, Purchasing

Cultural Events and Ceremonies

Environmental Platform 7

To use high profile events to further environmental education and to serve as a model for environmentally responsible event management.

No subcommittee was formed, so no recommendations resulted.

Sports and Sports Organizations Subcommittee

Environmental Platform 8

To encourage the Olympic teams and sports organizations to develop environmental messages and profiles that are suited to the sport itself and to the Olympic Spirit.

Mission and Vision

To involve athletes and sports organizations in the development of environmental awareness and protection so that sports may be practiced in a sustainable manner.

General Recommendations to SLOC

- **Educate national governing bodies (NGBs), athletes, and the general public about the natural environment, promoting active participation in outdoor recreational activities in a manner that emphasizes improved quality of life and healthy interaction with the natural environment.**
- **Encourage environmental enhancements in the community and at event sites.**
- **Encourage the United States Olympic Committee to develop an environmental position/committee to work directly with Olympic teams, bid and organizing committees, and interface with the IOC.**
- **Develop focus groups of athletes to assist in message and theme development as well as how messages might be conveyed.**
- **Work on developing connections and relationships with athlete event commentators.**

- Utilize major events in the United States as an opportunity to meet and interact with athletes regarding the goals and objectives of this platform item.
- Create messages that highlight environmental accomplishments, such as tree planting, recycling efforts, utilization of temporary facilities, restored wetlands, etc.
- Tailor messages to the athletes.
- Utilize competitive event contracts as a means to incorporate environmental measures and messages into the program – pre, during and post event. This will allow United States Ski and Snowboard Association (USSA) and event sites/National Ski Areas Association (NSAA) to highlight and showcase their efforts in promoting environmental awareness.
- Develop a 30-minute presentation to address entire groups at the Training Camp in Colorado, November 1998, and at Nationals in March 1999. Introduce the athletes to the key partners and the genesis of the partnership. Discuss general messaging related to Sport, Culture, and the Environment. Highlight opportunities for the athletes to get involved in promoting awareness and providing education to the public, i.e., through events such as the World Alpine Ski Championships, World Cup Events, and the 2002 Olympic Winter Games.
- Develop a Grove of Champions or Stand of Stewards as a means of honoring athletes who exhibit dedication to this program.

Sport and Sports Organizations Subcommittee Members

Susan Alden Wiengardt, USDA Forest Service
 Deborah Engen, USSA
 Geraldine Huges, NSAA
 Todd Leeds, Contractor for the SLOC
 Hilary Lindh, Athlete Representative to the EAC

Environmental Education Subcommittee

Environmental Platform 9

To realize the Olympics as a unique vehicle to educate both children and adults regarding environmental issues.

Vision and Mission

To use the visibility and public interest in the 2002 Olympic Winter Games to provide environmental education for every participant – athletes, officials, visitors, and Utah citizens. To serve as the Environmental Education Legacy Center (EELC), a clearinghouse for environmental education (EE) materials and information produced as a result of the Winter Games.

General Recommendations to SLOC

- Organize a 1-day Environmental Education Leadership Summit to provide a comprehensive and collaborative perspective on environmental education by seeking

counsel from other state and national environmental education experts. *(Held November 1998 for over 100 persons and generated numerous EE activities and general recommendations to the EE Work Group.)*

- **Develop an environmental education curriculum focusing on winter sports and the environment.** *(Production of the Bill Nye, the Science Guy video and several public service announcements for TV use during the Olympic Winter Games.)*
- **Form an Environmental Education Steering Committee to supplement the efforts of the EAC/EE Work Group and coordinate the administration of SLOC-endorsed EE programs and projects.** The EE Steering Committee will serve as the founding network designed to assure the continuity of these efforts with the Utah Society for Environmental Education (USEE) once the Games are completed. *(Facilitated several sessions to establish an ongoing statewide group called USEE Program Advisory Council that advises statewide EE efforts through USEE.)*
- **Generate a curriculum for sport and the environment** *(Results of summit indicated no additional curriculum as a priority and so deleted from plan.)*
- **Provide educational materials for use in grades K-12** *(Selected Bill Nye video, Natural Inquirer, and Tree-cology Resource Information sheet, and developed three EE lesson plans for the SLOC Education Olympic Curriculum Book.)*
- **Offer training to instructors** *(Presented at National Science Teachers Association Regional Conference, 2001; Deseret News Teachers Workshop 2001; North American Association for Environmental Education, 2000; USEE Annual Conference, 2000; training information is available through the SLOC Education WebPages.)*
- **Distribute materials to Utah schools** *(Distributed Bill Nye video, Natural Inquirer and Tree-cology Resource Information sheet to all Utah K-12 schools and to all requesting educators from across the nation.)*
- **Determine method to distribute to international community** *(Announced SOLA program to the international community through Olympic National Organizing Committees, United Nations Organization for Education, Science and Culture (UNESCO) Database of Environmental Education Programs and the United Nations Environment Program Listserve.)*
- **Identify and design demonstration projects that will allow SLOC to showcase the broad-based community participation in environmental education efforts that address SLOC's environmental platform.** *(Creation of the 2000, 2001, and 2002 SOLA programs that judged EE program applicants from Utah, the United States, and International locations for annual awards. Designed the judging process, score sheets, and award category selection and assisted with the judging and award ceremonies. A more detailed summary of the SOLA process is included in the Appendix D.)*
- **Create a one-stop clearinghouse, where students, teachers and the general public can access EE materials related to the Winter Games, including the Sport and Environment Curriculum, information about the EE Demonstration Projects and resources related to SLOC's Environmental platform.** *(Originally offered to the USEE offices, but instead, the*

Environmental Education program at Utah State University will keep these documents and use in related classes.)

- **Provide environmental education at locations and sites of competition; ceremonial locations; the Olympic Village; media and worldwide broadcast headquarters; hospitality suites and locations organized by the participating countries; and hotel and restaurants located near venues and events. (Designed environmental message for six kiosks at six venue locations that discuss the environmental techniques used at the venue and describe the Games-time environmental programs, including zero waste and net zero emissions; Global Warming display at the host city visitor information center discussing issues regarding individual responsibility and global warming.)**
- **Include as part of information at the venues any unique geologic features of the site, any historic or interesting information about the location (i.e., how it was built, the use of special architectural designs, etc.), and a guide for individual behavior to reduce personal impacts to the environment, such as how to use public transportation and waste reduction opportunities. (Not completed.)**

Environmental Education Subcommittee Members

Chair: Dianne Siegfried, EAC, Program Administrator/Team Leader, Early Access Programs, Weber State University, *(Active)*

Susan Alden Weingardt, SLOC Environment, loaned USDA Forest Service *(Active)*

Tim Brown, Utah Society for Environmental Education, Executive Director *(Active)*

Robert Hunter, Sport, Education and Values Foundation, Board of Directors *(Former)*

Lisa Perez, SLOC Environmental Education Project Coordinator, loaned USDA Forest Service employee *(Active)*

Bob Pruitt, Board Member, Canyonlands Field Institute, *(Active)*

Renee Tanner, EAC Co-Chair, Salt Lake City, Olympic Liaison *(Former)*

Sonja Wallace, Utah Department of Environmental Quality, Pollution Prevention Coordinator *(Active)*

Ellen Wilson, USDA Forest Service, 2002 Planning Team, Conservation Education Specialist *(Former)*

David Workman, SLOC Environmental Programs Manager *(Former)*

Transportation Subcommittee

Environmental Platform 10

To minimize transportation impacts and their related environmental problems, encourage mass transit and other environmentally responsible modes of transportation.

Vision and Mission

The primary mission will be the safe, efficient, and on-time movement of Olympic Family and spectators during the Olympic and Paralympic Winter Games of 2002.

General Recommendations to SLOC

- **Use long-haul transit services for mountain venues**

- **Develop visitor friendly transit systems for intra-urban transportation, working in close cooperation with transit agencies (like the Utah Transit Authority [UTA]), regional councils, and the Utah Department of Transportation.**
- **Prepare plans and programs to minimize the transportation impacts of the Olympic Winter Games on the normal transportation patterns of the community, again working with the appropriate agencies of state and local governments.**
- **Cleanup streets, roads, and highways associated with principal transportation corridors used for the Olympic Winter Games.**
- **Develop an air quality plan.**
- **Develop alternative fuels program for SLOC's various fleets.**
- **Invest in local transportation infrastructure.**
- **Develop and use opportunities to promote more effective, broader reaching Transportation Demand Management strategies that would address both Game-related needs and regional needs.**
- **Develop a TRAX light rail extension to the Salt Lake City International Airport in time for Olympic operations.**
- **Use alternative fueled fleet vehicles before and during the Games.**
- Use approximately 150 transit vehicles powered by compressed natural gas (CNG).
- Provide a temporary CNG fueling station.
- Develop measurement goals for transportation operations.
- Require mass transit for spectators to and from venues with off-site parking at existing parking facilities.
- Develop a Transportation Demonstration Project associated with some aspect of the Olympic Winter Games to highlight and enhance the City's development plan and that fosters a commitment to mass transit in this context.
- Primary transportation emphasis should be placed on mass transit. Furthermore, the Olympic transportation network should be used to enhance mass transit and promote "green" legacy programs through the use of long haul buses, light rail transportation, and CNG-powered vehicles.

Transportation Subcommittee Members

The Transportation Subcommittee was an ad hoc grouping of affected local, state, and federal transportation agencies (listed in "Transportation Update to the EAC" 21 May 1998).

Lodging and Food Services Subcommittee

Environmental Platform 11

To provide environmentally sensitive lodging and food services for our visitors.

Vision and Mission

To establish a comprehensive hospitality outreach program to serve as a guide to the hotel and restaurant operators of Utah for improving the overall environmental quality of their establishments.

General Recommendations to SLOC

- **Retain consultants to develop and assist in implementing environmentally responsible programs statewide.**
- **Increase the current level of awareness of environmental issues and how each establishment may participate.**
- **Sponsor seminars and conferences to bring the latest knowledge and strategies to the target audiences.**
- **Create awards with specific requirements to recognize properties for their efforts.**
- **Encourage overall reduction of energy consumption by 10 percent of current levels.**
- **Encourage overall reduction of water consumption by 7 percent of current levels.**
- **Encourage adoption of waste reduction policies leading to a 10 percent reduction and to include recycling and improved purchasing procedures.**
- **Encourage the establishment and adherence to environmentally responsible procurement policies for all purchases.**
- **Develop policies designed to promote a zero waste Olympic Games.**
- **Establish minimum standards in order for lodging establishments or restaurants to participate in the Olympic Environmental Recognition Program. This program will encourage participants to market themselves in approved and appropriate ways.**
- **Identify what capital improvements would be made for the upcoming year and on-property action plans to bring the hotel guest's awareness of energy conservation to a peak.**
- **Publish the Olympic Environmental Recognition Program guidelines to the participants and each will be expected to adhere to them in the ordinary course of business.**
- **Establish educational and motivational training programs for all hospitality staffs to improve awareness and commitment to goals.**
- **Develop a monitoring system so that each operator will be confident that all accomplishments are recognized.**

- Develop a communications plan that encourages 1) local and state residents to buy into the idea of a “zero waste” Olympic Games, and 2) volunteers to buy into their role as charges of a “zero waste” Olympic Games.
- Ensure understanding of policy and effort.
- Identify primary contacts in those areas affected and determine training needs (hotels, food and beverage vendors, packaging/container manufacturers, janitorial, etc.).
- Establish working guidelines, incorporating SLOC procedures, policies, and protocols (sponsorship issues agreements, contract agreements, use of company logos, design criteria, etc.).
- Educate the community at all levels.
- Incorporate “Don’t Waste Utah” concept into Games planning.
- Evaluate and adjust the communication plan as necessary.
- Form liaisons between a variety of functions (cleaning/janitorial, waste/recycling contractors, community outreach, SLOC communication, SLOC operations, SLOC working groups, EAC Environmental Education Subcommittee, and training).

Lodging and Food Services Subcommittee Members

Debra Brandsrud, Wyndham Hotel

Larry Scott, Bass Hotels

Environmental Monitoring Subcommittee

Environmental Platform 12

To monitor the progress of SLOC in meeting its environmental goals.

Vision and Mission

To provide environmental assessment and oversight based on the cumulative experience and expertise of the subcommittee members and to report on the results of these activities.

General Recommendations to SLOC

- Engage an independent entity to assist in gathering data from SLOC.

Monitoring Working Subcommittee Members

Chair: Dave Eckhoff, Psomas

Dianne Nielson, Executive Director, Utah Department of Environmental Quality

John Hoaglund, USDA Forest Service

Dean Gillam, U.S. EPA

Richard Hodges, Intelligent Transportation Systems (ITS) Project Manager, Utah Transit Authority

Kent Miner, Salt Lake Valley Health Department
Wes Odell, Citizen - Environmental Groups
Sonja Wallace, Utah Department of Environmental Quality

Appendix A

EAC Charter

Environmental Advisory Committee Charter

1. Name

The name of the organization shall be the Environmental Advisory Committee (EAC) of the Salt Lake Olympic Organizing Committee (SLOC) for the Olympic Winter Games of 2002.

2. Historical Background

In September of 1994 an Environmental Advisory Committee for the Salt Lake City Olympic Bid Committee (Bid Committee) was formed. This committee represented diverse interests from throughout the environmental community including citizen environmentalists, the U.S. Forest Service, environmental engineers, recycling specialists and City and State environmental representatives. All were committed to working together to serve the community by ensuring that environmental issues were adequately addressed throughout the bidding process.

Prior to the 2002 Winter Games being awarded to Salt Lake, the Executive Committee of the Bid Committee formally adopted an Environmental Platform which addresses basic areas of concern. The topics of the platform included:

Management

Environmental Assessment, Design and Construction

Temporary Facilities

Energy and Water Conservation, Efficiency and Management

Waste Management

Official Suppliers and Sponsors

Cultural Events and Ceremonies

Sports and Sports Organizations

Environmental Education

Transportation

Food and Lodging

Environmental Monitoring

Procurement

Post Olympic Events

Document Approval

Following the award of the 2002 Olympic Winter Games, the Salt Lake Organizing Committee (SLOC) was formed. The EAC continued to address the platform topics for SLOC as previously adopted.

3. Purpose of the Environmental Advisory Committee

The EAC will assist the SLOC in developing and implementing actions plans to address the Environmental Platform points, as well as achieving the following goals:

- To raise environmental awareness within the SLOC and with the community as a whole.
- To facilitate environmental education
- To recommend sound ecological measures to the SLOC particularly those which lead toward the IOC's goal of environmental sensitivity.
- To maintain the environment as a priority of the SLOC.
- To monitor the SLOC's progress in meeting its environmental goals.

- To bring together experts in the various environmental areas and seek input from these specialists.
- To facilitate communications with Federal, State and local agencies that have permitting jurisdiction for portions of the 2002 Winter Games.

4. Creation of the Environmental Advisory Committee

There is hereby created an Environmental Advisory Committee of the Salt Lake Olympic Organizing Committee for the Olympic Winter Games of 2002, which shall be advisory to the SLOC. The EAC shall function as an advisory committee reporting directly to the SLOC.

5. Committee Membership

The EAC shall consist of fifteen (15) voting and two (2) non-voting members appointed by the SLOC. The members of the EAC shall have expertise in and be knowledgeable about environmental matters. The SLOC's intent is to solicit diverse perspectives concerning environmental issues related to hosting the Winter Games. The members shall coordinate with other professionals or individuals within their disciplines. Nominations for the committee members shall be submitted to the EAC. The EAC will make recommendations for members to the SLOC. The EAC will be composed of the following:

- a. One (1) member from Salt Lake City (Host City). This person to be nominated by the Mayor of Salt Lake City.
- b. One (1) member representing Federal Agencies with recreational land interests. This person to be nominated by the U.S. Forest Service. This person shall have knowledge of the bidding process and venues.
- c. Two (2) members representing the State of Utah. These persons shall be 1) the Executive Director of the Utah Department of Environmental Quality, or a designee, and 2) the Executive Director of the Utah Department of Natural Resources, or a designee.
- d. One (1) member representing a private sector Environmental Engineering Company. This person shall have had direct involvement in projects or venues associated with the 2002 Winter Olympic Games. The President of SLOC shall nominate this person.
- e. One (1) member with experience in Public Sanitation/Health Services. This person shall coordinate with local Health Departments in areas that are impacted by the 2002 Winter Olympic Games. This person to be the Director of the Salt Lake City-County Health Department, or a designee.
- f. Two (2) members experienced in fish or wildlife matters, or environmental conservation. This person to be nominated by private, nonprofit organizations.
- g. One (1) member with transportation and/or traffic expertise. This person shall have experience in matters related to transportation requirements of the Olympic Winter Games, including mass transportation in mountainous terrain, traffic management and highway operations. This person shall be a designated member from the 2002 Olympic Winter Games Transportation Committee if formed. If no such committee exists, then this person shall be nominated by the Utah Transit Authority, the Utah Department of Transportation, or Salt Lake City.
- h. One (1) member from a nonprofit organization or government agency who specializes in recycling, waste management and source reduction. This person will be nominated by other members of the EAC.

i. One (1) member representing Conservation Education and/or Environmental Education. This person to be selected from Colleges and Universities within the State of Utah by members of the EAC.

j. Two (2) members from the general public. These persons shall have demonstrated experience in environmental technology or policy. These persons to be nominated by the other members of the EAC.

k. One (1) member associated with the Hotel or Food and Beverage business. This person shall be nominated by the Utah Hotel Motel Association, the Utah Restaurant Association or other similar organization.

l. One (1) member representing winter sports interests, preferably but not necessarily with Olympic winter sports experience. This person shall be nominated by the Utah sports community.

l. Two (2) members from the SLOC staff. These persons shall be nonvoting members of the EAC. One person shall be nominated by the President of the SLOC. The other SLOC member will be the Director of Environmental Programs.

6. Conditions for membership

a. Members will have a demonstrated interest in the goals of the organization, and work cooperatively to meet those goals.

b. Members who are absent without being excused or without representation for three consecutive meetings may be subject to membership termination by a two-thirds vote of the EAC.

7. Term of the Committee Members

EAC members serve at the pleasure of the SLOC. Each member shall serve for up to one (1) year after completion of the 2002 Winter Games. In the event of a vacancy in committee membership, replacements will be appointed by the SLOC, in accordance with the above nominating procedures. In the event of a vacancy in the committee officers, replacements will be selected by the EAC.

8. Duties of the Committee

- The EAC will develop proposed Action Plans to address each of the points outlined in the Environmental Platform. The Action Plans will include general guidelines that the SLOC may apply to oversee environmental issues associated with the 2002 Winter Games. The EAC may choose to establish topical subcommittees to address the Action Plans or other environmental issues. The Action Plans prepared by the EAC will be provided to the SLOC for consideration and adoption.
- EAC members will invite press to attend and observe EAC meetings only through notification to the Chair and approval through vote of the EAC membership. Before speaking to the press on any issues related to EAC, members will contact the Chair to discuss the press contact. The Chair will contact the SLOC Director of Environmental Programs to discuss the press contact.
- The EAC will aid the SLOC in finding ways to adopt all or parts of the Action Plans. This will include reviewing environmental matters associated with SLOC projects and activities in accordance with the environmental principles outlined in the Action Plans. Reports will be

submitted to the SLOC, which outline concerns and comments associated with each environmental matter.

- The EAC will facilitate public involvement by seeking input and comment from the public regarding specific SLOC projects and activities during EAC meetings.
- The EAC will work directly with other SLOC Committees and groups to communicate environmental principles and find ways to incorporate those principles based on consensus into all aspects of the planning and operations of the SLOC and the 2002 Winter Games.
- Official Action by the EAC shall be subject to majority vote by currently approved EAC members that are present. Only appointed EAC members shall have a vote.
- EAC working groups will gain EAC endorsement of any plans or recommendations made on behalf of the working group prior to implementing such recommendations. Recommendations will be forwarded by each group to EAC for full committee vote. As with other EAC votes, a majority of EAC members present will approve the recommendation, which will then be forwarded through the Director of Environmental Programs for consideration to the appropriate SLOC department, or to the Board, as is necessary for approval or implementation.
- Recommendations prepared by the EAC will be communicated verbally or in writing to the SLOC for consideration. The EAC has no independent authority to act or speak on any matters pertaining to the SLOC, the USOC, the IOC or any aspect of these organizations.

9. Officers of the Committee

The EAC shall designate a Chairperson who shall serve as the meeting chair and preside at all meetings of the EAC. The SLOC Director of Environmental Programs will act as EAC liaison with the SLOC. This person shall be a non-voting member of the EAC. The Chairperson shall designate (1) a Vice-Chairperson to preside in the event that the Chairperson is not able to attend a meeting; and (2) a secretary to prepare summaries of the meetings.

The officers or members designated by the officers shall have authority to work with SLOC on specific projects or activities and to find ways to assist SLOC in completing the projects or activities with appropriate integration of environmental matters.

10. Compensation of the Committee Members

Members of the EAC shall serve as volunteers without pay.

11. Frequency and Place of Committee Meetings

The times and places for EAC meetings will be established by the Chairperson. The Committee, by an affirmative majority vote of its existing members, may arrange for independent agendas and meeting times and places. Meetings of the EAC will be held on a regular and periodic basis, not less frequently than once per month

Meetings will generally be open to attendance to any interested party, and opportunities will be given for attendees to provide information and opinions to the EAC. From time to time, the EAC may invite specialists and other authorities and jurisdictions to make presentations on topics of interest or concern to the EAC.

12. Staff to the Committee

Staff support for the EAC will be provided by the SLOC.

Appendix B

SLOC Environmental Platform

SALT LAKE ORGANIZING COMMITTEE ENVIRONMENTAL PLATFORM

1. MANAGEMENT:

The Salt Lake Organizing Committee for the Olympic Winter Games of 2002 (Organizing Committee) intends to carry on and improve upon the environmental progress initiated in Lillehammer for the 1994 Olympic Winter Games. The Organizing Committee and those that follow must meet or exceed the standards of dedication and commitment to the environment that the International Olympic Committee (IOC) has adopted. All aspects of the organizing effort will include environmental elements insofar as is reasonably possible.

A. Environmental management will be an integral part of the Olympic Winter Games.

B. The Organizing Committee will implement the environmental platform and ensure that all aspects of the Olympic effort will be treated in an environmentally sensitive way.

C. An Environmental Advisory Committee will be formed to provide input and counsel to the Organizing Committee and its cooperating sponsors, partners, suppliers and customers.

D. The Organizing Committee will appoint a liaison to work with the Environmental Advisory Committee and the public at large.

E. The Organizing Committee will educate, train and motivate its employees to conduct the business of the Committee in an environmentally sound manner and commit to environmental leadership.

2. AESTHETICS, DESIGN AND CONSTRUCTION:

Future Environmental and aesthetic considerations for construction projects will continue to be dealt with far in advance of design efforts, at least as early as the programming phase. Background studies and investigations are called for and alternative designs will be reviewed for environmentally sensitive and aesthetically acceptable approaches.

In order for construction projects associated with the 2002 Games to be consistent with the IOC's goal of environmental sensitivity, the Organizing Committee will:

A. Adopt the principle of constructing facilities which are harmonious with the aesthetic values of the surrounding community and demonstrably protective of the

SALT LAKE ORGANIZING COMMITTEE ENVIRONMENTAL PLATFORM

environment, and which create an overall enhancement of the natural environment and aesthetic factors.

B. Require that design of Olympic Winter Games-related construction projects include environmental background and baseline studies, so as to adequately characterize the site's setting for further analysis of environmental mitigation and enhancement alternatives, and for subsequent environmental evaluations.

C. Stipulate that all Olympic Winter Games-related construction projects must demonstrate efforts to minimize utilization of resources. Consideration should be given to extending facilities' useful lives, minimizing the consumptive use of resources in both construction and operation of facilities, and potential reclamation and reuse of materials required for all temporary facilities.

D. Mandate that construction plans and specifications contain detailed requirements for the mitigation of aesthetic and environmental aftereffects.

E. Encourage the establishment of permanent environmental enhancement at venues (such as nature trails, etc.).

F. Assess environmental concerns before starting a new activity or project and before decommissioning a facility or leaving a site.

3. TEMPORARY FACILITIES:

Temporary facilities should be planned, designed and constructed under the same guidelines as identified under "Aesthetics, Design and Construction" above. Additionally, the Organizing Committee will follow the following guidelines:

A. Sites for temporary facilities should be restored or reclaimed to the condition determined appropriate prior to their construction and with the needs of the community in mind.

B. Temporary facilities and/or materials used to construct them, should have a predetermined final use, where practicable, e.g., pre-sold second market.

C. Priority consideration should be given to the conversion of temporary facilities into fixtures of long-term use for overall community betterment.

4. ENERGY CONSERVATION AND MANAGEMENT:

Since the onset of fuel shortages in the early 1970's, people have had to face the reality that energy resources are just like other natural resources: they are not infinite. Although additional

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fossil fuel reserves have continued to be discovered, it is widely acknowledged that energy (fuel) conservation and management must be an international priority. Furthermore, the consumption of energy resources has had negative environmental impacts, including global warming from atmosphere carbon dioxide (CO₂) buildup and the "Greenhouse Effect," as well as more localized effects due to elevated levels of air pollutants such as particulates (PM₁₀), volatile organic compounds (VOC's), and nitrogen oxides (NO_x). The link between energy consumption and environmental degradation is clear and imposing.

With the high visibility of the Olympic Winter Games, many opportunities will be created for the Organizing Committee to demonstrate effective and practical ways to conserve and manage energy utilization. The Organizing Committee will:

- A. Adopt a policy of energy conservation and management, so as to demonstrate the need to both conserve natural resources and protect the natural environment.
- B. Require that energy efficiency and conservation continue to be considered in:
 - 1. The planning, design, construction and operation of all future Olympic Winter Games-related facilities;
 - 2. Transportation planning and the implementation of transportation restrictions to and from venues, as well as more localized intra-urban travel associated with the Olympic Winter Games;
 - 3. The selection of contractors and suppliers; and
 - 4. The requirements of sponsors.
- C. Consider the execution of at least one major Energy Conservation/Management Demonstration Project associated with the facilities to be constructed for, or used in conjunction with, the hosting of the Olympic Winter Games. The project should enlist the best advanced thinking of our state's colleges and universities and related research institutions, local energy resource utilities, and private sector organizations.

5. MATERIALS MANAGEMENT:

Because of the large numbers of people involved in the Olympic Winter Games, effectively managing waste is an important aspect of Olympic environmental sensitivity. Recent history has

demonstrated that the success of an Olympic Winter Games to reduce the amount of waste generated and to recycle or reuse as much material as possible depends upon the Organizing Committee's dedication to the concept and to effective planning.

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In order for the 2002 Games to be environmentally responsible in regard to waste management, the Organizing Committee will do the following:

- A. Adopt the principles of "reduce, reuse and recycle." Actively plan what steps are needed to ensure these goals, and appoint "environmental hosts" to be responsible for environmental impacts and activities at each venue.
- B. Develop policies and specifications for contractors, sponsors and suppliers in order to guarantee products with optimal environmental performance. Where possible, such specifications should be in the form of binding contracts.
- C. Require that waste be sorted at its source whenever possible, and provide or contract for adequate recycling facilities to deal with materials generated. Set a goal for material recovery.
- D. Maintain all venue sites and keep the Olympic Village clear of litter. Provide frequent trash removal.

6. OFFICIAL SUPPLIERS AND SPONSORS:

Those businesses, builders, institutions and service providers who work with and contract with the Organizing Committee should be required to demonstrate their environmental compliance and sensitivity. The Organizing Committee will consider the following:

- A. Require bonds of contractors so that every service performed relating to the Olympic Winter Games is done so with the guarantee that the environment will be left in the condition required by the Organizing Committee after the activity is completed.
- B. Require plans which demonstrate how the environment will be impacted and restored, if necessary.
- C. Require food contractors to minimize the waste by reducing packaging, dispensing individually wrapped condiments only upon request, etc.
- D. Encourage competitive bidding which includes environmental projects with innovative ideas or experiments.
- E. Encourage the liaison of sponsors and contractors with environmental study groups, universities, etc. for promotion of environmental studies and demonstration projects.

7. CULTURAL EVENTS AND CEREMONIES

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The organization of cultural events and major ceremonies, such as the opening ceremony, will undoubtedly have both real and perceived environmental impacts. These high profile events will also serve as an excellent vehicle for environmental education and a showcase for the state of Utah's pride in its environment.

In order for the 2002 Games to be environmentally responsible in regard to the organization of cultural events, the Organizing Committee will do the following:

- A. Ensure that events have an environmental theme or message. Introduce and reinforce these themes during the opening and closing ceremonies.
- B. Minimize the impact of event attendance, particularly through the use of mass transit.
- C. Develop a "green tourism" ethic in the community which can be enjoyed both during and after the Olympic Winter Games.
- D. Coordinate tree planting events with children and athletes to compensate for trees that may have been cut down during the construction of Olympic Winter Games facilities, and to serve as a lasting environmental legacy to the area. Focus these efforts in Salt Lake City gateways and other important sites.
- E. Assign "environmental hosts" to work with the organizers of the various events. These hosts will be responsible for the environmental activities and impacts during the day(s) of the event.

8. SPORTS AND SPORTS ORGANIZATION:

Since "sport" and "culture" are now being joined by the "environment" as part of the Olympic objectives, sports organizations should be encouraged to develop an environmental element in their organization and objectives, to promote environmental awareness. Starting with the U.S. Olympic teams, these organizations should be encouraged develop an environmental vision, message or profile that is suited to the sport itself and the Olympic spirit.

9. ENVIRONMENTAL EDUCATION:

The Olympic theme of sports and culture will be strengthened by adding environmental education as its third element. This new element is ready for nourishment by Utah's strong educational traditions.

The Salt Lake Olympic Bid Committee cooperated with the Utah Office of Education and Steve Young's Sport, Education and Values Foundation in the development of a video and classroom lesson outline to teach about Olympism. A strong Olympism ideal is the enhancement of the

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environment. The Olympism Curriculum, Olympism: Lighting the Way to a Legacy of Peace (video program and lesson idea book), was completed in 1995, and each school in the state has been given a copy. Workshops have been, and will continue to be held with teachers to assist in the adoption and implementation of the curriculum. Community workshops will also be encouraged. The USOC has adopted this Olympism Curriculum as an official publication and educational tool of the USOC. The environmental segment of this program encourages learning about development of a healthy body going hand in hand with development of a healthy environment.

Respect for the environment, biota and extraordinary natural resources of our state should be emphasized.

The use of the Olympic Winter Games facilities as harbors for environmental studies and experiments also should be encouraged.

The Organizing Committee will:

- A. Enlist adults, students and educators to become involved in the implementation of the environmental platform.
- B. Work with environmental educators to involve students and others in environmental issues related to sport, play, outdoor life, natural resource management and a sustainable and healthy environment.
- C. Encourage discussion of these issues. Essay contests to be encouraged in high school and university level classes on a variety of environmental subjects. Poster contests to be encouraged among lower grades.
- D. Initiate science projects for suggestions on how to make Olympic Winter Games facilities work toward environmental enhancement.
- E. Use the Internet through the school system to initiate global discussion and exchange.

10. TRANSPORTATION:

The desire for personal mobility has led to a virtual love affair with the automobile, which in turn has been responsible for a host of assaults on the natural environment: congestion, noise, energy consumption, dedication of resources for streets, highways and parking facilities, and air pollution. Most communities have developed around the assumption of the continued availability of the personal automobile. Yet congestion, air pollution, roadway deterioration, and escalating construction costs have forced these same communities to face the fact that this transportation option has a limited future. Mass transit alternatives must be developed, and the public must be educated of their value and utility.

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Other environmental issues are also closely linked to transportation elements: roadside litter, water pollution from deicing operations (salt and sand), and vegetative damage from vehicle exhaust are but a few. Clearly, transportation is one area where the Organizing Committee can demonstrate a visionary commitment to the environment. The Organizing Committee will consider the following programs:

- A. Mandatory mass-transit for spectators to-and-from venues with off-site parking at already existing parking facilities.
- B. The development of more user (visitor) friendly transit systems for intra-urban transportation, working in close cooperation with transit agencies (like UTA), regional councils, and the Utah Department of Transportation.
- C. The preparation of plans and programs to minimize the transportation impacts of the Olympic Winter Games on the normal transportation patterns of the community, again working with appropriate agencies of state and local government.
- D. Cleanup of streets, roads and highways associated with principal transportation corridors used for the Olympic Winter Games. This could be an exemplary public volunteer effort, but would require thorough planning, management and public recognition.
- E. A Transportation Demonstration Project associated with some aspect of the Olympic Winter Games. The project should highlight and enhance the City's development plan, and should foster a commitment to mass transit in this context.

11. FOOD AND LODGING:

Providing environmentally sensitive food and lodging services to thousands of individuals will be one of the greatest challenges faced by the Organizing Committee. The Committee's success in providing these services will directly impact many associated environmental goals already listed in this platform, such as waste management and environmental education.

In order for the 2002 Games to be environmentally responsible in regard to the food and lodging services, the Organizing Committee will do the following:

- A. Strive to provide visitors with environmental experiences throughout their stay, both inside and outside of Olympic Winter Games venues by requiring contractors to be sensitive to the environment when providing services. Recognize the long-term impacts of the daily environmental education that the Olympic Winter Games can provide.

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1. Contract with "green vendors" committed to environmentally sound practices.
2. Contract with "green hotels" to encourage environmental involvement of the hotels.

- B. Adopt and enforce strict health and safety standards in all activities.
- C. Strenuously encourage waste minimization and recycling in all locations possible, even those outside the control of the Organizing Committee.
- D. Consider the use of Environmental bonds to guarantee compliance with environmental commitments. Use bonds to mitigate impacts if companies fail to meet required standards.

12. ENVIRONMENTAL MONITORING:

In order to quantitatively ascertain the environmental impacts of the preparation for and conduct of the Olympic Winter Games, a comprehensive monitoring network is called for. Although large numbers and types of measurement would be involved, many organizations and agencies are already operating similar programs on a consistent basis. These resources could and should be enlisted in the monitoring program

The Organizing Committee will, in concert with appropriate federal, state and local government agencies and the state's institutions of higher education, develop a comprehensive environmental monitoring program for purposes of assessing:

- A. The impacts of preparing for and hosting the Olympic Winter Games ("before," "during," and "after" studies);
- B. The environmental quality improvements resulting from policies and programs adopted and developed by the Organizing Committee;
- C. The pros and cons of the various demonstration projects initiated by the Organizing Committee.

Appendix C

Materials and Resource Management Working Group Report



Report and Recommendations

**Materials and Resource
Management
Working Group**

Environmental Advisory Committee
to
Salt Lake Olympic Committee

March 24, 1998

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Statement of Group Purpose and Responsibilities

I. Overview

This Working Group was formed to study, review, and recommend guidelines for materials and resource management related to the 2002 Olympic Winter Games. Materials and resource management” was defined as including material selection, use, consumption, and disposal practices.

The Group has reviewed and considered a variety of factors including:

- 1) Waste management programs and practices of prior Olympic and large sporting events;
- 2) Waste management and recycling practices and markets in Utah;
- 3) The IOC environmental mission statement and the 2002 Winter Games Environmental Platform;
- 4) Logistical considerations for 2002 Winter Games Venues;
- 5) Expectations of the local community and of major corporate sponsors;
- 6) The goal of achieving a lasting and meaningful Olympic Legacy.”

The Working Group includes representatives from across the public and private sectors including the EPA, the Utah Department of Environmental Quality, the Salt Lake City/County Health Department, the Salt Lake Solid Waste Facility, local recycling concerns, the hotel and lodging industry, and specialists in environmental engineering and communications. The Group received additional input and presentations from personnel directly involved in the recycling and waste management programs for the Atlanta Summer Games, including representatives of worldwide sponsor Xerox Corporation.

II. Vision and Mission

In the SLOC statement of Environmental Principles, the Materials Management mission is “To responsibly manage material selection, use, consumption and disposal to minimize environmental impact.” Working with SLOC Environmental Specialist Diane Conrad, the Working Group identified three main areas where its assistance could be most helpful:

- A) Identify the elements that should comprise waste management, recycling, and source reduction for the 2002 Games.
- B) Assist in developing RFP’s, and reviewing resulting proposals.

- C) Serve as a clearinghouse for inquiries from outside individuals and companies who believe they have products or services to offer in the area of materials management.

III. General Findings

Four components have been identified as being essential to a comprehensive material and resource management program for the 2002 Winter Games:

A. Program Sponsorship

Corporate sponsorship provides the financial resources needed to develop and implement the program, and can also supplement the technical and personnel needs of the program. Additionally, we believe there are corporate sponsors who desire to distinguish their company and their environmental commitment in this way.

B. Program Personnel

A locally-based team of experienced personnel will be required to develop, coordinate, and implement the program. Expertise will be required in the areas of source reduction, communication, training, waste hauling, and recycling. This team should receive ongoing support and oversight from the Working Group to maintain a link between program sponsors, the SLOC, and EAC.

C. Program Technical Components

1. Waste removal and recycling
2. Source reduction
3. Hotel and restaurant partnership outreach
4. Communication and training

Outlines of each of these technical areas follow this general outline.

D. Program Timing

The program should be undertaken immediately, with the idea that source reduction, hotel and restaurant partnerships, and communication begin as soon as possible. This program is intended to begin today and provide a legacy extending through and beyond the Games.

Recycling and Waste Management

I. Overview

Materials management involves the visible demonstration of the entire mission of the Materials and Resource Management Group.

II. Vision and Mission

To recommend a system for the removal of the maximum amount of recyclables and non recyclable waste (*compost*) while minimizing waste generated by Olympic venues, participants and spectators. The vision and mission of this Olympic Games is to establish a materials management system with zero waste.

III. General

- 1) Materials collected should be processed (sorted and prepared for shipment) in Utah.
- 2) Processed materials should be marketed in Utah as a first priority.
- 3) Collection: Volunteers will be trained in all aspects of the waste management system.
- 4) Recycling and custodial services should coordinate materials management including the collection, sorting, and removal of recyclables and waste.
- 5) The public will be educated on the Olympic recycling process and solid waste management.
- 6) Recycled materials from Olympic sites could be used as a resource for useful (Olympic) products and/or souvenirs in the future.
- 7) Collection bins and signage will be made from the highest possible recycled content.
- 8) Consultant shall determine waste stream volumes and waste stream composition.
- 9) The selection of a recycling and waste hauling contract shall be based on the ability of the contractor to meet these goals and expectations.
- 10) Safety and equipment shall be a consideration in the contract selection process.
- 11) Medical and hazardous waste should be handled and disposed of accordingly.
- 12) Contingency Plans need to be established to ensure materials management continues throughout the games.
- 13) Left over waste. Materials will be left over after the games and need to be handled properly.

IV. Criteria

- 1) Materials processed in Utah. This refers to the sorting and preparation, baling or otherwise, of all recyclable materials to be done in the State of Utah.

- 2) Marketed in Utah: materials collected from recycling will be marketed to end-use manufacturers within the state. It is recommended the consultant provide information on end-use markets for recyclables in Utah.
- 3) Collection:
 - a) Timely: materials will be collected ensuring there is no overflow in waste and recycling collection bins and any type of interference with events.
 - b) Materials will be collected according to a prearranged schedule with the ability to be flexible in materials handling (i.e. ability to pick up a full bin before the scheduled pickup to minimize spill over, etc.).
 - c) Efficiency: the waste management system will provide for an efficient flow of materials with little or no duplication of collection. The process flow of materials will minimize labor and contamination. Recycling vehicles will be able to handle all materials on one truck minimizing unnecessary traffic around venues.
 - d) Clean manner: materials will be collected to minimize spillage. In the event of spillage or fluid leaks, the hauler will have the capability of cleaning up on site or arrange for a prompt clean-up.
- 4) Training of volunteers and public. Those involved with generating, collecting, and disposing recyclables and waste will be trained to understand the entire disposal system. Training includes signage, public awareness, educating volunteers, athletes, and vendors. Recycling and waste signage will provide easily understood directions on how, what and where to dispose of recyclables and waste properly.
 - a) Signage in concessions areas will provide customers with information on the recyclability of the purchased products.
 - b) Products will have a coding system, color coding or otherwise, which indicates where the product can be recycled. The hope of a color coded system is that anyone, regardless of an ability to understand English, will easily be able to understand and identify where materials can be recycled.
- 5) Safety. The contractor providing waste and recycling services will demonstrate a commitment to safety in equipment (i.e. trucks) and personnel (i.e. drivers with good safety records).
- 6) Equipment. All equipment will be either new or in nearly new condition. This is not only to ensure the reliability of all equipment involved in the materials management process but also to facilitate an ease of inspection to ensure public safety.

- 7) Compost. Chances are if a material is not recyclable it may be compostable. Compost collection needs to be a part of each venue, each feasible facility, and the Olympic Village.
- 8) Contingency Plans. Contingency plans should be established for the following to assure continued service for the Olympic materials management program:
 - a) Recyclable contamination: With a recycling system that has the goal of zero waste, the possibility for contamination increases. Therefore, the recycling program should have a contingency plan for recyclables which may become contaminated and therefore not readily recyclable. For instance, if a bin of high grade recyclable paper becomes the bin for food waste, instead of land filling the material, a contingency plan should be established for the best way to further recycle or compost the material.
 - b) Weather contingencies. If weather becomes a factor, limiting the ability for materials to leave Olympic sites, a contingency plan should be in place.
 - c) Left over waste. A contingency plan for materials that are not sold or used solely for the Olympics themselves. Such items could include but are not limited to the following:
 - i) Food
 - ii) Textiles
 - iii) Souvenirs
 - iv) Clothing
 - d) Other contingencies.
- 9) Medical and hazardous waste disposal. Medical waste will be handled and disposed of accordingly. With regards to hazardous waste, proper disposal and procedures for disposing and/or recycling chemicals, film, photographic equipment, and other hazardous materials.
- 10) Consultant. It is recommended a consultant be utilized to determine waste stream volumes and waste stream composition. The consultant should work with the waste hauler on program design and implementation. With this in mind, it is recommended a waste hauler/recycler be selected far enough in advance to be able to work with the consultant in designing and implementing a zero waste program.

Source Reduction and New Technologies

I. Overview

One task of the Materials Management Working Group is to introduce and maintain Source Reduction concepts and appropriate new technology to be implemented at the 2002 Winter Games in an effort to reduce the wastes generated and provide a model for Salt Lake City for the 21st century.

II. Vision and Mission

Identification of new source reduction technologies will be achieved through collection of information and review of other innovative projects/materials/processes used at other major events.

III. General

1. One goal is to significantly reduce the amount of solid waste generated at the 2002 Winter Games. This will be achieved through integration of source reduction technologies/methods into:
 - Food service RFPs
 - Procurement policies
 - Waste management practices
 - Packaging
 - Cleaning materials and methods
 - Education
2. The “Innovations Demonstration of Source Reduction and Recycling” environmental legacy is the second goal. A demonstration booth or portable trailer which showcases how materials are recycled and remanufacturing into new and useful products. This portable demonstration could be used as an educational tool for classrooms after the Olympics. Following the games, the demonstration could include information on how materials were recycled during the Olympics and the results of those recycling efforts.
3. Source Reduction/New Technology Goals
 - Zero Waste Goal
 - Demonstrate the latest waste-sorting technology
 - Replace as much paper (e.g. programs, results) with electronic media

Sit down with each Major Olympics Sponsor to determine if their is one source reduction project/strategy that each could participate in, for example:

IBM - Electronic media replacing paper

McDonald's -

Xerox - A less toxic/more recyclable toner

Kodak - Electronic Cameras replacing film

IV. Criteria/Specifics

Technical Components

Food Service RFPs

Minimize food packaging

Require compostable food packaging

Require reusable transport packaging

Use refillable (and even souvenir) mugs and cups

Serve food that requires no packaging, e.g. finger foods

(Check with health departments for acceptable requirements)

Serve condiments in bulk rather than single servings

Use washable dishware

Set up network among relief/welfare organizations to receive excess food from vendors

All food services must agree to donate excess food through the above network

Procurement Policies¹

Encourage major suppliers to join EPA's WasteWi\$e program. WasteWi\$e has specific technical information for various sectors including food service, lodging and retail.

Lightweight packaging and products

Require cleaning supplies of no or low toxicity

All dishware and utensils used must be made of recyclable materials and low in density

All vendors must obtain from suppliers and include in the vendor's proposal/contract distinct measures/efforts to minimize packaging materials

All external packaging from shipping vendor should be made from, to the extent possible, recyclable materials that can be recycled or reused.

All paper used by vendors/venues will be from recycled fibers.

Require recyclable materials to be used in Guides/Magazines/Programs (e.g. Sports Illustrated)

Require Olympics uniforms/vests to be made from recycled materials

¹ This section refers to the Procurement Guideline Document endorsed by the Environmental Advisory Committee on January 15, 1998.

Waste Management Practices/Packaging

Divert food waste to animal feeding operations

A composting cycle will be developed in all venue waste streams

Metals/glass/plastic/paper cycles will be developed in each venue waste stream

Warehousing interests must include in contracts the manner in which they will recycle/return/reuse packaging materials

Also see procurement policies above

Organize and operate a construction/demolition waste bulletin board

Institute a deposit system for certain hard-to-collect items (e.g. programs/results sheets)

Cleaning Materials and Methods

Include environmental friendly cleaning into participating hotel/motel procedures

Examine the environmental friendly cleaning procedures into venue and street cleaning

Education (tie into Communications Plan)

An education/training component should be incorporated into each of the above

Universe of Materials/Products to be Addressed

Cups, Plates, Utensils

Food Wastes

Left-Over Food

Office Paper

Cleaning Materials (Also factor into Hotel/Restaurant strategy)

Construction Materials

Demolition Materials

Warehouse/Transfer Wastes

Recycled Content Requirements

Require recyclable materials to be used in Guides/Magazines/Programs (e.g. Sports Illustrated)

Universe of Management Techniques

Trash Gathering Techniques

Trash Sorting Techniques (Cans, Food Waste, Cups, Plates, Utensils)

Uniform Materials

Left-over Food to Non-profits

Reusable Cups

Souvenirs (Include bags and packaging)
Deposits on Certain Containers
Modification of Cleaning Products/Techniques
Define Tentative Universe of Materials/Products to be Addressed

Describe each Venue and Supplementary Facilities in Terms of the Materials and Management Techniques (including press facilities, Olympic Village, various nations HQs)

(Doesn't Exist Yet -- Contractor should develop)

V. Verification

Monitoring or measurement

First, measurable goals must be defined for each source reduction strategy. The justification of each source reduction strategy which is employed will contain a description of the benefits of the strategy. Contracts which initiate each source reduction strategy must contain "teeth" which require a verification phase. Likewise, after implementation a report on the success or failure of the strategy which was employed will contain a quantification of the resulting environmental improvement.

VI. Implementation

Resource requirements

Specific resource requirements are difficult to determine until specific strategies are implemented. However, the general procedure by which implementation will occur is outlined below:

- Obtain input from the Working Group on each strategy
- Perform scoping of each alternative
- Rank the possible source reduction efforts
- Develop detailed workplan for each segregable piece (Including timelines & deliverables)
- Obtain final approval from Working Group
- Coordinate with EAC and SLOC (Particularly Procurement, Education, Food Service, Hotel/Motel)
- Develop RFPs
- Obtain Contractors
- Organize Implementation Steps
- Implement
- Evaluate
- Give Rewards to the good actors

Hotel and Restaurant Partnership Outreach

I. Overview

One of the areas of greatest public exposure, both prior to and during the 2002 Winter Olympic Games, will be in the areas of lodging and dining establishments. The environmental principles recommended by the Environmental Advisory Committee (EAC) will serve as the guiding force in encouraging hoteliers and restaurateurs to adopt these responsible guidelines in order to leave a lasting legacy for the Games. The guidelines below were developed and approved by the Utah Hotel and Lodging Board of Directors and Executive Committee.

II. Vision and Mission

SLOC and its employees are committed to the establishment of a comprehensive hospitality outreach program. When implemented, it will serve as a guide to the hotel and restaurant operators of this State in improving the overall environmental quality of their establishments.

Method:

- A) Increase the current level of awareness of issues and how each establishment may participate.
- B) SLOC will sponsor seminars and conferences to bring the latest knowledge and strategies to the target audiences.
- C) SLOC and corporate partners will retain consultants to develop and implement environmentally responsible programs statewide.
- D) Consultants will establish minimum standards in order for lodging establishments or restaurants to participate in the Olympic Environmental Recognition Program. This program will encourage participants to market themselves in approved and appropriate ways.
- E) These guidelines will be published to the participants and each will be expected to adhere to them in the ordinary course of business.

Goals:

- A) Encourage overall reduction of energy consumption by 10% of current levels.

- B) Encourage overall reduction of water consumption by 7% of current levels.
- C) Encourage adoption of waste reduction policies leading to a 10% reduction; to include recycling and improved purchasing procedures.
- D) Encourage the establishment and adherence to environmentally responsible procurement policies for all purchases.
- E) Establish educational and motivational training programs for all hospitality staffs to improve awareness and commitment to goals.
- F) A monitoring system will be developed and agreed upon so that each operator will be confident that all accomplishments are recognized.

Benefits:

- A) Direct and measurable cost savings to all participants.
- B) Feeling of belonging and being a part of the Olympic Spirit.
- C) Education of employees and guests which will lead to personal lifestyle changes and promote the Olympic legacy.
- D) Being part of a business that is acting responsibly to the environment and being recognized publicly for doing so.

Communication and Training

I. Overview

The Materials Management Working Group had the opportunity to meet with several invited speakers who were directly involved in waste management and recycling programs in Atlanta. All emphasized the importance of a communications plan for materials management.

II. Vision

Where do we envision Salt Lake's resource management at the end of the Olympic Games? To get the "zero-waste" Olympic message across successfully.

III. General

Components of the Communications Plan - In order to get "the message" across successfully, the communications plan should contain two components:

1. Successful communication of the message from the committee to the community as a whole:
 - A) To encourage residents of Salt Lake and Utah to "buy into" the idea of a "zero waste" Olympic Games:

Broad message before games to promote-history of garbage through TV, video spots, and other electronic media for educational communication spots.

Ideas: Utilize historic message capitalizing on foreign fascination with the West.

Relate history of garbage in Salt Lake City; incorporation of Native Americans as original advocates of zero waste, connection to the land and as first westerners.

Specific message at venues through video spots - demonstrating how to dispose of waste correctly, through system of symbols and color codes

- B) To encourage volunteers to “buy into” their role as charges of a “zero-waste” Olympic Games - a sort of peer pressure approach.
- C) To generate overall enthusiasm for this important component of the games incorporating education of the community at all levels

Ideas: Enlist teachers as volunteer trainers, they will be out of school (science and foreign language backgrounds)

- 2. Successful communication of the message within the different factions of the committee:

- Develop policies designed to promote a zero-waste Olympic Games
 - Ensure understanding of policy and effort

IV. Criteria/Specifics

These components could be defined as follows:

Short term communication - appropriate management of waste by community during the Olympics

Long term communication - implementation of long lasting attitudes/lifestyle changes implemented during Olympics.

Communication, if dictated, will most likely fall far short of everyone’s expectations. In order to be successful, it is necessary to share ideas with the general public, and generate ideas from the bottom up. Without understanding and acceptance, the objective will be difficult to achieve.

Technical Components

Phase 1

Short term goals - Waste minimization and efficient collection, sorting and recycling
Identify primary contacts in those areas affected and determine training needs:

- Hotels
- Food and beverage vendors
- Packaging/container manufacturers
- Janitorial
- Other suppliers

Establish working guidelines incorporating SLOC procedures, policies and protocol:

- Sponsorship issues agreements
- Contract agreements
- Use of company logos
- Design criteria, etc.
- Collect preliminary information as determined by program leaders
- Identify information outlets
- Compile mailing & telephone lists

With input and assistance of primary contacts:

Research and suggest preferred methods for informing various groups:

- Determine volunteer perception of roles
- Performance objectives
- Determine any additional language needs of communication for support staff and volunteers
- Research and suggest methods for gathering “favorable” public opinion and “buy in” to resource management through public meetings and surveys:
- Develop outlines for survey and public meetings
- Publicize locally to encourage public participation
- Determine group expectations of 2002 outcomes

Phase 2

Long term goals - implementation of long lasting attitudes/lifestyle changes

- Education of the community at all levels (feeding off short term goals)
- Change of purchasing and disposal habits
- Incorporation of “Don’t Waste Utah” concept

V. Verification

The communication plan will need periodic evaluation and adjustment as necessary

VI. Implementation

This will require a liaison between a variety of functions:

- Cleaning/janitorial
- Waste/recycling contractors

Community Outreach
SLOC Communication
SLOC Operations
SLOC Working Groups
EAC Environmental Education Working Group
Training

Budget Summary

Recycling Items

1) *Video monitors in concession areas.* A video program showing where materials can be recycled at that particular location. Monitors may provide information on other Olympic events or announcements.

2) *Electronic systems* where paper products have been the standard. Applications could be ticketing, news services, e-mails instead of faxes, video monitors instead of newspapers.

3) *Recycling Mascot.* It is recommended some sort of mascot which is easily identifiable with recycling specifically or perhaps the environment in general. This mascot could appear at special events before the Games and be available to reward those who are recycling during the Games.

4) *Recycling Coding System.* A color coded and symbol system should be implemented which clearly indicates where the purchased product can be recycled. For instance, the blue cup goes in the blue bin. The yellow container goes in the yellow bin.

5) *Recycling Awards.* Awards or gift certificates should be provided to spectators who participate in the recycling program at the venues. “Joke” citations could be issued by volunteers to those who fail to participate in the recycling program with an incentive to recycle next time.

Communications

6) *Public Service Message* to promote the history of garbage. The purpose of the message will be to encourage residents to “buy into” the idea of a zero waste Olympic Games. See communications plan for more information III 1.1.

7) *Press release information.* Ensure press releases include information on the zero waste program and other information about the materials management system.

8) *Venue Messages.* A specific message at the venues should communicate a “put appropriate waste in here” message to all spectators. Additionally this information should be included in programs, media guides and Olympic publications.

9) *Public Opinion Surveys.* It is recommended information be gathered on public attitudes on waste and waste generation. Surveys could include public agencies at state or local level, and be incorporated into other surveys for public attitudes of waste generation.

Volunteers

10) *Volunteer Training Program*. A “Train the Trainer” workshop should be established to ensure volunteers understand the materials management system.

11) *Volunteer Training Video*. A volunteer training video should encourage volunteers to “buy into” their role as charges of a zero waste Olympic Games - a sort of peer pressure approach.

12) *Recycling Volunteer Uniforms*. It is recommended volunteers be given clothing which sets them apart as volunteers and communicates the zero waste goal message.

13) *Volunteer Training Brochure*. A brochure should be produced to provide volunteers a quick synopsis of the materials management system and provides key information with contacts.

Recognition Awards

14) *Environmental Awards Program*. An awards program should be established which recognizes the efforts of businesses, hotels, restaurants, vendors, schools, and volunteers to reduce waste and recycle.

Legacy Project

15) *Innovations Demonstration of source reduction and recycling*. A demonstration booth or portable trailer which showcases how materials are recycled and remanufacturing into new and useful products. This portable demonstration could be used as an educational tool for classrooms after the Olympics. Following the games, the demonstration could include information on how materials were recycled during the Olympics and the results of those recycling efforts.

Budget Item Estimated Cost Actual Cost

- 1) Video monitors at concessions
- 2) Electronic communication system
- 3) Recycling mascot
- 4) Recycling Color Coding System
- 5) Public Service Message “History of Garbage”
- 6) Press release information/stories
- 7) Venue Messages
- 8) Public Opinion Surveys
- 9) Recycling Volunteer Training Program
- 10) Recycling Volunteer Training Video
- 11) Recycling Volunteer Uniforms
- 12) Volunteer Training Brochure
- 13) Volunteer Training Brochure.
- 14) Environmental Awards Program.
- 15) Innovations Demonstration of source reduction and recycling.

Acknowledgments

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Mr. Blake Fannesbeck, Logan Environmental Health Department
Mr. Dean Gillam, U.S. Environmental Protection Agency
Ms. Margaret Grochocki, Salt Lake Valley Solid Waste Management
Mr. Brad Mertz, BFI
Mr. Kent Miner, Salt Lake City/County Health Department
Ms. Mary Morrison, Recycle Utah
Ms. Jennifer Ott, Recycling Coalition of Utah
Ms. Deborah Schwabach, Environmental Engineer
Mr. Larry Scott, Holiday Inn Worldwide
Ms. Suzanne Somers, Somers-Jaramillo & Co.
Mr. Romney Stewart, Salt Lake Valley Solid Waste Management
Ms. Sonja Wallace, Utah Department of Environmental Quality
Mr. David Workman, Utah Department of Environmental Quality

Appendix D

Supporting Documentation for the Spirit of the Land Award

Environmental Education: Sprit of the Land Award Details

The Spirit of the Land Award program is one of the EAC legacies we hope will be selected for implementation by future Olympic Games hosts. The inclusion of such an event with the Olympic Games lends important status, increased interest and resource support to those worthwhile efforts that are often overlooked by the general community. Be prepared to discover some incredible environmental education programs from around the world and meet some truly committed individuals and organizations that have implemented impressive programs!

In support of a continued legacy, we provide:

A. Program samples

- 1. Application form*
- 2. Judging Score Sheet*

B. Overview of the program time line

C. Observations/Recommendations

Judging

- 1. Arrange to have individuals judge who are familiar with environmental education principles*
- 2. Emphasize in application and to judges the difference between environmental information and environmental education, many were confused and submitted information programs rather than educational programs*
- 3. Arrange for a minimum of 3 judges to review each application*
- 4. Consider arranging enough support staff so a paper screen of eligible applications can be made before sending them on for actual judging*
- 5. Judging can be labor intensive depending on the number of applications per judge*
- 6. Our first year generated about 15 applications, second year received 36 and final year received 107 applications. Be prepared to have sufficient staff and adequate time lines to handle possible large volume*
- 7. Determine how many awards the organizations is willing to sponsor before the final selection so judges can determine if special categories for awards are warranted*
- 8. Generate an exchange between judges to clarify criteria for successful applications and point spread*
- 9. Consider a double tiered judging program (semi finalists and finalists) if you find a broad span between judging scores for the same application or have less than 3 judges reviewing an application; we took the top scored applications then reviewed those applications a second time scoring only for the quality of their educational component and measurement of positive impact sections (see score sheet sample); using the average of those two areas we added that total to their semifinalist score and selected the top winners.*

Promotion

1. *Arrange with the organizing committee's promotional area to work closely and take advantage of the media opportunities generated by the award program and actual award winners*
2. *We spread the event over 3 years including the year of the games to keep the concept in the minds of the public, media and possible applicants*
3. *Clarify application expectations to limit misunderstandings and exceptions that may impair judging standards*
 - a. *encourage the breadth of environmental topics by including a master list (in our case the environmental platform)*
 - b. *stress the diversity of the audience (ethnicity, socio-economic level, etc.)*
 - c. *encourage expanding environmental education audiences beyond the typical children aged 6-11 years old, for example business, community, industry personnel are prime candidates as well*
4. *Promote the recognition for international environmental education efforts, take advantage of international environmental education professional organizations to assist in advertising the program to your targeted audiences*
5. *Attempt to involve university programs/faculty who provide environmental education and might have students available to assist with the effort or who can make use of the applications for instructional materials*

SPIRIT OF THE LAND

AWARD APPLICATION

Please provide the following information in the format outlined below. Please send by email to environment@saltlake2002.com or print and send by 10 December 2002 to:

SPIRIT OF THE LAND AWARDS, SLOC, P.O. Box 45002, Salt Lake City, Utah 84121-0002

- A. Applicant: The applicant is the individual, business, municipality or organization that owns the project or was instrumental in its implementation. Please provide:

Project
Title _____

Primary Sponsoring
Organization: _____

Project Coordinator
Name _____ Title _____

Person Completing Application,
Name _____ Title _____

Mailing
Address _____

—

City _____ State or
Province _____

Zip Code _____
Country _____

Phone: _____ Fax _____

Email _____

- B. Primary sponsoring organization type: Briefly describe your organization, including type, size and products or services provided.

C. Project description: Include project title. Objectives, benefits, outstanding attributes and total project cost.

D. Note the related 12-point environmental platform plank(s) and explain how the project corresponds.

E. Give examples of the project's positive environmental impact and how it was measured.

F. Describe the project's educational component. Describe the materials and teaching techniques used.

G. Describe the project's primary target audience (Salt Lake 2002 is especially interested in projects that target under represented groups.)

H. How can the project be sustained or replicated? Discuss equipment, facilities, personnel and geographical location.

Appendix E

Procurement Environmental Policy

Procurement Environmental Policy

12/10/97 Draft

Overview

Since the inception of Salt Lake City's efforts to host the Olympic Winter Games there has been a genuine concern about environmental issues as they relate to the Games. The environmental principles established by the Environmental Advisory Committee (EAC) and adopted by the Board of Trustees is the backbone of SLOC's environmental programs. An environmentally sound procurement policy is an important way of fulfilling the environmental legacy that Salt Lake City promised in its bid.

Procurement Vision Statement

SLOC and its employees are committed to the implementation of procurement practices that are based on environmentally sound, financially reasonable and quantifiable criteria. SLOC desires that implementation of these practices will help to instill in the broader community the concepts embraced by this procurement policy.

I. General Policy Description

Environmental consideration will be factored into SLOC's procurement practices and will be a guiding concept when both environmentally and economically practical.

- a) The process of selecting providers of products and services will include, to the extent appropriate, the provider's commitment to environmental responsibility.
 1. The selection process will, to the extent appropriate, include consideration of the criteria listed in Section II of this policy.
 2. All RFPs will request that respondents describe their application of criteria listed in Section II of this policy.
 3. All contracts resulting from an RFP process will contain a statement that providers will comply with environmental commitments as described in the provider's response to the RFP. SLOC reserves the right to terminate contracts that fail to meet such commitments.
- b) When goods and services are identified to come from sponsors and/or suppliers, SLOC will request a copy of the company's environmental policies and product attributes, which will be kept on file at SLOC offices.

II. Procurement Criteria

Product and service providers that are selected through an RFP process will be requested to respond to how they:

- a) Meet product specific guidelines where appropriate.
- b) Comply with relevant laws and regulations.
- c) Educate and train employees concerning company environmental policy and practices.
- d) Emphasize the principles of Reduce, Recycle and Reuse.
- e) Reduce or eliminate the use of hazardous and toxic materials.
- f) Ensure optimal use of all resources including energy, water and materials used in or by products or services.
- g) **A value analysis has been conducted and ensured that products are cost effective over their useful life. (Value analysis evaluates alternative products and services according to**

financial and environmental criteria such as land fill costs, manufacturing costs and energy consumption)

III. Product Specific Guidelines

SLOC may, in its discretion, develop product specific guidelines.

IV. Environmental Performance Verification

SLOC may, at its discretion, monitor and verify agreements and contracts for compliance with environmental certifications.

V. Implementation

SLOC will train all employees on a regular basis in the use of these guidelines and make appropriate edits to the Procedures and Policies handbooks to reflect the addition of this policy.