We're defining how the world plans and measures green conferences

We're keeping 91% of our trash out of landfills

Our meeting uses 100% green power

We donate unserved food to local charities

Our delegates eat local and organic food

---

**GREENING INITIATIVE**

**Final Report**

**CONFERENCE AT A GLANCE**

**Greenbuild International Conference & Expo**

**November 7-9, 2007**

**McCormick Place**

**Chicago, USA**

**22800 Attendees**

**850 Exhibitors**

---

**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>TABLE OF CONTENTS</td>
<td>1</td>
</tr>
<tr>
<td>CONFERENCE AT A GLANCE</td>
<td>1</td>
</tr>
<tr>
<td>EXECUTIVE SUMMARY</td>
<td>2</td>
</tr>
<tr>
<td>EVENT GREENING BACKGROUND</td>
<td>3</td>
</tr>
<tr>
<td>Partners</td>
<td>3</td>
</tr>
<tr>
<td>Process</td>
<td>3</td>
</tr>
<tr>
<td>GREEN EVENT PRACTICE</td>
<td>4</td>
</tr>
<tr>
<td>Overall Conference Performance</td>
<td>4</td>
</tr>
<tr>
<td>Conference Summary Report</td>
<td>5</td>
</tr>
<tr>
<td>Total Conference Comparison Report</td>
<td>7</td>
</tr>
<tr>
<td>Destination Selection</td>
<td>8</td>
</tr>
<tr>
<td>Accommodation</td>
<td>10</td>
</tr>
<tr>
<td>Meeting Venue</td>
<td>12</td>
</tr>
<tr>
<td>Transportation</td>
<td>15</td>
</tr>
<tr>
<td>Food &amp; Beverage</td>
<td>18</td>
</tr>
<tr>
<td>Exhibitions</td>
<td>20</td>
</tr>
<tr>
<td>Communications &amp; Marketing</td>
<td>23</td>
</tr>
<tr>
<td>On-Site Office</td>
<td>23</td>
</tr>
<tr>
<td>RECOMMENDATIONS</td>
<td>26</td>
</tr>
</tbody>
</table>

**APPENDICES**

1. Carbon Offset Report
2. Host Hotels Environment Report
3. City of Chicago Green Hotel List
4. USGBC Greening Initiative Achievements

---

Copyright © 2007 Meeting Strategies Worldwide, Inc. All content included in this report, such as text, graphics, logos, images, digital downloads, data compilations, and software, is the property of Meeting Strategies Worldwide, Inc or its DBA and protected by United States and international copyright laws. Printed on 100% post-consumer recycled paper.
EXECUTIVE SUMMARY

2007 marks the sixth year of greening Greenbuild. Since the inception of the event the United States Green Building Council (USGBC) has prioritized making the event not only green in content, but green in practice. This is no small feat as attendance continues to grow exponentially. With each year and each new host city, USGBC encounters new challenges and opportunities to engage the hospitality community in raising the bar of environmental practice and becoming a partner in ensuring a cutting edge green event. Greenbuild Chicago is no exception.

The green achievements and legacies of Greenbuild 2007 are unprecedented in the history of the conference.

- 91% of waste produced at the conference venue was diverted from landfill. This amounts to less than half a pound of trash per delegate! Contrast that with the 5 lbs of trash per delegate generated at Greenbuild 2006 and that is a huge savings!
- The event was fuelled by 100% green power at no additional cost to USGBC.
- A minimum of 21% of food was local or organic. Offsite events provided over 50% local and organic menus.
- Caterers achieved 26-50% cost savings by switching to bulk containers.
- 2245 lbs of food were donated to Pacific Garden Mission in Chicago.
- 36 hotels in the City of Chicago made a commitment to pursue green certification.
- Greenbuild 2007 achieved the lowest per participant event emissions in the 6-year history of the event, with 100% of greenhouse gas emissions and mercury offset.
- 8,500 square feet of vinyl and 200,000 square feet of carpet were composted or re-used.
- 50,000 pieces of paper were saved by providing exhibitor manuals online.
EVENT GREENING BACKGROUND

Greenbuild 2007’s event greening initiative grew out of an early commitment made by the USGBC to demonstrate leading green meeting management practices. In recognition of its efforts USGBC has been thrice nominated and twice won the IMEX – Green Meeting Industry Council Green Meeting Award. In addition USGBC staff have participated in education of other meeting professionals in order to promote wider adoption of green practices.

Greenbuild 2007 faced some significant green challenges leading up to the event:
• Short lead time between the selection of the meeting destination and the event.
• Growth in attendance resulting in the inability to provide non-disposable service.
• Dispersed venue/accommodation neighborhoods.
• Limited recycling and complex waste stream.
• Lack of composting program.
• Limited green practices at host hotels.

This report presents a summary of those practices that were recommended, implemented and measured in order to overcome these challenges, reduce waste and cut resource consumption while not compromising the broader strategic goals of Greenbuild.

Partners

Given the scale and complexity of Greenbuild, USGBC requires a breadth and depth of partners to green the event. This team is lead by Meeting Strategies Worldwide, who has been involved in Greenbuild since its inception. The Chicago Green Team included a core group working with USGBC staff to achieve the event’s green goals:
• Kevin Kruis, Allied Waste
• Anah Corly, Stetson Convention Services
• Amanda Raster & Michael Arny, Leonardo Academy
• Anthony Lopez, McCormick Place

In addition to this core team, event organizers also engaged the following in greening initiatives:
• Host Venue: McCormick Place
• Caterer: Chicago Restaurant Partners & Greg Christian
• Host Hotels: 24 properties, listed in Appendix 2
• Meeting Planners: Experient
• Decorator: Stetson Convention Services
• Exhibitors
• Delegates
• Volunteers
• Chicago Host Committee

Process

In addition to providing on-going support in the months leading up the Greenbuild 2007, the Chicago Green Team was present during event pre-cons and on-site.
GREEN EVENT PRACTICE

Greenbuild 2007 sought to demonstrate best environmental meeting practice. The practices recommended and verified by Meeting Strategies Worldwide sought to promote the following environmental management principles:

- Energy Efficiency
- Water Conservation
- Air & Water Quality
- Waste Minimization

Meeting Strategies Worldwide’s approach to meeting greening recommends and assesses practices in the following areas of meeting management:

- Destination Selection
- Accommodation Selection
- Meeting Venue Selection
- Transportation
- Food & Beverage
- Exhibitions
- Communications & Marketing
- On-site Office

Meeting Strategies Worldwide has developed a comprehensive survey to guide and record environmental performance for a meeting in each of these areas. Points accrued in each section are weighted to produce the following conference reports that help to track and compare the environmental performance of multiple conferences.

Overall Conference Performance

Conference Summary Reports (2)

These reports (2) illustrate the total percentage score for Greenbuild 2007 in each of the eight meeting planning categories, independent of and in comparison to previous years. The reports indicate highest scores for destination and transportation selection. These scores primarily reflect the integration of green criteria into destination selection RFP’s and the provision of a successful carbon offset. Significant improvements in practice are noted in the areas of meeting venue selection, food and beverage, communication and marketing and onsite office when compared to previous years. This reflects improvements in recycling and composting diversion. Only accommodation and food and beverage performance have been exceeded by previous host cities. Improvements in accommodation practices present a key opportunity for Chicago in 2010. Significant opportunities for improvement also still exist in the Communications and Marketing and Onsite Office categories.

Total Conference Comparison Report

This report compares the total conference score for Greenbuild 2007 to other conferences that have been assessed by Meeting Strategies Worldwide. The conference ranks as the second highest among conferences that Meeting Strategies Worldwide has assessed.

Overall, the USGBC and the Chicago Green Team were able to transfer previously adopted practices and work with vendors on short notice to achieve significant environmental savings for Greenbuild 2007 in most of these areas, each of which is analyzed in more detail below. The commitment of Green Team partners and cooperation of suppliers in the host city were key ingredients in making this initiative so successful. This year’s event exceeded baseline goals that were set for waste diversion and presents a foundation to work from in planning Greenbuild 2010, which will also be hosted in Chicago.
**Destination Selection**

Choosing a green destination can make a huge difference in how easy greening a meeting can be. Green meetings should generally consider two aspects of the destination:

1. How close the city is to delegates' place of residence to reduce travel, and
2. The presence of vendors and venues that can accommodate environmental practices.

Choosing a destination close to delegates reduces the overall travel burden and emissions associated with the conference. Green destinations also tend to be home to venues and accommodations that already have green practices in place.

**Best Practices**

- Although many other factors affected destination selection for Greenbuild 2007, environmental considerations were taken into account. The CVB was required to complete an environmental inventory of the destinations' green meeting products and services and respond to environmental specifications in the RFP.

- The City of Chicago used Greenbuild 2007 as a platform to help mobilize the city around sustainability. This initiative helped to engage the hotel community in greening, with 31 properties committing to pursuing green accreditation. These hotels are listed in Appendix 3.

**Key Opportunities**

- Given Chicago will be hosting Greenbuild again in 2010 and the current interest in the city-wide green initiative there is a key opportunity to raise the bar of performance that was established in 2007. Working closely with the CVB, hospitality community and the Mayor's Office in the years leading up to this 2010 will be key in ensuring USGBC can raise the bar of green practices.

---

**We are leaving legacies in host communities**

**Greenbuild** has a long history of profiling and supporting local legacy projects in our host cities. This year support was provided to the Chicago Center for Green Technology - Green Building Resource Center which will create a comprehensive green building library and resource center for the City of Chicago. In addition, left over exhibit materials were provided to “Creative Pitch”, a local organization that provides art supplies to schools.
Greening Greenbuild 2007
Accommodation

Much like meeting venues, accommodation providers are able to participate in environmental practices by promoting energy efficiency, water conservation, waste minimization, and air and water quality on both a building design and operational level. Inventorying prospective hotels’ environmental practice and contracting for compliance with requests for towel and sheet reuse, amenity donation, and in-suite recycling are a few of the practices considered under this section.

Best Practices

• 23 of the 24 host hotels for Greenbuild 2007 signed a detailed environmental clause that included specific requirements such as:
  o towel and sheet reuse.
  o amenity donation.
  o programs to reduce, re-use and recycle.
  o energy efficiency procedures.
  o environmental purchasing programs for catering, cleaners, paper and office products.
This clause included penalties for non-performance. A detailed summary of contracted practices by property is included as Appendix 2.

• Post event verification by USGBC staff and Green Team members confirmed:
  o 63% of host hotels offered guests a towel and sheet reuse program.
  o 49% of host hotels did not replace amenities unless empty or until departure.
  o 43% of host hotels ensured lights and HVAC were turned off when rooms were not occupied.
  o 10% of host hotels had in-room recycling.

• The City of Chicago used Greenbuild 2007 as a platform to encourage the hospitality community ‘go green’ by offering subsidies to hotels willing to pursue and achieve green certification. As a result of this initiative a total of 31 hotels have committed to this program and are listed in Appendix 3.

Key Opportunities

• Despite 96% of properties agreeing to environmental practices, not all were in compliance. The following would help to improve compliance:
  o Consistently requesting the same green practices of all properties and only contracting with those willing to comply, understanding time constraints contract negotiation concerns. Several hotels that were late additions to the room block signed incomplete environmental clauses while one hotel refused to sign, but was included in the block.
  o Verification of on-site practices.Greening consultants and USGBC staff were only able to confirm environmental practices at 19 of the host hotels. Factoring in time for site visits to host hotels before and during the event will help ensure compliance increases. A more organized strategy to ‘plant and prepare’ a USGBC representative at each property to monitor environmental practices would also be helpful.
  o Require post-event reporting. A penalty was used to promote post-event reporting. Even with this only 6 hotels completed and submitted post-event reports. Consideration might also be given to a positive incentive for reporting to ensure follow-through. This incentive might be an award or recognition program of some sort similar to the Green Exhibitor Award.
**Meeting Venue**

Green aspects of a meeting venue include both constructed features and operating practices. Although green features can be identified through a certification that assesses green building or operating features (such as LEED, GreenSeal or ISO 14000/14001), on-site event practices need to be verified to ensure energy efficiency, water conservation, air and water quality and particularly waste minimization through recycling programs. Selecting a venue that has established environmental policies or is willing to work with event organizers to implement policies is a key aspect of an event greening initiative.

**Best Practices**
- 91% of trash was diverted from landfill, representing just over 41 tons of materials. The recycled materials analysis is captured in figure below. This exceeds any previous diversion rate for Greenbuild, which is charted on the graph below.

- Recycling diversion was a key goal of Greenbuild 2007 given the challenges presented by swelling attendance numbers and the inability to provide china and linen service at McCormick Place. This unprecedented diversion rate for Greenbuild and McCormick Place was made possible by working cooperatively with the venue and Allied Waste to provide dock monitors, recycling stations, signage and volunteers to help sort trash. Without these it is unlikely such a high diversion rate would have been achieved.

- This was the first time that McCormick Place had undertaken composting or a comprehensive recycling program.

- McCormick Place purchased 100% renewable energy to power Greenbuild 2007 at no additional cost to USGBC.
In addition to the above, the venue caterer was contracted to:

- Use energy efficient move-in and move-out practices,
- Schedule environmental controls in accordance to meeting times, and
- Use environmentally responsible cleaners and bathroom paper products.

Key Opportunities

To maintain and improve this high diversion rate USGBC will need to continue and expand the following strategies to ensure a strong waste reclamation program:

- Strong onsite waste management partner who is motivated to ensure recycling programs are successful.
- Professional signage providing instructions about how to recycle/compost.
- Dedicated and trained volunteer corps to staff all recycling stations consistently.
- Dock monitors to ensure staff follow-through on recycling practices.
- On-site due-diligence to ensure that any disposables are compostable.
- Training of facility staff to ensure they are aware of how to recycle and compost. Multi-lingual training and signage should be considered.
- Clear breakdown of who is responsible for hauling trash from all areas of the convention facility to ensure contracted obligations are respected, particularly where multiple service providers are involved.

We are reducing our Conference Building Footprint

Since 2002 USGBC has tracked total and per delegate energy use at Greenbuild. This includes all electricity and natural gas used by buildings during our stay, including hotels, restaurants and the venue. Although total energy use continues to climb as more people attend Greenbuild, we have been able to track consistent reductions in per delegate electricity and natural gas use, 60% and 33% reductions since 2002 respectively. Reductions in energy use do reflect our preference for and the increasing availability of green venues and required environmental measures, but also reflect updated data from the Commercial Buildings Energy Consumption Survey which is the basis for calculating the offset.
Transportation

The transportation footprint of a meeting includes travel by delegates to and from the host city, as well as their movement around the host city. Along with buildings, transportation is a significant source of greenhouse gas emissions. Best meeting practice for transportation should consider how to both reduce transportation emissions and offset those emissions that are unavoidable.

Best Practices

• Although total emissions continue to climb at Greenbuild as participation increases, emissions per participant dropped to an all-time low of 781 lbs per delegate in 2007. This is a 22% percent drop since 2002. In addition fuel use by transportation on a per delegate basis has halved since 2002. This steady reduction reflects less of an improvement in emissions-reducing technologies or increased adoption of greener transportation, but more of an increase in local and regional populations attending Greenbuild, relative to international delegates.
USGBC was able to offset 100% of greenhouse gas emissions and mercury by partnering with Leonardo Academy to become a Cleaner and Greener Certified® event.

Shuttles did make use of alternative fuels and cleaner engine technologies although adoption was not 100%. New buses used to shuttle delegates were equipped with new EPA-approved clean-air engines that use ultra low sulfur diesel.

Key Opportunities

- With attendance at Greenbuild burgeoning, USGBC needs to consider alternative and greener ways to shuttle delegates to and from conference venues. USGBC is encouraged to develop and circulate an RFP for a green transportation provider for future conferences. Specific environmental criteria for energy efficient fleets, alternative fuel use and environmentally responsible vehicle maintenance should be included in this RFP. The selected provider should be contracted to follow these practices.

![Energy Use - Transportation Graph](chart.png)
**Food & Beverage**

Food and beverage has a complex and broad environmental footprint. Caterers are able to consider various ways to promote water conservation by not pre-filling water glasses, support environmental purchasing by sourcing local and organic food, and reduce waste by avoiding packaging and disposables, providing food in bulk and composting or donating un-used food.

**Best Practices**

- A composting program was implemented at McCormick Place for Greenbuild 2007. All serviceware in the concessions area of McCormick Place was converted to biodegradable disposables that were composted. In addition all components of the boxed lunches provided were composted, with the exception of the box itself which was recycled. 16% of our total waste on site was diverted from landfill as compost.
- In addition, the two offsite events catered by Greg Christian catering composted 3400 lbs of organic waste and recycled 1600 lbs of glass, plastic and paper.
- A minimum of 21% of meals provided at the conference venue were organically sourced or grown within 500 miles of the venue. The two offsite events were catered with a minimum of 50% local/organic content.
- 2245 lbs of left over food from meal functions at McCormick Place was donated to the Pacific Garden Mission.
- Chicago Restaurant Partners (CRP) estimates that they saved between 26-50% by switching to bulk containers for condiments.
- In addition to the above, the venue caterer was contracted to:
  - Provide drinking water in large containers rather than individual bottles, and
  - Serve juice, ice tea, coffee and water in pitchers rather than individual containers.

**Key Opportunities**

- Waste minimization will be a key challenge for Greenbuild in the future as it becomes more difficult to source venues able to provide non-disposable food service for delegates given the increased attendance at the event. Planning for biodegradable disposables and composting programs will be critical, as will be educating facilities to identify and purchase products that are accepted in composting and recycling streams. It is important to note that CRP provided biodegradable serviceware at no additional cost to USGBC.
- As indicated above, waste management education was a critical factor in the success of Greenbuild 2007’s recycling program. This was particularly important for food and beverage service. The public is not easily able to sort conference waste streams, particularly as compostable disposables become indistinguishable from traditional disposables. Volunteers and well-signed recycling and composting stations throughout all areas of the venue where there is food and beverage will be essential in future.
Exhibitions

Exhibition production considers both the:
1. Practices of exhibitors, and
2. Policies and practices of the decorator.
Meeting coordinators are able to communicate and contract for environmental practices by both audiences to reduce waste.

Best Practices
• An unprecedented 77 entries were received for the Green Exhibitor Booth Award this year. Companies exhibiting at a leadership level included: Invista Antron, HOK, Agriboard Industries, Gensler, Osram Sylvania, Pella Corporation, Steelcase Inc. Autodesk Inc., Shaw Industries, Interface FLOR, and the Steel Framing Alliance. This initiative has been very successful in engaging exhibitors in greening. Invista Antron was selected as the winner of the Award by random draw among the leading companies.
• Stetson was able to provide the following green practices on the show floor at Greenbuild 2007.
  o All fork lifts, scissor lifts, and carts were powered by natural gas or electricity.
  o Aisle and over 50% of the booth carpet was made from low-emitting materials.
  o Registration counters were fitted with T-8 Ballasts and bulbs. This lighting is energy star approved and uses 30% less energy than regular bulbs.
  o Pre-show production was performed at Stetson Convention Services, a facility that is powered with 100% wind energy.
  o Table covering was made from 100% corn that is GMO free. This covering is 100% biodegradable, compostable and polyethylene free. Greenbuild is the first show to ever use this product. This eliminates over 8,500 sq. ft of vinyl waste.
  o Waste basket liners were made from 100% corn that is GMO free, 100% biodegradable, compostable and polyethylene free.
  o Aisle and over 50% of the booth carpet was made from 25% recycled and low-emitting materials and is 100% recyclable at the end of its use. This carpet is a certified cradle to cradle product. Over 200,000 square ft of carpet waste was diverted from landfill.
  o Shelving in kiosks was made from woodstalk, an agri-fiber board that is made from wheat straw – a renewable resource.
  o Maple hardwall board was made of MDF constructed of recovered waste wood chips.
  o All banners were made from eco friendly materials. The material is paper based, PVC and resin free and all inks are water based.
  o Booth ID signs were made of recycled content and printed with water based ink.
o All cleaning products were environmentally responsible.

o Visqueen carpet protection was made of over 50% recycled materials.

o Over 40% of this year’s signage has been reused from previous Greenbuild shows.

o All exhibitor manuals were accessed on-line – eliminating over 50,000 pieces of paper, approximately two 25’ tall trees.

o A post-show exhibit material donation program was provided for giveaways, booth supplies and booth construction products. Two programs were supported, including Creative Pitch, an organization that provides art supplies to Chicago area schools.

Key Opportunities

• Although the Green Exhibitor Booth Award has been very well received, it is recommended that the criteria and process for the award be re-visited prior to Greenbuild 2008. More participants applying with diverse booth scales made it evident that there are flaws in the judging criteria and that perhaps different or additional criteria or an alternate scoring system should be adopted. The committee judging booths this year should be invited to recommend changes, and how the issue of booth scale might better be addressed in 2008.

• Adoption of green practices could be further improved by including environmental requirements in the contracts for exhibitors and the exhibition sales company.
Communications & Marketing

Meeting organizers are able to consider green aspects of communications and marketing on two levels:

1. How to reduce waste and pollution in the communication methods they undertake to market a conference and communicate with key audiences, such as sponsors, vendors and delegates.

2. How to communicate the green practices associated with a conference to engage audiences and secure positive public relations.

Best Practices

- Delegates were informed of conference greening initiatives through the Opening General Session slideshow. In addition, information on how to participate in green practices was provided on the Greenbuild 2007 web site.

- All conference programs and mailers were printed on 100% post-consumer recycled content paper, using soy-based inks.

- Conference bags and name badges also contained recycled content.

- Exhibitor manuals, rooming lists and banquet event orders were all sent electronically.

Key Opportunities

- It is possible to improve scores in this category by cutting back on printed materials, including the conference program and pre-conference mailers. Eliminating these is ideal, however reducing the size and quantities produced would be helpful. It is also advised that namebadges not be pre-printed and mailed for both economic and environmental reasons. Sourcing recycled content name badge holders would also assist in this area.

On-Site Office

On-site practices by meeting organizers are one of the last steps of the planning process, but integral to ensuring follow-through. This section measures the ability of event organizers to plan to reduce their office management impact on-site, by using energy efficient equipment and paper reduction strategies. Another key component is staff training to ensure environmental practices in all other areas are implemented once the conference starts.

Best Practices

- On-site delegate materials were collected for re-use, including:
  - 687 lanyards
  - 658 attendee badges

- Laptops and double-sided printing were employed in the USGBC staff office.

Key Opportunities

- Ensure registration processes consider environmental goals. This would include sourcing and providing recycled content badge holders, nametags and lanyards. 100% post-consumer recycled content fax, printer and copy paper should also be used.

- It is also advised that environmental criteria be included in the contract with the on-site logistics company.
RECOMMENDATIONS

Legacies and Learning for 2010. Greenbuild 2007 has created a unique situation where the host community has a foundation of experience and a baseline of measured environmental practice to improve on when hosting future green conferences, including Greenbuild 2010. By working with the city to communicate the impacts of Greenbuild 2007 - including what worked and what did not - USGBC can help the city maintain its focus on greening events and encourage Chicago to raise the bar in 2010. It is recommended that a plan, goals and timeline for greening Greenbuild 2010 be set now in consultation with the hospitality community in Chicago to ensure this is possible.

Greening Accommodation. Greenbuild continues to be challenged by the hotel sector’s inability to comply with or disinterest in environmental practices. This year USGBC was able to overcome the challenge of securing intent from hotels to comply with environmental practices by contracting for specific criteria and stating penalties for non-compliance. A record 23 hotels signed environmental clauses, but only 6 followed through by submitting post-event reports. To improve on this in future years it is recommended that penalties and incentives be provided for submitting post-event reports and that site monitors be placed at each hotel to verify practice.

Volunteer training & participation in environmental initiatives. Volunteer recycling monitors were critical in ensuring Greenbuild 2007’s 91% diversion rate. It is important that future events mobilize and train as a priority a dedicated corps of recycling volunteers to ensure that waste is sorted appropriately. It is also recommended that onsite cleaning staff receive similar training in waste sorting to ensure waste streams are not contaminated. Volunteer stations need to be signed and provided with green cleaning solutions and gloves. It is also recommended that they be piped and draped in a way that encourages delegates to be involved in waste sorting (i.e. not volunteers sorting all the trash on their behalf with bins behind a table).

Exhibitor engagement. With exceptional participation in the Green Exhibitor Award this year it is recommended that the next step be taken to include a green clause in the contracts with exhibitors. It is also recommended that the criteria for the Award be updated in consultation with the judging committee from this year’s event.

Contract for green. USGBC has successfully integrated environmental language into contracts with the conference venue, caterer, decorator and hotels. It is now recommended that similar language be developed for the logistics company, decorator, exhibition sales company and transportation providers.

APPENDICES

Appendix 1: Carbon Offset Report
Appendix 2: Host Hotels Environment Report
Appendix 3: City of Chicago Green Hotel List
Appendix 4: USGBC Greening Initiative Achievements