GREENING INITIATIVE
Final Report

CONFERENCE AT A GLANCE

Greenbuild International Conference & Expo
November 19-21, 2008
Boston Convention Center
Boston, USA
28,224 Participants
807 Exhibitors

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

32 Green Exhibitor Leaders and 93 Green Exhibitor Award applicants
76% recycling achieved
48% natural, 15% local and 42% organic food & beverage
21 local groups receiving 31,000lbs of donated materials
100% of hotels providing linen reuse

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EXECUTIVE SUMMARY

Greenbuild 2008: A Revolutionary Green Meeting

The United States Green Building Council has been revolutionizing conference management for the good of the planet since 2002. The effort started small by requesting basic green practices of suppliers, reducing waste and offsetting carbon emissions. Now USGBC’s proactive and systematic approach to building partnerships with vendors, attendees, exhibitors and host communities to prioritize sustainability defines leadership practice for green conference management and measurement. Greenbuild continues to transform the hospitality industry in each city it visits; and 2008 has been no exception to this trend.

GREENBUILD 2008: SUSTAINABILITY BY THE NUMBERS

• 68 recycling stations
• 2063 hours logged by an estimated 300 volunteers to staff recycling stations
• 76% of waste generated diverted from landfill through composting and recycling
• 1.5 lbs of trash was produced per participant
• 588 trees saved by printing all materials on 100% post-consumer recycled paper
• 32 Green Exhibitor Leaders
• 93 Green Exhibitor Award applicants
• 33,418,020 air miles and 3,301370 vehicle miles were traveled by participants to and from Greenbuild, producing 11,860 metric tons of carbon dioxide
• 100% of hotels offered linen reuse
• 96% of hotels provided recycling
• 78% of catered food and beverage was natural, 15% was local, 42% was organic
• 21 community groups received 31,000lbs of materials donated from the event
• 53,600 sheets of paper and 3,000lbs of pre-consumer waste were saved by only providing online exhibitor kits
Greenbuild 2008 is the first event in North America to undergo BS 8901 certification. BS 8901 is the sustainable event standard of the British Standards Institute, providing specifications for how to manage the environmental, economic and social aspects of events and conferences. Independent certification of the sustainable event management system used by the USGBC is an important part of ensuring transparency, accountability and forward momentum in the way all of the organization’s events are conducted.

USGBC engaged an independent third party to review and assess the event management systems operated by the organization’s Meetings and Events Division. Verification included desktop review of management processes, request for proposals and contract documents, interviews with staff, vendors and stakeholders and on-site inspections at the Greenbuild event.

The final outcome of the BS 8901 process will be available in Spring 2009.
GREEN EVENT PRACTICE

USGBC, in partnership with Meeting Strategies Worldwide, continues to measure success in implementing sustainable conference practices using the MeetGreen® Calculator. Those events that score highly are run by planners who not only request sustainable practices, but also ensure these requests are implemented, that they are tracked and that a high level of performance is achieved. For example, USGBC scores highly as they request and implement recycling, in addition to tracking a high percentage of waste diversion from landfill. Practices and measurements tracked by the MeetGreen® Calculator meet or exceed USEPA purchasing policies and Convention Industry Council Green Meeting Guidelines.

The calculator tracks practices in the following areas:

• Destination Selection
• Meeting Venue Selection
• Accommodation Selection
• Transportation
• Food & Beverage
• Exhibit Production
• Communications & Marketing
• On-site Office

The following graphs show scores for Greenbuild:

• Conference Summary Report A: Shows the scores achieved by Greenbuild 2008 in all categories.
• Conference Summary Report B: Shows the scores achieved by Greenbuild in all categories from 2002-2008.
• Total Conference Comparison Report: Shows the total score achieved for each year of Greenbuild as well as the total score of all conferences by the MeetGreen® calculator.
Destination Selection

Destination Selection for Greenbuild is a balancing act. Host cities must present opportunities to showcase and promote green building economies. The hospitality community in the city must also have the capacity to accommodate a large scale event and be willing to implement sustainable event practices. At this time it is rarely possible to find a destination that perfectly fits all of these requirements. USGBC will seek those destinations that best fit these criteria, and work with the host city hospitality community to ensure they are better positioned to stage sustainable events in the future.

USGBC includes an environmental survey in their request for proposals, which was completed by the Boston Convention and Visitors Bureau. Convention and visitor bureaus are asked to itemize the sustainable assets of the city and specific practices in place at local meeting venues and hotels. The ability and intention of the prospective city to meet sustainability requirements is considered in the final destination decision.

Once the destination is selected the CVB is engaged to help source green vendors locally. In the case of Boston, the CVB did assist in recommending alternative fuel shuttles for the event. Both the Boston CVB and Boston Green Tourism Association were active in promoting sustainability resources to their members, including the WasteWise hotel forum organized by the Massachusetts Department of the Environment for Greenbuild.

USGBC also created a resource guide listing local, state, regional and national agencies that can help Boston hospitality businesses become more sustainable. This guide is included in the appendix.

We are leaving legacies in host communities

In conjunction with each of its annual conferences, the USGBC completes a legacy project to support a local initiative. This year’s project is a collaboration between the U.S. Green Building Council (USGBC), Boston Society of Architects (BSA), and Learning By Design in Massachusetts (LBD:MA). Greenbuild 2008: Teaching Future Generations Sustainable Design - Building an Integrated Curriculum as a Lasting Legacy is a project that will develop a flexible, interdisciplinary, standards-based curriculum to teach Green Architecture & Design, first in grades 5-8, then in grades K-12.

Project Frog’s classroom of the future on display at Greenbuild 2008.
Accommodation

For the first time in 2008 USGBC conducted a pre-event site visit to contracted hotels specifically to discuss and verify sustainable practices. This visit, conducted 10 months before the event, significantly improved compliance with contracted requirements. This process has helped to systemize USGBC’s approach to working with Greenbuild hotels. This process includes:

1. Complete pre-contract survey of hotels to determine what practices they have in place and would be willing to implement.
2. Contract for sustainable practices.
3. Communicate measurements required post-event.
4. Perform site visit to contracted properties to verify sustainable practices, educate about the Greenbuild sustainability initiative and research local sustainability programs.
5. Develop a hospitality resource list outlining local, regional and national agencies that are able to assist properties and distribute to local CVB and hotels.
6. Perform bi-monthly check-ins with all properties to report on progress.
7. Provide on-demand assistance to properties as they implement new practices.
9. Educate and provide assistance to new properties that are contracted for overflow.
10. Attend pre-conference meeting.
11. Verify practice on-site.
12. Collect post-event measurables.

USGBC was able to partner with the Massachusetts Department of the Environment to conduct a Waste-Wise Forum to educate local hotels about recycling and composting. USGBC also notified properties that unscheduled site visits would be conducted during the event by the BS 8901 auditor, USGBC staff and/or Meeting Strategies Worldwide. Save That Stuff, the recycling hauler used by the Boston Convention Center, noted a substantial increase in inquiries from properties which led to new recycling programs being adopted as a direct result of both measures. All but one hotel property was able to implement recycling, with many hotels adopting programs for the first time or specifically expanding them for Greenbuild.

Several properties should be commended for their efforts to go above and beyond and implement expanded, new and unique sustainability programs for Greenbuild:

• The Lenox Hotel operates a biodiesel shuttle and comprehensive environmental program managed by an on-site staff person.
• The Fairmont Copley Plaza instituted a new linen re-use program which required special concessions from corporate headquarters given their brand requirements.
• The Seaport Hotel operates a comprehensive green program for both guest rooms and events which includes food waste composting and tracking the impact of environmental programs.
• The Boston Park Plaza Hotel and Towers switched to recycled content bathroom papers even though this was not explicitly requested in their contract and instituted a program for Greenbuild attendees to opt out of newspaper delivery.
• Several properties - The Sheraton Boston Hotel, Boston Park Plaza, Westin Boston Waterfront, Omni Parker House, and Liberty Hotel - undertook efforts to either expand or implement new recycling programs in preparation for Greenbuild.

In addition:
• 77% of hotels completed post-event reports.
• 88% were on a public transit route, or within walking distance of the venue.
• 100% offered linen reuse.
• 96% turned lights off and set HVAC to seasonally efficient temperatures.
• 96% offered recycling.
• 100% removed polystyrene from guest rooms.
• 77% used green cleaners.
• 65% used recycled content bathroom tissue.
Meeting Venue

The Boston Convention Center was a key partner in Greenbuild 2008 with a foundation of environmental practice that was expanded for Greenbuild. In addition, the Boston Children’s Museum was also required to implement minimum best practices for the offsite reception. Best practices considered were waste management, energy efficiency, water conservation, air quality and environmental purchasing.

Twelve months prior to Greenbuild, BCEC averaged a 10% recycling diversion rate. The existing recycling program took limited streams, did not include composting and required extensive sorting of paper and glass. The complexity of the program resulted in frequent contamination of hauls. To prepare for Greenbuild, BCEC engaged Save That Stuff, a local recycling agency, to assess and make recommendations to improve recycling programs. Within 8 months of implementing new program recommendations that included expanded recycling streams, simplified sorting and a new composting program, BCEC was able to achieve a 76% diversion rate for Greenbuild.

The following graphs outline how waste diversion in 2008 compares to previous Greenbuilds in terms of total waste diversion, per participant waste diversion and materials recycled by type.

Signage, a high number of enthusiastic volunteers, the cooperation of facility staff, attendee education, donation programs and on-site monitoring and trouble shooting were key ingredients in improving facility diversion. Still, a lower recycling rate was achieved when compared to 2007. This is primarily attributed to the fact a secondary off-site waste sort was performed in Chicago that was not possible in Boston. The achievement of a high rate of diversion in Boston was also more challenging given the depressed economic situation in 2008 which has made recycling much less profitable and in some cases, more costly.
USGBC continues to require energy efficient and water-wise practices at Greenbuild. This includes use of energy efficient lighting, scheduling HVAC to minimize energy use, and reducing lighting during move in and move out. Use of environmentally responsible cleaners and recycled content bathroom papers was also required.

For the first time in 2008 USGBC was also able to track water and energy use at the meeting venue. The event consumed 16,818 cubic feet of water, 1,503,605 kWh of electricity and 119,783 therms of natural gas. It is hoped USGBC can continue to track total utility use to help better understand the per participant waste, water and energy use associated with the event.

We are tracking our Event Footprint

USGBC believes event footprints are more than carbon and offsetting. We want to understand and track our actual impact in terms of energy use, water use and waste production. To do this we use key indicators from year to year that can be compared on both a total and per participant basis. This has been critical to understanding how the footprint of Greenbuild has changed as the event has grown.
Greenbuild participants traveled an estimated 33,418,020 air passenger miles and 3,301,370 vehicle miles to get to and from the event, consuming an estimated 497,928 gallons of kerosene and 168,747 gallons of gasoline. Total and per participant energy use for transportation is itemized in the following graphs.

TMS did attempt to prioritize sourcing of alternative fuel buses for Greenbuild but was unable to secure affordable options. Contracted bus companies were asked to comply with sustainable operating practices, such as ensuring fuel caps were tightened, filters were up to date and idling was limited. All hotels were provided with signage encouraging attendees to make use of transit while providing clear instructions about how to access it. TMS estimated 21% of participants used transit. Despite convenient access to transit and available shuttles, taxi use at Greenbuild 2008 was a visible problem. This is a challenge that will need to be pro-actively addressed for 2009.

USGBC continues to operate a carbon offset program from Greenbuild. Greenbuild 2008 produced the following emissions footprint, including energy use from transportation and meeting venues:

<table>
<thead>
<tr>
<th>Pollutant Type</th>
<th>Emissions Caused by Event Energy Use (lbs.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon Dioxide (CO2)</td>
<td>26,270,650</td>
</tr>
<tr>
<td>Sulfur Dioxide (SO2)</td>
<td>7,572</td>
</tr>
<tr>
<td>Nitrogen Oxides (NOx)</td>
<td>35,499</td>
</tr>
<tr>
<td>Particulate Matter (PM10)</td>
<td>5,778</td>
</tr>
<tr>
<td>Particulate Matter (PM2.5)</td>
<td>3,898</td>
</tr>
<tr>
<td>Mercury (Hg)</td>
<td>2.27E-02</td>
</tr>
</tbody>
</table>

Total Emissions Per Participant

![Graph showing total emissions per participant over years]

0 200 400 600 800 1000 1200

Lbs. per participant

1 2 3 4 5 6 7

Year

1115 1072 1036 983 1005 781 933
Total per participant emissions over the history of Greenbuild are itemized in the following graphs.

Increases from 2007 are explained by the higher portion of participations flying to Greenbuild from other areas of the US in 2008, rather than commuting from local and regional locations which was the case in Chicago. Energy use and venue emissions were also higher as more space was used in Boston. The significant drop in emissions in 2007 reflects updated research data that was used for calculating emissions by Leonardo Academy. It should not be assumed there was a significant actual drop in emissions, but that emissions calculations for previous events were overestimated.

Enterprise Community Partners was introduced as a carbon offset partner in 2008. Enterprise Community Partners is a charitable non-profit organization that, through its Green Communities Program, provides funding and expertise to builders for the development and rehabilitation of green, low-income housing. Enterprise is presently securing donated emission reductions that will offset the event footprint 100%. Actual reductions will come from energy efficiency measures in these housing developments over the next 10 years and will be certified by Leonardo Academy. For a detailed emission report please see the appendix.

TMS calculated and ensured offsetting of all ground shuttle emissions with Carbon Fund.

Urban AdvenTours took Greenbuild participants on a human-powered adventure through Boston.
Food & Beverage

Making food service more sustainable proved more complicated than anticipated at Greenbuild 2008. Four months prior to the event USGBC was informed of union grievances against the in-house caterer at BCEC. Notification of these concerns came indirectly from speakers, sponsors and exhibitors who were being contacted to inform them that the event would be picketed if the in-house caterer was used, or grievances were not addressed. Not willing to cancel the event or interfere with negotiations in process between the affected parties, USGBC decided to contract with an outside caterer with the full cooperation and consent of BCEC and the facility caterer. Having worked with the facility caterer to negotiate green practices USGBC had to begin the process anew with a first, then a second caterer who was ultimately contracted to service the event.

Having less than two months lead time to work with the new caterer made it exceptionally challenging to implement all green measures. The most difficult hurdle, which proved impossible to overcome due to cost, was providing china and linen service. It was cost-prohibitive to rent china to service attendee needs. Instead, fully compostable disposables were used for the event and approved prior to use by USGBC and BCEC’s waste hauler. Although china service was a challenge, Unidine was able to source many organic, fair trade, natural, free range and vegan menu items. Food was provided in bulk, and packaging was reduced. Unidine was also able to achieve the most comprehensive post-event reporting of any Greenbuild caterer (please see appendix):

- 78% was natural, meaning it was produced or processed free of nitrates and nitrites, minimally processed without fillers, antibiotics or hormones, trans-fat & genetically modified organisms.
- 15% was local, sourced within 100 miles of Boston.
- 42% was certified organic, procured from Albert’s Organics.
- 55% was vegan.
- 5% was certified fair trade, including all coffees and teas.
- 4% was free range, including all poultry and eggs, and some beef products.

Composting and donation of left-over food assisted with reducing waste to landfill. Greenbuild 2008 donated over 5.1 tons of food to local shelters. 14.9 tons of food was composted, representing 22% of the waste stream.
Exhibitions

Greenbuild’s Expo is in a privileged sell-out position, affording it the opportunity to leverage green practices from exhibitors. This is done in a variety of ways. Historically the Green Exhibitor Award has provided incentive for exhibitors to comply with voluntary green practices. All applicants receive priority points for booth selection at next years show. Those exhibitors who are verified at the Leadership Level of green practices are recognized in next year’s show program and entered into a draw for a free 10 x 10 booth. This year 93 applicants participated with 32 earning Leadership status, increasing from 77 and 11 in 2007. Osram Sylvania and Sherwin Williams received the highest point totals. The winner of the draw was Waste Management.

In addition to the Award, Greenbuild is phasing in new green exhibitor guidelines. This process will require all exhibitors to achieve a minimum green booth score in order to participate in the Expo in 2010. Guidelines have been developed by Meeting Strategies Worldwide and Stetson Exposition Services in partnership with the Exhibitor Advisory Council.

Stetson Convention Services was able to achieve the following for Greenbuild 2008:

- 0 paper kits provided to exhibitors, saving 53,600 sheets of paper and 2,999 lbs of pre-consumer waste.
- 11,072 ft of vinyl use was avoided by using compostable non-polyethylene table tops.
- 3,160 ft of table skirting was not used or shipped by making this available to exhibitors on request only.
- 4,602 compostable garbage bags were not used by making these available on request and encouraging exhibitors to use recycling stations provided.
- 28 aisle signs and 59 banners were printed using ecoCOTTON™, comprised of 100% organic cotton natural fibers and printed with UV and solvent based inks.
- 208 22x28 signs were printed on ecolINSITE™, a 100% biodegradable core, with SFI certified paper liners. This material was printed with UV and solvent based inks.
- 78,600 ft of exhibitor carpet was ordered in 2008, 57% of which was environmentally responsible, representing a 2.3% increase over 2007. 100% of exhibitors who ordered carpet padding were supplied with padding made of 100% recycled synthetic fibers. It is Stetson’s policy to reuse the padding no longer suitable for expo use, at which time it is used as packing material. There was a 53% increase in enviro-Padding™ orders in 2008 over 2007, indicating exhibitors are choosing to rent padding in lieu of shipping it in.
- 216,270 sq. ft. of aisle carpet was supplied for the exposition floor. This carpet meets LEED requirements of 25% post-industrial recycled content and is recyclable. Stetson’s practice is to reuse aisle carpet up to 5 tradeshows before repurposing it into booth carpet, and then into packing material.
- 200,027 sq. ft. of visqueen alternative was used at Greenbuild 2008. The material used is 100% recyclable and made from 50% recycled content.
- Use of natural gas forklifts and hand carts were used to move exhibitor freight. Bicycles and electric carts were used by floor managers in the exhibit hall.
- For the second year, Stetson partnered with EA Logistics through their Ship GrEA n program. Through this collaboration, 33.168 metric tons or 73,122.92 Pounds of CO2 were offset using CarbonFund.org. This is a 520% increase over 2006 and a 156.7% increase over 2007.
- 31,000 lbs. of exposition materials, including flooring, building substrates, signage, giveaways and office supplies were donated to local charities. In addition nearly 2,000 water bottles, 500 recycled content grocery bags and over 5,000 conference bags were provided to 21 local groups. This represents a 31% increase in material redistribution over 2007.
Category Summary Report
USGBC is working to reduce the per participant paper stream at Greenbuild. This is being done by reducing the size of on-site programs, avoiding the use of envelopes and cutting down on the frequency of hard-copy mail outs, including name-badges. However, reductions are often offset by the need to ensure a growing number of attendees get the information they need. While per participant paper use is dropping, total paper use climbs as more people attend and express interest in the event.

USGBC adopted strict sustainability guidelines for all print materials for Greenbuild 2008. All publications were printed on 100% post-consumer recycled content paper using soy-based inks. Printers who purchased green power were given preference in the bidding process. The specifications and quantities of these materials are fully outlined in the appendix.

49,072 lbs of paper were used for printed materials for Greenbuild 2008. Using 100% post consumer recycled fiber when printing saved:
- 169,789 lbs wood, or a total of 588 trees that supply enough oxygen for 294 people annually.
- 214,695 gal water, or enough water to take 12,482 eight-minute showers.
- 410 million BTUs energy, or enough energy to power an average American household for 1,644 days.
- 51,724 lbs emissions, equivalent to the amount of carbon sequestered by 621 tree seedlings grown for 10 years.
- 27,570 lbs solid waste, or a total of 951 thirty-two gallon garbage cans of waste.

*using data provided by the Neenah Paper Calculator.

Exhibit shipping materials become haute couture at Greenbuild. Green Exhibit Leader Coverings created a ball gown from their exhibit packing materials, which was modeled on the show floor. The dress was donated to a local design school following the event.
Greenbuild 2008 made use of a completely online and paperless registration and scheduling process. This new system was selected to both alleviate line-ups as well as reduce paper waste. The new system did require an increased number of computer kiosks to be used at registration, however these were powered off at night. Name badges and holders were collected for recycling and reuse as in previous years.

Recruitment and training of volunteers were an essential part of onsite waste management. Learning from experience in 2007, USGBC and the Greenbuild host committee expanded recruitment and improved at-show training and supervision of volunteers, both of which created a much more prepared and enthusiastic corps of recycling monitors. Paid event staff was also provided with training in environmental practices. ProShow further encouraged participation in green measures by offering a Green Staffer Award incentive. The award was won by Kerry Spiller.

Signage, positioning of recycling stations and scheduling of volunteers continues to be a challenge. It is difficult to pre-plan onsite waste management while remaining responsive to changes that occur onsite. Having sufficient onsite volunteer coordinators and regular communication with logistics staff is critical in ensuring recycling services are in the right locations at the right time. There is also an opportunity to brand and sponsor permanent recycling stations that include USGBC’s own bins. This will make the stations look more aesthetically pleasing, consistent from event to event and make planning and positioning of the stations easier. Improvements to signage were made in 2008 but still do not represent the best permanent solution.
RECOMMENDATIONS

Sometimes it is the little things that make a big difference. Many seemingly small, new practices adopted at Greenbuild 2008 helped to improve event sustainability, particularly:

- Conducting pre-show hotel site visits.
- Preparing a resource sheet for and providing one-on-one assistance to hotels to help them implement new sustainable practices.
- Facilitating the WasteWise Forum for hotels.
- Sending notification of the BS 8901 audit to all vendors.
- Providing cleaning kits for recycling monitors in the volunteer office.
- Dedicating two USGBC staff to manage recycling monitors/stations.
- Providing improved training for volunteers and event staff.
- Creating the “Green Award” for event staffers.
- Preparing a more comprehensive breakdown of sustainable food procurement.
- Providing improved signage for recycling stations.

To continue to improve USGBC is encouraged to consider the following recommendations for Greenbuild 2009:

Waste management
USGBC should consider designing and purchasing permanent, branded recycling stations. These should be contained units, including bins that can be used from event to event.

If this is not possible, free-standing, clear and permanent event signage is needed at a minimum. Stations should also be piped and draped to reduce likelihood of contamination. There is also a need for closer communication with logistics staff to ensure sufficient bins are placed close to food service areas. This year was exceptional in that many of these areas could not be confirmed with the caterer until late in the planning process. Volunteer estimates should also be padded to combat attrition and ensure sufficient numbers on site to staff recycling stations. Catering staff should be trained in recycling and composting practices if waste management programs are new. This is particularly important if catering staff are busing as they will need to be clear on what is able to be composted and recycled.

Green Exhibitor Award
With growing interest in this Award it is becoming more time-consuming to verify booths on site. It is also proving un-feasible and inappropriate to involve exhibitors in the verification. With the introduction of more comprehensive guidelines there is the potential that this process could become even more time-consuming. An application needs to be created that can be reviewed in advance so that there is no requirement to interview or request documentation onsite. Booth visits would still need to be planned, however the time-consuming process of interviewing and verifying documentation would take place before the event. Staff and vendors should also be responsible for reviewing applications to ensure impartiality. USGBC is also encouraged to prepare a post-event press release about the Award, listing winners. Many exhibitors were not present for on-site announcements so an email blast of the outcome is advisable.

Transportation
Greenbuild attendees continue to be high users of taxi transport. This was managed well by BCEC curbside services, however it is not an environmentally preferred method of transport. This could prove problematic in 2009 given Phoenix cab service is not as well organized. USGBC is encouraged to work with host destinations to further develop transit incentive programs. This could include free or discounted passes to Greenbuild attendees and could be an ideal way to promote use of the new train service in Phoenix in 2009. In addition, shuttle ridership, pick-up locations, routing and frequency should be examined to ensure shuttles are being well utilized at the times they are most needed. Efforts to source sponsored green shuttles could also be explored, and could present a press
opportunity for new green technologies. Transportation will be the key area to focus on in 2009 as accommodations in Phoenix are very spread out and transit service is not as well-developed as in other cities that have previously hosted Greenbuild.

**Accommodation Overflow**
In order to avoid attrition and reduce cost USGBC gradually expands the room block for Greenbuild as registration grows. This cannot be avoided and has presented challenges to sustainability as overflow hotels contracted late are typically less willing to sign environmental clauses and unable to meet green requirements. Past experience has shown hotels typically require 2-3 months to implement green measures that are not already in place. Meeting Strategies Worldwide will be working more closely with housing coordinators in 2009 to pre-screen overflow hotels for green practices early and prioritize those that are best able to meet environmental expectations. Prospect hotels will also receive sustainability resource sheets in advance to help prepare them in the event they are contracted as overflow. In addition a special clause has been developed for limited service hotels to reflect feedback that Greenbuild's full contract clause does not apply well to limited service hotels. Given the success and growth of Greenbuild and USGBC's interest to expand LEED programs to hospitality, USGBC may want to consider approaching corporate headquarters of commonly used hotel chains to discuss greening requirements. Engaging chains at the head office level could create a 'trickle down' effect to properties throughout the chain and encourage them to develop permanent greening programs.

**Audio Visual & Production**
USGBC is encouraged to work with vendor partners to create sustainability guidelines for audio-visual and production. Meeting Strategies Worldwide has guidelines to contribute to this discussion.

**Communications & Marketing**
USGBC conducted a special press conference about its new carbon offset program at Greenbuild. In addition to this USGBC is encouraged to have a special press opportunity about the greening of the event. This could include touring press through the facility to show examples of sustainable conference management onsite. Concerns were also raised that attendees needed more timely updates about onsite events and changes to sessions. When considering how best to bridge this information gap USGBC is encouraged to consider non-wasteful ways to get the message out. This may include digital display boards, live updates that can be accessed at computer kiosks, or digital dailies. USGBC is encouraged to not use a hard copy show daily as these are typically wasteful.

**APPENDICES**

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