

The Art of Hosting the Olympic Games, From Managers Who Know

Salt Lake City, Utah, the site of ICMA's 2001 Annual Conference, will host the 2002 Winter Olympics. Not many local governments or their managers have the opportunity to host and manage such a huge event. In this article, you will learn what management skills were used in the Atlanta, Georgia, area for the 1996 Summer Olympics and in Sydney, Australia, for the 2000 Summer Olympics. Managers from the Salt Lake City region bring us up to date on the preparations that have been made and still are under way for the upcoming winter games.

Decatur, Georgia

Olympic Activities

In January 1994, the Decatur City Commission established the Decatur Olympic Interaction Task Force (OITF), a volunteer group of residents, elected officials, and staff who were charged with planning for the 1996 Summer Olympics, to be held in Atlanta. These were the OITF's goals.

Pull the community together behind a common goal that had a definite end-point. We formed seven subcommittees and a coordinating committee. Committees took on such work as organizing two parades; hosting the visiting Olympic Council of Ireland officials and staff, as well as the United States Olympic Committee (USOC) Team Leaders; and numerous other important functions. More than 400 volunteers assisted at the United States Team Processing Center. In addition, institutions aided, including Agnes Scott College, which provided dormitory space to the Burkina Faso Olympians; DeKalb County, which donated office space to the USOC; and Decatur First Baptist Church, which organized entertainment troupes.

Provide opportunities for interaction with Olympic figures and celebrities. We were able to attract the Olympic Council of Ireland, the Burkina Faso Olympic Sports Committee, the Lithuanian Olympic Council and Lithuanian Basketball Federation, and, closer to home, the United States Olympic Team Processing Center. Additional related visitors included the Canadian Broadcasting Corporation, a youth delegation from France, and medical and professional staff from the International Olympic Committee who were affiliated with the Olympic activities to be held at the nearby Stone Mountain Park.

Persons who volunteered to work with the U.S. Team Processing Center were able to meet U.S. Olympians "up close and personal." When Irish swimmer Michelle Smith won her first gold medal, she came to Irish House in Decatur to celebrate and to give her first postmedal interview for Irish radio and television.

One volunteer said: "I was driving the Burkina Faso Olympic delegation. There were only five athletes, a coach, and the doctor. Suddenly, it hit me, these are Olympians, and I am responsible for driving them on I-285. I didn't stop sweating until we got back to town."

The Hometown to the World Festival was the centerpiece of our efforts. The festival ran from 4 p.m. to midnight on each evening of the 1996 Summer Games and featured live nightly music, the "Hometown Pin-Trading Expo," three stadium concerts, the U.S. Bobsled Team official tryouts, and an Olympic Memorabilia Museum.

Special events included "Opening Ceremonies, Decatur Style," with a Children's Parade of Countries, and special international performances highlighting Irish musicians and dancers, West African drum and dance troupes, and a three-day Fiddlers' Festival.

More than 300 persons volunteered during the festival to assist with directions, provide information, help with set-up, give and arrange music performances, serve as concert staff, and hold special events. All for the glory of a tee-shirt.

Increase the community's standing within the larger market area. Decatur received exposure through the local, regional, national, and international media. Media exposure achieved about 13.8 million in circulation and produced more than 34.5 million impressions. We also developed a database of local, regional, and national press correspondents and hosted two delegations from suburban-Sydney communities that were interested in developing similar programs during the Sydney 2000 Games.

Get some much-needed capital improvements projects completed. With the Olympic deadline rapidly approaching, three capital projects, totaling more than \$5 million, were completed by July 4, 1996. Additional private facade improvements, as well as landscape enhancements and plantings, were voluntarily made, including efforts to upgrade the landscaping of the railroad right-of-way.

Promote economic development. Shortly after the games, three restaurant prospects and one retailer specifically cited their experiences during the festival as their motivation for locating or expanding their operations in downtown Decatur. Increased exposure throughout the market area established Decatur as an up-and-coming retail, restaurant, and entertainment center. All of the downtown restaurants reported that business during the Olympics and during related special events exceeded their expectations.

Strengthen Decatur's reputation as an "event" location. Since the end of the Olympic period, attendance at city special events has grown steadily. The success of the Hometown to the World Festival inspired city leaders and community residents to sponsor a year-long 175th-birthday celebration in 1998 and a New Year's Eve millennium celebration in 1999.

Monitor finances. Olympics-related activities cost Decatur about \$550,000. All funding for events came from the city's economic development fund, which does not include property-tax revenues. Part of the cost was offset by sponsorships of approximately \$50,000, and the city also received approximately \$25,000 in additional hotel/motel taxes and about \$5,000 in extra commissions from the conference-center management agreement.

Media exposure produced the equivalent of \$300,000 in direct advertising. The editorial value of the press we received was measured at approximately \$1.5 million. Therefore, our actual investment produced over three times its cost in potential advertising value.

Lessons Learned

We found that there is a reason why the Olympics are a once-in-a-lifetime event. From July 4, 1996, through the week after the Olympics, most city staff had two days off, including weekends. By the time everything was all over, cleaned up, and put away, we were exhausted. During the festival, many of us worked from 2 p.m. to 2 a.m. each day. Being able to wear shorts to work for two months, however, was a benefit.

Our original festival attendance estimates were based on Olympic visitors coming to Decatur, but we did determine that Olympic visitors do not wander far from the venue sites. Luckily, Decatur's location halfway between two major venues helped some. While other activities farther out closed early, our festival continued, becoming a major attraction for residents and visitors on the east side of metropolitan Atlanta.

Positive public relations are vital. We spent a great deal of time making our Irish, African, and U.S. Olympic Committee guests happy. They spread our message by word of mouth. Other communities began to send out negative messages regarding their lack of visitors. Early on, we decided that the message about the Olympics in Decatur would be positive and refused to participate in negative media coverage.

Never underestimate the power of the trading of pins or buttons with logos or slogans. We were amazed at the popularity of our pin-trading area. We became known as a center for trading African pins (hard to get) and specialized law enforcement pins, and even produced our own city set.

Conclusion

Olympic-related activities and the Hometown to the World Festival were the biggest, most altogether extraordinary, and most diverse events in the history of the city of Decatur. Even afterwards, the festival played an important role by having provided a great setting in which Decatur citizens could have fun and helped the city to position itself positively in the greater Atlanta market. Decatur's current "renaissance" as a restaurant and retail destination location can be tied directly to the exposure and customer base developed during the Olympic period.

—Peggy Merriss, city manager of Decatur, Georgia, and Hardin Watkins, city manager of Suwanee, Georgia (formerly assistant to the city manager, Decatur).

Preparing for and Hosting the Sydney Olympics

Although I was not general manager of the city of Sydney, Australia, at the time, I can say without reservation that the Sydney Council did an excellent job in fulfilling the highest expectations as an Olympic host city! From all accounts, everything came together for that

magical two-week period last September. The sun shone on Sydney, and the city looked its best ever.

Although responsibility for the direct organization of the games rested with the Sydney Organizing Committee for the Olympic Games (SOCOG)—underwritten by the New South Wales (NSW) government—Sydney played an important role in the successful hosting of the Sydney 2000 Olympic Games.

During the games period, Central Sydney was the heart of Olympic-related activities, with more than 400,000 additional people joining the accustomed 500,000 daily visitors to the city. The city hosted a number of Olympic events and also acted as the premier venue for Olympic celebrations, entertainment, dining, shopping, accommodation, and transport. Notably, six “Olympics Live” sites were established at key Central Sydney locations to provide live entertainment and to bring the excitement of Olympic competition to city streets via large video screens.

Much of the responsibility for the preparation and management of the Central Sydney area rested with the city, the local government authority for the area.

Olympic Preparations

In getting ready for the Olympic games, the city went through a number of phases or “modes.”

Organizational reform mode. After Sydney was awarded the games in 1993, Sydney’s management took the view that significant organizational reform was necessary to ensure that the city would be ready in time.

By 1995, Sydney had begun to undergo sweeping internal change as it moved to position itself and, more important, to reposition Sydney to meet the challenges ahead. The process involved reforms, including activity reviews, job and work redesign, benchmarking, reviews of service viability, and the introduction of a competitive tendering program.

Considerable savings that resulted from efficiencies in work practices proved instrumental in funding the next phase of the city’s preparations: the city improvements program.

City improvements mode. Beginning in 1996, Sydney embarked on an unprecedented program of city improvements and beautification to ensure that Central Sydney could adequately cater to the large number of additional Olympic visitors. Implemented over four years, the \$320 million program was the largest local-government capital works program ever undertaken in Australia.

Similar to Barcelona’s pre-Olympic makeover, the program greatly enhanced the appearance and amenity of Central Sydney’s streets, public spaces, and parks. It included:

- Street improvements, such as new granite paving, street furniture, street trees, banners, floral displays, and improved lighting and safety.
- Street and precinct upgrades.
- Parks and open space improvements.

- New cultural and recreational facilities.

Notably, the improvements program was delivered with minimal rate increases and no new borrowings. In addition to savings from workplace efficiencies, the program was funded through the savings from the rationalization of the city's assets and through revenue generated by \$8 billion worth of private development that took place in the city over the same period. Sydney facilitated this trend by granting planning concessions designed to boost hotel completions in Central Sydney in time for the Olympics.

In the 1999–2000 financial year, Sydney recorded its eighth successive surplus, and even with the hosting of the Olympics, the city remains on course to be debt-free by 2003–2004.

City care mode. Once the bulk of city improvements had been completed, Sydney moved into the city care mode. The City Care Program was dedicated to maintaining the city to the highest standard. The approach was applied to all aspects of the organization, from staff induction, customer surveys, and random audits right through to street cleaning, park and open space maintenance, graffiti removal, floral displays, colorful street banners, and visible street signage. City Care ensured that the look of the city was enhanced in every possible way.

City events mode. As the games drew closer, Sydney moved into the events mode. Sydney millennium celebrations proved valuable test runs for the Olympic host city—and they were passed with flying colors. The event was coordinated by the city operations center, which during games time had responsibility for coordinating waste removal, street cleaning, traffic management, law enforcement, security, and health while also serving as the key point of contact between any two Olympic agencies.

With less than 50 days to go before the Olympic games, Sydneysiders were invited to attend a City Open Day, a sneak preview of the buzz and excitement of the games-time experience. Presented by the city, the event gave people the chance to see how the city had evolved in recent years and how this transformation had led to new standards that would endure well beyond the Olympics. More than 200,000 people turned out to enjoy the broad range of fun and free activities.

Working Relationships

In addition to the phases outlined above, Sydney put considerable energies into developing effective working relationships with relevant parties.

Olympic Mayors' Group. Sydney was not the only local government authority to host Olympic events. Auburn Council was home to the main Olympic venues, while Penrith, Randwick, Liverpool, Fairfield, South Sydney, Blacktown, North Sydney, Ryde, Waverley, Woollahra, and Bankstown Councils also staged various events.

Approximately two and half years out from the games, Sydney Lord Mayor Frank Sartor invited the mayors and general managers from these councils to form a group. Thereafter, the Olympic Mayors' Group met every three months to share information and seek resolutions to challenges

and issues arising from the games, such as maintaining normal service delivery in the face of Olympic road closures and parking restrictions.

Sydney Organizing Committee (SOCOG) Chief Executive Sandy Holloway and Olympic Coordination Authority Chief Executive David Richmond attended these meetings to convey information and answer questions.

The Mayors' Group effectively provided the councils with a regular line of communication with the Olympic agencies that would not have been possible if they had operated individually. It also assisted in the formulation of the Olympic Act, which was introduced by the NSW government to address issues not captured by existing legislation.

Olympic agreement. To overcome some of the problems observed in previous games between organizing committees and host cities, Sydney recognized the importance of working toward a formal agreement with the Sydney Organizing Committee for the Olympic Games (SOCOG) and the other Olympic agencies.

So, in the months leading up to the games, Sydney undertook a major funding agreement with SOCOG for the Sydney 2000 Olympics and Paralympics. The \$10 million agreement enhanced the city's role and profile as Olympic host city and represented a significant financial boost for games organizers. The agreement fell within the publicly advertised and adopted Sydney budget and was made possible by the strong financial position that Sydney had built over the previous five to 10 years. Sydney also entered into an agreement with the Olympic Coordination Authority (OCA), which saw the city receiving funds to provide additional services in Central Sydney during the Olympic period.

Olympic Planning

In 1997, an Olympic Program Office was set up to manage the city's responsibilities. An enormous amount of time and effort was spent planning across all areas of the council, culminating in Sydney's Olympic Plan. The seven key management areas covered by the plan were:

- Urban domain.
- Traffic and transport.
- Civic programs.
- City services.
- Internal management.
- City facilities.
- Communications.

The Olympic Plan gave a detailed, day-by-day account of how the organization would operate once it had moved into the Olympics mode. The operations center fine-tuned the plan during a series of "test events" in the lead-up to the games and used the plan to manage the city during the games period.

Olympics mode. Once the games had arrived, Sydney entered another mode, consisting of three major strands: operations, hospitality, and “business as usual.”

Operations. For the Olympic period, the city was responsible for delivering a range of services in Central Sydney, including enhanced street cleaning, waste removal, parks maintenance, law enforcement and security, and regulatory services essential to the hosting of the games.

Operating on a 24-hour-a-day basis, the center successfully monitored and managed every aspect of city operations, resolving issues as they arose.

The city had the flexibility needed for Olympics operations, thanks to Sydney’s Olympic industrial agreement, which saw staff receiving 20 percent “loading” (overtime payments) during the Olympic period. The agreement enabled staff to work variable hours and to be assigned on an as-needed basis to other areas within the council. The majority of staff voted in favor of the agreement, and its practical application proved highly successful.

Hospitality. As host city for the games, Sydney, and the Sydney Lord Mayor, had important civic roles to play. The hospitality program hosted mayors from former and future Olympic cities, key business partners, and community guests during the games.

Business as usual. In addition to providing enhanced services, of course, Sydney also maintained its range of business-as-usual services, such as Meals on Wheels, to ensure that community needs continued to be met.

Olympic Legacies

From the perspective of local government management, the legacies of hosting the 2000 Olympic Games have abounded. While the city improvements program vastly raised the quality of the public domain in Central Sydney, the city care activities have resulted in new and better systems that continue to maintain these improvements to the highest standard.

Because of the experience gained during the events mode, Sydney now has the proven capacity to successfully stage major events of an international standard. The operational procedures developed and effectively implemented by the city operations center during the Olympics mode have given the city the ability to operate on a 24-hour basis, if and when required.

Notably, my new colleagues here at the council speak of an equally important, if lesser known, legacy of hosting the games, that of team building. There is no doubt that the spirit of team involvement sparked by the Olympic Games will stand the organization in excellent stead as it meets the opportunities and challenges of the future.

—Murray Douglas, general manager of Sydney, Australia.

When the Olympics Come to Town: New Experiences in Utah’s Public Management

On June 16, 1995, a small group of public managers sat in Park City, Utah's council chambers, offering champagne toasts as International Olympic Committee President Juan Antonio Samaranch awarded the 2002 Olympic Winter Games to Salt Lake City. Our feelings of excitement and anticipation quickly turned to uncertainty and apprehension as we remarked to each other that the announcement would forever change our personal and professional lives. We were, without question, masters of understatement at that moment.

Salt Lake had the facilities to host the athletes, the opening and closing ceremonies, and a number of the skating events, but, not surprisingly, skiing, sliding, jumping, and snowboarding facilities are nowhere to be found in the Salt Lake Valley. Thus, we needed the Utah Winter Sports Park, about five miles north of Park City, and the privately owned Park City Mountain Resort and Deer Valley, both within Park City's corporate limits.

The sports park, now called the Utah Olympic Park, is a world-class winter competition facility built to host ski jumping, bobsleigh, luge, and skeleton events. (Skeleton is a new Olympic event roughly akin to old-fashioned sledding. It's a head-first bellyflop onto a sled roughly the size of a lunch tray with runners, for an 85-miles-per-hour ride down the bobsleigh track, controlled only by leaning from side to side. The term "skeleton" is believed to have originated in memory of the first unsuccessful competitor.) The two ski resorts in Park City will host a variety of alpine skiing and snowboarding events, too.

Park City is a community of about 7,400 year-round residents and many seasonal homes located in the mountains east of Salt Lake City. With a large hotel and condominium rental pool, the city can accommodate around 15,000 nightly visitors. This year-round resort, within a 45-minute drive of the Salt Lake International Airport, has an extensive history of hosting large events, including the Sundance Film Festival and a senior PGA golf tournament. Park City also will be the location of an Olympics "Live Site." Free and open to the public, the Olympics "Live Site" will be a regional center for entertainment, dining, and Olympic celebrations during the games.

Hosting only portions of one of the largest peacetime gatherings in the world always has created political, budgetary, organizational, community, and policy challenges beyond the experience of many public managers and elected officials. In Park City, it also has challenged many of our traditional assumptions about relationships within our organization and between the city and private groups, including the unusual private, nonprofit, and transitory world of the Olympic movement.

With about six years to prepare, we first set out to devise a strategy to:

- Understand what would be coming to town.
- Recognize and mitigate community and organizational impacts.
- Craft a governmental and community financial plan.
- Establish new relationships with public entities, local groups, and the organizers.
- Identify desirable facilities and legacies.
- Envision our post-Olympic community.

The last U.S. Olympics had been held in Los Angeles in 1984, and the last winter games in Lake Placid in 1980. Collectively, we agreed that we had little in common with Los Angeles, and the growth in the winter games in the past 20 years had rendered the Lake Placid experience dated. We needed new models, so it was off to Atlanta in 1996, then to Lillehammer, Norway, and Courcheval, France, our sister city, to meet with public officials and games organizers.

Subsequent trips to Nagano and Sydney have added to the many lessons learned. Yes, it has been an expensive process, and public funds have been used. However, we believe we are investing in our future. As a resort community in a highly competitive recreational market, we cannot afford to take this opportunity lightly.

We also drafted our master plan, calculated our budget, planned our policy direction, activated our staff, informed the public, organized services, and developed relationships with the Salt Lake Olympic Organizing Committee (SLOC). Perhaps most remarkably, we found ourselves in Washington, D.C., side by side with SLOC, lobbying for federal funds for transportation and security. As a result, we just opened a federally funded \$9 million transit center from which many of our Olympic transportation needs will be staged.

The time and preparation needed to put on a world-class event can be overwhelming. It requires the full energy and commitment of city staff, resources from all levels of government, and unparalleled cooperation among the public, private, and nonprofit sectors. With the preparation and cooperation that have already gone into the 2002 Olympics, we are confident that we will stage a spectacular event, and we welcome all ICMA members to join us in February 2002.

—*Toby Ross, city manager; Frank Bell, director of Olympic planning; and Michelle Bridge, administrative intern, in Park City, Utah.*

Economic Development and the Host City: The Value of Perception

One of the many motivations for a local government to seek the opportunity to host the Olympic and Paralympic games is the prospect of increased investment and economic development that may result from the international exposure that the games bring.

In theory, the worldwide attention that Salt Lake City will receive leading up to and during the games provides a unique opportunity to market our city and region in ways that will benefit our economy for many years. On average, an Olympic spectator will spend four days in Utah and will maintain an extremely full schedule. While it will be impossible for us to educate our visitors thoroughly about specific aspects of our economy, like housing costs, workforce education levels, wage rates, and so forth, we can leave visitors with new and enduring positive perceptions.

Howe Ries and Joseph Trent, veteran marketing consultants, have written, “There is no object reality. There are no facts. There are no best products. All that exists in the world of marketing are perceptions in the minds of the customer or prospect. The perception is the reality.” This

philosophy is evident in the corporate approach to developing brands. Corporations invest heavily in promoting brand names and creating the perceptions that products sold under these brand names are of high quality and a good value.

Olympic and Paralympic sponsors exemplify this concept. A major sponsor pays approximately \$50 million for the right to associate its products with the Olympics, which gives it the right to display the Olympic rings and "Salt Lake 2002" on advertising materials and products. Obviously, sponsors hope to generate positive customer perceptions about their brands through association with the games.

By tying their brands to "Salt Lake 2002," sponsors are also associating their brands with Salt Lake City and the success of the games. During the year leading up to the games, sponsors will highlight local businesses and attractions in Salt Lake City and in the region to help form positive perceptions of this area.

The most enduring image of the games and of Salt Lake City will be based on our success in staging the Olympic competitions and accommodating spectator needs. The Salt Lake 2002 Organizing Committee, local governments, the state of Utah, and our business partners, have spent years planning and preparing. We have built state-of-the-art sports venues, completed substantial freeway improvements, constructed a new light-rail system serving downtown Salt Lake City, planned an efficient and convenient transit system for spectator travel to and from venues, and established a unified Public Safety Command that has overseen the planning and will guide the provision of public safety services for all of the communities affected by the games. In addition, 25,000 volunteers are being trained by the Salt Lake Organizing Committee to serve as gracious and friendly hosts.

When visitors and television viewers are not occupied with a sports competition, we will better acquaint them with Salt Lake City as:

- A city rich in racial, ethnic, cultural, and religious diversity.
- A center for the arts, with a wide variety of performing and visual arts, including dance, music, theater companies, and musicians.
- An educational center, with a progressive public university and an outstanding private college.
- A government, retail, and technology center.

We have planned well and are confident that Olympic and Paralympic participants and spectators will have a wonderful Olympic experience, which will cause them to view our city and region as a great place in which to live, visit, and do business.

I have characterized the connection between perceptions and economic development as theory. Olympic sponsors have their own sophisticated methods of measuring customer reaction to their marketing programs. It is far more difficult, however, to measure the factors that contribute to a growing city economy. We will know whether or not our economy improves following the Olympics, but we may not be able to isolate the impact of the Olympics from that of other market forces.

Economic gains are important, and we believe the Olympics and Paralympics will provide them. However, our city and region will be better off for having hosted the games, regardless of the level of economic gain. For many years, we will enjoy the sporting, recreational, and transportation improvements that have been built. We will have learned much from the experience and will walk away with a feeling of shared accomplishment. We will thoroughly enjoy embellishing the experience when sharing it with our grandchildren. Not all benefit is measured in economic gain.

— *Rocky Fluhart, chief administrative officer of Salt Lake City, Utah.*

Preparing for and Surviving the Olympics in West Valley City

At West Valley City, Utah, our arena, known as the E Center, will be the competition venue for men's ice hockey during the 2002 Winter Olympic Games. In addition, the women's ice hockey finalists' game and the Paralympic sledge hockey games will be played at the E Center. After all, hockey is one of the highest-profile sports of the winter games.

In 1997, West Valley City contracted with the Salt Lake Organizing Committee (SLOC) for \$7 million to be the ice hockey venue for the games. The city transformed a vacant field into a 10,000-seat, \$54 million arena, which has turned into an economic development "hat trick" for West Valley City. Not only will the E Center be the venue for the Olympics, but it also has attracted professional hockey, indoor soccer, and indoor football leagues, and it is a popular venue for concerts, ice shows, and other events. The success of the E Center also has generated the nearby construction of a live theater, several hotels, restaurants, and an entertainment complex that contains several movie screens. A place that once sat vacant now is a major hub of West Valley City.

That's the good news.

The not-so-good news is that media coverage of the Olympics will probably lump West Valley City under the general geographic umbrella of Salt Lake City. Salt Lake City is the official host city, but West Valley City is just minutes away, unlike other venues that are in nearby mountains or, at the very least, in different counties.

West Valley City also has had to invest a healthy chunk of change in the Olympic effort, not knowing if there will be a tangible return on investment. The city had to hire a full-time Olympics coordinator. A delegation was sent to the summer games in Sydney. West Valley City will have to be decorated with banners, lights, new street trees, and other accoutrements. And it's still unknown how much additional cost in terms of personnel there will be during games time. These costs will probably fall within the police and fire departments because the staffing levels set by the local Olympics organizing committee already are considered inadequate.

We in the city feel some grief about turning over complete control of the E Center to the Salt Lake Organizing Committee (SLOC) for the games. Security issues, however, override these

concerns. Also, there has been some hand wringing over issues like closing roads, placing perimeter fences, licensing agreements, and so on. With less than one year to go until the games begin, many of those negotiations have yet to be settled.

The one disappointment may be that the city has not been able to provide an Olympics “Live Site” for its residents. Live sites feature huge television screens that carry a direct feed of Olympics coverage; people can gather for free to enjoy a picnic or simply to hang out together and enjoy some of the Olympic excitement. SLOC is giving financial assistance to Salt Lake City and Park City for their live sites but did not support West Valley City’s effort. When all costs were considered, West Valley officials decided to encourage residents to go to the Salt Lake City and Park City live sites.

Still, the prospect of our city’s hosting part of the winter Olympics is exciting. The city has taken the opportunity to design Olympic pins in anticipation of the games. Special events have been invented or modified from their original formats to take on an Olympics theme. Last Christmas, the city decided to dispense with the traditional holiday turkey giveaway for staff, in favor of Olympic shirts, which can be seen on city employees every Thursday, official Olympic shirt day in West Valley City.

Will the Olympics ultimately be a positive force for West Valley City? We’ll let you know in March 2002!

—*John Patterson, city manager of West Valley City, Utah.*