



VANCOUVER 2010 SUSTAINABILITY REPORT

2009-10

Vancouver 2010 Sustainability Report 2009-10

About VANOC

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), a not-for-profit company without share capital, was entrusted by the International Olympic Committee (IOC) to organize and host Games where “athletes from around the world can compete to the best of their abilities in the spirit of friendship, solidarity and fair play,” according to the Olympic Charter. Our mandate: to support and promote the development of sport in Canada by planning, organizing, financing and staging the 2010 Winter Games.

Our definition of sustainability

For VANOC, sustainability means managing the social, economic and environmental impacts and opportunities of our Games to produce lasting benefits, locally and globally.

MISSION

To touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies.

VISION

A stronger Canada whose spirit is raised by its passion for sport, culture and sustainability.

VALUES

Team | Trust | Excellence | Sustainability | Creativity



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Message from the CEO

I am pleased to introduce the 2009-10 report on the sustainability performance of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). This report, the last of five annual public reports, tracks our progress on VANOC's sustainability objectives between August 1, 2009 and April 30, 2010. In this report we again share our challenges and successes and tally the legacies associated with our sustainability commitments related to this vast project.

The 2010 Winter Games provided an unprecedented opportunity to show Canada and the world our people, culture, landscapes and hospitality. Our vision was to build "a stronger Canada whose spirit is raised by its passion for sport, culture and sustainability." So many people shared this vision, stepping up to give their very best. Equally, the excellence, triumph and heartache of world-class sport competition we witnessed was something that galvanized us all. The Cultural Olympiad lifted us, with a diversity of artistic and cultural talent from across Canada and beyond. And our commitment to sustainability inspired the VANOC team and our partners to deliver stellar Games, while conducting the work we had to do in a manner that left us all proud. We also shared our sustainability stories with the world, while leaving visible and perhaps not-so-visible legacies that contribute to communities and inspire the Olympic and Paralympic Movements.

Throughout the Games project, sustainability has — for Vancouver 2010 — meant striving to manage the social, environmental and economic impact and opportunities of the Games in ways that would create lasting benefits, locally and globally. Equally, the commitment and support of our partners, both large and small, was instrumental in reaching a new level of sustainability performance for Olympic and Paralympic Games. Each and every day on the road to 2010, sustainability endured as a core value, influencing the way we approached challenges, opportunities and decision making. It helped clarify expectations, allowed us to be responsive, invited partnerships and inspired innovation and participation. Our performance wasn't always perfect, but we believe we succeeded in raising the performance bar for future Organizing Committees.

Over the final months of operation we experienced extraordinary challenges, seeded valuable opportunities and generated some notable results that included:

- Adapting to the instability and delicate recovery of the Canadian economy, which added additional challenges to our ongoing goal of achieving a balanced budget — though in the end we adjusted Games-time operation plans and are in good stead to achieve our goal of a balanced budget.
- Addressing weather challenges. The impact of climate change and an El Niño winter led to the warmest weather on record for the month of February and early March. It challenged our ability to prepare fields of play for athletes in the Whistler venues and at Cypress Mountain. For safety reasons, we shifted competition schedules among some of our outdoor venues and refunded selected standing-room tickets for two particularly warm competition days at Cypress. Still, we managed to stage world-class competitions for the world's best Olympic and Paralympic athletes.



The commitment and support of our partners, both large and small, was instrumental in reaching a new level of sustainability performance for Olympic and Paralympic Games.

- Mobilizing a one-time workforce team of some 50,000 skilled and diverse individuals — affectionately known as “the Blue Jackets.”
- Collaborating with partners and community organizations to deliver secure Games while quietly protecting people and assets. No significant security breaches or incidents occurred during the Games.
- Working with a wide spectrum of individuals and organizations to create opportunities and benefits for people who might not typically benefit from a large event such as the Games. For example, through an initiative funded by sponsors, we distributed more than 50,000 tickets to residents in Inner City and First Nations communities. We also established a temporary Games-time shelter to avoid negative impacts on social housing. In this reporting year, \$2.7 million in spending was let to inner-city businesses and organizations and \$2.3 million with First Nations enterprises, while many Games assets were donated to community organizations locally and across Canada.
- Receiving a number of awards, together with our partners, for green buildings — venues that are being adapted for final use and transfer to local municipal governments and associated legacy societies with operating trust funds and management plans.
- Offsetting our direct carbon footprint of 118,000 tonnes thanks to a first-ever carbon offset sponsorship for an Olympic or Paralympic Games. We also supported carbon neutrality for Games athletes and officials and the torch relays while investing in BC-based, clean-energy projects that created economic development and job opportunities locally and nationally.
- Implementing and monitoring Environmental Management Plans for Games venues and facilities from the pre-Games period, through Games time and dissolution.
- Showcasing Aboriginal culture and art in the torch relays, ceremonies, medal designs and licensed merchandise of the Games. More than \$200,000 in anticipated contributions to the Aboriginal Youth Legacy Fund through our 2010 Aboriginal Licensing and Merchandise Program. An Aboriginal Youth gathering and Aboriginal Pavilion were Games-time highlights.
- Profiling 62 Games-based innovations by government and corporate partners to demonstrate solutions to local and global sustainability challenges through a Sustainability Star recognition program.
- Collaborating with the Canadian Standards Association to launch Z2010 — Canada’s first sustainable event management standard for business, culture and sport event organizers. Z2010 is based largely on VANOC’s Sustainability Management and Reporting System.
- Shining a spotlight on sustainability-oriented stories and innovations by profiling them at Games venues, sponsor-hosted events and with members of the domestic and international media.

We distributed more than
50,000 tickets to residents
in Inner City and First
Nations communities.

- Engaging athletes and Canadian youth on making lifestyle choices that promote sport and sustainable living through the torch relays, pre-Games video competitions, online (through initiatives such as Canada CODE and /EDU) and at the two athlete villages.
- Advancing a culture for sport and healthy living across the country for the benefit of future generations — never before has the value for sport been so widely acclaimed in our country.

To ensure accountability, the 2010 team conducted its work with a spirit of integrity and a track record for doing what was right. While this wasn't always easy, it has led to peace of mind — knowing that we did our very best to reach our sustainability goals, whenever and wherever possible. While others will assess the long-term impact of the Games, as they should, our five annual sustainability reports provide a clear window into what VANOC promised, what we had direct control over and, ultimately, how we performed. Collectively, these reports tell VANOC's sustainability story in its entirety.

Before closing, no look back at the Games would be complete without remembering Nodar Kumaritashvili, the luge athlete from the Republic of Georgia who died in a tragic accident at The Whistler Sliding Centre during training on the first day of the Games. The emotional impact of his death on the sport community and the public at large has been profound. Sport is exhilarating, especially where speed is involved. Nevertheless it is important for all sport organizations to focus continually on reducing the risks involved in their activities. Going forward, the International Federations and the International Olympic Committee will continue to assess sport facilities for optimum elite competition and safety ... as is their practice.

The Olympic and Paralympic Games offer a unique opportunity to show the world what is possible when people and partners come together to realize a bold and daring vision. While Vancouver 2010 will be my best personal memory, my hope is that the 2010 Winter Games will forever be remembered as an extraordinary event in Canada's great history — an example of what is possible when Canadians come together to achieve a great good. Thank you Canada!

And we wish the very best to London 2012, Sochi 2014 and Rio 2016!



John A. Furlong
VANOC Chief Executive Officer

To ensure accountability,
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its work with a spirit of
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The 2009-10 Reporting Year at a Glance

Our bid to host the Vancouver 2010 Olympic and Paralympic Winter Games included a commitment to make sustainability part of everything we did as an organization. We had six corporate-wide sustainability performance objectives. The following is a brief overview of our accomplishments towards those objectives in 2009-10. We also highlight the sustainability legacies we left for citizens in the communities, province and country where the Games were held. Many of these exciting milestones were achieved with the help of our government, corporate and community partners.

Accountability means behaving ethically, setting performance targets and measures, communicating openly about what we have done and asking others what we can do better.

During the 2009-10 reporting year we:

- Released the 2008-09 and prepared the final 2009-10 VANOC sustainability report for publication.
- Engaged a third party to perform assurance on selected key performance indicators in our 2008-09 and 2009-10 annual sustainability reports.
- Convened an external panel of sustainability stakeholders to provide feedback on the draft 2008-09 and 2009-10 sustainability reports.
- Completed final internal SMRS management review.
- Continued implementing ethics programs and policies through Games time and the dissolution phases of operations.

Our Sustainability legacy and cumulative highlights/actions:

We created a sustainability governance model for a large sport event organization and introduced an integrated Sustainability Management and Reporting System (SMRS) to foster cross-functional responsibility and public accountability for performance on sustainability commitments and objectives. In this context, we:

- Developed an annual public reporting framework on sustainability performance aligned with recognized international standards for environmental management, corporate accountability and stakeholder input.
- Developed, in partnership with the IOC and the International Academy for Sport Science and Technology, a Sustainable Sport and Event Toolkit.
- Assisted in developing the Canadian Standards Association's Z2010 Sustainable Event Management Standard, a new Canadian standard for event management.
- Provided input into developing an international sector supplement on sustainable event reporting for the Global Reporting Initiative.

Environmental Stewardship and Impact Reduction means conserving natural environments and managing, mitigating and offsetting negative impacts.

During the 2009-10 reporting year we:

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- Delivered Games that minimized the negative impacts on the environment.
- Continued monitoring and reporting on compliance with environmental assessment commitments through Games time and the decommissioning phases of the Games project.
- Implemented environmental management plans and monitored all venues, villages and facilities for environmental incident responses.
- Confirmed third-party-verified BC Clean Technology projects to offset direct emissions from the Games.
- Diverted 76.8 per cent of waste from landfill at Games time.
- Launched our carbon management program and reported on final outcomes.

Our Sustainability legacy and cumulative highlights/actions:

We set performance targets for green building construction, carbon management and waste reduction that drove higher levels of environmental innovation and performance across all aspects of the Games. Notable highlights included:

- Using \$599.8 million from the Games venue construction budget to build or upgrade facilities that provide long-term social, economic and environmental benefits.
- Confirming that our 2010 venues and villages are the largest group of simultaneously constructed, single-project, low environmental-impact facilities in North America.
- Launching a carbon management program with a carbon-neutral Games target that achieved a minimum 15 per cent across-the-board reduction in greenhouse gas emissions and establishing a legacy portfolio of clean energy technology projects through the Games carbon offset program.
- Created sustainable transportation guidelines, an anti-idling policy, a smart driver program and other management practices for reducing emissions through vehicle maintenance and route planning.

Social Inclusion and Responsibility means convening accessible Games that have a positive impact on socially and economically disadvantaged groups, and caring for our workforce, protecting human rights and ensuring health and safety.

During the 2009-10 reporting year we:

- Implemented a post-Games asset donation strategy.
- Distributed more than 50,000 Games tickets to those who would not otherwise be able to attend the Games through the Celebrate 2010 program.
- Worked with our partners to manage the Games-time impacts on our inner-city communities.

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- Released and implemented a refined transportation plan emphasizing mass and active transit and initiatives to reduce background traffic.
- Delivered accessible Olympic and Paralympic Winter Games.
- Provided a safe and meaningful Games experience for approximately 55,000 members of the Games-time workforce.

Our Sustainability legacy and cumulative highlights/actions:

We leveraged Games requirements for sponsorship, construction, recruitment, procurement and community support to increase inclusion of inner-city communities and other traditionally under-served populations. In this way, these groups could share in the economic and social benefits created by the Games. Notable highlights included:

- Funding of \$2 million from Bell's Games sponsorship that supported the inclusion of inner-city businesses and residents in increased economic development opportunities in the pre-Games period.
- Production of 11,000 Games-related items valued at \$2.3 million by carpentry trainees at the RONA Vancouver 2010 Fabrication Shop.
- \$5.7 million in procurement opportunities for inner-city residents and businesses.
- Production of 1,700 Victory Ceremony bouquets by women in transition through a small business/social enterprise partnership.
- Making 50,000 Olympic and Paralympic event tickets available to youth, families and others who would not otherwise have been able to attend the Games.
- A VANOC community asset donation program that included \$3.6 million in donated medical equipment.
- Partnering with the local health and safety regulator in our jurisdiction (WorkSafeBC) to develop a proactive health and safety program for all employees, volunteers and contractors — a first for an Olympic and Paralympic Games Organizing Committee.
- Implementing a travel smart strategy to reduce vehicle traffic at Games time via increased use of more sustainable transportation options including transit, ridesharing, vanpooling, cycling, walking and tele-working.
- Offering free public transit to Games venues and events to 1.6 million Games ticketholders and 50,000 accredited workforce members.

Aboriginal Participation and Collaboration means working with our partners to achieve unprecedented Aboriginal participation in the planning and hosting of the Games and in the creation of Games legacies.

During the 2009-10 reporting year, together with the Four Host First Nations, we:

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- Continued implementing the VANOC-FHFN Protocol with a focus on Games-time initiatives.
- Continued working with First Nations, Inuit and Métis organizations to identify and maximize opportunities for Canada-wide Aboriginal participation in the 2010 Winter Games.
- With the FHFN and other partners, hosted the Vancouver 2010 Indigenous Youth Gathering, launched the 2010 Aboriginal Pavilion and implemented a strategy for Aboriginal participation in the Olympic Torch Relay and Games ceremonies.
- Launched an Aboriginal Sport Hall of Fame Canada website celebrating the achievements of Aboriginal athletes and builders.
- Continued promoting the Vancouver 2010 Aboriginal Licensing and Merchandising program.

Our Sustainability legacy and cumulative highlights/actions:

We signed formal agreements with the Four Host First Nations, on whose traditional and shared traditional territories the Games were held, recognizing Aboriginal title and providing for unprecedented Aboriginal participation in all aspects of the Games, including planning, convening and legacy. Notable highlights included:

- Recognition of Aboriginal peoples by the International Olympic Committee (IOC) as Games partners.
- Royalties from the sale of authenticated Aboriginal merchandise supported the 2010 Aboriginal Youth Legacy Fund.
- \$59 million in economic opportunities for Aboriginal businesses.
- Distribution of 120,000 *Find Your Passion in Sport* posters of Aboriginal athletes across Canada.
- Showcasing Aboriginal culture as a defining element of the 2010 Olympic and Paralympic Torch Relays.
- 30 permanent works of Aboriginal art displayed at Games venues.
- \$3 million (from Bell's Games sponsorship) towards the permanent Squamish Lil'wat Cultural Centre in Whistler.
- A \$3.5 million investment in a Games-time 2010 Aboriginal Pavilion in Vancouver which, following the Games, was converted into a permanent installation for the Musqueam Nation.

Economic Benefits means demonstrating that sustainable innovation and practice makes good business sense.

During the 2009-10 reporting year we:

- Completed final monitoring of licensee factory audits and corrective action plans.
- Prepared a Buy Smart program case study that was included in the Games Transfer of Knowledge program.

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- Continued awarding Sustainability Stars through November 2009 which were profiled on the vancouver2010.com website and venue signage, and in Games-time communications.

Our Sustainability legacy and cumulative highlights/actions:

We leveraged Games requirements for sponsorship, construction, recruitment and procurement to enhance the sustainability performance of the Games and create economic and social benefits. This included:

- A Buy Smart program that ensured sustainability attributes, ethical choices and Aboriginal participation were considered in VANOC's procurement and licensing activities.
- A Sustainability Star program which recognized innovations by Games partners, sponsors and VANOC that demonstrated positive and measurable social, economic and environmental impacts (including new physical infrastructure, products, services, approaches and other innovations that will endure in the Games region and beyond).

Sport for Sustainable Living *is about finding ways to use sport and growing athlete and public interest in living more sustainably to inspire action on local and global sustainability challenges.*

During the 2009-10 reporting year we:

- Engaged students and teachers through the pre-Games and Games-time periods online via the /EDU education portal on the vancouver2010.com website.
- Delivered the Cultural Olympiad 2010 and CODE programs
- Launched Ticket to Inspiration, a Paralympic Games attendance program for schools; distributed 30,000 tickets.
- Launched *Do Your Part*, a national sustainability youth video contest, and named the winners in February 2010.
- Promoted sustainability at Games time through athlete public service announcements, signage, and sustainability-related videos played on giant screens at sport venues and at athlete engagement kiosks at the athlete villages.
- Launched a video to raise awareness of Games attendees about the benefits of reducing and offsetting their carbon emissions.

Our Sustainability legacy and cumulative highlights/actions:

We tackled the challenge of demonstrating what sustainability means in a sport event context to build increased awareness about sustainable solutions for businesses, communities and individuals and encouraged action on local and global sustainability challenges. Notable highlights included:

- 13 venues and two athlete villages designed for long-term community use by incorporating multi-purpose legacy features, green building standards and accessibility standards for persons with a disability.
- Developing innovative communications tools, including an animated sustainability video, a portfolio of 50 Games-related stories and a carbon program animated video and web story.

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- Developing the Sustainability Star recognition program, an initiative prompting sustainability collaborations between sponsors (including new physical infrastructure, products, services, approaches and other innovations that will endure in the Games region and beyond).
- Developing sustainability awareness and training programs for 100 per cent of our Games-time workforce.
- Developing Paralympic awareness programs, for workforce members and spectators, to increase understanding of Paralympism and accessibility.
- Initiating Games-based "Do Your Part," activation opportunities for interested youth, athletes, spectators and members of the public.
- Creating CODE Live, a program that advanced sustainability engagement through the use of digital technology in overlooked community spaces.
- Developing, with the IOC and the International Academy for Sport Science and Technology, the Sustainable Sport and Event Toolkit (SSET), currently being applied by numerous sporting organizations and events.
- Aided by VANOC's Sustainability Management and Reporting System (SMRS) and the SSET, developing the Canadian Standards Association's Z2010 Sustainable Event Management Standard.
- Establishing a new Centre for Sport and Sustainability in the School of Human Kinetics at the University of British Columbia, inspired by UBC's role as lead researcher for the IOC's Olympic Games Impact (OGI) reporting project.
- 2010 Legacies Now, an organization that was created to support organizations working to advance social change and innovation.



Independent Assurance Report

To the Board of Directors and Management of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games ("VANOC")

We have reviewed selected quantitative performance indicators (the "Subject Matter") presented in the Vancouver 2010 Sustainability Report (the "Report") for the period ended April 30, 2010. We did not review all information included in the Report.

Subject Matter

We reviewed the selected quantitative indicators highlighted in bold in the Sustainability Scorecard on pages 15 to 21 of the Vancouver 2010 Sustainability Report. The selected quantitative performance indicators were chosen by VANOC primarily on the basis of perceived external stakeholder interest. We did not review the narrative sections of the Report, except where they incorporated the Subject Matter.

Responsibilities

VANOC management is responsible for collection and presentation of the Subject Matter set out in the Report. Our responsibility is to express a conclusion, based on our assurance procedures, as to whether anything has come to our attention to suggest that the Subject Matter is not presented fairly in accordance with the relevant criteria.

Methodology & Assurance Procedures

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the International Federation of Accountants. As such, we planned and performed our work in order to provide limited assurance with respect to the Subject Matter.

We obtained and evaluated evidence using a variety of procedures including:

- Interviewing relevant VANOC management and staff responsible for data collection and reporting
- Obtaining an understanding of the management systems, processes, and controls used to generate, aggregate and report the data
- Reviewing relevant documents and records on a sample basis
- Testing and re-calculating quantitative information related to the selected performance indicators on a sample basis

- Assessing the information collected for completeness, accuracy, adequacy and consistency
- Reviewing and discussing the final version of the Report with VANOC management to confirm that it reflected our findings

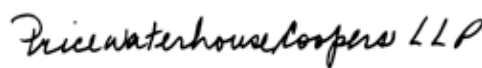
Our evidence-gathering procedures were more limited than required for a reasonable assurance engagement and, consequently, we do not express an audit opinion on the Subject Matter.

We carried out our work on the selected performance indicators at VANOC's head office in Vancouver, British Columbia. Our assurance criteria comprised the Global Reporting Initiative Sustainability Reporting Guidelines (2006), industry standards, and VANOC internal management definitions as disclosed in the Report, informed by relevant regulations.

Our assurance team included individuals with environmental, health and safety, social, economics and assurance experience.

Conclusion

Based on our work as described in this report, nothing has come to our attention that causes us to believe that the Subject Matter is not, in all material respects, presented fairly in accordance with the relevant criteria.



PricewaterhouseCoopers LLP
Vancouver, British Columbia, Canada

August 25, 2010

Sustainability Scorecard

Accountability

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS	2009-10 RESULTS
Annual sustainability performance review by VANOC Senior Executive, Board and an external advisory committee	Sustainability Management and Reporting System (SMRS) management review completed by Executive and Board; all 10 SMRS procedures implemented	Annual review completed by VANOC Senior Executive, Board Advisory Committee for Sustainability Performance (BACSP)	Annual review completed by VANOC Senior Executive, Board and BACSP	Final review completed by VANOC Senior Executive
Frequency and type of stakeholder engagement on VANOC sustainability reporting and programs	82 engagements on sustainability reporting and programs (16 consultations, 44 information-sharing, 9 advice-seeking, 13 shared decision-making); also engaged with stakeholders on matters such as transportation planning, the Cultural Olympiad and environmental compliance	144 engagements on sustainability reporting and programs (37 consultations, 81 information-sharing, 22 advice seeking, 4 shared decision-making); numbers include 8 Game Plan 2008 community information sessions	108 engagements on sustainability reporting and programs (19 consultations, 77 information-sharing, 12 shared decision-making); numbers include 3 Game Plan 2008 and 7 Game Plan 2009 community information sessions	90 engagements on sustainability reporting and programs (27 consultations, 57 information-sharing, 6 shared decision-making); numbers include 5 Game Plan 2009-10 community information sessions
Annual stakeholder review/satisfaction with sustainability reporting process	Most stakeholders found VANOC's first sustainability report useful, comprehensive and accountable; in future they expect more metrics, results and balance as well as earlier involvement	Participants noted the consultation process demonstrates VANOC's commitment to sustainability and accountability, lending credibility to the reporting process, and appreciated the opportunity to provide feedback	Participants continued to feel that VANOC's consultation process demonstrates the organization's commitment to sustainability and accountability, and appreciated being part of the process	Stakeholders continued to view the sustainability report as a valuable accountability tool and appreciated VANOC's continued commitment to the consultation process.
Number of identified infractions of ethics policy and program	0 infractions	0 infractions	0 infractions	0 infractions

footnotes for Environmental Stewardship and Impact Reduction

¹ Land that is adjacent to or within 3km of a protected area or area of high biodiversity value, regardless of aspect, elevation or land use between our venue and the protected area.

² Fuel is defined as gasoline, diesel, propane, natural gas, heavy fuel oil (bunker fuel), and ethanol. We did not include energy use from hotel accommodations, live sites, and contracted services such as ticketing or the Cultural Olympiad facilities that were out of VANOC's direct control. We did not include fuel use from rate carded fleet vehicles used by sponsors partners or media. The total includes estimates where actual data was not available.

³ Electricity use includes all venues, villages and other facilities owned/operated by VANOC during the reporting period or exclusive venue use period. Energy use includes temporary electrical installations used by VANOC for Games operations. We did not include energy use from hotel accommodations, live sites, and contracted services such as ticketing or the Cultural Olympiad venues that were out of VANOC's direct control. The total include estimates where actual data was not available.

⁴ GHG emissions associated with electricity usage were calculated using an emission factor provided by BC Hydro (http://www.bchydro.com/about/company_information/reports/gri_index/f2009_environmental_EN16_2.html). This factor better reflects the mix of fuel used to generate electricity for the Games.

⁵ Total represents composition of the Games-time fleet as at January 31, 2010. Lower emission features reduce fuel consumption and, accordingly, fuel-related emissions. For VANOC, this meant hybrid vehicles and vehicles equipped with active fuel management technology. Hydrogen fuel cell vehicles were not officially part of the VANOC fleet, but were available for transportation during the Games.

Sustainability Scorecard

Environmental Stewardship and Impact Reduction

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS	2009-10 RESULTS
Location and size of land used within or near protected areas or areas of high biodiversity value	5.9 km ² across six sport venues and one athletes' village	No change	5.9 km ² across six sport venues, one village, and one facility, used within or near protected areas or areas of high biodiversity value ¹	Consistent with previous reporting years we continued to use 5.9 km ² of land within or near protected areas or areas of high biodiversity value ¹
Number of infractions and/or value of monetary fines for non-compliance with environmental laws and regulations	0 infractions of environmental laws and regulations	0 infractions of environmental laws and regulations	0 infractions of environmental laws and regulations, \$0 monetary fines paid for non-compliance	0 infractions of environmental laws and regulations, \$0 monetary fines paid for non-compliance
Number and volume of significant spills	0	0	0	3 significant spills: September 26, 2009: 568 litres propylene glycol at WOP- January 19, 2010: approximately 200 litres diesel at BC Place- January 29, 2010: 793 litres diesel at UBC
Total VANOC fuel ¹ and electricity use ^{2,3}	59,194 gigajoules	66,322 gigajoules	111,099 gigajoules	906,907 gigajoules ^{2,3}
Total GHG emissions from VANOC fuel and electricity use ⁴	3,366 tonnes CO ₂ equivalent	2,467 tonnes CO ₂ equivalent	3,597 tonnes CO ₂ equivalent	35,059 tonnes CO ₂ equivalent ⁴
Composition of vehicle fleet: total number; per cent with lower-emission features	96 vehicles total; 50% low emission (19 hybrids; 29 Active Fuel Management)	127 vehicles total; 50% low emissions (28 hybrids; 35 Active Fuel Management)	237 vehicles in fleet; 35% of vehicles in fleet with lower emission features (51 hybrids; 32 vehicles with Active Fuel Management technology)	4,667 vehicles in fleet, 30% with lower emission features (750 hybrids, 641 active fuel management technology). In addition, 8 hydrogen fuel cell vehicles were provided by General Motors for use by Games client groups. ⁵
Number of newly constructed venues and/or villages applying for independent certification under the Leadership in Energy and Environmental Design green building rating system	8 of 9; UBC Winter Sports Centre is complying with UBC's own green building criteria	8 of 9; UBC Thunderbird Arena (official venue name, summer 2008) is complying with UBC's own green building criteria	No change	10 of 11; UBC Thunderbird Arena is complying with UBC's own green building criteria
Weight of solid waste diverted from landfill and relative percentage of total solid waste generated	526 metric tonnes; we reused, composted, recycled or recovered the energy from 98% of total waste (not including land-clearing debris)* * The 2006-07 diversion rate includes waste from which energy was recovered in a waste-to-energy facility and waste sent to gas-to-energy landfill; when we do not include these categories, the diversion rate for 2006-07 was 83%	We reused, recycled or composted 908.1 metric tonnes (71%) of our total solid waste; when we include waste from which energy was recovered in a waste-to-energy facility, the diversion from landfill rate increases to 76%	We reused, recycled or composted 734.2 metric tonnes (67%) of our total solid waste; when we include waste from which energy was recovered in a waste-to-energy facility, the diversion from landfill rate increases to 72%	In this reporting period (August 1, 2009 – April 30, 2010), we recycled and composted 3,144.1 metric tonnes of our total solid waste, and diverted from landfill (including waste to energy) 76.8% of our waste

Sustainability Scorecard

Social Inclusion and Responsibility

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS	2009-10 RESULTS
Number of completed accessibility design reviews for 2010 venues and villages	3 of 3 planned reviews for venues and villages completed	1 of 2 planned reviews for venues and villages completed	Final planned reviews completed (all accessibility reviews completed)	No change
Number of training positions created and filled by priority populations as a result of collaborations with community organizations, industry, and government partners	212 positions created with training to be implemented between 2008 and 2010	In this reporting period: • New training positions created: 0 • Training positions filled: 87 Carpentry training: 32 CORE training: 55 In total, of the 212 positions created, 87 have been filled	In this reporting period: • New training positions created: 35 • Training positions filled: 93 Customer service training: 15 Carpentry training: 32 CORE training: 46 A cumulative total of 247 training positions were created and 180 have been filled	In this reporting period: • New training positions created: 20 • Training positions filled: 40 • Material handler training: 40 A cumulative total of 267 training positions were created and 220 were filled
Number of VANOC jobs filled by priority populations through VANOC collaborations with community service providers, industry and government partners	Strategy developed	Three people hired (from first 16 participants in carpentry training program) to work full time at the RONA Vancouver 2010 Fabrication Shop	In this reporting period: five people were hired from a second group of participants in the carpentry training program to work full time at the RONA Vancouver 2010 Fabrication Shop	In this reporting period a total of 14 jobs were filled: • Five people were hired from the third and fourth groups of participants in the carpentry training program to work full time at the RONA Vancouver 2010 Fabrication Shop • Nine people were hired from the material handler training program to work full time at VANOC
VANOC contribution to number of affordable housing units as a legacy of the Olympic and Paralympic Village Vancouver	\$30 million; 250 affordable units	No change	No change	No change
VANOC contribution to number of affordable beds (for resident workers) as a legacy of the Olympic and Paralympic Village Whistler	\$29 million; 1,000 beds	No change	No change	No change
Number of workplace health and safety incidents reported to WorkSafeBC	18 incidents (10 lost-time injuries); 7 potential to result in injury; (1 structural failure)	43 incidents (27 lost-time injuries, 16 potential to result in injury); no injuries occurred resulting in the loss of life or limb at any VANOC venue or other operational site	17 incidents; no injuries occurred resulting in the loss of life or limb at any VANOC venue or other operational site during this period	49 incidents⁶; no injuries occurred resulting in the loss of life or limb at any VANOC venue or other operational site during this period⁷

⁶ For VANOC "incidents" refer to injuries requiring reporting to WorkSafeBC

⁷ Reporting period ended March 31, 2010, based on reports filed with WorkSafeBC as at April 28, 2010

continued on next page

Sustainability Scorecard

Social Inclusion and Responsibility

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS	2009-10 RESULTS
Number of pre-Games and Games-time volunteers (cumulative)	183	435	750 pre-Games volunteers; more than 60,000 applications received for 25,000 Games-time volunteer positions, and approximately 28,000 candidates interviewed during the reporting period	17,273 Olympic Games volunteers, as at February 12, 2010 Additionally there were approximately 6,500 Paralympic Games volunteers
Percentages of paid workforce by gender, age, ethnicity and disability (as self-identified in a voluntary survey)	50% women and 50% men; <30yrs: 20%; 30-39 yrs: 43%; 40-49 yrs: 24%; >50yrs: 13%; Aboriginal 1.2%; visible minority: 8.1%; persons with a disability: 0.4%	53% women and 47% men; <30 yrs: 24%; 30-39 yrs: 42%; 40-49 yrs: 23%; > 50 yrs: 11%; Aboriginal: 3.0%; visible minority: 9.3%; persons with a disability: 0.7%	55% women and 45% men; <30 yrs: 28.5%; 30-39 yrs: 39.2%; 40-49 yrs: 21%; >50 yrs: 11.3%; Aboriginal: 3.0%; visible minority: 10.8%; persons with a disability: 0.6%	50% women and 50% men; <30 yrs: 28%; 30-39 yrs: 31%; 40-49 yrs: 18%; >50 yrs: 23%; Aboriginal: 1.0%; visible minority: 9%; persons with a disability: 0.8%
Value of VANOC spending with inner-city businesses or organizations	\$629,285 with 14 inner-city businesses or organizations	\$1.16 million with 23 inner-city businesses or organizations	\$1.2 million with 15 inner-city businesses or organizations	\$2.7 million with 29 inner-city businesses or organizations A cumulative total of \$5.7 million in spending with inner-city business or organizations
Number of asset distribution transactions to priority population	Strategy developed	5 transactions: distribution of folding chairs to 5 separate non-profit groups	1 transaction: distribution of beds to one non-profit group	26 transactions valued at more than \$1.1 million

Sustainability Scorecard

Aboriginal Participation and Collaboration

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS	2009-10 RESULTS
Initiatives to celebrate the achievements of Aboriginal athletes and/or engage Aboriginal youth	Aboriginal sport poster series (20,000 distributed nationally)	Launch of the Aboriginal Sport Gallery at the BC Sports Hall of Fame (in partnership with the FHFN, BC Sports Hall of Fame and Museum, 2010 Legacies Now, the Province of BC and the Aboriginal Sport and Recreation Association of BC) ⁸	In March 2009, launched the second series of the <i>Vancouver 2010 Find Your Passion in Sport</i> poster campaign; series featured three up-and-coming Aboriginal athletes from across Canada More than 66,000 posters were produced and distributed across Canada, including more than 16,000 schools	One initiative in this reporting period: Vancouver 2010 Indigenous Youth Gathering
Value of VANOC spending with Aboriginal businesses	In this reporting period: \$18 million in venue construction payments \$118,000 in other payments In total, \$29.4 million in payments since 2003	\$20.6 million in venue construction and \$775,859 in other payments In total, \$50.8 million since 2003	In this reporting period \$5.9 million in payments: \$3.2 million venue construction \$2.7 million other In total, \$56.7 million since 2003	In this reporting period, \$2.3 million in payments In total, \$59 million since 2003
Initiatives and events to showcase and celebrate Aboriginal arts and culture	Development of Vancouver 2010 Aboriginal Licensing and Merchandising program (ongoing); Paralympic emblem launch, FHFN logo launch; Torch Relay consultations	Eight Aboriginal performers or groups included in 2008 Cultural Olympiad Launch of Vancouver 2010 Aboriginal Licensing and Merchandising Program ⁹ (March 2008), a portion of the proceeds goes to the Aboriginal Youth Legacy Fund Launch of Vancouver 2010 Venues' Aboriginal Arts Program (July 2008)	Four initiatives: • 9 Aboriginal performers or groups included in the 2009 Cultural Olympiad • 96 Aboriginal artists from across Canada contracted to produce artworks for the Vancouver 2010 Venues' Aboriginal Art Program • announcement of 115 Aboriginal Route/ Celebration communities on the Olympic Torch Relay route • 9 new events showcasing Aboriginal arts and culture were held, including the announcement of a 2010 Aboriginal Pavilion	Six initiatives in this reporting period: • 2010 Aboriginal Pavilion • Aboriginal Artisan Village and Business Showcase • 2010 Cultural Olympiad • Aboriginal Torch Relay Program (Olympic and Paralympic Torch Relays) • Ceremonies • Olympic and Paralympic Medal designs

⁸ The Aboriginal Sport Hall of Fame is now a permanent gallery in the BC Sports Hall of Fame.

⁹ The Vancouver 2010 Aboriginal Licensing and Merchandising Program continues to operate; a portion of the proceeds generated by this initiative flow to an Aboriginal Youth Legacy Fund.

Sustainability Scorecard

Economic Benefits

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS	2009-10 RESULTS
Number and percentage of suppliers that met Canadian human rights standards	51 of our 51 suppliers (100%)	89 of 89 suppliers (100%)	257 of 257 suppliers (100%)	102 of 102 suppliers (100%)
Number of audits of licensees and corrective action plans for continuous improvement	80 audits were conducted; 74 corrective action plans for continual improvement were initiated; 6 factories were banned from producing merchandise until critical assessments were addressed	198 audits were conducted; 148 corrective action plans for continual improvement were initiated; 1 factory was banned from producing merchandise until critical assessments were addressed; 5 factories were banned after the initial audit and were re-admitted after correcting the infractions	85 licensee audits were conducted and graded by VANOC; 74 corrective action plans for continual improvement were initiated; 12 factories became compliant after completing corrective actions	27 licensee audits were conducted and reported to VANOC; 20 corrective action plans for continual improvement were initiated; 1 factory became compliant after completing corrective actions ¹⁰
Number and value of Buy Smart program contracts (sustainability and Aboriginal participation procurement program) and percentage of total value of VANOC contracts	64 Buy Smart contracts at a total value of \$33.8 million; 99% of the total VANOC contracts	86 Buy Smart contracts at a total value of \$51.6 million; 99.73% of the total VANOC contracts	271 Buy Smart contracts at a total value of \$133 million; 85% of the total VANOC contracts	107 Buy Smart contracts at a total value of \$58.8 million; 95% of total VANOC contracts Cumulative total of 528 Buy Smart contracts totalling more than \$277 million. Approximately 95% of all VANOC contracts.
Percentage of spending on locally-based suppliers* (*defined as Metro Vancouver, Sea to Sky Corridor)	62% of spending was with locally-based suppliers; a further 32% of spending was BC — and/or Canada-based; 6% was outside Canada	50% of spending with locally-based suppliers; a further 43% of spending was BC- and/or Canada-based; 7% was outside Canada	44% of spending with locally-based suppliers; a further 42% of spending was BC- and/or Canada-based; 14% was outside Canada	51% of spending with locally-based suppliers; a further 39% of spending was BC- and/or Canada-based; 10% was outside Canada
Number of sustainability innovations identified (venues, villages and operations)	4 innovations were identified (new to the Games or new to region)	31 innovations were identified (new to the Games or new to region)	VANOC recognized 32 sustainability innovations at venues, villages and operations through the Sustainability Star program	VANOC recognized 30 sustainability innovations in the reporting year at venues, villages and operations through the Sustainability Star program. A cumulative total of 62 sustainability innovations were recognized through this initiative.

¹⁰ Totals represent the period covering August 1, 2009 to February 28, 2010 and do not include Hudson's Bay Company or Nike factories as these companies complied with their own standards and programs.

Sustainability Scorecard

Sport for Sustainable Living

KEY PERFORMANCE MEASURE

Number and type of initiatives to support sustainable living

2006-07 RESULTS

With Environment Canada, VANOC commissioned research on how the 2010 Winter Games could help promote individual and organizational awareness and action on sustainable choices; engaged staff on initiatives and programs such as a commuter challenge, wellness programs and community volunteering

2007-08 RESULTS

In spring 2008, 2010 Legacies Now, the Province of BC and VANOC issued a joint RFP for design of a program that used the 2010 Winter Games spotlight to call for action on individual behaviours fundamental to solving local and global sustainable development challenges

VANOC encouraged sustainable living through 25 workforce-led initiatives

2008-09 RESULTS

VANOC encouraged sustainable living through 4 initiatives:

- launching a sustainability video contest for BC youth; winners were profiled at the March 2009 World Conference on Sport and Environment in Vancouver and invited to the United Nations Environment Programme TUNZA International Youth Conference in Daejeon, South Korea, in August 2009
- creating an animated sustainable journey video that's housed on the VANOC website, a tool used for communications and education purposes
- compiling and sending three issues of a sustainability e-newsletter focusing on Games-related sustainability stories; distributed to over 15,000 subscribers
- supporting the launch of Project Blue Sky, an athlete-led innovative social networking website aimed at motivating individuals and groups to fight climate change (projectbluesky.ca)

2009-10 RESULTS

In this reporting period VANOC encouraged sustainable living through 10 initiatives:

- launched *Do Your Part* a nationwide sustainability video contest for youth
- with the sponsor Offsetters created an animated carbon emissions offset video
- compiled and distributed one final edition of the sustainability e-newsletter to more than 18,000 subscribers
- launched vancouver2010.com/sustainability, our Games-time website pages, a primary communications tool
- with Clean Air Champions supported the launch of Coca-Cola's athlete engagement initiative at Vancouver and Whistler athletes' villages
- in collaboration with the NGO Earth Day Network launched a series of public service announcements (PSAs) at Games sport venues
- with Games sponsor Offsetters introduced a voluntary carbon offset program to encourage sponsors, partners and spectators to take responsibility for their travel-related carbon emissions
- hosted two sustainability observer tours for future Games hosts and bid cities
- delivered VANOC Sustainability presentations to sponsors, partners and the media at their special events
- with United Nations Environment Programme (UNEP), hosted a Games-time event to recognize contributions to the 2010 sustainability program

Number and type of Paralympic outreach programs

Paralympic School Days pilot program reached 3,200 students; received positive feedback from teachers, administrators, district representatives and volunteers

A Paralympic School Days program; a Paralympic attendance program; an Amazing Accessible Race (for members of the VANOC workforce)

5 Paralympic outreach programs: Bon Voyage Sumi, a Paralympic School Days program; a Paralympic attendance program; public awareness initiatives; and an Amazing Accessible Race aimed at building accessibility awareness amongst workforce

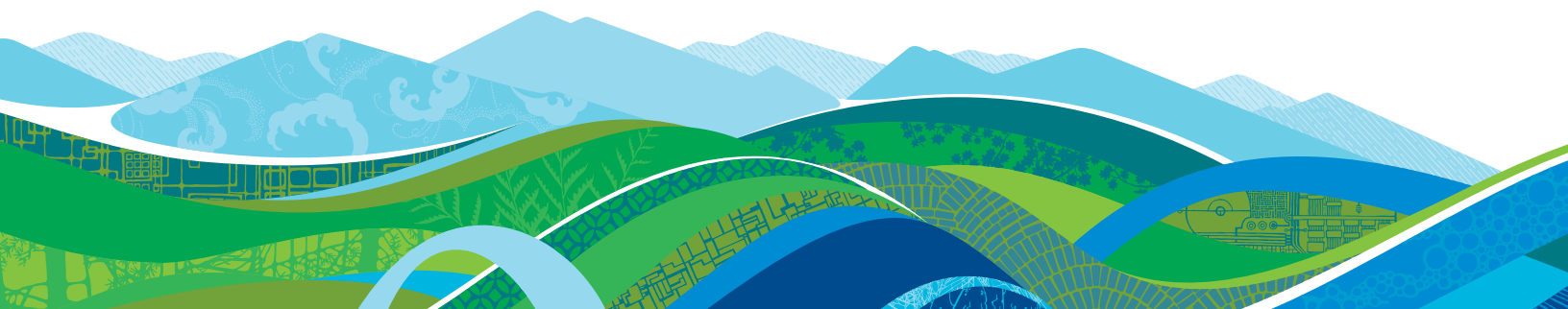
5 Paralympic outreach programs: Bon Voyage Sumi, a Paralympic School Days program; Ticket to Inspiration, a Paralympic attendance program; and public awareness initiatives



INTRODUCTION

Sustainability at VANOC

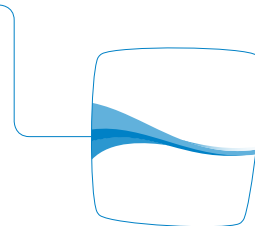
Once again we chose the theme of Pathways and Footprints to explain our approach to sustainability. Pathways are the processes, collaborations and actions we pursued to achieve our sustainability goals. Footprints constitute our marks, outcomes and deliverables, both literally and figuratively, made with the goal of delivering great Games. Some of our footprints are lasting legacies for communities, others for the Olympic and Paralympic Movements.



Our Pathways

VANOC's Sustainability Performance Objectives

Our corporate sustainability performance objectives were based on bid commitments, best management practices of other Organizing Committees, leading sustainability firms and input from sustainability experts, key partners and stakeholders. They were an integral part of our strategic and business plans.



1 Accountability

To behave ethically, set measurable performance targets and communicate openly about our progress and challenges

To consult with external groups affected by our activities

2 Environmental Stewardship and Impact Reduction

To conserve natural environments and manage, mitigate and offset negative impacts

3 Social Inclusion and Responsibility

To convene accessible Games that have a positive impact on socially and economically disadvantaged groups that otherwise might not benefit

To care for our workforce, protect human rights and ensure health and safety

4 Aboriginal Participation and Collaboration

To work with our partners to achieve our goal of unprecedented Aboriginal participation in the planning and hosting of the Games, and in the creation of Games legacies

5 Economic Benefits

To demonstrate that sustainable innovation and practice makes good business sense

6 Sport for Sustainable Living

To use sport and growing athlete and public interest in living more sustainably to inspire action on local and global sustainability challenges

Our Footprint

In this report, we indicate our legacy and cumulative highlights/ actions taken with a footprint icon.



About this Report

This is the fifth and final annual sustainability report to be released in the Organizing Committee's life cycle. It covers the period from August 1, 2009 to April 30, 2010 (unless otherwise noted) and documents VANOC's sustainability performance in the months leading up to Games time, through the Games period, and the majority of our decommissioning phase. This and the other four sustainability reports have served as both management and accountability tools — tools that defined VANOC's sustainability objectives and highlighted our achievements and challenges along the way. Producing these reports over the past five years helped us better understand our strengths and weaknesses while identifying areas and opportunities for improvement. For the VANOC team, this enabled us to make adjustments as we travelled the road to the Games while continuing to measure our progress. For the public and event planners, these reports have provided a window into our activities and sustainability performance that has provided a basis for constructive discussion and feedback.

VANOC was a project-based entity. It is not a long-standing organization, officially becoming a legal entity on September 30, 2003 (after Vancouver had won the right to host the 2010 Winter Games, on July 2, 2003) and dissolving officially on December 31, 2010. As such, our organization — from its earliest days — had a clearly defined beginning, middle and end. In VANOC's lifespan, we transitioned from planning and design, to construction, operations, convening the Games, and then decommissioning/wind-down. Since sustainability reporting was new for Games Organizing Committees, our goal was to improve from report to report, and to achieve consistent and transparent sustainability performance reporting vis-à-vis the various cycles of the Games project. As VANOC formally concludes its operations, this report places a particular emphasis on our Games-time performance and activities while reflecting on the lasting legacies of the Games project.

Our Reporting Scope

VANOC Sustainability Performance Reporting Boundaries

To stage the Games, VANOC collaborated with many partners, stakeholders and sponsors. To address any potential confusion around responsibility for projects that seem connected to the Games but were not managed by VANOC, we drew our sustainability reporting boundaries around those issues and activities where VANOC had direct decision-making authority. We measured what we could control and described what we could influence, especially where the impacts were significant.

Areas where VANOC had direct control include:

- Pre-Games and Games-related procurement
- VANOC transportation and fleet operations
- Health and safety of the VANOC workforce (including volunteers)
- VANOC's performance on agreements with the Four Host First Nations

continued on next page

CHALLENGE

The Final Report

As noted, this report covers the period from August 1, 2009 through April 30, 2010. This is the first time in our five-year reporting history that our sustainability report is not in concert with our fiscal reporting year. Our challenge was to produce a final report that examined both the Games period and the decommission phase of the Vancouver 2010 project while respecting the limitations of decreased capacity due to a diminished workforce and partners/sponsors who were concluding, or had already concluded, their Games-related projects. To ensure we could provide the best possible information and the most robust report, we looked at which date would best allow us to report on our Games-time experience — but at a point when the majority of the decommissioning work would be complete. We also considered the capacity of our workforce members to collect data before their employment with VANOC concluded. In some cases we have reported results that reflect our Games-time operations rather than the reporting end date. For example, we assessed our fleet composition as at January 31, 2010, when the fleet was largest, so that we could provide the best information on low-emission vehicles. Equally, we worked with Games sponsors BC Hydro and Terasen Gas to gather venue utility usage data for all venues through the end of their exclusive-use periods to ensure we tracked our energy use to the fullest. We've noted these exceptions in footnotes or other explanations. As with all our previous reports, our team of data owners and collectors have worked diligently to make this final report as meaningful, accurate and balanced as possible.

- VANOC's performance on bid-phase commitments relating to inner-city inclusion
- Pre-Games operations at Whistler Olympic/Paralympic Park and The Whistler Sliding Centre venues
- Games-time operations at all Olympic and Paralympic venues, villages and facilities
- Knowing, reducing and offsetting carbon emissions associated with VANOC's direct carbon footprint
- Construction of Games venues (competition and non-competition), including:
 - Whistler Olympic/Paralympic Park
 - The Whistler Sliding Centre
 - Whistler Creekside
 - Whistler Athletes' Centre
 - Cypress Mountain
 - Vancouver Olympic/Paralympic Centre
 - Upgrades/improvements to existing facilities:
 - Canada Hockey Place
 - BC Place
 - Pacific Coliseum at Hastings Park
 - VANOC head office

Areas where VANOC had influence included:

- Regional transportation, involving collaboration with TransLink and BC Transit
- Raising awareness of sustainable lifestyle choices with Games spectators, sponsors, partners
- Construction of the following:
 - Olympic and Paralympic Village Whistler
 - Olympic and Paralympic Village Vancouver
 - Richmond Olympic Oval
 - UBC Thunderbird Arena
 - Upgrades/improvements to existing facilities including community ice rinks used by Games participants for training (Britannia Centre, Killarney Centre and Trout Lake Centre venues)



Cypress Mountain



Whistler Creekside



Richmond Olympic Oval

Beyond VANOC's Scope

In the pre-Games period, two major transportation projects were completed in the Games region: an upgrade of the Sea to Sky Highway between Vancouver and Whistler, and construction of a light rail rapid transit system (known as the Canada Line) connecting downtown Vancouver to the Vancouver International Airport and the city of Richmond. These public infrastructure projects were funded and managed by different levels of government; as such, they were outside VANOC's control and beyond our sustainability reporting scope.

Similarly, indirect carbon emissions arising from the activities of Games spectators, sponsors, and partners were outside VANOC's control (see chapter 2 for more details).

Global Reporting Initiative (GRI) Guidelines

To direct us in deciding what to report, we used the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) (globalreporting.org). We added custom performance measures to address issues relating to the unique dimensions of our organization/project — measures that would be meaningful in light of our commitments, goals, activities and stakeholders.

For this fifth report, we applied GRI Application Level "B+" requirements. We also received third-party assurance on some of our key performance measures, where an outside independent auditor has assessed the accuracy and authenticity of the information presented.

Report Contents

In deciding what to include in this report, we applied the principle of materiality. We included information that is relevant and could reasonably be considered to influence the decisions of VANOC and impact its partners and stakeholders. To define what was material we looked at performance reports of other Organizing Committees (where they existed), referenced bid commitments and international standards, and consulted with our workforce and stakeholders.

As noted earlier, we emphasized content that reflected decision making, and the impacts and benefits in areas where we had direct authority and control. However, we also recognized that our organization could act as a catalyst of influence over other programs and activities. Thus, while this report focuses on performance, we also describe significant linkages with the programs of Games partners, sponsors and stakeholders.

Recurring Report Elements

Sustainability Connection

Each chapter of this report has a Sustainability Connection box that defines the connection between our sustainability initiatives and broader economic, environmental, social and cultural benefits.

Engaging Partners and Stakeholders

We engaged our partners and stakeholders, to address issues and achieve mutually beneficial results. These boxes summarize some of the topics we addressed (WHAT), the different groups involved (WHO) and the methods employed (HOW).

Sustainability Scorecard

In each section, the Sustainability Scorecard shines a spotlight on our performance on key measures in both qualitative and quantitative terms, a reporting feature that has enabled us to monitor, measure and evaluate our sustainability performance over time. In this final report we show the cumulative progress of our efforts over five years of sustainability reporting.

Action Tracker

Found in each chapter, the Action Tracker summarizes our 2009-10 goals and progress we made on those goals.

Background

Background boxes provide supporting information to help explain the context and history of select topics related to this report.

Challenges

Challenge sections explore, in a frank manner, some of the issues and matters that tested VANOC in this reporting period and the solutions we implemented.

NEW Legacy

In each Legacy section, we feature cumulative legacy highlights for each of our six performance goals and the actions we took in support of those goals.



ACCOUNTABILITY

This chapter reviews VANOC's 2009-10 performance in the following areas:

- A Sustainability Governance
- B Sustainability Management and Reporting
- C Engagement and Input from Partners and Stakeholders
- D Ethical Business Practices

OUR PATHWAY

To behave ethically, set measurable performance targets and communicate openly about our progress and challenges

To consult with external groups affected by our activities



During the bid phase, the Vancouver 2010 Bid Corporation solicited input, expertise and support from the region's citizens through various means, including meetings and voting processes. The result? A vision for the 2010 Winter Games that reflected broadly held public values, including a commitment to incorporating sustainability principles into all aspects of Games planning and decision-making.

In delivering the Games, VANOC was accountable to a diverse mix of partners and stakeholders. Partners included the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler (RMOW), the Four Host First Nations (FHFN), the Canadian Olympic Committee (COC), the Canadian Paralympic Committee (CPC), corporate sponsors and venue cities. Stakeholders included residents of our host communities, citizens of British Columbia and Canada and a wide array of community and non-government organizations. At all times, VANOC worked steadfastly to uphold its responsibility to be open and transparent in all aspects of its operations.

VANOC's Legacy



*We created a **sustainability governance model** for organizations responsible for delivering large sporting events. We also introduced an integrated **Sustainability Management and Reporting System (SMRS)** to foster organization-wide, cross-functional responsibility and public accountability for performance on sustainability commitments and objectives.*

Cumulative Highlights/Actions:

- An annual public reporting framework on sustainability performance aligned with recognized international standards for environmental management (ISO 14001), corporate accountability and stakeholder input (AA1000), reporting on non-financial indicators under the Global Reporting Initiative (GRI). This included:
 - 34 key performance measures
 - third-party assurance of selected quantitative indicators
 - a third-party external advisory group that provided input to the VANOC Board on Sustainability Performance
- A corporate business ethics policy and program
- Environmental policies and procedures for compliance, management and conservation
- Barrier-free guidelines for accessible events and accommodation
- Planning and accountability through ongoing stakeholder engagement with environmental non-governmental organizations, First Nations, inner-city groups, and consortiums representing persons with a disability, the business sector and sustainability practitioners
- Development of a Sustainable Sport and Event Toolkit (SSET), in collaboration with the International Academy for Sport Science and Technology, an initiative supported by the IOC that is currently being used by numerous organizations hosting sport and other events (www.sustainable-sport.org)
- Assisted the Canadian Standards Association in developing the Z2010 Sustainable Event Management Standard, a new Canadian standard for event management which utilizes elements of VANOC's SMRS and SSET
- Providing input to the Global Reporting Initiative (GRI) international sector supplement on sustainable event reporting (due for publication in 2011)

SUSTAINABILITY CONNECTION

Although reported on separately in this report, our six sustainability performance objectives were interconnected. Our corporate Sustainability Management and Reporting System helped ensure the connections between the social, economic, environmental, Aboriginal and legacy dimensions of the Games were recognized and addressed.

Our sustainability governance structure included leadership and oversight at a policy level by a board of directors representing our key partners, and bi-monthly input on plans and performance by a Sustainability and Human Resources Committee (SHRC) of the VANOC Board. Biannual feedback from the Board Advisory Committee on Sustainability Performance (BACSP) — made up of individuals representing diverse external interests that provided strategic input and feedback to the VANOC Board — also informed our actions. Members of VANOC's executive team had regular oversight on VANOC's day-to-day sustainability plans and performance. As well, each member of the VANOC team, including both paid employees and volunteers, was invited to do his/her part to support our sustainability commitments. These elements, combined, created an accountability framework for managing and evaluating our sustainability performance.



A Sustainability Governance

Sustainability was ingrained in VANOC's mission, vision and values. It was present in all our planning and work, including the actions and decision-making of the members of our workforce, board of directors and executive team. We abided by international standards for human rights and regulatory compliance and the spirit of the International Olympic Committee's Agenda 21 for sport and sustainable development. We also embedded sustainable management policies and procedures into our work practices. Meanwhile, through monitoring and tracking, we reported our performance to our leadership team and stakeholders.

Oversight was provided by an independent board of directors comprised of 20 members nominated by the Canadian Olympic Committee (7 representatives), the Government of Canada (3), the Province of British Columbia (3), the City of Vancouver (2), the Resort Municipality of Whistler (2), the Canadian Paralympic Committee (1), the Lil'wat and Squamish First Nations jointly (1) and one member nominated by these first 19 members. The roles of board chair and chief executive officer were fulfilled by two individuals. Members of the VANOC Board of Directors were not compensated and did not exercise management roles for VANOC.

As of April 30, 2010, VANOC's Board of Directors had four committees:

- 1 Audit
- 2 Finance
- 3 Sustainability and Human Resources
- 4 Governance and Ethics

Unlike other organizations, VANOC did not have traditional shareholders. It had key partners, identified earlier, with special mechanisms available to them to provide input to VANOC's Board, as identified in the 2002 Multiparty Agreement (MPA) for the 2010 Winter Olympic and Paralympic Games. This document was signed by the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee and the Vancouver 2010 Bid Corporation (which later became VANOC). There were no special mechanisms for employees to provide input to the board. This agreement can be reviewed on VANOC's website at vancouver2010.com.

Meeting VANOC's sustainability commitments and outcomes was the responsibility of the entire organization and reflected in the performance plans of each and every VANOC employee.

Sustainability was ingrained
in VANOC's mission, vision
and values.

B Sustainability Management and Reporting

Our corporate Sustainability Management and Reporting System (SMRS) was, on a daily basis, the mechanism we used to put our Vancouver 2010 Bid Commitments and sustainability performance objectives into action. As already noted, VANOC was the first Games Organizing Committee to develop an integrated system for managing the social, economic and environmental impacts and opportunities of an Olympic and Paralympic Games. Our SMRS addressed every aspect of our sustainability objectives and was based on the Environmental Management System model of the International Organization for Standardization (ISO 14001), though we expanded it to incorporate the management of sustainability-related aspects of our economic and social performance. We integrated principles of the AA1000 series of principles-based standards, which provided global guidance on applying accountability principles, engaging stakeholders with diverse interests and assurance on the information presented. Finally, for reporting, we drew on guidelines developed by the Global Reporting Initiative (GRI) — a global institution that has pioneered development of a widely used sustainability reporting framework. This framework has served as the foundation for many organizations to credibly measure and report their economic, environmental and social performance.

Our six corporate sustainability performance objectives were based on bid commitments, best management practices of other Organizing Committees and leading sustainability firms, and input from sustainability experts, key partners and stakeholders.

To meet the objectives of maintaining transparency and open communication, VANOC committed to releasing five annual sustainability reports to track the organization's performance against management objectives we established, controlled and influenced. This is our fifth and final report, covering the period August 1, 2009 through April 30, 2010.

Global Reporting Initiative (GRI) G3 Application Level "C" requirements were applied to our first report, covering the 2005-06 period, from August 1, 2005 through July 31, 2006. GRI G3 Application Level "B" requirements were applied to our second and third reports, covering the equivalent periods for 2006-07 and 2007-08. For the 2008-09 report and this 2009-10 report we applied GRI G3 Application Level "B+" requirements by seeking third-party assurance through an independent service provider. This is consistent with GRI G3 Application Level "B+" best practices in global sustainability reporting and was in keeping with our commitment to openness and transparency.

Also guiding our reporting were the AA1000 Accountability Principles Standard (AA1000APS) and the AA1000 Stakeholder Engagement Standard (AA1000SES) in identifying stakeholder groups for engagement, selecting issues on which to focus and address in our sustainability reports, and in ensuring feedback responsiveness. We also supported research on the broader regional and national impacts of the Games by participating in an IOC initiative known as the Olympic Games Impact (OGI) study.

BACKGROUND

VANOC knowledge transfer helps introduce new standards and guidelines

In the last fiscal year, VANOC collaborated with the Canadian Standards Association to facilitate a national engagement process involving the general public and the Canadian event sector, including those in sport, culture and business. The result was Z2010, Canada's first sustainable event management standard. Z2010, which builds on VANOC's SMRS and SSET, will be launched in 2010. For more information, please see www.csa.ca.

VANOC was invited to participate in a two-year process to create an international sector supplement to provide guidance on sustainable event reporting. VANOC's contribution to the international consultation was based on its five years of sustainable reporting experience, including application of GRI G3 guidelines. The new sector supplement is due for publication in 2011.



BACKGROUND

Studying the Impact of the Games

Aside from VANOC’s own reporting, two independent studies examining the impact of the Games are in progress. They are:

Olympic Games Impact Study

The Olympic Games Impact study is an indicator-based analysis of economic, environmental and socio-cultural impacts which aims to provide a sustainability assessment of Olympic/Paralympic Games impacts on the Host City, Host Region and Host Country.

The International Olympic Committee requires such a study of all Games, necessitating that Games Organizing Committees contract an objective and independent research group to gather data based on a set of 126 sustainability indicators. These indicators are tracked over time to discern changes in the three variables (economic, environmental, socio-cultural) before, during and after the Games.

The University of British Columbia (UBC) was selected to lead the OGI study for the 2010 Winter Games.

OGI-UBC represents the first time an Organizing Committee has attempted to complete a full OGI study based on IOC requirements.

Additional information and published OGI reports prepared by UBC can be found www.ogi-ubc.ca

Joint Canada–British Columbia Socio-Economic Impact Study of the 2010 Olympic and Paralympic Winter Games

The Governments of Canada and British Columbia (each through their respective 2010 secretariats) have jointly commissioned a longitudinal study of the socio-economic impact of hosting the Vancouver 2010 Olympic and Paralympic Winter Games, including measuring the results of Games-related investments.

The study, which runs over five years, will examine eight topic areas: economic development, business development, employment, social development, environmental sustainability, arts and culture, sport development and tourism. Aboriginal participation will also be examined, though as a special area of focus within each topic area.

PricewaterhouseCoopers (PwC) has been commissioned to carry out the study. The firm will produce a series of annual reports, along with a final report. Prior to beginning work on the data reports, a framework report was delivered in March 2009. It outlines the economic and social indicators to be examined and the methodologies used in collecting data for the study.

These reports can be found at:
www.2010wintergamessecretariat.com
www.canada2010.gc.ca/docs/index-eng.cfm

BACKGROUND Key Components of VANOC’s Sustainability Management and Reporting System (SMRS)

Corporate sustainability policy	Board-approved commitment and governance for VANOC’s 6 performance objectives based on local bid commitments and global standards
System for integrated delivery and cross-organizational responsibility	10 corporate-wide (implementing) procedures 7 environmental standard operating procedures Licensee Code of Conduct Supplier Code of Conduct Business plan, master schedule Sustainability deliverables and targets Communications and training
Annual sustainability performance report	Key performance measures and outcomes, action tracker
External Board Advisory Committee on Sustainability Performance (BACSP)	Reported to the Sustainability and Human Resources Committee (SHRC) of the VANOC Board of Directors
Feedback	From partners, internal/external stakeholders
Monitoring	By members of VANOC’s senior executive team, the BACSP, the SHRC and the VANOC Board
Pre-Games and Games-time operating support	Sport Events (also known as pre-Games Test Events), venue operating plans, functional operating plans, job- and venue-specific training plans, Games-time procedures, guidelines and resources
Assurance	Annual stakeholder engagement Third-party assurance of final two (of five) annual sustainability reports
Communications	Stories, vancouver2010.com website, presentations, workforce training, community outreach, initiatives to engage athletes, youth and the general public

C Engagement and Input from Partners and Stakeholders

Engaging the many different groups working with VANOC to stage the 2010 Winter Games helped us better understand issues and find solutions. It also led to collaborations on shared goals. In identifying stakeholders for engagement we either targeted individuals and organizations that were involved with VANOC and familiar with our sustainability activities, or we responded to requests from businesses, organizations or special interest groups that had expressed interest in receiving information on our sustainability programs.

VANOC's partners included:

- International Olympic and Paralympic committees and the Canadian Olympic and Paralympic committees
- The Government of Canada, Province of British Columbia, City of Vancouver and Resort Municipality of Whistler
- Four Host First Nations (comprised of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh Nations)
- Corporate sponsors
- Our "Venue City" partners (the City of Richmond, the District of West Vancouver and the City of Surrey)
- Members of VANOC's Contributing Provinces/Territories Program

Please see vancouver2010.com for more information on VANOC's partners.

VANOC's stakeholders included:

- Athletes and team officials
- Canadian public
- Community and non-government organizations
- Suppliers and licensees
- Educational institutions
- Municipalities and communities
- Spectators
- Members of VANOC workforce (including volunteers)

Engaging the many different groups working with VANOC to stage the 2010 Winter Games helped us better understand issues and find solutions.

KEY STAKEHOLDER FEEDBACK ON THE DRAFT VANCOUVER 2010 SUSTAINABILITY REPORT 2009-10

FEEDBACK	RESPONSE
This final VANOC report is comprehensive and captures the broad mandate of striving to convene sustainable Games with legacies in a way that reflects the majority of interests by stakeholders. This report is responsive to input given previously.	Thank you. We appreciated receiving positive feedback for our efforts.
The final VANOC report should talk about the issues of scope that arose, i.e., issues related to spheres of “control” and “influence.” It would be helpful to indicate who is responsible for those topics which fall outside VANOC’s “control,” but which are clearly in the public eye as part of the Games’ impact (e.g. Sea to Sky Highway, social housing).	The scope and boundaries of our report are explained on pages 24 and 25 have remained consistent throughout this project. Areas that are beyond VANOC’s scope are identified.
VANOC’s scope needs to be mentioned in several places in the report, not just chapter 1.	We felt it best to keep our scope definition in the same section as previous reports to ensure consistency. We also remind readers of specific areas of focus for VANOC in each chapter.
Would like to see the report use more common language that would speak to “the average person” or others who could use the information more practically.	Sustainability reporting is technical. While we have tried to make this and previous reports relevant to our stakeholders, there are some technical requirements the report must also meet. We include a glossary of terms in each report.
The report could describe the other complementary reporting that will be undertaken by partners (government).	We have included information on major Games-related studies, also providing web links so readers can access this information. Other studies include the Olympic Games Impact study (www.ogi-ubc.ca) and a joint federal/provincial socio-economic impact study commissioned by the governments of Canada and British Columbia, at: www.2010wintergamessecretariat.com/ www.canada2010.gc.ca/docs/index-eng.cfm
It’s important to extend VANOC’s reporting into the organization’s dissolution phase, otherwise many significant impacts remain undocumented.	As a project with a finite end date and an organization that dissolves at the end of the year, well after the Games, we were not able to capture the entire dissolution phase in this report. We selected the reporting period end date of April 30, 2010 to enable us to produce a timely report while capturing a significant portion of the decommissioning phase. Long-term impact reporting will be continued by OGI and the federal/provincial socio-economic impact study.
There should be more challenge boxes and more in the text on challenges and how they were addressed.	We addressed challenges without repeating those we examined in previous reports. In some cases those challenges may have been resolved or did not extend into this reporting year. As a result of stakeholder input, we added challenge boxes around topics including producing a final report, waste, energy and climate and authentic Aboriginal products.
The report is too long to serve as a meaningful accountability tool.	As the final sustainability report, we recognized we had much to cover in this shortened reporting year and wanted to be as thorough as possible.

D Ethical Business Practices

Being an accountable organization involves grounding all internal and external practices and behaviours in an ethical foundation. For us, this included adopting a VANOC Ethics Policy — one that incorporated both the IOC's Code of Ethics (see olympic.org) and well-established local practices and requirements. VANOC's chief legal officer instituted processes to ensure all new employees reviewed the ethics policy upon commencing work at VANOC, monitored compliance with this policy and tracked the organization's reporting on wrongdoing policy (which included a whistle-blowing procedure). Together, these policies ensured members of the VANOC workforce engaged in relationships that were ethical and transparent, and helped assure the public of our integrity. In addition to these measures, VANOC's Board of Directors appointed an independent ethics commissioner to provide guidance, opinions and recommendations, as necessary, on matters relating to the ethics policy.

ACTION TRACKER Sustainability Governance

GOALS FOR 2009-10

Convene final Sustainability Management and Reporting System (SMRS) management reviews in the last quarter of 2009 (November) and first quarter of 2010 (March)

Produce Games-time 2008-09 sustainability report and shorter "snapshot" report, and final 2009-10 report

Complete assurance readiness exercise and secure independent assurance of 2008-09 and 2009-10 reports

Conduct assessment of select venue and village sites to ensure compliance with seven environmental standard operating procedures in Q4 2009

Develop consolidated summary of sustainability legacies and "lessons learned"

VANOC required that all directors file, at least annually, a *Declaration of Interest by Directors*. Senior managers were also required to file such documentation, only once, in 2008, though with a requirement that they proactively update their original filing if their circumstances changed. This process identified potential conflicts while sending a strong message to the entire workforce about how VANOC conducted business. As part of its transfer of knowledge exercise, VANOC has shared this process for transparency with future Games Organizing Committees.

All members of the VANOC workforce were required to read and sign the *VANOC Ethical Conduct and Conflict of Interest Policy*. During orientation sessions for new employees, the importance of this policy was underscored, as were provincial laws governing privacy and the protection of personal information. As an additional step, new hires were required to complete ethics-based e-learning modules, informing their respective managers upon completion.

PROGRESS IN 2009-10

Final SMRS management review conducted in Q2 2010 to capture performance in the dissolution phase

2008-09 Sustainability Report and snapshot launched in Q1 2010; final 2009-10 report launched in 2010.

Assurance readiness exercise completed in August 2009; independent reviewers' reports were included in the 2008-09 and 2009-10 reports

Assessment completed in Q4 2009; adjustments were made to ensure compliance with VANOC's environmental regulations, commitments and corporate environmental standard operating procedures

Sustainability legacies were included in the 2008-09 and 2009-10 reports; lessons learned in the final year were documented and presented to IOC- and IPC-led observer programs during the Games, and at the Olympic Movement Debrief in Sochi, Russia; results are also outlined in this final 2009-10 report

Sustainability Management and Reporting (SMRS)

Reflect actions and outcomes of functional area sustainability initiatives and collaborations throughout the final report

Developed and then delivered sustainability training and communications to members of the VANOC workforce

Monitored and supported Games venue teams on environmental requirements and incidents

Tracked and reported on pre-Games, Games-time and post-Games performance in this final 2009-10 report

Provide input as requested on federal/provincial socio-economic impact study

Worked with PricewaterhouseCoopers (PwC) to provide data related to sustainability performance

Release OGI Report 1 in Q4 2009; work with the University of British Columbia to prepare and release OGI Report 2 in a timely manner following the Games

Released OGI report 1 in 2009 and will release report 2 in 2010; reports can be found at ogi-ubc.ca

Share lessons learned with the Canadian Standards Association (CSA) and the Global Reporting Initiative (GRI) on the development of a sustainable event management standard

CSA and VANOC collaborated on the development of Z2010, a Canadian Sustainable Event Standard as a legacy of the 2010 Games for Canadian sport event organizers

Provided input to the GRI Sustainable Event Supplement

ACTION TRACKER

Engagement and Input from Partners and Stakeholders

GOALS FOR 2009-10

PROGRESS IN 2009-10

To align with internationally recognized standards on corporate accountability and stakeholder input (AA1000 Assurance Standard), obtain feedback from a panel of domestic and international stakeholders on draft 2008-09 and 2009-10 sustainability reports

Summary of stakeholder feedback on draft 2008-09 report was included on page 41 of the 2008-09 report; summary of stakeholder feedback on the draft 2009-10 report is included on page 33 of this report

Engage partners, stakeholders and broader audiences on Games-time sustainability performance through various delivery and outreach initiatives, including communications, recognition, impact management and athlete and audience activation

Engagement was completed (see chapter 6 for more information on public engagement activities)

Ethical Business Practices

Through the end of the Games, continue implementing ethics program with members of the VANOC workforce, including volunteers

Delivery of the ethics program continued through the close of the Games via:

- orientation sessions for new hires
- an e-learning ethics policy module for new hires
- a requirement that all new hires read and sign VANOC's ethics policy

VANOC's wrongdoing reporting procedure was expanded to include Games-time volunteers; information was provided to them through notices posted in workforce break areas and in their information packages

Ensure final report of ethics commissioner activities are posted on website

Completed ethics commissioner's report for period March 1, 2009 to September 1, 2009; no consultation by VANOC with ethics commissioner occurred during this period

Posting of report to VANOC website was not completed because VANOC website is no longer being updated

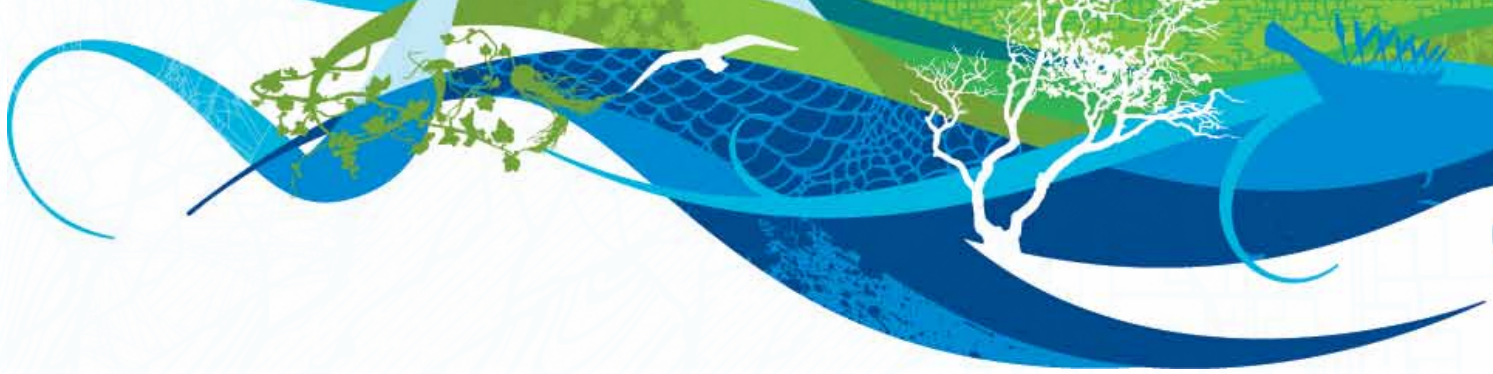
Continue quarterly survey of senior management team members; update and monitor *Declarations of Interest by Directors*

Survey of senior management regarding compliance completed in Q4 2009 for report to Audit Committee on December 14, 2009

On May 31, 2010, final survey completed with remaining senior managers for report to Audit Committee at its meeting in early June 2010.

Declarations of Interest by Directors completed in 2009; exceptions included two directors, whose declarations were received in 2010

VANOC's procurement team was provided with updates about entities in which directors declared an interest



ENVIRONMENTAL

Stewardship and Impact Reduction

This chapter reviews VANOC's 2009-10 performance in the following areas:

- A Biodiversity and Habitat
- B Energy and Climate Change
- C Air Quality
- D Water Quality and Conservation
- E Waste Management

OUR PATHWAY

To conserve natural environments and manage, mitigate and offset negative impacts



We are reducing our environmental impacts by:

- designing for less through smart site selection, venue design and procurement
- operating "eco-efficiently" by minimizing consumption of energy, water and materials and minimizing waste and emissions
- rehabilitating or offsetting negative impacts we cannot avoid

VANOC applied the precautionary principle in the siting, design, construction and operation of our sport facilities as well as the implementation of our Environmental Management Plans (EMPs) for construction and operations. See Appendix D for an updated view of sustainability highlights of Games venues, villages and facilities.

Engaging Partners and Stakeholders

WHAT

- Minimize the environmental impact of our venue construction program and operations
- Improve our operational performance on climate change and waste reduction
- Deliver long-term environmental legacies
- Use the Games spotlight to raise public awareness of sustainable living choices

WHO

- BC-based and Canadian environmental non-governmental organizations
- Games athletes, teams, workforce and spectators

HOW

- Discussions, meetings and workshops on environmental programs and environmental performance
- Signage and announcements at venues
- Information kiosks in athletes' villages at Games time
- vancouver2010.com website
- Media kits that included sustainability stories and fact sheets

SUSTAINABILITY CONNECTION

Responsible environmental stewardship creates many benefits, such as better air to breathe, cleaner drinking water and healthier communities. Being smart about our environmental footprint can also achieve economic benefits. For instance, more efficient energy consumption translates into reduced operating costs and greater overall energy security. In British Columbia, sustainable use of natural resources such as forests, minerals, water and fisheries provides the mainstay of our economy and helps support our social, health and educational services.



VANOC's Legacy



We set performance targets for green building construction, carbon management and waste reduction that drove higher levels of environmental innovation and performance across all Games-related aspects.

Cumulative Highlights/Actions:

- \$599.8 million from the Games venue construction budget to build or upgrade facilities that offer long-term social, economic and environmental benefits
- 2010 venues and villages: the largest group of simultaneously constructed, single-project, low-environmental-impact facilities in North America
(Source: Globe Foundation and World Green Building Council, 2009)
- All new construction for the Games was designed to:
 - incorporate practices and technologies to minimize environmental impacts by conserving biodiversity, energy and water; use low carbon and/or renewable energy; reduce waste and pollution; improve indoor light and air quality; and take advantage of local resources, innovation and business
 - meet, at a minimum, "silver" criteria under the Leadership in Energy and Environmental Design (LEED) building rating system (see page 40)
- A carbon management program with a carbon-neutral Games target that:
 - made the business case for, and achieved, a minimum 15 per cent across-the-board reduction in carbon emissions
 - included all aspects of Games-related operations over a seven-year period, instead of only the 17-day Olympic Winter Games period
 - associated the travel of athletes and officials with the direct footprint of the Games
- included public tracking and reporting on direct Games-based emissions as well as indirect emissions from Games-time travel by participants and spectators (an estimated total of 268,000 tonnes of carbon emissions after reductions)
- created an offset portfolio showcasing clean technologies, key in transitioning to a low-carbon economy
- invited all Games partners and spectators to participate in a voluntary program to offset emissions from their travel to the Games region
- profiled carbon-smart innovations on the Games website, venue and village signage, in field-of-play PSAs and videos, and through public speaking events (innovations included clean energy, energy-efficient and lower-emission solutions associated with Games-related products, services and Games-time initiatives)
- A Zero Waste challenge for integrated waste management that:
 - targeted 85 per cent waste-diverted-from-landfill at Games time
 - tracked and reported on waste generation and disposal activities from 2005 through 2010, a first for a Games Organizing Committee.
- Green event and green office guidelines that improved energy efficiency, reduced consumption and waste
- "Green Fleet" challenge for transportation management
 - VANOC Games-time fleet featured lower emission vehicles (hybrid or other fuel management technologies)
 - sustainable transportation guidelines, an anti-idling policy, a Smart Driver program and other management practices for reducing emissions through vehicle maintenance and route planning

A Biodiversity and Habitat

Throughout the venue planning, construction and operations phases of this project, we remained committed to minimizing our footprint and maintaining the living ecosystems of British Columbia's rich coastal environment. To achieve this, we applied six steps in the planning, development and operation of our Games venues:

- 1 Smart site selection
- 2 Environmental Assessment (EA) reviews
- 3 Venue design and green buildings
- 4 Environmental Management Plans (EMPs)
- 5 Ongoing monitoring and compliance
- 6 Restoration

BACKGROUND

On the Ground at Games Time

During Games-time operations, including pre-Games overlay installation and post-Games teardown, our Environmental Management team had an on-the-ground presence at all Mountain and City venues and facilities. This team was responsible for ensuring compliance with legal commitments and other environmental best practices, leading the spill prevention and response program, coordinating response to environmental incidents and supporting overall environmental performance. Successful implementation of Wildlife Management Plans and related procedures, including waste management best practices at our Mountain venues, helped keep both people and animals safe during the Games.

As an environmental operations legacy, detailed Environmental Management Plans for Whistler Olympic/Paralympic Park, The Whistler Sliding Centre and the Whistler Athletes' Centre were handed over to Whistler 2010 Sport Legacies (WSL2010), the post-Games owner/operator of these facilities.

VANOC Awards

When designing our 2010 venues and villages, we reduced our environmental impact by following best practices in development and operations, and by using green building criteria to guide our planning and construction activities. Because of our efforts and those of our venue partners, the 2010 Winter Games resulted in construction of the largest group of simultaneously developed, single-project, low-environmental-impact facilities in North America. In February 2010, the Canada Green Building Council, in partnership with BC Hydro, honoured VANOC, the Province of British Columbia, the cities of Vancouver and Richmond, and the Resort Municipality of Whistler with a special award for pursuing independent certification under the Leadership in Energy and Environmental Design (LEED) Green Building Rating System for a total of over 31 separate buildings constructed in the pre-Games period.

In March 2010, VANOC received the 2010 Globe Foundation Corporate Award for Environmental Excellence — Facilities and Events for its sustainability commitments.

In March 2010, Good Wood Awards were given by environmental organizations including West Coast Environmental Law, Greenpeace, Wildsight, and the Sierra Club of BC to: the Southeast False Creek Community Centre and the High-Performance Centre at the Whistler Athletes' Centre. The Southeast False Creek Olympic Village facility and the Vancouver Olympic Centre received honourable mentions.

CHALLENGE

Warm Weather Contingency at Cypress Mountain Venue

After weeks of unseasonably warm weather conditions leading up to the Games, VANOC's contingency plan to maintain the Cypress snowboard and freestyle skiing venue included stockpiling and importing snow and straw. This ensured we delivered a high-quality field of play and a safe venue for Games attendees. Large bales of straw were brought in and used to build up bases, then covered with imported snow to construct portions of the field of play and surrounding operational and spectator areas. After the Games we faced some environmental concerns related to the import of straw in a provincial park setting, particularly concerning the potential introduction of non-indigenous and/or invasive species such as rodents, insects and plants. VANOC, BC Parks and our third-party environmental monitor are in discussions about appropriate next steps in order to minimize any risks of invasive species impacting the sensitive environment of Cypress Provincial Park.

Importing snow and straw also had the potential to impact our Games' direct carbon footprint. We calculated the additional emissions associated with the increased use of trucks and helicopters needed to prepare the field of play at Cypress. This amounted to less than one per cent of our total direct carbon footprint.

We've provided WSL2010 with a running start toward a lasting legacy of environmental leadership in outdoor sport facility operations. Servicing a future visitor base of recreational and elite athletes from all over the world presents an ongoing opportunity to showcase what we've accomplished here and inspire others to follow.

—Tina Symko, VANOC Senior Manager, Environmental Management & Sustainability

BACKGROUND

LEED certification by the Canadian Green Building Council for newly constructed venues, villages and facilities for the 2010 Winter Games. (For updates to this list please visit www.cagbc.org.)

VENUE	RESULT*	WHO
Vancouver Olympic/Paralympic Centre	Tbc	City of Vancouver
Olympic and Paralympic Village Vancouver (Neighborhood Development)	Platinum**	City of Vancouver
Olympic and Paralympic Village Vancouver (accommodation buildings)	Gold	City of Vancouver / Millennium Water
Olympic and Paralympic Village Vancouver (community centre)	Tbc	City of Vancouver
Olympic and Paralympic Village Vancouver (Salt Building)	Tbc	City of Vancouver
Trout Lake Community Centre	Silver	City of Vancouver
Killarney Centre	Tbc	City of Vancouver
Richmond Olympic Oval	Silver	Richmond
Olympic and Paralympic Village Whistler	Tbc	Resort Municipality of Whistler
Whistler Olympic Park (day lodge)	Gold	VANOC
The Whistler Sliding Centre	Gold	VANOC
Whistler Athletes' Centre	Tbc	VANOC
VANOC Campus 2010 (HQ, High Rise)	Gold	VANOC

* Canadian Green Building Council LEED Certification

** US Green Building Council LEED Neighborhood Certification

In addition, the Province of BC received LEED platinum certification for the Vancouver Convention Centre expansion project — the site that was home to the International Broadcast Centre for the Olympic Winter Games period.

BACKGROUND

Pre-Games Site Restoration

From initial venue construction in 2005 through Games time, we successfully restored 612,205 m² of disturbed areas at our venues, not including post-Games restoration efforts.

Restored areas include:

Whistler Creekside alpine venue — approximately 400,000 m² (40 hectares) that was disturbed during the construction phase was restored, primarily in the form of seeding

Cypress Mountain — approximately 36,000 m² (3.6 hectares) that was disturbed during the construction phase was restored, including seeding and wetland relocation

Whistler Olympic/Paralympic Park — approximately 155,835 m² (15.5 hectares) that was disturbed during the construction phase was restored through application of Denbow "eco-blanket" revegetation material (comprised of composted wood waste mixed with wildflower seeds)

The Whistler Sliding Centre — approximately 20,370 m² (2 hectares) was restored through application of Denbow "ecoblanket" and some tree planting

Post-Games Site Restoration

After the Games once all temporary overlay infrastructure has been removed from our venues, the following areas will be restored:

Whistler Creekside alpine venue — approximately 10,000 m² (1 hectare) which will include creek restoration, riparian tree and shrub planting and seeding revegetation

Whistler Olympic/Paralympic Park — approximately 10,000 m² (1 hectare) which will include creek restoration, riparian tree and shrub replanting, slope stabilization and seeding revegetation

Cypress Mountain — approximately 7,500 m² (0.75 hectare) which will include slope stabilization and seeding revegetation

The Whistler Sliding Centre — approximately 5,000 m² (0.5 hectare) of seeding revegetation

B Energy and Climate Change

When VANOC began organizing the 2010 Winter Games, in 2003, there were no existing global protocols on how major sport events managed their carbon footprints. That being the case, we worked with our partners and stakeholders — both locally and globally — to develop tools that would enable us to address climate commitments made during the Vancouver 2010 bid phase, and more specific management objectives adopted during the project’s organizing phase.

We hope the 2010 experience, and our energy and climate change initiatives, will assist other sport events in embracing the challenge of managing their carbon footprints. To this end, more detailed post-Games case studies on the Vancouver 2010 carbon program are being prepared by a number of involved Games-related groups. In the meantime, the table below provides an overview of some of the carbon management tools used or introduced by VANOC and other 2010 partners and stakeholders:

We worked with our partners and stakeholders — both locally and globally — to develop tools that would enable us to address climate commitments.

Summary of 2010 Carbon Tools

1	Business case for return on investment from using (LEED) green building practices to construct all Games venues and villages
2	Electrical grid in Vancouver and Whistler provided 100 per cent renewable energy to 2010 venues and villages
3	Consultation with ENGOs and other Games stakeholders and community leaders on objectives, scope and approach for the 2010 carbon management program
4	Use of the international GHG Protocol Initiative as a framework for compiling an inventory of 2010 carbon emissions over the full seven-year organizing period of an Olympic/Paralympic Games
5	First Olympic and Paralympic Games to track and report on direct emissions over the seven-year organizing period. Also the first Organizing Committee to include indirect emissions from air travel to and from the Games region.
6	Development of a Business as Usual reference case as a baseline for calculating carbon reductions achieved through green efficiencies and innovation
7	Development of a comprehensive methodology for measuring, forecasting and tracking both direct and indirect emissions over the full seven-year organizing period of an Olympic Games
8	Independent post-Games assurance of actual emissions during Games time from energy use at all venues, villages and facilities, as well as fuel use by the Olympic fleet (cars and buses)
9	First Games to secure a carbon offset sponsorship to finance the cost of offsetting direct emissions from the Games, including athlete travel to and from the Games region and for the Olympic Torch Relay
10	Portfolio of offset projects that remove or avoid emissions entering the atmosphere equivalent to the direct emissions from the Games. Projects showcase clean technologies that can help support the broader shift to a low carbon economy
11	Independent post-Games verification and reporting on carbon reductions achieved through offsets
12	Voluntary offset program for Games partners and sponsors interested in helping offset indirect emissions by offsetting their own travel and accommodation
13	Pre-Games and Games-time education and activation opportunities for athletes and spectators on reducing and offsetting their respective carbon footprints

Olympic Carbon Benchmarks

Previous Winter Games — Both the Salt Lake 2002 and the Torino 2006 Winter Games had carbon management programs involving energy conservation initiatives and offset programs. According to an independent post-Games report, Salt Lake emitted 248,000 tonnes of direct carbon emissions over the 17-day Games period. By comparison, in November 2009 VANOC forecast the 2010 Winter Games would emit 118,000 tonnes of direct emissions over the seven-year period between Vancouver winning the bid in 2003 and the end of the Paralympic Games in March 2010. See Table 3 in this report for data on actual and estimated emissions.

Vancouver 2010 Olympic and Paralympic Winter Games — first carbon-neutral athletes, first carbon-neutral torch relay, first carbon-neutral Organizing Committee over the full seven-year organizing period

2010 Carbon Management Program

Guided by the experience of previous Olympic Organizing Committees, input from our partners and stakeholders and climate policy in the Province of British Columbia, VANOC adopted a comprehensive approach to addressing climate impact. The carbon management program for the 2010 Winter Games was based on the four fundamental principles and strategies outlined below:

Overview — 2010 Carbon Management Program

WHAT	HOW	
KNOW Carbon emissions generated by the 2010 Winter Games	Consult, inventory, forecast, measure and publicly report on direct and indirect emissions	Released Carbon Emissions Forecasts in 2007 and 2009 (vancouver2010.com) Publicly reported on actual emissions in annual VANOC annual sustainability reports
REDUCE Direct carbon footprint	Use green building and operating practices that emphasize energy and fuel efficiency, green procurement, waste reduction, renewable energy, smart fleet management and public transit Create a baseline Business as Usual reference case against which to measure reductions achieved from the measures cited	2009 Carbon Forecast projected a 15–18% reduction in VANOC's carbon emissions over pre-existing performance benchmarks
OFFSET Direct footprint	Invest in carbon reduction projects that showcase BC leadership and innovation in clean technology and support the transition to a low-carbon economy	Secured the first carbon offset sponsor of the Olympic Movement, Offsetters Clean Technology, to finance and deliver carbon reduction projects to offset the direct carbon footprint from the Games, as defined by VANOC
ENGAGE & INSPIRE 2010 partners, sponsors, participants and spectators to address indirect footprint	Voluntarily calculate, reduce and offset carbon emissions generated by their travel to and from the Games region	With Offsetters, provided 'Carbon Partner Program' for interested partners and sponsors

KNOW: Defining, Forecasting and Reporting on VANOC's Direct and Indirect Carbon Emissions

To determine the carbon footprint of the Games, VANOC began with a preliminary estimate based on operations plans in place in 2007. This 2007 Carbon Forecast was prepared for VANOC by the David Suzuki Foundation and reviewed by PricewaterhouseCoopers. The David Suzuki Foundation also made a number of recommendations in its report, entitled *Meeting the Challenge*. This report, commissioned by VANOC, made recommendations such as: expanding emissions scope to include spectator air travel (the largest Games-related emission source by far); tracking emissions for the entire seven-year period of VANOC's operations; using an official carbon offset sponsor; staging a carbon-neutral torch relay; and only using carbon offsets that met strong standards.

VANOC subsequently worked with UBC Sauder School of Business Centre for Sustainability and Social Innovation (now called ISIS) to forecast a more detailed carbon footprint based on operational plans in place through the end of July 2009. This 2009 Carbon Forecast predicted that since winning the bid in 2003, the Games would generate a total of 268,000 tonnes of carbon emissions — 118,000 tonnes of direct emissions and 150,000 tonnes of indirect emissions.

BACKGROUND

What's In and What's Out? — VANOC's 2009 Carbon Forecast did not include emissions from the construction of transportation infrastructure, such as the Sea-to-Sky Highway improvement project and the Canada Line (new light rail rapid transit from Richmond and the Vancouver Airport to downtown Vancouver) as these projects were financed and led by governments and outside VANOC's budget and decision-making scope. Fugitive emissions from refrigerants were also not included in the forecast because the cost of tracking them was high and the impact deemed low.

Expecting the Unexpected — VANOC's 2009 Carbon Forecast also included a contingency that helped prepared VANOC for the unknown. At Games time, warm weather and a lower-than-expected snowfall required that snow to be trucked in and moved around by helicopter at Cypress Mountain. The emissions resulting from these and other unforeseen activities have been assessed; they did not exceed the built-in contingency.

Forecast vs. Actual — See Table 3 in this report for a summary of emissions which shows an estimated total of 277,677 tCO₂e. Discrepancies between the 2009 forecast, of 268,000 tonnes, can be attributed to the following factors:

1. While we report the emissions from electricity use, we actually had a zero net emissions program for electricity, a first in Olympic Games history — due to green power certificates supplied by BC Hydro.
2. We included Olympic Family air travel in our direct footprint forecast where the global norm would be to report it as an indirect emission — again a first for an Olympic Games. We feel a variation of 5% over the estimate is not unreasonable.
3. We reported energy use and associated emissions from the Mona Lisa cruise ship that was used as a facility for workforce accommodation during the Games. This facility and associated energy use was not included in the forecast.
4. Waste emissions were slightly higher than anticipated due mainly to increased volume.

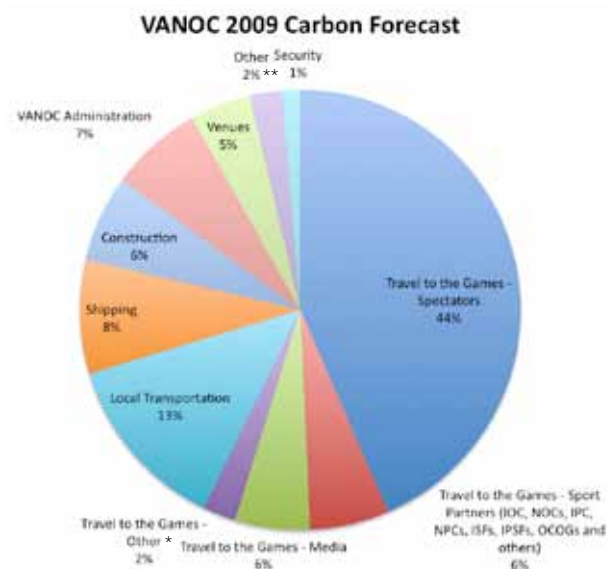
2010 Carbon Footprint 2009 Estimate



Table 1
VANOC's Carbon Forecast At a Glance

ACTIVITY	tCO ₂ e (tonnes of carbon emissions)
Direct	
VANOC construction, operations and travel (2003–2010)	72,000
Games-time athlete air travel, local transportation and security	46,000
Sub-total DIRECT	118,000
Indirect	
Travel by 2010 partners and sponsors, accommodation (Games time)	22,000
Spectator air travel (Games time)	128,000
Sub-total INDIRECT	150,000
TOTAL	268,000

Chart 1
KNOW – VANOC Total Carbon Emissions Forecast (by Category)



* total includes sponsors, government, workforce and security

** total includes emissions related to the torch relay, Cultural Olympiad, waste and accommodations

REDUCE: DIRECT EMISSIONS

The best way to deal with carbon emissions is not to generate them in the first place. For this reason the primary objective of any carbon management effort must be, as much as possible, to reduce carbon emissions at source. Along with tracking and reporting on Games-related carbon emissions over our seven-year life cycle, VANOC developed a baseline reference case from which to measure reductions achieved through green innovation and practices. Benchmarks were drawn from a reference case derived from emission levels at previous Games and from standard construction and operating practices in the Vancouver/Whistler area in the pre-Games period.

Based on that analysis, VANOC estimates that green initiatives reduced the direct carbon footprint of the 2010 Winter Games by 18 per cent, or 57,000 tonnes of carbon emissions, with the greatest reductions achieved because of:

- Strategic venue site selection with two compact clusters of villages and venues in Vancouver and Whistler that were built to minimize energy and travel requirements.
- Innovative approaches to energy management featured in 2010 venues, such as The Whistler Sliding Centre, which included the harvesting and reuse of waste heat energy from ice refrigeration plants and the replacement of diesel generators with cleaner hydro power.
- The creation of new community energy systems that will continue to increase the amount of renewable energy available to meet local demand at the Olympic and Paralympic Villages in Whistler and Vancouver.
- An emphasis on “travelling smart,” with expanded public transit during the 2010 Winter Games that reduced fuel use and carbon emissions.

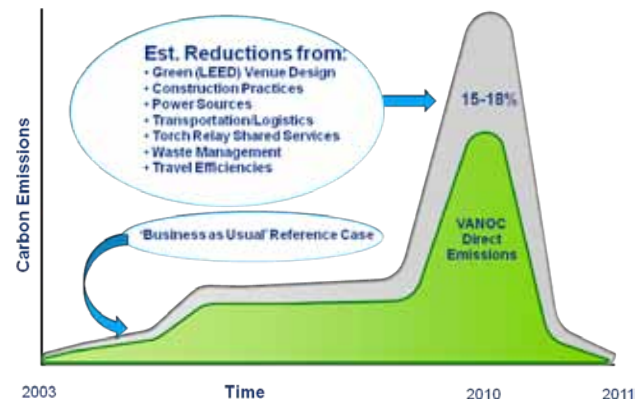
At Games time, our carbon reduction efforts were aided by the implementation of Environmental Management Plans, job- and venue-specific training for workforce and volunteers, smart driver training and Travel Smart transportation planning which saw the number of cars on the road at Games time decrease by 30 per cent, a figure targeted in the pre-Games period.

They Came, They Rode . . . They Kept on Riding? — Local transportation authorities in Vancouver and Whistler estimate that in February 2010 ridership on public transportation increased by 51 per cent over the previous year, an increase that local transportation authorities were working to maintain — to some extent — following the Games (see www.translink.ca). “It was important for the future of Metro Vancouver that we do more than move enormous numbers of people during the Olympics. It was important that local residents see what their transportation system could do,” said TransLink CEO Ian Jarvis. “Many found out that there are alternatives beyond driving alone in a vehicle; there’s walking, cycling, ridesharing and especially, that our integrated transit system is a surprisingly viable option.”

Making it Real: Tracking Carbon Reductions and Energy at Games Time —

During the Games, BC Hydro (power sponsor) and VANOC used a real-time online dashboard to track electrical energy consumption and carbon reductions achieved at Olympic sites within the cities of Vancouver and Richmond, the Resort Municipality of Whistler and at Whistler Blackcomb (see www.venueenergytracker.com/).

Chart 2
REDUCE — VANOC Carbon Emissions
Forecast and Reductions



Thanks to energy-efficiency measures that have been implemented at 2010 Winter Games venues and associated sites, through Power Smart programs, venues are expected to save approximately 18 gigawatt hours of electricity — enough to power more than 1,600 homes for an entire year.

—Beverly Van Ruyven
deputy CEO and executive vice president

OFFSET: Strategy and Results

To finance and deliver carbon reduction projects to offset the direct carbon footprint of our Games, VANOC secured the first official carbon offset sponsor for an Olympic or Paralympic Games.

The carbon offset portfolio for the 2010 Winter Games was built, managed and funded by a BC based carbon management company, Offsetters Clean Technology Inc. ("Offsetters"), according to the terms of its Games sponsorship agreement. Through a portfolio of carbon reduction projects provided by Offsetters, real, permanent and additional emissions reduction credits equivalent to the 118,000 tonnes of direct carbon emissions generated by our Games will be realized by December 2012. A report to the Canadian Olympic Committee (www.olympic.ca/en/) on the carbon reduction projects involved, and the third-party verification of the reductions achieved, will be publicly available by December 2012. This report will be reviewed by the BC Climate Action Secretariat in advance of publication. Both the review and the report will also be available on their website, at www.env.gov.bc.ca/cas/.

Offsetters 2010 Carbon Legacy Portfolio

As part of its Games sponsorship, Offsetters is building a legacy portfolio of projects that reflect best practices in carbon management and reduction. A core objective of this portfolio is achieving project representation on each of the continents represented by the five Olympic Rings. Each project in the 2010 Carbon Legacy Portfolio will reflect global best practices in carbon quantification, verification and marrying of climate benefit with technology transfer and social and environmental improvement.

Another core focus of the 2010 Legacy Portfolio is showcasing British Columbia clean technology at work both at home and abroad. All projects located within the Province of British Columbia will meet the new BC regulatory standard for greenhouse gas emissions. Projects driven by BC technology elsewhere in the world will be verified to the Voluntary Carbon Standard. All other international projects will meet the criteria of the Gold Standard. Each of these three standards requires third-party verification and registration of carbon reductions achieved and is widely regarded as rigorous and credible.

The 2010 Carbon Legacy Portfolio will source offsets from BC-based clean technologies such as:

IMW Industries/Landfill Gas Canada: Landfill gas compression technology, making fuel switching possible for fleets around the world

continued on next page

Chart 3
What is an offset?



When an organization engages in an activity that emits greenhouse gas, it can "offset" that emission by purchasing a carbon offset. Also known as an emission reduction credit, an offset is a contribution to an emissions-reducing project that would not have taken place without the additional investment provided by the purchaser of the offset. In short, buyers of carbon offsets help finance emissions' reductions around the world that would not have otherwise taken place; then, they apply those credits against their own emissions that they cannot reduce directly. Used properly, offsets are a tool for advancing the transition to more sustainable energy by building the environmental cost of greenhouse gas emissions into a company's operations. Offsets also support the overall reduction of carbon emissions into the atmosphere and help direct investment into clean technologies of the future.

Nexterra Systems Corp: Biomass gasification systems for renewable heat and power production

Lignol Biofuel: Fuel-grade ethanol and other biochemical co-products from wood debris feedstocks

Sempa Power: High efficiency, hybrid gas and power commercial building heating systems

In addition, the 2010 Carbon Legacy portfolio will source international Gold Standard projects from:

- A wind farm in New Zealand
- Distribution of efficient and clean-burning cookstoves in Uganda
- A run-of-river hydro project in China
- A biogas power generation project in India
- A wind farm in Turkey

ENGAGE & INSPIRE: 2010 Sponsors, Partners, Athletes, Spectators and Viewing Audiences

Voluntary Carbon Program

As noted in Appendix C on the Sustainability Star program, early action by VANOC to address carbon emissions through green building and operating practices also helped inspire many of our 2010 sponsors, partners, media and suppliers — raising awareness of the impact of their activities on climate change and prompting them to manage their actions. It is important to note that an event as large as an Olympic or Paralympic Games can have hundreds of sponsors, partners and suppliers, but they do not contribute equally to the carbon footprint of the event; some produce many emissions while others produce a minimal amount or none at all.

In VANOC's case, 50 per cent of our corporate sponsors, broadcast media and government partners participated in a voluntary program called the 2010 Carbon Partners program; this was an initiative offered by VANOC and Offsetters to help offset indirect emissions from the Games as a result of the travel and hosting activities associated with these Games partners. Participation rates in some specific categories were even higher: 100 per cent among major government partners (Government of Canada, Province of BC, City of Vancouver, Resort Municipality of Whistler), 90 per cent among global corporate sponsors, and 65 per cent among national sponsors. In total, indirect emissions offset by the 2010 Carbon Partners program totalled 95 per cent of estimated emissions by all Games sponsors and partners.

Engaging Spectators and the General Public

VANOC and Offsetters also implemented strategies to enable and inspire spectators to reduce and offset their own Games travel-related carbon

50 per cent of our corporate sponsors, broadcast media and government partners participated in the 2010 Carbon Partners program.

Table 2
Summary – 2009 Carbon Forecast vs. Emissions Offset

CATEGORY	2009 FORECAST (TCO ₂ E)	OFFSETS SECURED	NOTE
Direct Footprint VANOC	118,000	118,000	Contractual agreement with sponsor for delivery by end of 2012
Indirect Footprint 2010 partners and sponsors	22,000	21,014*	Purchased through voluntary Carbon Partners program · Participation by torch sponsors RBC and Coca-Cola led to first carbon-neutral torch relay in Olympic history
Indirect Footprint spectators	128,000	8,059	Purchased through voluntary offset program
TOTAL	268,000	147,073	OFFSET: Organizing Committee, athletes, torch relay NOT OFFSET: Spectator travel

* The Government of Canada has communicated its intent to offset its Games-time emissions, but at the time of this report the process was still underway. This figure includes an estimate of the federal government's commitment.

continued on next page

emissions. In total, 2,010 spectators voluntarily offset 6 per cent of estimated indirect emissions. This is consistent with participation rates at the individual level recorded in other voluntary programs for carbon offsets. Spectator-engagement strategies included:

Offsetters 2010 Games Travel and Accommodation Carbon Calculator —

This tool was available online at [vancouver.2010](#), [offsetters.ca](#), Facebook, LinkedIn, Twitter and other external web sites for spectators to calculate and offset their travel-related emissions.

Offsetting the Vancouver 2010 Olympic Winter Games One Tonne at a Time — Limited-edition Offsetters 2010 pins and commemorative certificates were available for purchase. The pins and certificates represented the equivalent of one tonne of carbon offsets from the 2010 Legacy Portfolio.

A unique carbon offset video called *Pass It On* — Produced to help people understand the carbon footprint of their activities and to take steps to reduce and offset emissions, the video was played on videotrons at Games venues.

Ticketing-related opportunities — VANOC ticket buyers received electronic communication and links on how to account for Games-time carbon emissions.

Project Blue Sky — This social media platform and online community connected athletes with other athletes and the public, focusing on how individuals and the actions they could take to reduce carbon emissions through sustainable transportation, such as walking, biking, taking public transit.

BobWheeling Street Team: “Without Winter There’s No Winter Games” — A fictional demonstration sport was created by Offsetters to educate, engage and inspire spectators to take action on climate change. The BobWheeling team became a global media story, enabling millions to see the carbon story of the Games. On the streets of Vancouver, thousands of spectators stood in line to take photos with the team and learn more.

More information on VANOC, partner and sponsor initiatives to raise awareness of sustainable living can be found in Chapter 6 (Sport for Sustainable Living), Chapter 3 (Social Inclusion and Responsibility) and Appendix C (the Sustainability Star program).

By using the positive energy and spotlight of the Games as a catalyst to share the carbon management story in a fun and engaging way, the Bobwheeling team and other engagement activities conservatively garnered close to 30 million impressions across Canada and around the world. These activities were picked up in social media by spectators and in stories posted by traditional media outlets across the globe.

—Kari Grist, Senior VP Marketing and Client Engagement at Offsetters.

CHALLENGE

Lessons Learned in Achieving a Carbon Neutral Games

VANOC's carbon management program pioneered a number of new tools and initiatives for managing the carbon footprint of a global sport event. In summary, and as documented in this report, the 2010 Winter Games delivered a strong performance on energy efficiency and carbon reduction goals were met. The offset goal for direct emissions from all VANOC's activities, athlete travel and the torch relay were met. The offset goal for indirect emissions from air travel and accommodation by 2010 sponsors and partners was substantially met. The offset goal for the air travel of Games spectators was not met. Overall, for sponsors, partners and spectators, 19 per cent of the indirect emissions from the Games were offset on a voluntary basis. This far exceeds best-in-class levels for programs of this nature, suggesting that athletes, sponsors and spectators at Olympic and Paralympic Games are receptive to requests by organizers for direct action on environmental issues.

Many lessons can be drawn from the 2010 experience on carbon. The following reflections have already been passed on by VANOC to the International Olympic Committee and other future Games organizers:

- A strong business case can be made for enshrining energy efficiency and conservation as a core deliverable across all business units at an Olympic Organizing Committee. Make the business case for carbon reduction early and often as repeated emphasis can have a great impact on reducing the carbon footprint of a Games.
- Consult with partners and stakeholders on the scope of the organization's carbon program. Then decide on what is in and what is out of the emissions inventory. Communicate clearly and often on this issue.
- Create an inventory that will enable the organization to be precise about measuring and reporting on direct emissions. Relying on forecasting methodology and voluntary reporting can be a credible way to report on indirect emissions as well as direct emissions in areas where it is not feasible to obtain data on actual emissions.
- Games partners and sponsors will respond to a request for help from the Organizing Committee in meeting its energy and climate change goals, provided they can do so in a way that is incremental to what they are already doing and that they are properly recognized for their action and innovation.
- Financing offsets for direct carbon emissions can be achieved through sponsorship. Depending on how an Organizing Committee structures its offset portfolio, it can also be an important social and economic Games legacy.
- Air travel likely represents at least half the carbon emissions generated by global sports events. However, it may be challenging to obtain financing through the Organizing Committee and/or a sponsor to offset spectator emissions from air travel, particularly in periods of economic pressure. Games can help educate, engage and inspire spectators to be more aware of the carbon footprints they generate. Given the significant size air travel emissions requires, it is ultimately unlikely that voluntary individual offsets will result in the required volume. In this case, consider alternate financing strategies for spectator air travel, such as including a small surcharge on a high volume of tickets.
- Climate change is an issue that symbolizes many of the environmental impacts of an Olympic Games, including carbon, biodiversity, waste, water conservation and air quality. So take action early and often on public outreach, informing audiences about how the Organizing Committee is managing the Games-related climate change impact. Make it a core element in all communications, showcasing and story-telling. Athletes will be the organization's most enthusiastic supporters and activators. Waste and transportation are the two most visible elements of the organization's Games-time carbon footprint and story. Wherever possible work with official sponsors and suppliers to get the environmental message out, including media sponsors covering the Games.

Table 3
Energy Consumption and GHG Emissions

	Total Volume	Energy Consumed (Gj)	GHG Emissions (tCO ₂ e) 2009-10	Cumulative from Previous reports (tCO ₂ e)	Grand Total GHG Emissions (tCO ₂ e)
	2009-10	2009-10	2009-10	2005-06 – 2008-09	
FUEL — VEHICLE TRANSPORTATION					
Gasoline (litres)					
Vehicle fleet	2,620,733	90,153	6,243	2,856	9,099
Venue operation equipment	112,824	3,881	269	264	533
Diesel (litres)					
Venue construction (2005-08)				4,221	4,221
Vehicle fleet	824,910	30,604	2,265	44	2,309
Motor coach fleet	2,636,861	97,828	7,240		7,240
Venue operation equipment includes stationary generators	2,785,011	103,324	7,647	2,146	9,793
Bunker Fuel (metric tonnes)					
Mona Lisa cruise ship —	600	26,356	1,965	0	1,965
Ethanol from E10 (litres)					
Vehicle fleet	1,608	38	0		0
Venue operation equipment	3,174	75	0		0
Natural Gas Consumption					
Venues		31,474	1,528		1,528
Olympic and Paralympic Cauldrons		5,260	255		255
Villages		5,601	272		272
Other facilities		73,081	3,548	963	4,511
Propane Consumption (estimated litres)					
Venues and other facilities	313,040	8,011	473	28	501
Total Fuel (EN3)		475,685	31,705	10,522	42,227
Electricity (kWh)					
Venues	41,806,707	150,504	1,170	213	1,383
Villages	14,384,509	51,784	403	11	414
Other Facilities	63,592,902	228,934	1,781	584	2,365
Total Electricity (EN4)		431,222	3,354	808	4,162
Other GHG Emissions related to VANOC's Direct Footprint (EN17)					
Travel to the Games (air travel of athletes and officials, sport partners, IOC, workforce)			21,688		21,688
Local transportation at Games time (security, contractors, spectators) (estimated)			13,461		13,461
Shipping (VANOC and team supplies) (est.)			22,333		22,333
Administration [business air travel (actual), paper use (est.) staff commute] (est.)			9,113	9,407	18,520
Torch Relay (without fleet, as fleet fuel use is covered in EN3) (est.)			934		934
Waste			1,863	363	2,226
Accommodation (Games time) (est.)			295		295
Cultural Olympiad (est.)			695	161	856
Total other GHG Emissions			70,382	9,931	80,313
Embedded emissions from construction — estimate from footprint, excluding fleet				1,857	1,857
Total GHG Emissions for VANOC's Direct Carbon Footprint			105,441	23,118	128,559
VANOC's Indirect Footprint					
Travel to the Games by ticket holders, sponsors, partners and media (estimate from footprint)			133,889	0	133,889
Torch Relay (sponsors partners, host communities)			840		840
Accommodation			1,074		1,074
Staff commute			7,893	5,422	13,315
Total GHG Emissions from VANOC's Indirect Carbon Footprint			143,696	5,422	149,118
Total GHG Emissions for VANOC's Direct and Indirect Carbon Footprint					277,677

Emissions in this table do not include emissions from the construction of transportation infrastructure, such as the Sea-to-Sky Highway improvement project and the Canada Line (new light rail rapid transit from Richmond and the Vancouver Airport to downtown Vancouver) as these projects were financed and led by governments and outside VANOC's budget and decision-making scope. Fugitive emissions from refrigerants were also not included in the forecast because the cost of tracking them was high and the impact deemed low.

C Air Quality

To perform at their best, athletes require good air quality — both outdoors and indoors. Outdoor air quality in the Lower Mainland and the Sea to Sky corridor (from Vancouver to Whistler), as elsewhere, is linked to emissions of air contaminants such as particulate matter, nitrogen oxides, sulphur oxides and volatile organic compounds. The sources of these emissions include transportation, industrial facilities, power generation, building systems and construction and operational activities. Indoor air quality and human health can be negatively affected by emissions from a variety of sources, including paints, floor coverings, furnishings, cleaning supplies and equipment operation (heating, ventilation or air conditioning systems).

As we planned for the Games, we ensured minimal negative impacts to indoor and outdoor air quality, achieving this by:

Adhering to the LEED Green Building Rating System —
Applying Leadership in Energy and Environmental Design green building criteria in venue development and at our head office, including low-emission interior construction materials and furnishings, natural ventilation and high-quality air and heating systems

Following best practices in construction and operations —

Following environmental management procedures, plans and other guidelines on best practices for indoor and outdoor air quality, such as minimizing dust, choosing non-toxic products and minimizing equipment and vehicle emissions

Reducing energy consumption and air contaminants —

Increasing energy efficiency and reducing consumption of carbon-based energy, which not only reduces GHG emissions and their effects on global warming, but reduces impacts on air quality by limiting the amount of air contaminants released

During the period of the Games, the BC Ministry of Environment increased air quality monitoring in the Sea to Sky corridor at three established stations (Squamish, Whistler Meadow Park, and Pemberton) and at two temporary sites (Whistler Olympic Park and Whistler Function Junction). The use of these latter sites was made possible by the assistance and cooperation of VANOC and the Resort Municipality of Whistler. Parameters measured were ozone, particulate matter, nitrogen dioxide, sulphur dioxide, carbon monoxide and hydrocarbons.

Results indicate that the air quality was as good as, if not better than, typical conditions seen at this time of year.

Source Lorne Nicklason, B.Sc. M.A., Air Quality Technician — Lower Mainland Region Ministry of Environment

Table 4
Significant Air Emissions in 2009-10

Source	Volume (Litres)	CRITERIA AIR CONTAMINANTS (KILOGRAMS)							
		HC	CO	NOx	PM**	PM ₁₀ **	PM _{2.5} **	SO ₂	VOC
Gasoline									
Vehicle fleet	2,620,733		144,769	7,903	182	180	83	51	8,059
Venue operations equipment	112,824	569	13,783	935	17	17	13	2	267
Diesel*									
Vehicle fleet	824,910		200	205	34	34	28	11	96
Motor coaches	2,636,861		5,247	25,920	649	649	548	290	862
Venue operations equipment (incl. generators)	2,785,011	2,373	11,981	35,551	2,133				
Natural Gas									
Building heating	110,156 GJ	107	3,855	2,313	352	352	352	28	6,495
Olympic and Paralympic Cauldrons	5,260 GJ	317	837	154					
Propane									
Building heating	39,951	0.950	35.38	61.66	3.315	0.000	0.000	2.52	1.52
Cooking /venue operations	273,089	6.50	241.82	421.46	22.666	0.000	0.000	1.719	10.36
TOTAL 2008-09		3,373	180,949	73,464	3,393	1,232	1,025	383	954.8

* The calculations above for diesel criteria air contaminants assume that average engine technology and use are comparable to those of heavy-duty commercial vehicles.

** All PM is assumed to be one micrometre or less.

D Water Quality and Conservation

In designing and constructing our venues, particularly those in the mountains, we were committed to preserving natural water systems, such as streams and wetlands, to protect both fish and wildlife habitat and to ensure clean drinking water sources. Efficient and effective site infrastructure (such as water-efficient appliances and sediment and erosion-control measures) supported our ability to achieve water-efficient operations and maintain water quality, while we also worked to employ best practices in our activities to help achieve these commitments.

In this reporting year we withdrew water as follows:

Surface water*

- Whistler Creekside: 113,400 m³ of water from reservoir (fed by Whistler Creek) and 80 million gallons from Fitzsimmons Creek, for a total of 110 million gallons of water for snow-making purposes
- Whistler Olympic/Paralympic Park: 4,807 m³ of water withdrawn from Madeley Creek for potable consumption, and 7,960 m³ was withdrawn for snowmaking purposes. Snowmaking is not considered a consumptive use.

Municipal water

- 7,036.5 m³ used at The Whistler Sliding Centre

* Surface water from three creeks, Fitzsimmons, Whistler and Cypress, was used for snow-making purposes (not considered a consumptive use) under appropriate water licences. Surface water from Madeley Creek at the Whistler Olympic/Paralympic Park venue was used for both snow-making and potable uses. None of these water sources were significantly affected by VANOC's activities and were verified regularly by third-party environmental monitors.

CHALLENGE

Spill Management

During this reporting year VANOC had three spills that were deemed significant enough to be reported to the Provincial Emergency Program (PEP). In September 2009, equipment failure led to a propylene glycol spill (refrigerant for the ski jump in-run) at Whistler Olympic/Paralympic Park. This substance is considered non-toxic and biodegradable; as such, no environmental remediation was required. In January 2010, during overlay fit-out activities, two other diesel spills occurred — one at BC Place (a combined result of mechanical failure and human error) and one at UBC Thunderbird Arena (a result of human error). Both spills were cleaned up by environmental emergency and remediation professionals and included in VANOC's environmental incident reporting.



BACKGROUND

Wastewater Treatment

Because of the sensitive receiving environment, protecting Madeley Creek and surrounding waterways at Whistler Olympic/Paralympic Park was a top priority. As a result, the venue's wastewater received a high level of treatment before being released into the creek. Designed, built and operated by EPCOR (Games water management sponsor), the venue's wastewater treatment plant was designed to meet or surpass the environmental standards of both the federal and provincial legislation and provincial sewage regulations for municipalities.

Wastewater passes through a complex course of treatment, being screened, munched, filtered and zapped with ultraviolet rays before being acceptable enough to return to its original environment. To ensure compliance with environmental assessment requirements, a full-time EPCOR employee took daily and weekly samples of the treated wastewater, and a third-party environmental monitor tested water samples from the creek throughout the year. Venue staff was also careful about what went down the drains in the first place. They used biodegradable cleaning solutions and soaps and scrutinized everything used on-site, including materials and methods for clearing internal roadways and parking lots.

E Waste Management

Managing the Waste Impact of the Games

During the bid phase, we made a commitment to pursue a “Zero Waste” strategy. We applied this ethos throughout the seven-year project. As a cornerstone of this strategy, VANOC established a target of diverting from landfill at least 85 per cent of solid waste generated during all Games-related operations from January 1 to March 31, 2010. During the target period, we actually recycled and composted 63 per cent and diverted from landfill (including waste to energy) 77 per cent of our total waste.

Table 5
Solid Waste Generation and Disposal Activities for the Target Period

TARGET PERIOD: JANUARY 1, 2010 – MARCH 31, 2010
METRIC TONNES OF WASTE GENERATED AND DIVERTED

Activity	Scope 1 Data ²
Recycling	1,642.7
Composting	925.5
General Waste	
Waste to energy	569.9
Disposal at standard landfill	465.3
Disposal at gas-to-energy landfill	472.9
Incinerated hazardous waste	1.4
Total Waste Generated	4,077.7
Recycled or composted	2,568.2
General waste	1,509.5
% of total waste recycled and composted	63
% of total waste diverted from landfill (including Waste to Energy)	77

² Scope 1 data — Where we had full and direct control, is defined by these parameters: 1) VANOC controlled and paid for waste removal services; 2) The venues were used exclusively for Games guests or workforce; and, 3) VANOC and sponsors controlled product inputs and, therefore, materials disposed inside the venue. The total waste generated in scope one (4,929.4) was reviewed by PricewaterhouseCoopers

CHALLENGE

Games-Time Waste

Over our seven-year project life cycle, we developed strategies to divert waste from landfill and tracked our annual performance. Our Games-time waste diversion target of 85 per cent was based on what we felt we could achieve given our integrated plan. While we missed our target by 8.2 per cent, we are still proud of the waste management tracking and reporting practices we developed.

We were able to be responsive in addressing some of the challenges we experienced at Games time. Others can be summarized and shared with future Games and major event hosts through the IOC’s official debrief and Games knowledge management programs. Throughout this section we have outlined some of the challenges we faced.

In this reporting period (August 1, 2009 – April 30, 2010) we recycled and composted 63.8 per cent of materials and diverted from landfill (including waste to energy) 76.8 per cent of our waste. In 2009-10 we generated 1.4 metric tonnes of hazardous materials, which are included in the following table:

Table 6
Solid Waste Generation and Disposal Activities in 2009-10

AUGUST 1, 2009 – APRIL 30, 2010 METRIC TONNES OF WASTE GENERATED AND DIVERTED ¹			
Activity	Scope 1 Data ²	Scope 2 Data ³	Totals
Recycling	2,214.6	5,797.1	8,011.7
Composting	929.5 ⁴	1.6	931.1
General Waste			
Waste to energy (WTE)	643.9 ⁵	0.0	643.9
Disposal at standard landfill	595.1	608.2	1,203.3
Disposal at gas-to-energy landfill	544.9	0.7	545.6
Incinerated hazardous waste	1.4	0.0	1.4
Total Waste Generated	4,929.4⁶	6,407.6	11,337
Recycled or composted ⁷	3,144.1	5,798.7	8,942.8
General waste	1785.3	608.9	2,394.2
% of total waste recycled and composted	63.8	90.5	78.9
% of total waste diverted from landfill (including Waste to Energy)	76.8	N/A	84.6

¹ Data were separated into scopes 1 and 2 for the 2009-10 reporting year to differentiate between where we had control versus where we had influence, which influenced the data tracking and reporting process.

² Scope 1 data — Where we had full and direct control, is defined by these parameters: 1) VANOC controlled and paid for waste removal services; 2) The venues were used exclusively for Games guests or workforce; and, 3) VANOC and sponsors controlled product inputs and, therefore, materials disposed inside the venue. The total waste generated in scope one (4,929.4) was reviewed by PricewaterhouseCoopers

³ Scope 2 data — Where we had influence, is defined by these parameters: 1) VANOC paid for waste removal as part of the overall contract with the service provider, however, VANOC had no direct waste removal contracts and therefore no control over services (e.g. hotels); 2) Facilities were used exclusively for Games guests or workforce; and, 3) Product inputs and materials disposed were not controlled by VANOC. Ninety nine percent (99 per cent) of this reported weight was fit-out/tear-down (construction and demolition) waste as reported by 85 per cent of VANOC contractors.

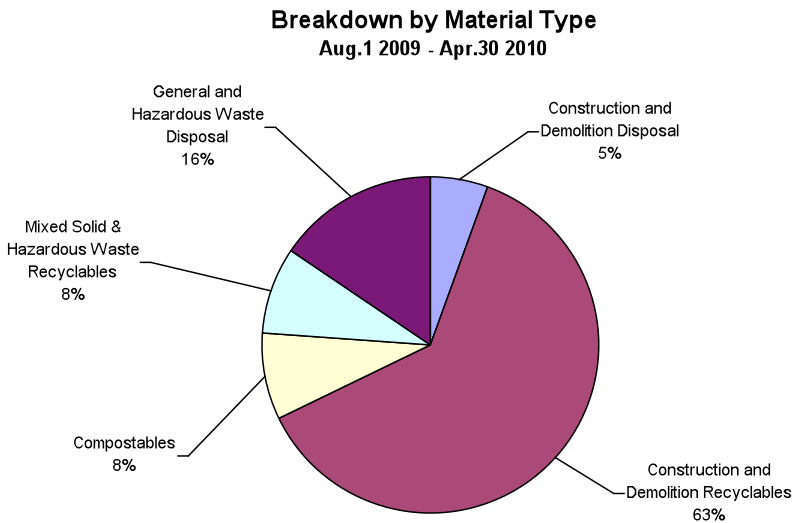
⁴ Weights of compostables and general waste have been adjusted to reflect the weights of contamination pulled from composting facilities.

⁵ Weights for WTE and Standard Landfill have been adjusted to reflect ash generation (17 per cent) sent from the WTE facility to a landfill following incineration.

⁶ Data included is from August 1, 2009 – April 30, 2010. A minimal amount of waste was generated after April 30, as VANOC wound up operations at a number of venues, including the Organizing Committee's Vancouver headquarters, our Main Distribution Centre and our Main Commissioning/Decommissioning Centre for fleet vehicles.

⁷ In this reporting year certain Games-related products and materials have been reused both internally and externally (for example, through donations). There are inherent difficulties in quantifying the weight identified in this category, as the cost and time required to do so would be substantial and is beyond the scope of typical waste management data tracking.

Chart 4
Breakdown by Material Type



Throughout the life cycle of the Games project we recycled and composted 87 per cent and diverted from landfill 91 per cent of the total 24,669 metric tonnes generated (not including Scope 2 data). [To provide some regional context, Metro Vancouver recycled and composted 55 per cent of all waste generated in the region (metrovancover.org).]

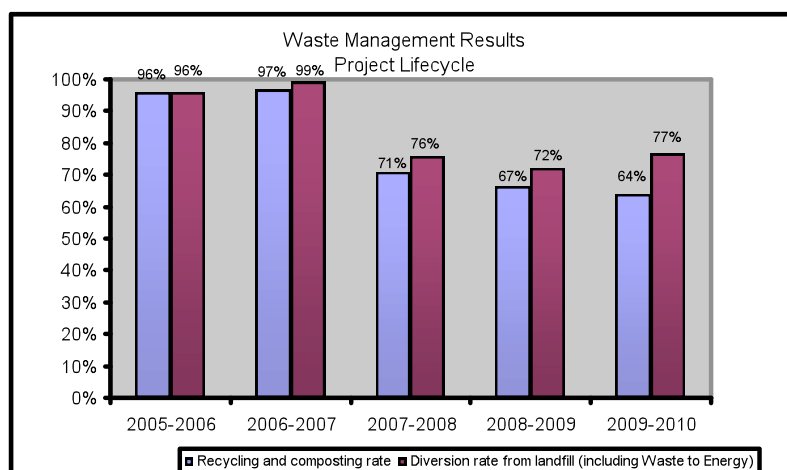
DID YOU KNOW?

2010 apparel sponsor and general retail merchant the Hudson's Bay Company delivered all workforce uniforms in bulk. It also had its furniture packaging redesigned to eliminate a significant amount of non-recyclable waste. And it reduced shipping trips and costs.

Bell, 2010 telecommunications sponsor, used innovative technology that significantly reduced the amount of cable required for the Games, resulting in the need for only one network instead of four.

2010 computer sponsor Acer provided low-profile, small-footprint desktop computers which used less power and packaging and fewer trucks for transport.

Chart 5
Cumulative Waste Management Results



Our Zero Waste Approach

Through our Zero Waste management strategy, we worked with sponsors, product suppliers, contractors and staff to strategically implement a combination of integrated activities and techniques during all phases of the Games project's life cycle. The main tools we used to implement these activities and techniques included contract specifications, material planning guidelines, sponsor/supplier engagement, policy and procedures. Our strategy included:

Source Reduction

We asked questions such as: *Is the product needed? Are there opportunities to reduce the amount of product required? Can we lease or rent, rather than own? Can packaging be reduced or eliminated?*

Reuse

We asked questions such as: *Can recycled and recyclable materials be used? Can we reuse our old or used items in creative ways?* We also considered product end-of-use destination (such as donations to community groups).

Recycle

We aimed to optimize all recycling options, including composting.

DID YOU KNOW?

All Games-time workforce were provided with reusable travel mugs.

After the Games, Goodkey Show Services, our carpet supplier, reused or resold approximately 61,000 square metres of carpet (typically, carpet used at Games is disposed of).

VANOC worked with the caterer at the Olympic Village Vancouver to make daily food donations from the village to community food banks.

Coca-Cola donated large syrup containers for reuse as receptacles to collect and recycle drink bottles. It also donated bottle-compacting units for each of the main venues; these were later donated to recycling depots in communities throughout British Columbia.

CHALLENGE

Vendor Waste Generation and Management

Multiple groups were responsible for sourcing products for the Games, including sponsors, contractors and VANOC staff. Understanding the waste implications of all those products for the Games, such as items sourced for the Opening and Closing Ceremonies, was a challenge.

Internally, we promoted source reduction and created material planning guidelines for staff, contractor and sponsor use. To help meet our goals, we also collaborated with enthusiastic sponsors such as Coca-Cola.

Catering, cleaning, overlay, sponsor and waste removal contracts are particularly integral to the success of any Games waste management program. We implemented waste-related contract specifications and, where possible, tracked and reported the results (see Table 6). However, there was always room for improvement and we acknowledge that multiple contracts existed where additional specifications and training would have enhanced the results.

Non-Recyclable Waste

Wherever possible, non-recyclable waste was sent either to a landfill that collected landfill gases for electricity production or to a waste-to-energy facility which converted waste materials to energy through combustion. As a last resort, waste was sent to standard landfills.

Games-Time Waste Management Infrastructure

At Games time, we set up a waste management collection system to capture the various materials for recycling, composting or disposal.

Waste collection streams for **Front of House** (public areas) included:

Recyclable

- ✓ Bottles (drink containers)
- ✓ Compostables (including paper products)
- ✓ Mixed plastics (not including drink containers)



Non-Recyclable

- × General waste

Waste collection streams for **Back of House** (behind-the-scenes operational areas), in addition to those listed above:

Recyclable

- ✓ Metals
- ✓ Glass
- ✓ Used cooking oil
- ✓ Cardboard
- ✓ Mixed paper
- ✓ Wood
- ✓ Hazardous
 - Batteries
 - Waste oil, filters, unused paint
- ✓ Electronics



DID YOU KNOW?

The international supplier of anti-doping test kits redesigned the packaging to be fully recyclable, and plans to continue this practice for future international events.

Nearly all our Games-time wayfinding signage was reused or recycled.

After the Games, 3M (official supplier of large-format graphics) recycled the vinyl decals for fleet vehicles and building wraps into floor tiling.

Food and beverage serving products were certified compostable, including plates, bowls, cups and cutlery.

Coca-Cola had fully compostable hot and cold beverage cups, lids and sleeves developed specifically for the 2010 Winter Games, while Molson's (official beer supplier) provided compostable beer cups.

Compostable waste was processed into a nutrient-rich product sold to benefit gardens all over the region.

After Coca-Cola recycled the plastic beverage bottles from the Games, they made them into toques and scarves which were distributed to social service community groups in Vancouver's inner city. In addition, the deposit value of the bottles contributed to the installation costs of a new sport court at the Ray-Cam Co-operative Centre in Vancouver, a community legacy project.

Non-Recyclable

- × Hazardous
 - Biomedical (sharps, pharmaceuticals, blood and body fluid waste)
 - Unused/used solvents (e.g. acetone)
 - Materials contaminated with petrochemicals (e.g. oily rags, used spill pads or booms, soil or snow)
 - Lubricants
 - Hydraulic fluids
- × Miscellaneous waste (e.g. some food packaging and special ceremonies waste)

We also worked with our Procurement and Overlay teams to ensure that the contractors hired to build and remove temporary overlay infrastructures, such as grandstands at venues, were contractually required to develop waste management plans consistent with VANOC's priorities. In fulfilling their obligations they were required to inventory their waste and report final waste generation and diversion data. VANOC is the first-ever Organizing Committee to report on contractor waste data.

Education and Awareness

We built awareness about our waste management program through communication tools targeted at groups attending or organizing the Games. Efforts included workforce training sessions, newsletters, team meetings, announcements and signage. Information was included in official guides for spectators and workforce members. When possible, workforce and volunteers monitored bins to help spectators and contractors with waste disposal.

VANOC used an innovative web-based tool to track waste disposal and diversion results at Games time.

We were also able to generate real-time disposal statistics which were provided to venue teams to acknowledge their efforts and encourage improvement. This often created a fun, competitive atmosphere which contributed to increased diversion rates overall.



The majority of all cutlery, food and beverage containers can be recycled or composted. Support the Zero Waste Challenge by using a waste and recycling bin station near you.

La majorité des ustensiles et des contenants de breuvages et d'aliments peuvent être recyclés ou compostés. Relevez le défi « zéro déchet » — utilisez le poste de recyclage le plus près.

The Games. Our Responsibility. Nos jeux. Notre responsabilité.



CHALLENGE

Separating the Waste

We set an ambitious target of 85 per cent diversion from landfill, which led us to create a system of bin stations to allow attendees, workforce and contractors to separate their waste conveniently and appropriately. For many, multiple bins for multiple materials caused some confusion. As a result, the bin for collecting mixed plastics was often mistaken for the bin for plastic drink bottle collection. While signage was the main tool used to encourage correct disposal and helped mitigate some of that confusion, we acknowledge that a combined system for all plastics may have been a more effective approach.

DID YOU KNOW?

The 2010 Winter Games offered a recycling service in the athletes' rooms and residence corridors at the Olympic and Paralympic villages in Vancouver and Whistler.

CHALLENGE

Accountability for Waste

Achieving 85 per cent diversion from landfill, and being fully accountable for the waste impact of the Games, were ambitious goals. While Organizing Committees can try to influence how waste is managed to a broad extent, they only have a certain amount of direct control. Thus, while we wanted to be transparent and accountable for all the waste generated, we had to focus our resources and efforts where we had direct control (i.e. Scope 1 data). Where we were able, we reported on areas we influenced — primarily from contractors who installed and removed temporary infrastructures for the Games. Contractor waste has not typically been reported by an Organizing Committee. However, from the outset, our team wanted to encourage accountability to set a new standard for managing Games-time waste.

DID YOU KNOW?

0.58 kilograms of waste per person (accredited personnel and ticketholders) was generated during the 2010 Olympic Winter Games (based on Scope 1 data).

Energy saved as a result of the waste management program was 19,595.7 BTUs (based on Scope 1 data).

Eleven acres of standing forest was saved (based on CO₂ sequestration per tree) as a result of the waste management program (based on Scope 1 data).

ACTION TRACKER

Biodiversity and Habitat

GOALS FOR 2009-10

Continue to monitor sites for compliance during overlay fit-out, Games-time operations and decommissioning phases

Report on outcomes, challenges and lessons learned in all phases of operations with regard to compliance with environmental requirements, environmental monitoring and implementation of EMPs, Standard Operating Procedures and best practice guidelines

Update final LEED certification results of VANOC venues

PROGRESS IN 2009-10

Inspections by third-party environmental monitor were carried out during overlay fit-out, at Games time and in decommissioning

At Games time — including pre-Games overlay fit-out installation and post-Games decommissioning — VANOC's environmental management team had an on-the-ground presence at all Mountain and City venues and facilities that:

- Ensured compliance with legal commitments and other environmental best practices,
- Led VANOC's spill prevention and response program
- Coordinated response to environmental incidents
- Supported overall environmental performance

Final report was presented and submitted to the IOC as part of VANOC's transfer of knowledge exercise

Observation tours and briefing sessions with future OCOGs (London 2012, Sochi 2014 and Rio 2016) during and after the Games, including document sharing and conversations with third-party party environmental monitors

LEED certification results updated see page 40

Energy and Climate Change

Update forecast, measure and report final reference scenario, GHG emissions and reductions

Report on outcomes, challenges and lessons learned regarding energy use, GHG emissions and all elements of the carbon-responsible Games program

Promote energy conservation through workforce initiatives such as venue- and job-specific training and Smart Driver program

Track and report on progress towards offset targets for direct and indirect emissions

Reference scenario was updated in November 2009

Games-time results and challenges are reported in section B of this chapter

Offered Smart Driver training to all fleet vehicle operators as part of their job-specific training

No-idling procedure addressed through workforce Games-time training sessions and workforce communications, such as venue team newsletters and break area billboards

Contractual agreement with sponsor for delivery by end of 2012. This report will be reviewed by the BC Climate Action Secretariat in advance of publication. Both the review and the report will also be available on their website, at www.env.gov.bc.ca/cas/.

Air Quality

Continue to track and report significant air emissions and reduction initiatives

We reported on significant air emissions and reduction efforts in Chapter 2 (section C) and table 6

ACTION TRACKER

Water Quality and Conservation

GOALS FOR 2009-10

PROGRESS IN 2009-10

Report on impacts, outcomes with regards to water conservation, maintenance of water quality and water use impacts

We reported on our water withdrawal and impacts in Chapter 2 (section D)
Our spill prevention and response program helped us ensure that VANOC's activities protected water quality
LEED-certified green buildings and best operational practices (as specified in EMPs and SSOPs) helped us conserve water and protect the quality of aquatic habitats

Monitor snow management at fit-out, Games-time and decommissioning phases

During fit-out period, operations crews avoided environmentally sensitive areas and employed best management practices in snow clearing and road sand/salt application. Signage in key locations helped keep snow dumping and piling activities away from streams, wetlands and riparian areas.
In and around the field of play, we implemented snow management best practices guided by the overall approach of minimizing our use of chemical snow hardeners. This entailed prioritizing other options for snow maintenance first and foremost, such as manual/mechanical grooming and water application. Where snow conditions required additional measures in order to maintain safety and a fair field of play, snow hardeners were applied as sparingly as possible.

Waste Management

Report on outcomes, challenges and lessons learned while implementing VANOC's integrated waste management strategy

Final report was presented and submitted to the IOC as part of VANOC's transfer of knowledge exercise. See Chapter 2 (section E)

Implement VANOC waste management plans and procedures for all streams and phases and monitor compliance

Waste management was monitored by VANOC's waste and environmental management teams. Disposal data was monitored electronically and the teams maintained visual site checks and implemented corrective actions where possible.

Implement a communications strategy to promote Games-time waste management goals

Communications strategy included signage at bin areas and at venues; announcements during events; waste disposal data monitoring and feedback to venue teams responsible. See Chapter 2 (section E) for more detail.

Implement and monitor waste management strategy for all Games-time contracts, including data tracking and reporting

Contractor waste management and reporting strategy implemented and tracked. See Chapter 2 (section E) for more detail.



SOCIAL INCLUSION and Responsibility

This chapter reviews VANOC's 2009-10 performance in the following areas:

- A Inner-City Inclusive Commitments
- B Employment and Training
- C Business Development
- D Accessibility
- E Safe Places to Live
- F A Good Place to Work

OUR PATHWAY

To convene accessible Games that have a positive impact on socially and economically disadvantaged groups and businesses that otherwise might not benefit

To care for our workforce, protect human rights and ensure health and safety



Being socially inclusive and responsible meant that VANOC considered the needs and interests of its workforce, contractors, athletes and members of the Olympic and Paralympic Families, as well as our Games sponsors and partners (including government, First Nations and sport partners). It also meant we considered the needs and interests of external groups affected by our activities. We were particularly aware of the possible impact of our activities on socially or economically disadvantaged communities that, often, do not typically benefit from mega events such as Olympic and Paralympic Games. Consequently, we sought input on our social inclusion programs and activities from a wide range of stakeholders. Where appropriate or possible we included groups affected by our activities in our decision-making processes. We also adhered to recognized global standards for corporate social responsibility.

Engaging Partners and Stakeholders

WHAT

Convene inclusive and accessible Games

WHO

Inner-city community organizations and service agencies, business and training organizations, government partners, corporate sponsors, advocacy groups, multicultural and diversity organizations, labour unions, consortiums representing persons with disabilities, local recreational and sporting organizations and members of the VANOC workforce

HOW

Joint projects, meetings, presentations, consultations and communications, including a Vancouver 2010 sustainability e-newsletter

SUSTAINABILITY CONNECTION

Social inclusion is vital to a healthy community. It improves understanding of diversity and supports the development of new solutions to old problems. There is a cost to social conflict and marginalization. Prosperity can be defined in many ways, however, no matter how it is defined, inclusive access to the economy, community life and a safe and well-functioning environment is essential to its sustenance.



VANOC's Legacy



We leveraged Games requirements for sponsorship, construction, recruitment, procurement and community support to increase inclusion of inner-city communities and other traditionally under-served populations in the economic and social benefits created by the Games.

Cumulative Highlights/Actions:

- 13 venues and two athlete villages designed for community use on a long-term basis
 - multi-purpose features with plans for legacy operation
 - accessibility standards for persons with a disability
 - green building standards
 - \$5.3 million to upgrade existing community ice areas in Vancouver
 - \$61 million for affordable housing legacies
 - 1,000 bed units in Whistler
 - 250 housing units in Vancouver
 - 156 housing units in other BC communities
- \$250,000 contribution to Covenant House to support the creation of 32 shelter beds for youth
- \$5.7 million in VANOC spending with inner-city businesses and social enterprises
- 220 individuals with barriers to employment trained in carpentry, construction, customer service and materials handling
- more than 11,300 items valued at \$2.3 million produced for the Games by carpentry trainees at the RONA Vancouver 2010 Fabrication Shop
- 1,750 Victory Ceremony bouquets produced by women in transition through a small business/social enterprise partnership
- In the pre-Games period, \$2 million from Bell's Games sponsorship was used to support inclusion of inner-city businesses and residents in increased economic development opportunities:
 - 500 training and employment opportunities and \$42.5 million in procurement opportunities for inner-city residents and businesses generated through new collaborations involving business, government and community organizations
- More than 56,000 Olympic and Paralympic event tickets distributed to youth, families and others who would not have otherwise been able to attend the Games
- Medical Equipment Legacy of \$3.6 million in donated medical equipment for local health clinics that included:
 - 196 automated external defibrillators and 25 cardiac monitors (Medtronic of Canada)
 - one dental chair (Sinclair Dental)
 - hoists for lowering Paralympic or injured athletes into hot or cold water treatments (Shoppers Home Health Care centre)
 - one X-ray machine that creates multi-dimensional computer images to diagnose internal injuries (GE)
- Community Asset Donations: VANOC assets valued at more than \$1.1 million were distributed throughout the Games region in collaboration with the Network of Inner City Community Services Society (NICCSS) and Sea to Sky Community Services Society (SSCSS). Donations included fabric and banners, commercial kitchen equipment, office supplies, linens and 1,000 beds for low-income housing residents in Vancouver, Squamish and Whistler. Another 4,000 beds were donated to target populations across Canada.
- First time an Olympic and Paralympic Games Organizing Committee partnered with the local health and safety regulator in its jurisdiction (in this case WorkSafeBC) to develop a proactive health and safety program for all employees, volunteers and contractors. This program:
 - reinforced safety by defining the safety requirements for all contractors and subcontractors and providing awareness training to all employees and volunteers
 - included a comprehensive tracking system and database for transfer of knowledge to future Games/event organizers
 - included donated medical equipment valued at \$3.6 million that was earmarked to remain in the region following the Games)
- A TravelSmart, strategy to reduce vehicle traffic at Games time through the increased use of more sustainable transportation options including transit, ridesharing, vanpooling, cycling, walking and tele-working. A key component of the strategy was free public transit for 1.6 million Games ticketholders and all Games-accredited personnel.

Celebrate 2010

Following up on one of the commitments made when Vancouver bid to host the Games, the Celebrate 2010 ticket program was created by VANOC and its partners; it was created so people who might not have the financial means to purchase Games tickets could share in the dream of attending the 2010 Winter Games.

VANOC worked with a range of partner agencies and community organizations, including BC Housing, the BC Non-Profit Housing Association, the United Way of the Lower Mainland, Kids Up Front, the Four Host First Nations Secretariat and the Spirit of BC Committees, supported by 2010 Legacies Now, to ensure fair distribution of Celebrate 2010 tickets to children and families, residents of Vancouver's inner city, Aboriginal peoples, persons with a disability and new immigrants.

The Celebrate 2010 initiative made tickets available to all Olympic and Paralympic sport events, in addition to Olympic ceremonies (opening, closing and victory ceremonies) and the Opening Ceremony of the Paralympic Winter Games.

Celebrate 2010 was supported by VANOC marketing programs and included a significant contribution by Jet Set Sports, a Vancouver 2010 sponsor and the official Hospitality Services provider of the Games. Beyond this funding contribution, the success of the Celebrate 2010 program was attributed to the willingness of more than 300 community organizations to coordinate and facilitate the attendance of Celebrate 2010 ticket recipients.

Celebrate 2010 By the Numbers

- Overall distribution: 50,000 tickets, 50 per cent for Olympic events, 30 per cent for Olympic Victory Ceremonies and 20 per cent for Paralympic events
- Geographic distribution: 46,000 tickets were distributed throughout Greater Vancouver and the Fraser Valley, 2,000 in the Sea to Sky corridor and 2,000 in other parts of BC and Canada
- 24,000 tickets distributed to Vancouver's inner-city residents through more than 65 organizations
- 6,000 tickets distributed to Aboriginal peoples through more than 55 organizations

During the Games, in addition to managing distribution of 50,000 tickets through our Celebrate 2010 initiative, our Celebrate 2010 team received ticket donations from sponsors and the general public. We used our community networks to distribute 6,000 donated tickets, usually on short notice. The team's efforts helped VANOC ensure seats were filled and that more people with limited financial means could attend a Games event.



To see the young smiles and excitement on the faces and in their memories really touched me. Here is a group of children getting to see an Olympic event in their own city with a lot of their friends and, better yet, they absolutely loved it. I know the geographical location of [your] school and the challenges you have, but for this one day the kids' spirits were alive, their problems were gone and they were safe and smiling from ear to ear.

— Excerpt from a letter from a Coast Mountain Bus driver who transported 21 inner-city children to a speed skating event

A Inner-City Inclusive Commitments

When Vancouver was bidding to host the 2010 Winter Games, there was public concern in the city about the impact the Games could have on vulnerable populations. Many of these populations — socially and economically disadvantaged communities — are situated in Vancouver's inner city. With no previous Games-based model to work from, the Vancouver 2010 Bid Corporation and three of its government partners (the Government of Canada, the Province of British Columbia and the City of Vancouver) sought to address the concerns of these communities through a joint statement known as the Inner-City Inclusive (ICI) Commitment Statement. This statement was founded on community input and an independent assessment of the impact of major international events on socially and economically vulnerable communities. For purposes of the statement, "inner city" refers to the Downtown Eastside, Downtown South and Mount Pleasant. A copy of this statement is available at vancouver2010.com.

The 37 commitments contained in the ICI Commitment Statement were guided by two principles:

- minimize any negative impacts the Games might have on Vancouver's inner-city communities
- maximize benefits to inner-city neighbourhoods and businesses

VANOC shared accountability for implementing the ICI commitments with its three government partners. Close to half the ICI commitments could be delivered directly by VANOC. The rest required broader community and government collaboration. Many commitments, such as those pertaining to civil liberties and accessible Games, described objectives that could be applied to the entire Games region.

Table 7
VANOC Actions on ICI Commitments (Cumulative from 2003 to April 30 2010)

COMMITMENT	ACTION TAKEN TO DATE
Accessible Games	Barrier-free venues and operations Accessible workplace Accessible website
Affordable Games Events	100,000 tickets available for \$25 each Ticket to Inspiration Program distributed 30,000 tickets to 195 groups to attend Paralympic Winter Games events (including inner-city schools) Celebrate 2010 program distributed 50,000 Olympic and Paralympic event tickets to those who would not otherwise be able to attend; more than 24,000 tickets distributed to organizations serving Vancouver's inner-city residents An additional 6,000 tickets were distributed to inner-city community organizations as a result of last-minute ticket donations received during the games
Affordable Recreation and Sport	Contributed \$100,000 to support implementation of recommendations made by the ICI Recreation and Sport Table Made contributions of \$2.5 million for reconstruction of a rink at Trout Lake Centre and \$2.5 million for refurbishment of a rink at Killarney Centre (\$5 million total) Made a \$325,000 contribution for upgrades and equipment for the rink at Britannia Centre and provided 2,400 Paralympic Games tickets and 2,400 Sport Event tickets to the Britannia Community Services Centre Society for distribution to its community members Developed and implemented strategy for post-Games asset distribution, which included sport and other equipment Operators of 2010 Winter Games temporary hostel (see "Housing" below) donated 294 single beds, mattresses and associated linens to five summer camp organizations that serve Lower Mainland children and families with financial constraints and/or disabilities Donated executive speaker fees to inner-city youth sports organization (\$20,000 total) Supported Aboriginal youth and sport programs and spearheaded two <i>Find Your Passion in Sport</i> poster series campaigns featuring up-and-coming Aboriginal athletes Supported urban Aboriginal community events
Business Development	Spent a total of \$5.7 million with inner-city businesses and organizations With Network of Inner-City Community Services Society (NICCSS) developed a community-operated Games-time Lost and Found Claims Centre that also served as a distribution channel for VANOC and partner items earmarked for donation to community groups
Civil Liberties and Public Safety	Liaised with Vancouver 2010 Integrated Security Unit (V2010 ISU), which was led by the RCMP Completed Game Plan 2008 and 2009 open houses in venue communities Collaborated with the City of Vancouver, the Vancouver Police Department and V2010 ISU to review inner-city Games impacts at five meetings in the inner city

Cultural Activities	For Cultural Olympiad 2010 we used 18 inner-city venues (for 2009 festival, 17; for 2008, 14) and collaborated with 21 inner-city organizations (for 2009 festival, 12; for 2008, 15): 5 of these organizations also provided a venue (for 2009 festival, 4; for 2008, 8) Supported 2008, 2009 and 2010 Chinese New Year celebrations in the city of Vancouver The Cultural Olympiad's digital edition (CODE) collaborated with W2 and other Downtown Eastside organizations to create a showcase for community-based digital works during the Cultural Olympiad 2010
Employment and Training	\$2 million from Bell's Games sponsorship supported economic revitalization, which included inner-city businesses and residents 267 training positions were created and 220 were filled In RONA Vancouver 2010 Fabrication Shop (Fab Shop): · created 64 carpentry training positions for individuals from priority population groups — 64 positions filled; 13 graduates were hired full-time at the Fab Shop · supported co-location of 148 construction readiness training positions, reduced to 101 positions (as 47 individuals went direct-to-employment without training); 101 positions filled · collaborated with the Government of Canada through its Homelessness Partnering Strategy to facilitate a pilot project providing housing and living support for RONA Vancouver 2010 Fabrication Shop carpentry trainees A customer service training program was developed and subsequently delivered to 15 inner-city residents in partnership with the community and the Hudson's Bay Company; 8 graduates hired by Hudson's Bay Company A material handler training program was developed and subsequently delivered in partnership with the community to 40 inner-city residents; 9 graduates hired full-time with VANOC's Logistics team
Environment	Games-time planning included best practices in the appropriate use of environmentally friendly materials and services As part of VANOC's waste management plan, collaborated with Games food service supplier Sodexo and the Greater Vancouver Food Bank Society on a food donation program affiliated with the Olympic and Paralympic Village Vancouver
Financial Guarantees	Published quarterly financial statements through VANOC's website, vancouver2010.com Annual statements audited by national accounting firm
Health and Social Services	Collaborated with Vancouver Coastal Health and other agencies to ensure Games activities did not negatively affect access to health and social services
Housing	Contributed \$30 million to the City of Vancouver toward post-Games legacy of 250 affordable housing units from Olympic and Paralympic Village Vancouver Made a \$250,000 contribution to the creation of 32 new shelter beds for youth at Covenant House Secured an operator for a temporary hostel and contributed \$200,000 to provide more than 300 beds to ensure Games visitors did not impact availability of low-income and social housing (there was no visitor demand for this resource in December 2009 or January 2010, and limited demand in February 2010) Liaised with government partners to ensure no low-income housing was included in the list of Olympic Family or partner accommodation
Input to Decision Making	Ensured VANOC's Board of Directors and working groups were representational Ensured responsibility for delivering on inclusion goals in the course of Games planning and operations involved every relevant department throughout VANOC; key positions created and filled included a director of inclusion; a manager of inner-city community benefits; an Aboriginal recruitment specialist; an Aboriginal procurement specialist; an Aboriginal business development and partnerships specialist; a project manager for the Vancouver 2010 Venues' Aboriginal Art Program; and additional staff for the Paralympic Winter Games team. Participated on ICI Housing Table and ICI Recreation and Sport Table Collaborated with Disability Advisory Committee and AccessWORKS Collaborated with Tradeworks Training Society, ACCESS, the YWCA and BC Construction Association's ISTEP Program in the delivery of the RONA Vancouver 2010 Fabrication Shop carpentry program Collaborated with Building Opportunities with Business Inner-City Society (BOB) and Fast Track to Employment (FTE) coalition in the development of inner-city training initiatives for Games-time jobs Input gathered through Game Plan 2008 and Game Plan 2009 public open houses, hosted in collaboration with the City of Vancouver, V2010 ISU and other Games partners in venue communities Collaborated with the City of Vancouver, the Vancouver Police Department and V2010 ISU to review inner-city Games impacts at meetings in the inner city
Neighbourliness	Game Plan 2008 and Game Plan 2009 public open houses hosted with the City of Vancouver, V2010 ISU and other Games partners, primarily in venue communities
Transportation	Collaborated with government partners and industry via an Olympic and Paralympic Transportation Team (OPTT) to minimize community impacts while meeting Games-related needs OPTT released the Host City Transportation Plan in three phases Collaborated with the City of Vancouver, the Vancouver Police Department and V2010 ISU to review inner-city Games impacts at five meetings in the inner city

B Employment and Training

VANOC's commitment to host Olympic and Paralympic Winter Games that were socially inclusive called for having a workforce that reflected Canada's diversity. To achieve this goal we developed a recruitment strategy that was implemented with assistance from our community partners. Collectively, we engaged the many community services and programs to deliver activities that created awareness and increased accessibility to jobs, training initiatives and volunteer opportunities.

A summary of VANOC's employment and training initiatives can be found in [Table 7: VANOC Actions on ICI Commitments](#)

Legacy Plans for RONA Vancouver 2010 Fabrication Shop

The RONA Vancouver 2010 Fabrication Shop, commonly known as the Fab Shop, opened in November 2007. For two years it was home to an Industry Training Authority-certified carpentry training program for four separate groups of 16 individuals (64 in total), each of whom had experienced difficulties integrating into the workforce prior to the program. In the course of their training and work experience, these participants produced over 11,300 wooden items (such as ski racks, warming huts and chairs for Games judges) at a value of over \$2.3 million. Fifty-one participants (80 per cent) completed the program and 37 (58 per cent) achieved Level 1 of the four-year Red Seal carpentry qualification. These high levels of success encouraged VANOC and its community, government and business partners to pursue a legacy operation for the Fab Shop.

One key to the Fab Shop's success has been the existence of a "real work" environment, where participants could take pride in the quality and utility of the items they produced. Another key to the Fab Shop's success was that it provided each program participant with long-term training — an average of six months — in a supportive, continuous environment.

To provide stability for this social enterprise, business partners are being sought who can commit to purchasing wood products from the legacy Fab Shop. These business partners would assume the role that VANOC played — as the pre-determined buyer of everything produced by Fab Shop participants. Net profits from the sale of wooden items produced would be augmented by government training funds and philanthropic donations to support the training and work experience opportunities.

The Fab Shop legacy plan has the support of the Tradeworks Training Society (www.tradeworks.bc.ca), one of the community organizations consistently involved with the Fab Shop, as well as government providers of training funds, business interest from crown corporations and municipalities and the philanthropic intent of various Games sponsors.

Lost and Found Claims Centre

In February 2009, the Network of Inner City Community Services Society (NICCSS) was awarded the contract to operate the 2010 Olympic and Paralympic Games Lost and Found Claims Centre. This was the first time a Games Organizing Committee outsourced this service to a community non-profit agency. In February 2010, NICCSS hired seven full-time paid staff, three part-time staff and four volunteers to work at the Centre (three staff were male; 11 staff were female, mainly inner-city residents from a pre-employment bridging program for women). In seven weeks of employment, staff rotated through all of the Centre's functions, learning such skills as inventory control, data entry, call centre responsibilities and direct customer retail service — all valuable skills and experience for their resumé's.

The Claims Centre received a total of 5,231 items (including more than 500 umbrellas, 220 prescription glasses, more than 260 mobile phones and/or cameras and 1,800 items of clothing, including many single gloves). At the end of the project, 4,080 items were unclaimed; they were turned over to NICCSS and donated to other non-profit organizations or sold to raise funds for an Early Childhood Education Centre in the inner city.



C Business Development

To provide goods and services for the Games, VANOC's goal was to engage businesses, organizations and social enterprises from its priority populations. Typically, these businesses were based in the inner city; alternately, they were or owned by, or employed, inner-city residents or persons with a disability. Businesses owned by or employing Aboriginal people are reported in Chapter 5.

During the last reporting year we:

- Contracted with the Network of Inner City Community Services Society to manage the Lost and Found Claims Centre at Games time. NICCSS trained and hired inner-city residents and persons with a disability to staff the operation. The society was also confirmed as VANOC's community asset donation partner for post-Games equipment and supplies.
- Contracted with Starworks Packaging and Assembly, a local social enterprise created to hire people with developmental disabilities to perform light labour and assembly work on Games-related projects.
- Contracted with a joint venture between Margitta's Flowers and Just Beginnings Flowers to produce more than 1,750 victory bouquets for medal-winning athletes at the Games. Just Beginnings Flowers is a social enterprise that provides floral design training, work experience and job placement in the floral industry for people with barriers to employment, including single parents, women who have experienced violence in their lives, persons returning from prison and those recovering from drug and alcohol abuse.
- Asset Donation: VANOC assets, valued at more than \$1.1 million, have been distributed throughout the Games region in collaboration with NICCSS and Sea to Sky Community Services. Examples of items donated to social enterprises include fabric and banners (to Common Thread), commercial kitchen equipment (to Potluck Catering) and 1,000 beds (to low-income housing residents in Vancouver, Squamish and Whistler).



D Accessibility

For VANOC, accessibility involved addressing the physical barriers to participation to allow the fullest community participation in the Games, so that the broadest number of people could benefit. This was reflected, for example, in VANOC's hiring and purchasing procedures.

Our approach to accessibility focused on:

Barrier-free venues — To deliver an accessible Games experience, VANOC ensured barrier-free access for persons with a disability at all venues and facilities.

An accessible workplace — Renovations to VANOC's head office included accessible design features to provide a comfortable work environment for employees with a disability.

An accessible Games website — Where practical and possible we added options to our vancouver2010.com website to meet the needs of those with visual impairments.

VANOC Accessibility Group — A cross-functional group of VANOC staff met quarterly with a barrier-free design consultant to ensure our practices and procedures took into account the needs of persons with a disability.

Integrated planning ensured that accessible venues and services were part of the 2010 Winter Games experience. While the main focus was on the physical accessibility of venues and facilities, other services were made available, including assistive hearing devices and live audio description for the Opening and Closing Ceremonies of the Paralympic Winter Games (a Paralympic Games first). Accessible seating was well used, particularly during the Paralympic Games period.

BACKGROUND

Wheelchair Access to Ski and Snowboard Events

To make it possible for wheelchair users to attend ski and snowboard events, a snow sled towed by a snowmobile was retrofitted so it could transport wheelchair users uphill to accessible seating in the stadium. The sled was tested by VANOC's barrier-free consultant and members of the Disability Advisory Committee. In this way, many wheelchair users were able to enjoy the ski and snowboard events of the 2010 Winter Games.



CHALLENGE

Access to Games Venues

During the Olympic Winter Games, access points at several venues were situated some distance from public transit locations. For ticketholders and workforce members with mobility challenges, VANOC offered accessible drop-off locations, an accessible shuttle service from key SkyTrain stations, wheelchair loans and golf cart shuttles to make venue access easier. Information on venue accessibility was also communicated by phone and through two Games-related websites, vancouver2010.com and travelsmart2010.ca.

E Safe Places to Live

The Vancouver 2010 Integrated Security Unit (V2010 ISU) was established in 2003 with the Royal Canadian Mounted Police (RCMP) as the lead agency. V2010 ISU integrated the RCMP with the Vancouver Police Department, the West Vancouver Police Department and the federal Department of National Defence. The role of V2010 ISU was to provide for security and public safety in and around Games venues, Live Sites (large public areas for celebration) and other Games sites in Metro Vancouver, Whistler and throughout the Sea to Sky corridor. Local security forces, such as the Vancouver Police Department, remained responsible for regular policing within their various jurisdictions — such as the inner city. Visit v2010isu.com for more information.

At the root of security planning were two overarching goals:

- to protect and safeguard the Games, members of the Olympic and Paralympic Families and the general public, including nearby residents and businesses
- to minimize the impact of security on both residents and businesses situated near Olympic or Paralympic venues

V2010 ISU received overwhelming support from Canada's law enforcement community. More than 1,700 officers from 118 Canadian provincial, municipal and Aboriginal law enforcement agencies, wearing their respective uniforms, joined more than 4,000 RCMP and 4,800 Canadian Forces members from across Canada. Together, they provided security services for the Olympic Games. Additionally, approximately 4,800 private security personnel provided screening services at venues. For the Paralympic Games, 750 police officers and 500 Canadian Forces personnel, mainly from BC, provided security services. At the close of the reporting period for this report, the 2010 Winter Games constituted the largest domestic security operation ever undertaken in Canadian history.

Integrated Public Safety (IPS) was established to develop plans for Games-time emergency preparedness. IPS, created under the auspices of the Provincial Emergency Program, of the Province of British Columbia, included groups such as the British Columbia Ambulance Service (BCAS), local fire and police departments and Vancouver Coastal Health.

Transportation Management to Reduce Community Impact

The 2010 Winter Games integrated transportation plan was developed by the Olympic and Paralympic Transportation Team (OPTT) made up of representatives from VANOC, the City of Vancouver, the Resort Municipality of Whistler, TransLink, BC Transit, BC's Ministry of Transportation and Infrastructure, and the Vancouver 2010 Integrated Security Unit. Planning was also supported by other Games partners, including Transport Canada and the municipalities of Richmond and West Vancouver.

The plan was based on the need to transport athletes, officials and all Games participants safely, reliably and efficiently throughout the Games region, while also taking into consideration the transportation needs of local residents, businesses and visitors.

continued on next page

CHALLENGE

Protecting Everyone's Rights

The 2010 Winter Games were a celebration of sport, culture and sustainability. Inside venues, this celebration took priority over all other commercial, political or other messaging. VANOC had a contractual obligation to the International Olympic and Paralympic committees to maintain venues free of advertising or other commercial or political promotion.

VANOC also had an obligation to protect the nearly \$1 billion investment made by Games sponsors against unauthorized commercial association by third parties that did not pay for the right to commercially associate with the Games. In the years leading up to the Games, we took many steps to ensure the public was well informed about our obligation to protect Games sponsors and our thresholds.

In public spaces, the security forces of the jurisdiction in question (for example, the Vancouver Police Department in Vancouver or the RCMP in Whistler) accommodated peaceful public demonstrations while ensuring other personal rights and freedoms were maintained throughout the Games. Beyond ticketed Games venues, VANOC had no interest, obligation or authority to prevent political or anti-Games expression.

During the 2009-10 reporting year, the OPTT completed the final phase of its planning and communicated information out to residents and stakeholders in the Games region about the impact of 2010 Winter Games Ceremonies and the arrival of the Olympic Flame on transportation in Vancouver. This information outlined planned temporary street closures to facilitate the movement of athletes, performers, media and spectators.

The Games integrated transportation website, at travelsmart2010.ca, helped visitors and residents alike learn how to reduce traffic congestion at Games time through measures such as public transit, walking or cycling to work, tele-working or adjusting work hours to avoid peak Games-time travel times.

Transportation planners set the lofty goal of achieving, at a minimum, a 30 per cent reduction in vehicle use in the Games region during the Olympic Games. The purpose of this reduction was to ensure athletes, officials, Games enthusiasts and local residents could move efficiently and without delay. Consequently, Metro Vancouver and the Sea to Sky corridor saw record numbers of people walking, cycling and taking transit. Vehicle use decreased by an average of more than 35 per cent each day. TransLink, the public transit operator in Metro Vancouver, moved an average of 1.5 million people per day during the Olympic Games period, an increase from 730,000 trips per day; BC Transit, the public transportation provider in the Sea to Sky corridor, saw five times the ridership on its system over normal winter levels.

To provide local businesses and residents with the tools and information necessary to have a successful and rewarding Olympic and Paralympic experience VANOC created a specialized team that focused solely on those stakeholders, the Operations Engagement Team (OET).

Beginning in December 2008, OET and its partners worked with businesses, resident associations and property management companies to share Games-related information and identify potential issues, impacts and solutions from Games events and operations.

One means the OET and its partners used to accomplish this objective was, in 2009, to continue hosting Game Plan meetings in local communities to ensure businesses and residents located in close proximity to Games venues had all the information and resources they needed to make informed choices so they could be adequately prepared for "business as unusual" in the pre-Games and Games-time periods.

To communicate with these stakeholders, the OET provided up-to-date information and resources through a Game Plan newsletter and lists that included frequently asked questions (FAQs) and key dates to note. Residents and businesses were also invited to contact members of team by phone or e-mail.

At Games time, OET staff focused their efforts on communicating messaging about smart transportation options and liaising with local community members and business to resolve issues and impacts.

Metro Vancouver and the Sea to Sky corridor saw record numbers of people walking, cycling and taking transit.

F A Good Place to Work

During the Olympic Winter Games, VANOC engaged a total workforce of more than 21,000 paid staff, volunteers and select contractors. An additional 25,000 contractors helped stage the Games. During the Paralympic period, VANOC's workforce totalled 9,800 (paid, volunteer and contractors)

By April 30, 2010, our reporting end date, VANOC's volunteer program had concluded and the total in-house workforce had decreased significantly. Remaining staff and contractors completed final reports, decommissioned and restored venues and sites, and finalized financial and legal matters.

VANOC's workforce was the heart of the organization. Throughout the Games thousands of "Blue Jackets" played a significant role in producing an extraordinary Games experience for all client groups.

Workforce Diversity, Training and Development

The recruitment strategy developed to support VANOC's mission, vision and values stated that "in our quest to build a stronger Canada and successfully deliver the Games, we will recruit locally and nationally a diverse workforce, providing access to opportunities for all Canadians."

As at February 12, 2010, our total paid workforce consisted of 4,367 people — 50 per cent women and 50 per cent men (of those who indicated gender in a voluntary survey). Of the eight VANOC Board-reviewed positions (CEO and seven executive vice presidents), two were occupied by women (25 per cent). Of an additional 156 senior positions, 54 were held by women (35 per cent). At the end of this reporting period, VANOC's 20-member board of directors included five women (25 per cent). Of the 18 full-time senior management personnel hired during the reporting period (director level and above), eight were hired from Canada (44 per cent).

Table 8
Total Games-Time Workforce (Vancouver and Whistler)
by Employment Type, as at February 12, 2010

Contractor (including embedded, sponsor, etc.)	763	3%
Co-op/Intern	143	1%
Full-Time	1,331	6%
Part-Time/Term	195	1%
Temp	1,578	7%
Secondee	356	2%
Volunteer	17,273	80%
GRAND TOTAL	21,639	100.0%

To the men and women in the Blue Jackets, you are the undisputed heroes of these Games. The class of 2010. A perfect team — you have behaved with great dignity, poured your hearts and souls into every task. You smiled, you cheered and you filled the hearts of our visitors with friendship and good will. For many of you who toiled behind the scenes, no thanks will ever be enough. You took on a stubborn mountain with all your might. The result: Blue Jackets — 1, Cypress Mountain Weather — 0. You were tested again and again and reminded us all every day that there is no force that can sustain itself against the full thrust of a determined human heart. May your contribution here be worn as a badge of honour for the rest of your lives. For you have — through your service — defined for all to see what it is to be a proud, generous Canadian.

—John Furlong,
VANOC CEO, in his speech at the Closing
Ceremony of the XXI Olympic Winter Games

DID YOU KNOW?

The VANOC Beyond 2010 program offered paid staff a variety of options to facilitate their transitions into life post-Games. Programs included financial seminars and training, career workshops, life transition workshops, outplacement assistance and a resource library.

Liaising with Business and Labour

Dialogues with organized labour, business and government on labour stability issues helped VANOC prepare for the Games. This included meeting on an ad hoc basis to discuss issues of mutual interest with the British Columbia Federation of Labour, the Province of British Columbia, the City of Vancouver and the business community. Throughout the pre-Games and Games-time periods we continued meeting with representatives of all organizations that could potentially impact the Games.

All unions that were members of the BC Federation of Labour were invited to attend open sessions with VANOC — both to receive Games-related information and to provide a forum for questions. We also met with all the local unions that represented employees within our venues.

Overall, this approach — of open communication and continuous dialogue — resulted in positive relationships that yielded an absence of labour-related issues/challenges at Games time.

The VANOC workforce was not unionized. However, some of our workforce included secondees from provincial partner organizations that were unionized. Additionally, contracted workers at many venues were unionized, with more than 12 unions represented.



Workforce Health and Safety

VANOC was committed to ensuring the highest standards of health and safety for all employees, contractors and volunteers. This was achieved through a safety management and performance reporting systems that was based on Provincial law in BC. The law follows the International Labour Organization (ILO) code of practice, on Recording and Notification of Occupational Accidents and Diseases that was developed for the reporting, recording and notification of workplace accidents. Equally, another core VANOC objective was to provide a legacy of safety — not only for Canada but for future Games held in other parts of the world.

Until Games time, the VANOC Joint Health, Safety and Wellness Committee met monthly to communicate and consult on issues that could affect the health, safety and wellness of all VANOC workforce members. At Games time, each venue team met twice daily, during which time venue safety representatives communicated with representatives from each Games functional area, on issues related to the health, safety and wellness of the workforce members working at a given venue. Through these measures, 100 per cent of workforce members were represented.

During the reporting period, 829 injuries to VANOC employees, volunteers and contractors were reported. Of these, 49 incidents required reporting to WorkSafeBC. Rates of workforce injury or days lost were not available in this reporting period because we did not track the hours worked by external contractors during the Games (contractors comprised over 15,000 members of the workforce).

We did not track occupational disease or absentee rates.

While no fatalities occurred as a result of any workplace injury or illness attained through the course of employment occurred during the reporting year, two Games-time workforce members did pass away during their shifts due to what was later confirmed as natural causes. As well, we acknowledge the unfortunate death of luger Nodar Kumaritashvili, of the Republic of Georgia, who was tragically killed in an accident on the first day of the Games in a training event. Athletes are not considered “workers” under the *British Columbia Workers Compensation Act* and therefore not included in our reporting totals.

¹ For VANOC “incidents” refer to injuries requiring reporting to WorkSafeBC; injuries include minor accidents and illnesses that can be attributed to the workplace.

ACTION TRACKER

Employment and Training Opportunities

GOALS FOR 2009-10

Complete feasibility study for post-Games legacy operation for RONA Vancouver 2010 Fabrication Shop carpentry training

PROGRESS IN 2009-10

A social enterprise model was defined whereby a wood fabrication business would provide the "real world" work environment in which to offer carpentry training and work experience to marginalized populations

Net profits from the sale of wooden items produced would be augmented by government training funds and philanthropic donations to support the training and employment opportunities

Business partners are being sought who can commit to purchasing wood products from the legacy Fabrication Shop over a number of years to provide stability for the social enterprise

Report cumulative outcomes of training and employment programs

Completed results reported in Table 7: VANOC Actions on ICI Commitments on pages 65 and 66

Deliver Material Handler Training Program to 20 inner-city residents and facilitate interviews for available positions with VANOC

An additional 20 material handlers were trained in Q4 2009; all trainees were given the opportunity to interview for VANOC positions, nine were hired

Business Development

Continue to identify sub-contracting opportunities for priority population businesses and social enterprises

Investigate the feasibility of Network of Inner-City Community Social Services Society's (NICCSS) support for VANOC's asset donation program (to plan for the post-Games donation of equipment and supplies)

Implement asset donation strategy, and track and report outcomes

Example: executed a contract with Starworks a social enterprise for people with developmental disabilities (see page 68)

Confirmed NICCSS as the VANOC's community asset donation partner. Also confirmed Sea to Sky Community Services Society as an asset donation partner in Sea to Sky corridor

VANOC directed sponsor and other Games participant donation inquiries to NICCSS.

Asset donation strategy implemented; manager of community benefits, on VANOC's Logistics team, led the asset donation program; 4,080 unclaimed Games-time Lost and Found Centre items were turned over to NICCSS for donation/sale to support community programs in the Downtown Eastside. Outcomes were reported to April 30, 2010.

Accessibility

Deliver accessibility messaging in all volunteer training materials and spectator messaging

Accessibility messaging and information was included in all sections of volunteer training

Information sheets for each venue, including detailed accessibility information for spectators, were posted on vancouver2010.com website

Deliver accessible services to customer groups for both Olympic and Paralympic Winter Games

The following accessible services were delivered at Games time:

- accessible seating options
- accessible washroom facilities
- dog relief areas for assistance/guide dogs
- accessible shuttle service where travel over significant distances was required
- wheelchair loans
- assistive hearing devices
- sign language interpretation for Opening and Closing Ceremonies
- live audio description service in English and French for Paralympic Opening and Closing Ceremonies

Once Games-time overlay construction is complete, engage barrier-free design consultant to conduct accessibility tours for all venues

36 accessibility walkthroughs were completed with the barrier-free design consultant covering all Olympic and Paralympic venues prior to the Games period

A number of venues (ROO, UBC, CYM, STA) were also reviewed by the Disability Advisory Committee

ACTION TRACKER

Safe Places to Live

GOALS FOR 2009-10

Continue Game Plan 2009 meetings that offer an increasing level of transportation and security detail to stakeholders and citizens as more detailed information becomes available. Host a further five Game Plan 2009 meetings in a variety of venue and non-venue communities.

Continue to liaise with Vancouver 2010 Integrated Security Unit (V2010 ISU) and Integrated Public Safety (IPS) as they develop plans related to Games security and public safety

Develop a "people first" protocol to ensure all citizens in and around venues are treated with respect

Conduct Games-time data collection and assumption validation for transportation functions

Implement transportation operating plans at Games time

PROGRESS IN 2009-10

During the reporting period, five Game Plan meetings were held in addition to more specific client group meetings (such as businesses) in the inner-city communities

Worked with V2010 ISU and IPS teams to conduct final community meetings

The "people first" concept was integrated into job-specific training for all front-line venue staff and volunteers

Completed; worked with partners to share results

In October 2009, announced second phase of transportation plan, with third phase announced in January 2010

Implemented plans and communications strategy to engage the public to "travel smart"

A Good Place to Work

Continue to deliver wellness program to workforce

Wellness program delivered to VANOC workforce through January 31, 2010

Deliver high-quality training sessions to the volunteer workforce to ensure they are prepared for the Games

Completed volunteer training program that included general orientation, venue- and job-specific training; at venues, venue teams also received additional job-specific related training in areas such as the "people first" protocol, safety and environmental/spill response procedures

Continue to support leaders and teams through coaching, facilitation and workshops

Completed coaching, facilitation and workshops for leaders and teams

Continue offering Beyond 2010 workshops

Conduct open house sessions linking VANOC workforce with potential employers and create an online career resource centre for Games-time accessibility

Offered workshops focused on post-2010 career opportunities for VANOC workforce; open house sessions included career fairs, featured employers, featured employment agencies and featured educational opportunities

Through proactive work with labour and unions avoid work disruptions that could impact the Games

Open communication and continuous dialogue led to positive relations and therefore an absence of labour-related issues/challenges during the Games

Incorporate Legacy of Safety awareness training into Creating Team 2010 orientation sessions

Ensure delivery of Legacy of Safety components of venue-specific, job-specific and event leader training for workforce members with supervisory roles

Legacy of Safety training was delivered to all workforce members as part of Creating Team 2010 orientation sessions, venue- and job-specific training and supervisory training

Implement Games-time safety performance reporting processes

Games-time safety performance reporting process developed in conjunction with VANOC's Risk Management team and maintained by the central safety team

Incorporate existing venue safety programs into Games-time venue safety plans and conduct safety audits

Games-time venue safety plans were developed and implemented by nominated venue safety representatives for all Games-time venues
As part of overall safety audit program, conducted audits of construction activities at all Games-time venues

Incorporate and deliver guidelines for scheduling work activities into Games-time event leader training

Roll out Getting Games Fit program to all volunteers through the Games-time On Your Mark portal online

Guidelines for scheduling work activities developed in conjunction with the Canadian Society for Exercise Physiology and included in event training

Getting Games Fit program developed in conjunction with the Canadian Society for Exercise Physiology and rolled out to all volunteers online through the On Your Mark portal



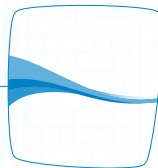
ABORIGINAL Participation and Collaboration

Our Aboriginal participation program covered five key areas:

- A Partnerships and Collaboration
- B Sport and Youth
- C Economic Development
- D Cultural Involvement
- E Awareness and Education

OUR PATHWAY

To work with our partners to achieve our goal of unprecedented Aboriginal participation in the planning and hosting of the Games, and in the creation of Games legacies



From its inception, VANOC made a commitment to achieve unprecedented Aboriginal participation in the Vancouver 2010 Olympic and Paralympic Winter Games. This meant going further than any previous Olympic or Paralympic Games to involve indigenous peoples. Our partnership with the Lil'wat, Musqueam, Squamish and Tsleil-Waututh First Nations on whose traditional territories the Games were held — known collectively as the Four Host First Nations (FHFN) — was a Games first.

The participation of Aboriginal peoples in the 2010 Winter Games was an integral component of VANOC's sustainability mandate and was recognized by the International Olympic Committee (IOC) for the value it brought to the Olympic Movement.

Engaging with Aboriginal Partners and Organizations

WHAT

Aboriginal involvement in Games planning, hosting and legacy creation

WHO

Four Host First Nations, Aboriginal peoples from across Canada (First Nations, Inuit and Métis), Aboriginal service providers and Vancouver 2010 partners and sponsors

HOW

Regular meetings with the FHFN: biweekly/weekly updates, regular subject-specific meetings, strategic planning, FHFN coordinator meetings and presentations to the FHFN Board of Directors

Meetings with the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK), the Métis National Council/Métis Nation of British Columbia (MNC/MNBC) and other local, provincial and national Aboriginal organizations (approximately 50 in reporting period)

Engagement with torch relay route communities

Approximately 40 meetings with Aboriginal economic development organizations, government service organizations, community groups and Vancouver 2010 partners and sponsors to discuss Aboriginal recruitment, procurement and other opportunities

12 conferences, presentations and events to provide information about Aboriginal participation in the lead-up to the 2010 Winter Games, including:

- VANOC/FHFN Family Day at Strathcona Park (August 2009); hosted in partnership with the Downtown Eastside baseball league and part of our urban Aboriginal community engagement strategy
- VANOC/FHFN Community Ball Hockey Tournament (September 2009)
- First Nations Summit; three separate presentations
- Building the Future Benefit Concert (September 2009); held in partnership with the First Nations Summit, the concert celebrated Aboriginal music and participation in the Games
- An Aboriginal Tourism Association of British Columbia hospitality and tourism reception (September 2009)
- Annual General Assembly of the Métis Nation of British Columbia (September 2009)
- An Aboriginal art gala auction and dinner (October 2009)
- An Aboriginal art exhibition (October 2009)
- A Vancouver 2010 urban Aboriginal community celebration at the Vancouver Aboriginal Friendship Centre (October 2009)
- Manito Ahbee Festival — Winnipeg, Manitoba (November 2009)

Presented the Aboriginal Participation program twice to the IOC's Olympic Games Observer Program for bid cities and future Games Organizing Committees

SUSTAINABILITY CONNECTION

In planning and hosting the Games, VANOC collaborated with Aboriginal communities and sought their active participation. This was vital to ensuring a lasting legacy that considered Aboriginal peoples in British Columbia both from an historical and contemporary context.

Constructive and reciprocal relationships between Aboriginal and non-Aboriginal peoples enhance cultural understanding and help build and sustain healthy communities. Strengthened relationships support the creation of employment and economic opportunities. Aboriginal culture and traditional knowledge improve decision making related to sustainable management of natural resources.

Confidence, health and wellness in Aboriginal communities can be enhanced by increased sport participation and a strengthening of the emotional, mental, physical and spiritual aspects of Aboriginal life.



A Partnerships and Collaboration

Even before Vancouver won the bid to host the Games, on July 2, 2003, VANOC and the FHFN worked together to achieve the shared goal of unprecedented Aboriginal participation in the 2010 Winter Games.

In this reporting period, from August 1, 2009 through April 30, 2010, we continued to work in partnership with the FHFN as one cohesive team to deliver on our objectives. This approach involved joint planning and decision making on initiatives and spending, as well as execution of Games-time initiatives and programming.

A key tenet of the VANOC/FHFN Protocol (signed in November 2005), was to “treat representatives and guests of the Four Host First Nations in manner befitting their office . . .” In keeping with this commitment, during the Opening and Closing Ceremonies of both the Olympic and Paralympic Winter Games, the chiefs of the FHFN received the same level of accreditation as heads of state and were seated in the Presidential Box.

The FHFN and VANOC also participated in a number of Games-related protocol events and meetings with dignitaries, including the emperor and empress of Japan, Prince Charles and Camilla of Great Britain, Princess Anne of Great Britain, Prince Edward of Great Britain, Governor General Michaëlle Jean, Prince Tunku Imran of Malaysia, provincial and territorial lieutenant governors and many others.

At the 2010 Aboriginal Pavilion, partners that had signed Memoranda of Understanding and Memoranda of Intent (see Working in Partnership box) participated in programming as well as special events and receptions. Daily “theme-day performances” from partnering organizations were preceded by official blessings and welcomes from FHFN representatives. These ceremonies played an important role in bringing together community leaders, acknowledging traditional territories and honouring the participation of partners from across the country in the Games.

BACKGROUND

Working in Partnership

In travelling down the road to the 2010 Winter Games, the Four Host First Nations and VANOC continued building relationships with local, regional and national First Nations, Inuit and Métis organizations and non-Aboriginal partner organizations. This relationship-building happened informally through meetings and engagement, and formally through memoranda of understanding (MOUs), memoranda of intent (MOIs), statements of cooperation (SOCs) and other agreements involving government.

Memoranda of Understanding (MOU): Assembly of First Nations, Inuit Tapiriit Kanatami, Métis National Council/Métis Nation British Columbia

Memoranda of Intent (MOI): Assembly of Manitoba Chiefs, Atlantic Policy Congress of First Nations Chiefs, Chiefs of Ontario, Council of Yukon First Nations, Dene Nation (Northwest Territories), Federation of Saskatchewan Indian Nations, First Nations Summit (British Columbia), Grand Council of the Crees (Quebec), Regional Assembly of First Nations of Treaties 6, 7, 8 (Alberta), Nisga’a Nation, Stó:lo Nation, Tsawwassen Nation

Statements of Cooperation (SOC): 2010 Legacies Now, Aboriginal Peoples Television Network (APTN), Aboriginal Sport Circle, Aboriginal Tourism Association of British Columbia, Canadian Tourism Commission, First Nations Employment Society, Vancouver Community College

Government Cooperation Agreement (GCA): Government of Manitoba

VANOC's Legacy



We signed formal agreements with the Four Host First Nations recognizing Aboriginal title and providing for unprecedented Aboriginal participation in all aspects of the Games, including planning, delivery and legacy.

Cummulative Highlights/Actions:

- International Olympic Committee (IOC) recognition of Aboriginal peoples as Games partners
- A portion of the royalties from the sale of authentic Aboriginal merchandise supports education, sport, culture and sustainability initiatives for Aboriginal youth across Canada through the 2010 Aboriginal Youth Legacy Fund administered by 2010 Legacies Now
- \$59 million in economic opportunities for Aboriginal businesses
- 120,000 *Find Your Passion in Sport* posters featuring three up-and-coming Aboriginal athletes distributed across Canada
- Ensuring Aboriginal culture was a defining element of the 2010 Olympic and Paralympic Torch Relays
- 30 permanent works of Aboriginal art at Games venues
- \$3 million in funding (from Games sponsor Bell) towards the permanent Squamish Lil'wat Cultural Centre in Whistler
- \$3.5 million for a Games-time 2010 Aboriginal Pavilion in Vancouver, converted to a permanent installation for the Musqueam Nation after the Games

The Winter Olympics demonstrated that the principles of recognition and respect create the right foundation for real partnerships that produce innovation and shared benefits for everyone involved.

—National Chief Shawn Atleo,
Assembly of First Nations

B Sport and Youth

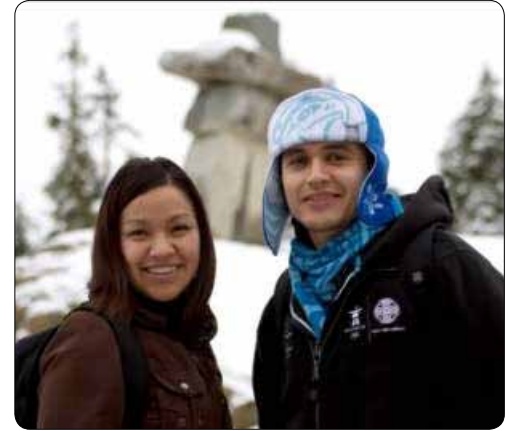
Sport plays a central role in promoting health and wellness within Aboriginal communities. In supporting the development of talented Aboriginal athletes and celebrating the achievements of past and present Aboriginal athletes, coaches and leaders, VANOC and the FHFN endeavoured to foster increased Aboriginal participation in sport — particularly with Aboriginal youth.

From January 31 to February 14, 2010, VANOC and the FHFN hosted the Vancouver 2010 Indigenous Youth Gathering (2010 IYG). With the support of Canada's federal, provincial and territorial governments, Games sponsors and other partners, 2010 IYG brought together 296 First Nations, Inuit and Métis role models and emerging leaders representing every province and territory in Canada. The participants, youth aged 19 to 29, enjoyed first-hand exposure to the Games and the Olympic Movement — enjoying Games-time experiences and leadership development activities while promoting Aboriginal culture, heritage, protocol and languages. Aboriginal youth also had the honour of performing in the Opening Ceremony of the 2010 Olympic Winter Games.

The 2010 IYG included participation in workshops and activities connected to the pillars of the Olympic Movement — including sport, culture and the environment — as well as the IOC's Olympic Truce objectives relating to youth, leadership, action, legacy, awareness and peace. Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, presented a session entitled "2010 Olympic Truce Youth Dialogue: Promoting Mutual Understanding."

Key outcomes of the 2010 IYG included:

- enhancing the 2010 Winter Games through the participation of Aboriginal youth from across Canada
- furthering the development of role models and emerging leaders within the Aboriginal community
- increasing Aboriginal participation in cultural, sport, recreation and healthy living opportunities
- strengthening Aboriginal cultural identity and pride
- promoting Aboriginal languages and cultures as living cultures
- creating greater global awareness of the diversity and talent of Aboriginal peoples in Canada



To be able to participate in the Olympics, meet the athletes and all of the [Aboriginal] youth from across our nation was, to me, like bringing home a gold medal to my small community and family.

—Vancouver 2010 Indigenous Youth Gathering participant

C Economic Development

The 2010 Winter Games created economic development opportunities for Aboriginal people and businesses. For VANOC this meant ensuring maximized opportunities for Aboriginal people to fill Games-related jobs, for Aboriginal businesses to win contracts and to develop crucial partnerships that would showcase Aboriginal talent through opportunities created by the Games and our organization.

In this reporting period, our efforts focused on implementing economic development components of the 2010 Aboriginal Pavilion and the Aboriginal Artisan Village and Business Showcase. This primarily involved recruiting and procurement and sponsor/partner engagement.

2010 Aboriginal Pavilion — Aboriginal Artisan Village and Business Showcase

The Aboriginal Artisan Village and Business Showcase was the economic development component of the 2010 Aboriginal Pavilion. Located one block from the Pavilion, at the downtown campus of Vancouver Community College, the Showcase aimed to promote increased business and economic development within the Aboriginal community, celebrating and showcasing Aboriginal talent and businesses on the world stage. More than 150 Aboriginal artisans and businesses from across Canada participated in the 17-day event, engaging the general public and business community. The Showcase also provided an interactive networking and business hosting program that was supported by government partners, Games sponsors, industry associations, major corporations and other Aboriginal organizations.

Aboriginal Procurement and Business Development

Our efforts to maximize opportunities for Aboriginal businesses through the Vancouver 2010 Aboriginal Procurement Strategy continued. This included ongoing engagement with Aboriginal economic development organizations, as well as presentations at workshops and conferences targeting Aboriginal businesses.

We also worked closely with the 2010 Commerce Centre on the creation of an Aboriginal supplier list for Aboriginal businesses interested in 2010-related contracts.

Aboriginal Recruitment Strategy

As the majority of VANOC's direct recruitment had already been completed, our efforts in this reporting period concentrated primarily on supporting Vancouver 2010 sponsors, partners, suppliers and licensees with their Aboriginal recruitment efforts. This included recruitment for the 2010 Aboriginal Pavilion.

Percentage of VANOC paid staff who self-identified as Aboriginal*	1%
Percentage of VANOC volunteer applicants who self-identified as Aboriginal	2%
Number and percentage of self-identified Aboriginal staff and volunteers working at the 2010 Aboriginal Pavilion and/or Aboriginal Artisan Village and Business Showcase	71 (62%)

*As self-identification was not mandatory at VANOC, we relied on Aboriginal workforce members identifying on a voluntary basis.

The business contacts we made at the Aboriginal Artisan Village are already coming back and will keep us busy for the rest of the year and beyond.

—Jeff Monias, Jaysn Lucas and Irvin Head, Manitoba artists

Aboriginal Procurement and Business Development

Our efforts to maximize opportunities for Aboriginal businesses through the Vancouver 2010 Aboriginal Procurement Strategy continued. This included ongoing engagement with Aboriginal economic development organizations and Aboriginal businesses. The Aboriginal Procurement Strategy was developed by VANOC to optimize opportunities through 2010 procurement activities — both for Aboriginal businesses and those that strongly supported the Aboriginal community. It included a number of procedures that were built into VANOC's purchasing processes. These procedures and related tools were used to source goods and services from suppliers with policies and programs that aligned strongly with VANOC's own Aboriginal participation and sustainability objectives.

During the reporting year, we reported \$2.3 million in spending with Aboriginal businesses and organizations.

For VANOC, an Aboriginal business constituted a Canadian firm meeting one of the following criteria:

- A sole proprietorship, limited company, cooperative partnership or not-for-profit organization where Aboriginal persons had majority ownership and control (at least 51 per cent) and in which, in the case of a business enterprise with six or more full-time employees, at least 33 per cent of the full-time employees were Aboriginal persons
- A joint venture or consortium in which an Aboriginal business, as defined above, had at least 51 per cent ownership and control
- A company that certified it met the above eligibility criteria, that agreed to comply with required Aboriginal content in performing the duties associated with delivery of the contract, that agreed to furnish VANOC with the required documentation to prove the veracity of statements made and to comply with eligibility auditing provisions

We continued to work closely with Games partners and sponsors, encouraging them to enhance their own Aboriginal recruitment and procurement strategies and assisting them with Games-time Aboriginal participation activations. Such initiatives included:

- An Aboriginal Art Bottle Program (Coca-Cola)
- Launching a 2010 First Nations pin (Molson Coors Canada)
- Aboriginal participation in the Olympic and Paralympic Torch Relays (Coca-Cola, RBC)
- Supporting the launch of the 2010 Aboriginal Pavilion (RONA, Petro Canada)
- Hosting the Vancouver 2010 Indigenous Youth Gathering (BC Hydro, Deloitte, GE, Nike)
- Aboriginal procurement strategy development (BC Hydro, RBC)

Finally, we continued working with the 2010 Commerce Centre (2010commercecentre.com), an initiative of the BC 2010 Olympic and Paralympic Winter Games Secretariat, to create an Aboriginal supplier list for Aboriginal businesses interested in Games-related contracts. We also produced an Aboriginal procurement case study and a checklist. After the Games, these two documents were distributed to over 350 Games sponsors, partners, suppliers, licensees and members of the Olympic Family as part of an Aboriginal economic development showcase/resource package.

BACKGROUND

The Vancouver 2010 Aboriginal Licensing and Merchandising program was a Games first — the first time an Organizing Committee partnered with indigenous people to create officially licensed merchandise. The program, which included hand-carved inuksuit, the iconic Métis sash and a wide range of apparel and souvenirs, was very popular — representing more than 5 per cent of the total sales of Vancouver 2010 official licensed merchandise.

One third of the royalties from the sale of 2010 Aboriginal licensed products went to the Aboriginal Youth Legacy Fund. The fund, administered by 2010 Legacies Now, supports education, sport and cultural initiatives for Aboriginal youth across Canada; plans are for the fund to continue beyond 2010.

This program showcased excellence in Aboriginal arts, culture and enterprise in Canada. It also brought global attention to Aboriginal artists and businesses, and represented a clear investment in Canadian Aboriginal youth.

CHALLENGE

Ensuring Authenticity of Aboriginal Merchandise

When VANOC first partnered with the FHFN to create an official licensed merchandising program, we were excited about the opportunity to showcase excellence in Aboriginal arts, culture and enterprise in Canada. But we also wanted to make sure that we were selling authentic Aboriginal products.

From the outset, the FHFN worked towards ensuring authenticity in its merchandise. In 2007, they co-hosted an Appropriate Use Roundtable, which resulted in the development of comprehensive Aboriginal merchandise guidelines. These guidelines helped distinguish authentic Aboriginal products from imitations and protected their creators' intellectual property.

There has been some criticism about whether these items are authentic Aboriginal products. However, every piece of Aboriginal Games merchandise was marked with a FHFN logo, signifying its authenticity. The fact is, when Games enthusiasts purchased an official Vancouver 2010 licensed Aboriginal product, they invested in the future of Aboriginal peoples in Canada.

D Cultural Involvement

VANOC committed to recognizing, celebrating and respecting Aboriginal history, art, culture and language throughout the 2010 Winter Games. This objective was met through a number of programs and initiatives including the 2010 Aboriginal Pavilion and the Aboriginal Artisan Village and Business Showcase, an affiliated component of the Pavilion; the Vancouver 2010 Venues' Aboriginal Art Program (VAAP); the 2010 Cultural Olympiad; the Olympic and Paralympic Torch Relays; Games Ceremonies and other projects; and Vancouver 2010 special events.

2010 Aboriginal Pavilion

Located on the plaza of the Queen Elizabeth Theatre in downtown Vancouver, the 2010 Aboriginal Pavilion hosted traditional and contemporary cultural presentations ranging from storytelling to hip-hop performances by indigenous artists from across Canada and around the world. Over 673 performing artists and cultural groups performed at the Pavilion. A total of 232 performances took place between February 7 and 28, 2010.

Visitors also experienced the 2010 Aboriginal Pavilion's signature show, *We Are Here*, created exclusively for display on the Pavilion's dome.

Torch Relay

Aboriginal people across Canada embraced the Olympic and Paralympic Torch Relays, with First Nations, Inuit and Métis people participating as torchbearers, Honourary Firekeepers and Aboriginal flame attendants, while thousands more took part in celebrations as the flame visited their communities.

The Medals

Co-designed by industrial designer Omer Arbel and First Nations artist Corrine Hunt, the Olympic and Paralympic medals for the 2010 Winter Games each featured a unique Aboriginal design.

An orca design was used for the Olympic medals. The orca, designed across four panels in the style of a traditional West Coast First Nations bentwood box, is often associated with strength, dignity and teamwork. The design was also used for the Olympic Truce Wall, a permanent installation at the athletes' village in Vancouver.

A raven design was used for the Paralympic medals. The raven can be found around the globe, is often associated with transformation and healing abilities, and represents determination, creativity and wisdom.

Ceremonies

Aboriginal people participated in all major Games ceremonies including the Opening and Closing Ceremonies, team welcome ceremonies and victory ceremonies. Most significant was the Opening Ceremony of the Vancouver 2010 Olympic Winter Games, which included more than 300 Aboriginal performers, including representatives of the Four Host First Nations, 2010 Indigenous Youth Gathering participants and other performers.

DID YOU KNOW?

The 2010 IYG participants who performed in the Opening Ceremony wore their own traditional clothing or regalia. The youth, who came from every province and territory in Canada, danced in their own traditional styles as they welcomed the athletes of the world to the Vancouver 2010 Olympic Winter Games.



The choice of the raven as the artwork is especially important to us because it symbolizes the powers of transformation and determination — qualities every Paralympian embodies on and off the field of play.

—Sir Philip Craven, President,
International Paralympic Committee

E Awareness and Education

The spotlight on the 2010 Winter Games provided a unique opportunity to build awareness and understanding of Aboriginal peoples across Canada, including their diverse cultures, histories, talents and skills.

During the Games, we focused our communications efforts on two locations — the 2010 Aboriginal Pavilion and the Aboriginal Artisan Village and Business Showcase. We also sought to create opportunities through earned media and the 2010 Aboriginal Pavilion website (via fourhostfirstnations.com).

Finally, the story of Aboriginal participation in the 2010 Winter Games was captured in a volume, entitled *The World's Biggest Potlatch: Aboriginal Participation in the Vancouver 2010 Olympic and Paralympic Winter Games*.

Table 9
Getting the Word Out About Aboriginal Participation at the Games

Estimated global viewing audience for the Olympic Winter Games	3.5 billion
Approximate number of individuals who visited the 2010 Aboriginal Pavilion between February 8 and 28, 2010	215,000
Approximate number of individuals who visited the Aboriginal Artisan Village and Business Showcase between February 12 and 28, 2010	85,000
Number of page views on 2010 Aboriginal Pavilion website, fourhostfirstnations.com (January 21, 2010 to March 21, 2010)	308,864

ACTION TRACKER

Partnerships and Collaboration

GOALS FOR 2009-10

Continue implementing the VANOC-FHFN Protocol with a focus on Games-time initiatives

Continue working with First Nations, Inuit and Métis organizations to maximize Canada-wide Aboriginal participation in the 2010 Winter Games with specific focus on participation in torch relays, the Vancouver 2010 Indigenous Youth Gathering and the 2010 Aboriginal Pavilion

PROGRESS IN 2009-10

Continued implementing the VANOC-FHFN Protocol with a focus on Games-time initiatives in areas including ticketing, ceremonies, accreditation and protocol.

Continued building relationships with local, regional and national Aboriginal organizations; this included implementing MOUs, MOIs, SOCs and GCAs.

- MOU and MOI partners played a significant role in 2010 Indigenous Youth Gathering (with participants from every province and territory in Canada) and at the 2010 Aboriginal Pavilion programming by sharing their cultures through "theme-day" performances

Sport and Youth

Launch Virtual Aboriginal Sport Hall of Fame

Designed and built the Aboriginal Sport Hall of Fame website in partnership with the Aboriginal Sport Circle (ASC)

Completed our portion of the site; project was transferred to the ASC for finalization and will be launched by the ASC at a later date

Together with the FHFN, the Government of Canada, provincial and territorial governments, and other partners, host the Vancouver 2010 Indigenous Youth Gathering

With the FHFN, hosted the Vancouver 2010 Indigenous Youth Gathering, with support from the Government of Canada, provinces and territories, sponsors and other partners.

- Involved 296 First Nations, Inuit and Métis participants representing every province and territory in Canada
- Occurred from January 31 to February 14, 2010
- Indigenous Youth Game participants also performed in the Opening Ceremony of the Olympic Winter Games, dancing in their traditional styles and wearing their own regalia or traditional clothing

ACTION TRACKER

Economic Development

GOALS FOR 2009-10

Continue implementing the VANOC-FHFN Protocol with a focus on Games-time initiatives

PROGRESS IN 2009-10

Continued implementing our Aboriginal recruitment and procurement strategies:

- Recruited Aboriginal candidates for paid and volunteer positions
- Supported recruitment of Aboriginal candidates for the 2010 Aboriginal Pavilion, Aboriginal Artisan Village and Business Showcase, and for Games partners, sponsors, suppliers and licensees
- 62 per cent of Aboriginal Pavilion workforce self-identified as Aboriginal
- Participated in two hiring fairs focused on recruiting Aboriginal people for Vancouver 2010 roles
- Continued engagement with Aboriginal economic development organizations, recruitment service providers, community groups and businesses
- Sourced goods and services from Aboriginal businesses.
- Produced updated Aboriginal supplier list, in collaboration with the 2010 Commerce Centre
- Produced 2010 Aboriginal procurement strategy case study and checklist and distributed to partners, sponsors, suppliers and licensees, as well as Aboriginal economic development organizations (over 350 sent out)

Engage with Vancouver 2010 partners and sponsors to inspire them to adopt and/or enhance their Aboriginal recruitment and procurement strategies and activities

Continued engagement with Vancouver 2010 partners and sponsors, encouraging them to adopt and/or enhance their Aboriginal recruitment and procurement strategies through:

- special events and meetings to engage partners and sponsors
- support of partner and sponsor initiatives, including the Coca-Cola Aboriginal Art Bottle Program, a Molson Aboriginal pin initiative, sponsor recruitment initiatives and other programs

Support the FHFN in procuring materials, supplies and services and in recruiting for the 2010 Aboriginal Pavilion

Supported the FHFN in procuring materials, supplies and services from Aboriginal businesses for the 2010 Aboriginal Pavilion and Aboriginal Artisan Village and Business Showcase, in addition to recruiting staff and volunteers

Continue promoting the Vancouver 2010 Aboriginal Licensing and Merchandising Program

Continued promoting the Vancouver 2010 Aboriginal Licensing and Merchandising Program through advertising, showcasing at events and the 2010 Aboriginal Pavilion Trading Post

- Sale of Aboriginal products represented more than 5 per cent of total sales of Vancouver 2010 official merchandise
- Since 2008, more than \$190,000 raised for the Vancouver 2010 Aboriginal Youth Legacy Fund through sale of licensed merchandise

Support the FHFN in delivering a successful 2010 Aboriginal Pavilion, including a business showcase, an artisan village, cultural performances and other activities

Supported the FHFN in delivering 2010 Aboriginal Pavilion and Aboriginal Artisan Village and Business Showcase:

- Assisted with recruitment and procurement initiatives
- More than 150 Aboriginal artisans and businesses participated in the Aboriginal Artisan Village and Business Showcase

ACTION TRACKER

Cultural Involvement

GOALS FOR 2009-10

Continue showcasing Aboriginal art and culture at VANOC events

PROGRESS IN 2009-10

Showcased Aboriginal art and culture at the following Games-related initiatives:

2010 Aboriginal Pavilion:

- 673 performing artists and cultural groups
- 232 performances

Aboriginal Artisan Village and Business Showcase

- More than 45 Aboriginal performances on the main stage

2010 Cultural Olympiad

- 21 Aboriginal artists, groups or events

Ceremonies

- More than 300 Aboriginal people participated in the Olympic Games Opening Ceremony, including FHFN representatives, Indigenous Youth Gathering participants and other performers
- 11 participated in the Olympic Games Closing Ceremony
- 17 FHFN representatives participated in the Paralympic Games Opening Ceremony, including one elder and 16 elementary schoolchildren
- More than five Aboriginal people participated in the Paralympic Games Closing Ceremony
- FHFN representatives welcomed Olympic and Paralympic athletes to the athletes' villages in Vancouver and Whistler at the official team welcome ceremonies

Athletes' Villages

- Athletes learned about Four Host First Nations culture at FHFN galleries situated within the Vancouver and Whistler villages

Olympic and Paralympic Medals

- Olympic and Paralympic medals featured designs by First Nations artist Corrine Hunt

Olympic Truce Wall

- Featured design by First Nations artist Corrine Hunt

Implement strategy for Aboriginal participation in the Olympic Torch Relay including:

- continued engagement with Aboriginal route and celebration communities
- selection of Aboriginal torchbearers, flame attendants and elder fire keepers, and participation in the Olympic Torch Relay

Develop and implement strategy for Aboriginal participation in the Paralympic Torch Relay

Implemented strategy for Aboriginal participation in the Olympic Torch Relay:

- 119 Aboriginal communities visited
- More than 450 Aboriginal participants including torchbearers, Honourary Firekeepers and Aboriginal flame attendants
- Elements of Aboriginal participation in the Olympic Torch Relay highlighted in official Vancouver 2010 Torch Relay book, *A Path of Northern Lights*.

Developed and implemented strategy for Aboriginal participation in the Paralympic Torch Relay:

- Included participation of Aboriginal torchbearers, flame attendants and Honourary Firekeepers
- Special flame creation ceremonies held by local First Nations at the start of each day

Continue implementing the Vancouver 2010 Venues' Aboriginal Art Program, including installation of art in venues, a gala auction and art market, and the launch of an art program retail book

Remaining Aboriginal artwork installed

Aboriginal art auction and exhibition held

Aboriginal art book, *O Siyam: Aboriginal Art Inspired by the 2010 Olympic and Paralympic Winter Games*, launched for public sale

ACTION TRACKER

Awareness and Education

GOALS FOR 2009-10

Continue taking steps to raise awareness of Aboriginal peoples, culture and contributions through:

- the 2010 Aboriginal Pavilion
- fourhostfirstnations.com (website created in partnership between the FHFN and VANOC)
- vancouver2010.com
- the Virtual Aboriginal Sport Hall of Fame

Continue raising awareness of opportunities for Aboriginal peoples to participate in the 2010 Winter Games through VANOC-FHFN publications, vancouver2010.com, e-mail blasts, events and other initiatives

PROGRESS IN 2009-10

2010 Aboriginal Pavilion

- Approximately 215,000 visitors between February 7 and 28, 2010
- Engaged public through videos, live performances, collateral materials, information displays, traditional sport demonstrations, interactive signage and more

2010 Aboriginal Pavilion Website (fourhostfirstnations.com)

- Launched in January 2010
- 308,864 page views between January 21 and March 21, 2010

Aboriginal Artisan Village and Business Showcase

- Approximately 85,000 visitors between February 12 and 28, 2010
- Engaged public through artisan and business booths, videos, live performances, fashion shows, collateral materials, information displays, interactive signage and more.

Media Relations

- 15 press releases issued in reporting period
- More than 275 members of the media (self-identified) visited the Pavilion

Other

- Launched *Four Host First Nations Welcome* video in January 2010, which received more than 21,000 views on YouTube and was played for spectators prior to many Olympic and Paralympic sport competitions.
- Engaged the public using social media including Twitter and Facebook.
- After the Games, printed and launched a VANOC/FHFN book entitled *The World's Biggest Potlatch: Aboriginal Participation in the Vancouver 2010 Olympic and Paralympic Winter Games* — a volume gifted to key partners and stakeholders.

Continued raising awareness of Games-related opportunities for Aboriginal peoples through VANOC-FHFN publications, the vancouver2010.com website, e-mail communications, events and other initiatives



Economic BENEFITS

This chapter reviews VANOC's performance in the following areas:

- A Financial Performance
- B Buy Smart: Sustainable Purchasing, Licensing and Business Development
- C Sustainable Innovation and Practice

OUR PATHWAY

To demonstrate that sustainable innovation and practice make good business sense



Managed well, events such as Olympic and Paralympic Winter Games can generate sustainable economic benefits for the communities and regions and countries that host such large-scale events, including jobs, business development opportunities, trade and infrastructure improvements. During VANOC's lifespan, economic benefits were created by VANOC, government partners, corporate sponsors, the non-profit sector, the tourism sector and the broad base of organizations and businesses involved in the Games. These economic benefits were enhanced by sustainable business practices and innovation.

VANOC was committed to openness and transparency on all issues related to economic performance and responsibility. While applying prudent fiscal management practices, we also leveraged our spending activities to create additional social, economic and environmental benefits for communities in the Games region and the Olympic and Paralympic Movements.

Engaging Partners and Stakeholders

WHAT

Provide input and feedback on VANOC's Buy Smart program (sustainable purchasing and licensing) and opportunities for business development

Share our Buy Smart program initiative with sponsors, government partners and future Games Organizing Committees through Transfer of Knowledge sessions and reports

Facilitate conversations with sponsors and partners on Games-related sustainability innovations to generate measurable positive outcomes

WHO

Corporate sponsors

2010 Commerce Centre

Sustainability practitioners

Community and environmental non-government organizations

VANOC suppliers

Advocacy groups

Media

Committees organizing future Games or other major events

HOW

Workshops, focus groups, interviews, presentations, group meetings, the vancouver2010.com website, a sustainability e-newsletter

SUSTAINABILITY CONNECTION

A healthy and balanced economy can increase living standards and manage the impact of human activities on nature and communities by reducing waste and pollution and more efficiently using resources such as energy, materials and labour. Ethical sourcing can advance more sustainable lifestyles and social justice in emerging and developed economies. Recruiting, training and business opportunities can support capacity building in communities that experience disproportionate economic or social hardship. Sustainable technology and innovation can generate domestic, international and industrial-sector economic benefits.

VANOC's Legacy

We leveraged Games requirements for sponsorship, construction, recruitment and procurement to foster cross-functional responsibility for performance on sustainability objectives related to the economic and social benefits created by the Games.

Cummulative Highlights/Actions:

- Our Buy Smart program ensured sustainability attributes, ethical choices and Aboriginal participation were considered in VANOC's procurement and licensing activities. Key tools included:
 - licensee and supplier codes of conduct
 - a business network database of sustainable enterprises in BC, developed by the 2010 Commerce Centre (an initiative of the Province of BC)

- A Sustainability Star recognition program:
- jury-recognized innovations by Games partners, sponsors and VANOC that demonstrated positive and measurable social, economic and environmental impacts
- 62 innovations led by 2010 partners and sponsors that heightened the impact and value of the sustainability platform for the Games
- included new physical infrastructure, products, services, approaches and other innovations that would endure in the Games region and beyond
- \$59 million in economic opportunities for Aboriginal businesses
- \$5.7 million in procurement opportunities for inner-city businesses and social enterprises



A Financial Performance

Throughout VANOC's life cycle we reported quarterly on our financial performance. Audited financial statements are available at vancouver2010.com. Statements for the year ending July 31, 2010 will be completed in October 2010.

At VANOC we committed to delivering the Games within a balanced budget. The global recession that began in late 2008 had an impact on our operations and financial position. Nevertheless, we committed to spend only what we raised. The two budgets that were under our control were:

- a venue development budget of \$599.8 million:
 - \$580 million contributed in equal parts by the Government of Canada and the Province of British Columbia
 - an additional \$11.8 million in the form of value-in-kind (VIK) from our sponsors
 - \$8 million contributed by BC Housing as a contribution to legacy social housing
- an operating budget of \$1.755 billion for programs and activities required to prepare for and stage the Games (as at April 30, 2010)

Public Funding for Venue Development

We did not exceed approved levels of public investment in the Games. Construction of all venues was completed in February 2009, allowing for testing and athlete-training opportunities.

The rationale for public investment in the 2010 Winter Games was based on the understanding that the Games would yield returns through:

- increased tax revenues, employment and economic growth as a result of overall Games-related spending
- the creation of significant community sport and health benefits over the long term
- capital improvements that would yield long-term public benefits

Private Funding for Operations

Marketing revenues were generated by VANOC and the International Olympic Committee from corporate sponsorships, ticket sales, broadcasting rights, licensing and merchandise sales. These revenues were used to fund our operating budget.

Much like a franchisee, VANOC enjoyed certain rights related to licensing the Olympic and Paralympic brands in Canada — key to VANOC's sponsorship and licensing programs, from a revenue-generation perspective. Only official sponsors, licensees and government partners formally affiliated with Vancouver 2010 were able to use these rights. Since fall 2003, when VANOC was formally established, the organization enjoyed strong support from the private sector. That support enabled VANOC to consistently meet or exceed its revenue targets in these areas.

Olympic and Paralympic sponsors contributed cash or VIK in return for marketing rights at the Games. For an up-to-date list of our corporate sponsors and suppliers through Games time see vancouver2010.com.

Our audited financial reports, budget and progress reports for the 2003-09 periods are available at vancouver2010.com. Due to the condensed reporting year we were not able to include financial results in this report. The audited financial reports for the year ended July 31, 2010 will be available in fall 2010.

BACKGROUND

Communicating with Integrity

Throughout VANOC's life cycle, we committed to ensuring that Games-related activities were communicated with accuracy, integrity and transparency. Sponsors and marketing partners were vital to the success of the Games and their associated legacies. In the Games realm, with such associations came a legal obligation to the International Olympic and Paralympic committees and our marketing partners to protect against the unauthorized use of the Olympic and Paralympic brands in Canada. As such, any enforcement initiatives assumed by VANOC were typically undertaken pursuant to stipulations set forth in federal legislation governing these types of issues, including the *Olympic and Paralympic Marks Act*, the *Trademark Act*, the *Copyright Act* and the *Competition Act*.

To balance excitement about the Games and Games-related activities with the needs of communities and businesses while ensuring responsible stewardship of the Vancouver 2010 brand, VANOC employed a number of different tools, including a *Real 2010: Protecting the Brand* booklet (outlining our commercial rights management policies) and licensee and supplier codes of conduct, all available at vancouver2010.com.

To ensure the consistency and integrity of all materials, our marketing and communications efforts were supported by comprehensive brand and graphics standards. In the 2009-10 fiscal year, we continued our focused outreach to community and business organizations by informing them of the marketing communication rights and boundaries around the Olympic and Paralympic brands.

In total, VANOC's Commercial Rights Management team — the team tasked with commercial protection of the Vancouver 2010 brand — received 1,500 enquiries regarding use of our intellectual property. We also tracked 3,250 reported infractions of our intellectual property, 95 per cent of which were resolved through voluntary compliance that brought about sufficient correction for VANOC to consider such cases closed.

By adhering to these standards, we believe we were able to protect and strengthen the Olympic/Paralympic brands while hosting spectacular Games.

B Buy Smart: Sustainable Purchasing, Licensing and Business Development

VANOC identified purchasing, licensing and business development as strategic opportunities to advance our sustainability commitments and create value on different fronts. This meant making economically, environmentally and socially conscious choices when purchasing products and services where possible and practical. Our Buy Smart program was a formalized set of procedures and activities designed to ensure that sustainability attributes, ethical choices and Aboriginal participation were taken into consideration as part of VANOC's procurement and licensing activities.

Our Licensee Code of Conduct, introduced in 2006, was adapted from the compliance program of Games sponsor the Hudson's Bay Company and other best practices. VANOC's program defined the minimum requirements associated with producing official Games-related licensed merchandise in a manner that respected local laws, environmental regulations and human rights. Attention was focused on the initial screening of factories through third-party auditing, and on continual improvement through corrective action planning and re-audits as required. An ongoing challenge was the lack of sufficient resources to invest in greater on-the-ground capacity-building programs at the factories of select licensees, and, consequently, a reliance on compliance processes and reports.

Licensees such as the Hudson's Bay Company and Nike demonstrated their own comparable social compliance programs and third-party audit reporting processes. As such, they did not participate in the VANOC program.

Because of stakeholder input, in early 2009 VANOC introduced a Supplier Code of Conduct to the Buy Smart program. The code's purpose was to ensure ethical, safe and healthy workplaces for people who supplied Games-related products and services. Regular suppliers were required to review the code as part of the bidding and contracting process. VANOC partnered with Games sponsor Deloitte to develop an assessment guide, and conducted pilot assessments of selected suppliers.

Both the licensee and supplier codes of conducts and guidelines have been shared with the IOC and future Games Organizing Committees, part of the transfer of knowledge process.

Sponsors (such as RBC) and provincial government partners (such as the 2010 Commerce Centre) provided important outreach on the benefits of the Buy Smart program by financing and delivering a series of regional, provincial and national workshops for businesses interested in competing for Games contracts. These workshops emphasized the competitive advantage that could be achieved by integrating sustainability, Aboriginal attributes and joint-venturing into bid responses/proposals. Between March 2006 and November 2009, RBC conducted 217 sessions on Games-related business opportunities, RFP workshops and business/transportation readiness, delivering to more than 8,150 participants.

In Q4 2009, VANOC produced two case studies about the Buy Smart program:

- Available at buysmart.bc.com is a case study reviewing Buy Smart's history, successes and challenges
- Available at vancouver2010.com is a case study about Aboriginal participation and the Games that reflects on the unprecedented approach taken by Aboriginal enterprises in BC and Canada to creating Games-related benefits.

Sustainability attributes, ethical choices and Aboriginal participation were taken into consideration as part of VANOC's procurement and licensing activities.

C Sustainable Innovation and Practice

VANOC focused on practical approaches to implementing sustainability as a means of fostering support, demonstrating practical approaches and solutions in action. In this reporting year, we continued to identify sustainable innovations through our Sustainability Star program, awarding 30 new stars. A total of 62 Sustainability Stars were awarded to recognize the Games-related sustainability innovations of Games partners, sponsors — and VANOC itself. An overview of the Sustainability Star program and complete list of those initiatives that received a Sustainability Star can be found in Appendix C.

The Sustainability Star Jury

The Vancouver 2010 Sustainability Star program relied on the expertise of a jury, comprised of government partners, corporate sponsors, external experts and VANOC representatives to evaluate all applications for eligibility.

We are extremely grateful for the commitment and expertise of the program's jurors, including:

John Beveridge, Environment Canada

Elisa Campbell, Design Centre for Sustainability, University of British Columbia

Johanne Gélinas, Samson Bélair/Deloitte & Touche

Ross Gentleman, Tradeworks Training Society

Michael Vance, Resort Municipality of Whistler

Nichola Wade, BC's 2010 Winter Games Secretariat

Len Jordan, Coca-Cola Olympic Project

Russ Jones, Olympic Programs, RONA

We created a sustainability filter in all that we do, not just for the Games but also for the way we will do business in the future.

—Michael Vance, general manager of policy and program development, RMOW and Sustainability Star juror

ACTION TRACKER

Buy Smart: Sustainable Purchasing, Licensing and Business Development

GOALS FOR 2009-10

PROGRESS IN 2009-10

Report final number and value of contracts with inner-city or Aboriginal attributes	Completed Scorecard
Monitor progress of Buy Smart contracts and communicate publicly at Games time	Buy Smart communications focused on Victory Bouquets, the Fabrication Shop and the Lost and Found Claims Centre. During the Games, we successfully pitched these stories of sustainability in action and facilitated more than 25 interviews directly with these contractors.
Conduct final monitoring of licensee corrective action plans and follow-up factory audits	Completed program in Q1 2010; reported final results
Complete assessments with selected VANOC suppliers	In Q3 2009, three suppliers were assessed by Games sponsor Deloitte for compliance with the Supplier Code of Conduct
Refine assessment procedure, test process and evaluate results, share program with future Organizing Committees	Completed; assessment was prepared and refined by Games sponsor Deloitte and was included as part of VANOC's transfer of knowledge documentation
Prepare a final case study on the Buy Smart program (including lessons learned) as part of Games transfer of knowledge reporting and for the supply chain community in Canada	Final case study was prepared and included in the transfer of knowledge program; the case study was also posted on buysmart.bc.com

Sustainable Innovation and Practice

Convene Sustainability Star jury in September and November 2009 to award final Sustainability Stars	30 additional Sustainability Stars were awarded at the final two meetings of the Sustainability Star jury
Profile Sustainability Stars in Games-time communication, and provide VANOC partners and sponsors with tools to integrate into their own Games-time communications	Sustainability Stars were profiled on Games-time website; sponsors and partners profiled Sustainability Star awards as part of their Games-time communications
Place signage in all venues to highlight Sustainability Star recipients	Stars were profiled in signage at all venues



Sport for SUSTAINABLE Living

This chapter reviews VANOC's 2009-10 performance in the following areas:

- A Recreation and Sport Facilities
- B Collaborations with 2010 Legacies Now
- C Culture and Education
- D Living More Sustainably

OUR PATHWAY

To use sport, and growing athlete and public interest in living more sustainably, to inspire action on local and global sustainability challenges



At VANOC we worked to ensure sport and the Vancouver 2010 Olympic and Paralympic Winter Games would play a role in building human capital and enhancing the ability of individuals, communities and organizations to make healthier and more sustainable choices in the course of daily living.

Engaging Partners and Stakeholders

WHAT

Realize legacies from the sustainability program for the 2010 Winter Games

Use the Games spotlight to raise public awareness of sustainable living choices

WHO

Games partners, sponsors, spectators, athletes and officials, VANOC workforce and volunteers, 2010 Legacies Now, Board Advisory Committee on Sustainability Performance, environmental non-governmental organizations, sustainability practitioners, community-based sporting organizations, arts and cultural organizations, local governments

HOW

Consultations

Special collaborations and initiatives

Sustainability report-related engagement sessions

Sustainability-related communications and publications to support outreach and education

SUSTAINABILITY CONNECTION

Encouraging individuals and communities to take part in sport and physical activity can lead to many benefits, including enhanced personal and community health and greater community cohesion and interaction. This, in turn, can reduce health care costs and foster greater tolerance and acceptance of diversity. It can also increase the ability of individuals to overcome the obstacles they face in participating in economic and community life.



VANOC's Legacy

*We tackled the challenge of **demonstrating what sustainability means** in a sport event context to build increased awareness about sustainable solutions for business, communities and individuals and encourage action on local and global sustainability challenges.*

Cummulative Highlights/Actions:

- 13 venues and two athlete villages designed for long-term community use by incorporating multi-purpose legacy features, green building standards and accessibility standards for persons with a disability
- Innovative communications tools:
 - *Sustainability Journey*, an animated video for multilingual audiences that provided a visual explanation of sustainability in a Games context
 - A portfolio of 50 Games-related stories that provided examples of "Sustainability in Action"
 - A carbon program animated video and web story, *Know, Reduce, Offset, Inspire: Building Carbon-Neutral Games*
- An initiative that prompted sustainability collaborations with sponsors, the Sustainability Star recognition program:
 - jury-recognized and highlighted innovations by Games partners, sponsors and VANOC that demonstrated positive and measurable social, economic and environmental impacts
 - included new physical infrastructure, products, services, approaches and other innovations that will endure in the Games region and beyond
- Sustainability awareness and training programs for 100 per cent of Games-time workforce
- Paralympic awareness programs to increase understanding of Paralympism and accessibility aimed at Games workforce and spectators
- Games-based "Do Your Part" activation opportunities for interested youth, athletes, spectators and members of the public
 - video storytelling contests
 - social media opportunities
- A collaboration with CODE Live, a web-based program that was part of the Cultural Olympiad, to advance sustainability engagement using digital technology in overlooked community spaces
- Established a new Centre for Sport and Sustainability within the School of Human Kinetics at the University of British Columbia, inspired by UBC's role as lead researcher for the IOC's Olympic Games Impact (OGI) reporting project
- 2010 Legacies Now — an entity established by the BC government — continues to support organizations working to advance social change and innovation
- Whistler 2010 Sport Legacies — Operates Games legacy venues with the goal of advancing high-performance sport development and recreational sport participation, in a way that ensures economic, environmental and social sustainability

A Recreation and Sport Facilities

In 2010, we hosted the world at 13 venues and two athletes' villages which each attained a minimum of a silver designation in Leadership in Energy and Environmental Design (LEED). These venues and villages are now legacies in their respective communities, designed to meet the needs of athletes competing in 2010, and the ongoing need for community-based recreational sport opportunities for persons with and without a disability. See Appendix D for a summary of the sustainability and legacy attributes of Games venues, villages and facilities, and how the venues are being operated now that the Games have concluded.

Legacy operations of the three major sporting venues constructed for our Games — the Richmond Olympic Oval, The Whistler Sliding Centre and Whistler Olympic/Paralympic Park — are partially supported by a Games Operating Trust (GOT). The GOT was established in 2003 by our two senior government partners, the Province of British Columbia and the Government of Canada, to support ongoing operating and capital maintenance costs of these unique facilities. Originally endowed with \$110 million, the fund value as of April 30, 2010 was \$107.3 million. During the 2009-10 reporting period, the board of directors of the 2010 Games Operating Trust Society distributed \$4.5 million from its legacy endowment fund to the owners and operators of these three venues to further contribute to operations and capital maintenance.



13 venues and two athletes' villages designed to meet the needs of athletes competing in 2010, and the ongoing need for community-based recreational sport opportunities for persons with and without a disability.

B 2010 Legacies Now

Vancouver's bid to host the 2010 Games was inspired by the belief that Olympic and Paralympic Games can lead to new partnerships that benefit communities long after the Games are over. To create and capture those sustainable social legacies, 2010 Legacies Now was formed during the Vancouver bid process and is the first-ever legacy group to be in place before the start of a Games.

With a focus on sport and recreation, healthy living, accessibility, arts, literacy and volunteerism, 2010 Legacies Now has taken an innovative approach to leveraging the 2010 Winter Games, creating tangible legacies in more than 400 communities and neighbourhoods throughout BC. Working with the Province of British Columbia, corporations, foundations, other levels of governments and more than 4,000 community partners, it has developed programs and projects for BC youth, the arts, Aboriginal peoples, inner-city residents and persons with disabilities.

Examples include:

- 530,000 students in 1,400 schools leading healthier, more active lives thanks to Action Schools! BC, a program helping teachers incorporate daily physical activity and healthy eating lessons into classroom activities
- 200,000 people in over 100 communities, including children and youth, persons with a disability, seniors and Aboriginal youth, participating in community- and school-based sports funded by the BC Sport Participation Program
- 200 national and international sport events hosted in 34 communities thanks to funding from Hosting BC

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- 225 venues in 40 communities being showcased on HostingBC.ca to encourage sport teams and event organizers to train and compete in British Columbia
- 3,600 tourism businesses discovering how accessible they are for people with a disability through the Accessible Tourism program; this program also helps market BC as a premier travel destination for people with a disability
- 11,000 volunteers and 2,000 organizations using VolWeb.ca to fill volunteer positions
- 445 arts and cultural projects engaging people of all ages, thanks to funding from Arts Partners in Creative Development and other programs, including Catalyst and Innovations
- 16,000 young students experiencing new arts, sport and recreation activities at Explorations summer camps
- 1,300 high-performance athletes receiving support each year from Game Plan BC and other programs for coaching, training, competition, sport science and sport medicine
- 200 Aboriginal athletes participating in the First Nations Snowboard Team
- 101 task groups working with more than 1,000 partners to improve literacy in more than 400 neighbourhoods and communities throughout BC
- Three accessible playgrounds in Vancouver, Richmond and Whistler, enabling all children — including children with a disability — to play alongside their friends and families
- 125 Aboriginal organizations offering sport and healthy living programs for youth thanks to funding from the Aboriginal Youth Sport Legacy Fund

Visit 2010andBeyond.ca or 2010LegaciesNow.com to learn more.

Games-Time Activities

During the 2010 Winter Games, 2010 Legacies Now focused on showcasing the social legacies it created leading up to the Games. The organization hosted several events, including a 2010 Legacies Now transfer-of-knowledge session for Games bid and host cities. This session featured a presentation on the 2010 Legacies Now business model, and how future bid and host cities could adopt the model in their own regions. It also included an interactive, legacy-focused panel discussion with representatives from the IOC, the Province of British Columbia, VANOC and representatives from the Organizing Committee for London 2012. To read a case study on legacy creation commissioned by the IOC, visit 2010LegaciesNow.com.

Moving Beyond the Games

With the 2010 Winter Games complete, 2010 Legacies Now is turning its attention to the next chapter of its work in social legacies and is strategically transferring many of its current programs to partner organizations. These partners will ensure social legacy programs continue to create lasting community benefits into the future.

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2010 Legacies Now provides an innovative blueprint for how host cities can use the Games to drive important social change that benefits the host city and region. We look forward to collaborating with 2010 Legacies Now as we transfer knowledge between the two Games.

—Sir Keith Mills, deputy chairman, London Organising Committee for the Olympic and Paralympic Games

Moving forward, 2010 Legacies Now will focus on working with innovative non-profit organizations to achieve major social change in two areas: literacy and lifelong learning, and sport and healthy living. It will work with these organizations to significantly improve and expand their social reach by providing funding, business planning, strategic advice, mentorship and other support. In this way, 2010 Legacies Now will ensure positive and lasting social impacts continue for communities across British Columbia and Canada.

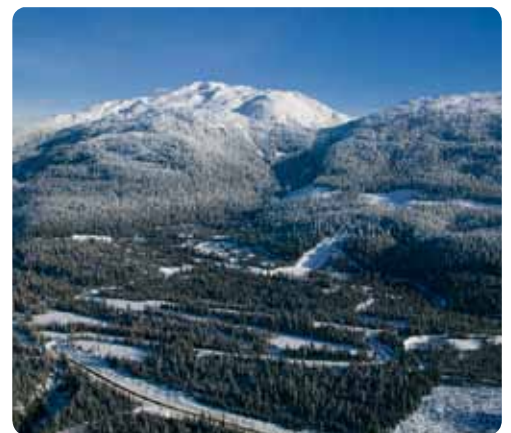
Whistler 2010 Sport Legacies

Since the Games ended, ownership and operations for three Whistler-based venues — Whistler Olympic Park, The Whistler Sliding Centre and the Whistler Athletes' Centre — has been assumed by the Whistler 2010 Sport Legacies (WSL2010), a not-for-profit society. The mission of WSL2010 is to operate these Games legacy venues with the goal of advancing high-performance sport development and recreational sport participation in a way that ensures economic, environmental and social sustainability.

Part of that positive legacy will be the ability to offer world-class facilities to adaptive and Paralympic athletes. The Whistler Adaptive Sports Programs (WASP) will be joining WSL2010 in sharing space at the Whistler Athletes' Centre, part of the Olympic and Paralympic Village Whistler; the post-Games plan is to convert much of this facility to staff housing.

The inclusive nature of WSL2010 is reflected not only in the facilities overall, but also in the design of its logo, which incorporates design elements common to the Four Host First Nations.

Facilities operated by WSL2010 will include 60 kilometres of cross-country ski trails, a biathlon range, ski jumps, a 1.4-kilometre track for bobsleigh and other sliding sports, and the Whistler Athletes' Centre. These facilities each contribute to the community's long-term vision as Whistler moves toward a more sustainable future. The development of sport along with programs for the next generation of Olympians and Paralympians, as well as the operation and maintenance of ski and sliding areas capable of hosting World Cup competitions, will continue to contribute to the economy of the region and support key strategic priorities in Whistler's community plan.



C Culture and Education

The Vancouver 2010 Cultural Olympiad was a series of three multi-disciplinary festivals and digital programs showcasing the best in Canadian and international arts and popular culture. Originally hosted in 2008 (the first time a Cultural Olympiad was hosted two years before the Games), the Cultural Olympiad grew progressively in scope and scale with each year. Through close partnerships with creative communities, an impressive showcase of Canadian and international talent was featured in a variety of music, dance, theatre, visual arts, film, outdoor and digital media experiences.

Cultural Olympiad 2010 delivered an Olympic and Paralympic arts festival of unprecedented scope and scale, attracting over 5.8 million spectators over 60 days at 60 venues, with 1,031 performances and 48 exhibitions by national and international artists across the full spectrum of performing, visual and media arts. There were also 43 outdoor art display spaces, including billboards, transit shelters and subway station walls. The Cultural Olympiad commissioned 28 world and Canadian premieres by leading national and international artists. This multidisciplinary festival of arts and popular culture, including CODE — the corresponding online and real-time digital component — presented a state-of-the-art program of high quality, innovative and culturally diverse programming featuring established and emerging artists from every province and territory in Canada, as well as 45 other countries.

DATES	# PERFORMANCES	# OF SPECTATORS
February 1 to March 21, 2008	300	170,000
February 1 to March 21, 2009	400	284,000
January 22 March 21, 2010	1,031	5,800,000

Cultural Olympiad’s Digital Edition — CODE

In 2009, the Cultural Olympiad’s digital edition (CODE) was launched. Our goal was to encourage audiences and artists to connect, create and collaborate through the innovative use of digital media and platforms, building capacity and providing a legacy at the same time.

In fall 2007, when CODE was originally conceptualized, the capabilities and breadth of social media in Canada and worldwide paled in comparison to what exists today. Only in 2010 during the crest of the Games — with immense public participation, international accolades and groundbreaking digital collaborations — did it become clear how wildly this digital experiment had succeeded.

Wearable art, interactive installations and human bodies in motion captured on film were among the final CODE projects. Canadians also contributed more than 10,000 images and text to Canada CODE, a user-generated online collaboration of photos, words and audiovisual remixes designed as a grassroots portrait of Canada. Some of their peace-themed images and text made it onto screens at the United Nations in New York.

Another program, CODE Live, created unique showcases for community-based digital works by engaging with W2 and other organizations in the Downtown Eastside community. One CODE Live project, Room to Make Your Peace, was an interactive installation located at the Vancouver Central Library, in which 10,000 visitors to the Games contributed their thoughts about peace, adding them to other messages that had been submitted online, and then released them skyward in a luminous public art collaboration.

Cultural Olympiad 2010 delivered an Olympic and Paralympic arts festival of unprecedented scope and scale.



D Living More Sustainably

In addition to creating a legacy of new and more sustainable buildings, we wanted the sustainability elements of the 2010 Winter Games to help create a human legacy — one in which people developed a greater understanding of sustainability and how their everyday actions make a difference, locally and globally. We continued to use the Games spotlight to help raise awareness of VANOC's sustainability program and to encourage more sustainable living through everyone we touched.

Public Engagement on Living More Sustainably

Working with limited financial resources, our sustainability team found creative ways to tell our story and encourage awareness and understanding of sustainability during the Games.

Pre-Games Activities

- Re-launched vancouver2010.com/sustainability, our Games-time web pages and communications tool, with easy-to-digest information about the sustainability attributes of the Games, including resources, fact sheets, videos and more than 50 stories on "Sustainability in Action"
- Compiled and distributed one final issue of the sustainability e-newsletter focusing on Games-related sustainability stories, distributed to over 18,000 subscribers
- Collaborated with Offsetters on the creation of an animated carbon video (posted to vancouver2010.com), to communicate and educate viewers and spectators on understanding the impact of each and every one of our carbon footprints and the opportunity to offset carbon emissions. The video was presented online and at sport venues on spectator screens.
- In collaboration with Games sponsor Offsetters, introduced a voluntary carbon offset program encouraging sponsors, partners and spectators to Do Their Part and take responsibility for their travel-related carbon emissions by purchasing offsets using an online calculator, or purchasing a carbon offset pin worth one tonne of carbon offsets
- Included sustainability messaging in all Games workforce training programs
- Included sustainability and waste messaging in the Olympic and Paralympic versions of the Vancouver 2010 official guide for spectators
- Provided sustainability training to more than 800 workforce members with Jet Set Sports, the Official Hospitality Service Provider of the Games

Games-Time Activities

- Sustainability volunteers were recruited as field experts for Games-time roles in delivering messaging and information and providing access to materials to media and broadcasters at the Main Media Centre in Vancouver
- Launched our 2008-09 sustainability report and snapshot on February 10, 2010
- Supported the launch of Coca-Cola's athlete engagement initiative at the athletes' villages in Vancouver and Whistler, with Clean Air Champions. Clean Air Champions is an NGO dedicated to improving air quality by working with respected athletes to motivate and educate Canadians to adopt practices and lifestyles that enhance both environmental and personal health. Twenty athlete ambassadors engaged athletes and officials from 52 different countries at both villages, providing sustainability information and gathering more than 320 pledges.
- In collaboration with Earth Day Network, an NGO dedicated to broadening and diversifying the environmental movement worldwide, developed and launched a series of public service announcements (PSAs) in which athletes discussed their individual commitments to living more sustainably. PSAs were displayed two or three times per day on giant screens at Games events.
- In collaboration with VANOC's Venue Management and Sport Production teams, used a variety of creative signage and messaging to encourage spectators to take responsibility for their waste. For more information see Chapter 2, Section E (Waste)
- Pitched sustainability stories to domestic and international media. Topics included: carbon management program, green/LEED multi-purpose venues, waste management, Lost and Found Claims Centre and Victory Bouquet contracts.
- Made numerous presentations on sustainability program highlights to Games partners, sponsors and observers from future Organizing Committees, bid cities and the IOC
- With UNEP, hosted a Games-time event recognizing individuals who made significant contributions to the Vancouver 2010 sustainability program.

In the aftermath of the Games, we hope our Vancouver 2010 experience will influence how the general public, the Olympic and Paralympic Movements, sport and other major event organizers incorporate sustainability into their lives, work and projects.

ACTION TRACKER

Culture and Education

GOALS FOR 2009-10

Continue highlighting innovative classroom projects and engage students and teachers from across Canada through /EDU, VANOC's online, interactive bilingual e-magazine and portal

Launch the 2010 Cultural Olympiad

Present a sustainability-related challenge by three athletes through the Canada CODE platform

Offer workshops to inner-city community groups for neighbourhood residents to contribute their photos and text to the Canada Code and Code Live projects

PROGRESS IN 2009-10

/EDU engaged students and teachers in the pre-Games period and at Games time

Vancouver 2010 Cultural Olympiad took place from January 21 through March 21, 2010

Sustainability-related challenges launched on Canada CODE

Completed

Living More Sustainably

Continue providing programming, such as the Vancouver 2010 Paralympic School Day program and Bon Voyage Sumi, to raise awareness of accessibility and Paralympism at schools and with the media

Finalize participation by BC schools in the 2010 Ticket to Inspiration program

Engage media and spectators by providing Paralympic demonstrations inside venues during the Paralympic Games

Launch a national youth story-telling video contest in collaboration with Panasonic, the United Nations Environment Programme (UNEP) and Environment Canada

Recognize the contributions of individuals, partners and sponsors at a special event during Games time

Profile sustainability initiatives, innovations and legacies on vancouver2010.com and through Games-time communications and media relations

Launch the Vancouver 2010 Carbon Management Video and associated voluntary offset campaign aimed at Games spectators, partners and sponsors

Connect fans and spectators with sustainable lifestyle choices through *Do Your Part* video messaging at Games time in venues and Live Sites

Continued to provide Paralympic outreach programs such as Bon Voyage Sumi and other public awareness initiatives

Launched Vancouver 2010 Ticket to Inspiration program:

- 145 schools participated, with a total of 192 groups attending 15 events
- 30,000 tickets distributed
- Tickets were sold at a reduced price of \$5 each
- VANOC transportation grants were paid to schools that took buses, to help offset the costs of attending

Paralympic sport demonstrations were held at all sport venues during the Paralympic Games

Do Your Part national youth video contest launched in Q3 2009

Winning videos announced in February 2010 were

Grand Prize Winner

Don't Close Your Eyes

Jessie Mao, Markham, Ontario

Runner-Up Winners

Do Your Part

Siobhán Rempel, North Vancouver, British Columbia

Parkour Recycle

Carl-Eric Blanchet, North Vancouver, British Columbia

The Green Moment

Geneviève Demers, La Prairie, Quebec and

Samuel Jetté, Jonquière, Quebec

In Q1 2010, VANOC, with the support of the District of North Vancouver, hosted members of UNEP, the federal environment minister, the BC environment minister and key sustainability stakeholders for a reception and recognition event.

In Q3 2009, launched vancouver2010.com/sustainability; VANOC Sustainability team and volunteers worked proactively to ensure earned media coverage of sustainability initiatives

Launched a carbon program animated video and web store, Know-Reduce-Offset-Inspire: Carbon-Neutral Games

Athlete public service announcements, signage and sustainability-related videos were played on giant screens on fields of play at Games sport venues



APPENDICES

- A List of Key Acronyms
- B Glossary
- C Sustainability Star Program
- D Sustainability Highlights of Venues, Villages and Facilities
- E 2009-10 Global Reporting Initiative Indicator Index
- F Our Commitment to Sustainable Venues and Athlete Villages
- G Sustainability Highlights of the Torch Relay

Please note: Much of the appendices material is taken from previously published reports and may not reflect the fact that the Games have concluded.

APPENDIX A

List of Key Acronyms

AFN	Assembly of First Nations
BACSP	Board Advisory Committee on Sustainability Performance
BOB	Building Opportunities with Business Inner-City Society
COC	Canadian Olympic Committee
CPC	Canadian Paralympic Committee
EA	Environmental Assessment
ELT	Executive Leadership Team
EMPs	Environmental Management Plans
ENGO	Environmental Non-Government Organization
FHFN	Four Host First Nations
GHG	Greenhouse Gases
GRI	Global Reporting Initiative
ICI	Inner-City Inclusive
IOC	International Olympic Committee
IPC	International Paralympic Committee
IPS	Integrated Public Safety
ITK	Inuit Tapiriit Kanatami
LEED	Leadership in Energy and Environmental Design Green Building Rating System
MNBC	Métis Nation BC
NGO	Non-Government Organization
OGI	Olympic Games Impact
OPTT	Olympic and Paralympic Transportation Team
RCMP	Royal Canadian Mounted Police
RMOW	Resort Municipality of Whistler
SHRC	Sustainability and Human Resources Committee
SMRS	Sustainability Management and Reporting System
SSOPs	Sustainability Standard Operating Procedures
UNEP	United Nations Environment Programme
V2010 ISU	Vancouver 2010 Integrated Security Unit
VANOC	Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games
VIK	Value in Kind

APPENDIX B

Glossary

2010 Commerce Centre: Exists to inform British Columbia businesses and connect them to business opportunities arising from the Games.

2010 Legacies Now: Created by the Vancouver 2010 Bid Corporation and the Province of British Columbia to develop sustainable legacies benefiting all British Columbians.

2010 Sponsor Sustainability Initiative: An initiative led by Vancouver 2010 sponsors to promote sustainability as it relates to the 2010 Winter Games and the sponsors' own business activities.

AA1000 Stakeholder Engagement Standard: Provides global guidance on accountability through engagement with diverse interests; VANOC integrates AA1000 principles into their Sustainability Management and Reporting System (SMRS).

Aboriginal Business: For VANOC an Aboriginal business is a Canadian firm that is either:

- a sole proprietorship, limited company, cooperative partnership, or not-for-profit organization in which Aboriginal persons have majority ownership and control (meaning at least 51 per cent), and in which, in the case of a business enterprise with six or more full-time employees, at least 33 percent of the full-time employees are Aboriginal persons; or
- a joint venture or consortium in which an Aboriginal business or Aboriginal businesses, as defined above, have at least 51 per cent ownership and control; or
- certifies that it meets the above eligibility criteria, agrees to comply with required Aboriginal content in meeting its contractual obligations and agrees to furnish required proof and comply with eligibility auditing provisions.

Aboriginal Peoples: Descendants of the original inhabitants of North America. Canada's constitution recognizes three distinct groups of Aboriginal peoples: Indian (now commonly referred to as First Nations), Inuit and Métis. These are three separate peoples, each with distinct heritages, languages, cultural practices and spiritual beliefs.

Aboriginal Recruitment Strategy: A VANOC strategy that focuses on building relationships within the Aboriginal community to increase awareness of Games-related employment opportunities and how Aboriginal peoples can access them.

accessWORKS: Established by a consortium of organizations with the specific goals of working with VANOC and other groups interested in hiring people with a disability and procuring from firms that are owned by and/or hire persons with a disability.

Accountability: The responsibility of an organization to account for its decisions and actions to those who have a legitimate interest in them, and the processes and structures through which the organization meets this responsibility.

Active Fuel Management: Fuel-saving technology exclusive to General Motors enabling engines to automatically and seamlessly operate on half their cylinders when full power is not needed.

Affordable Beds in Whistler: Based on a non-subsidized operation that produces and/or administers resident-restricted housing, both for ownership and rent. In Whistler, the Whistler Housing Authority oversees the allocation of affordable beds for resident workers.

Asset Disposal Plan: For VANOC, an asset disposal plan refers to the "total cost of ownership" (through the pre-sale of assets and the direct sale of assets from venues immediately following the Games), the lessening of environmental impact through waste minimization and the donation of assets to local community and non-profit organizations after the Games.

Asset Donation: An item owned by VANOC that will be dispersed after the Games, through a community program, to individuals and groups from VANOC's priority populations.

Barrier Free: Events that have been arranged and sites or buildings that have been built or modified to ensure that people with a disability can use the sites and buildings or participate in events as fully as people without a disability.

Board Advisory Committee on Sustainability Performance (BASCP): This committee serves an important governance role in that it provides considered third-party input on VANOC's sustainability performance, with a view to making the most of the sustainability potential of the 2010 Winter Games.

Building Opportunities with Business Inner-City Society (BOB): A non-profit organization with a private sector board of directors. Its role is to secure more transactions among private sector buyers and employers, and inner-city businesses, employment and training service providers.

Buy Smart Program: A VANOC program to help source products, services and merchandise in a socially and environmentally responsible manner, as well as generate jobs and economic opportunities for all British Columbians and Canadians.

Canadian Olympic Committee (COC): A private, non-profit organization committed to sport excellence. The COC is responsible for all aspects of Canada's involvement in the Olympic Movement, including a wide variety of programs that promote the Olympic Movement in Canada through cultural and educational means.

Canadian Paralympic Committee (CPC): A private, non-profit organization that delivers programs to strengthen the Paralympic Movement in Canada, including sending Canadian teams to the Paralympic Games. The CPC empowers people with physical disabilities, through sport, at all levels.

Carbon Neutral: Achieved when carbon dioxide emissions from the use of fossil fuels are balanced with investments in projects that reduce carbon dioxide emissions. Carbon dioxide is the most important greenhouse gas by volume, hence the term carbon neutral.

Civil Liberties Advisory Committee: This committee provides independent and non-partisan advice, at an operating level, to security forces and other interested parties regarding civil liberties issues as they relate to the 2010 Winter Games.

Climate Change: Changes to the earth's climate resulting from increasing concentrations in the atmosphere of greenhouse gases (GHGs) such as carbon dioxide. The Intergovernmental Panel on Climate Change has determined that the marked increase in GHG concentrations since pre-industrial times is the result of human activity, including the burning of fossil fuels (such as oil), land clearing and agriculture. Because GHGs trap heat in the atmosphere, the dominant change has been a rise in average temperatures globally.

Composting: A method of solid waste management whereby the waste stream's organic component is biologically decomposed under controlled conditions to a state in which the end product, or compost, can be safely handled, stored or applied without adversely affecting human health or the environment.

Corporate Sustainability Policy: Provides the governance authority for VANOC's six sustainability objectives and the processes whereby the Organizing Committee's performance on these objectives will be articulated, evaluated and reported.

Decommissioning Phase: In the life of a Games Organizing Committee, the period following the Games when the removal of temporary event infrastructure takes place.

Diverted (waste diversion): For VANOC, this term refers to the methods by which we avoid sending waste to a landfill through reuse, recycling, composting or sending to a facility that converts waste to energy.

/EDU: An online, interactive bilingual e-magazine and portal that provides education resources in the areas of sport, culture and sustainability.

Environmental Assessment (EA): A process to predict the environmental effects of a proposed project throughout its life cycle (including construction, start up, operation and shut down) and to recommend ways to eliminate, minimize or mitigate those impacts. The *Canadian Environmental Assessment Act* requires that the federal environmental assessment process is applied when a federal authority is involved in a project. British Columbia's *Environmental Assessment Act* requires that certain projects

undergo environmental assessment and obtain an EA certificate before they can proceed. Environmental, economic, social, heritage and health effects are all considered in the BC environmental assessment process.

Environmental Management Plans (EMPs): Developed by VANOC for construction and operation of all new venues. EMPs include guidelines on how venues will be constructed and operated in an environmentally sensitive manner, and ways of addressing issues such as sedimentation and erosion control, solid waste management, air quality and dust control, wildlife management and archaeological values.

Environmental Management System Model (ISO 14001) of the International Organization for Standardization: A series of international standards on environmental management. A non-governmental organization, the ISO is the world's largest developer and publisher of international standards.

Footprint: In a spatial context, the area occupied by permanent and temporary facilities and their associated activities. In an ecological context, it measures humanity's demand on nature by considering the resources consumed and resources affected to support our activities.

Four Host First Nations (FHFN): The four First Nations — Lil'wat, Musqueam, Squamish and Tsleil-Waututh — on whose traditional and shared territories the 2010 Winter Games will be held. In 2004, these four First Nations signed a protocol outlining their commitment to work together in a cooperative and mutually supportive manner to participate fully in the Games, and to take advantage of the social, sport, cultural and economic opportunities and legacies that will arise as a result of the Games. They have since been recognized as Official Partners in the 2010 Winter Games — a first in Olympic and Paralympic history.

Gas-to-Energy Landfill: A landfill that captures and burns landfill gas for electrical power. Landfill gas is comprised primarily of methane, carbon dioxide and trace organic compounds.

Global Reporting Initiative (GRI): A global, multi-stakeholder initiative to develop a common framework for sustainability reporting. The GRI Sustainability Reporting Framework includes the sustainability reporting guidelines, sector supplements and protocols.

Governance: How VANOC organizes itself to make important decisions, steer the organization in the direction of its goals, manage relationships and hold itself accountable to its mandate and commitments.

Greenhouse Gases (GHGs): The gases that contribute to the warming of the earth by trapping energy in the atmosphere. GHGs, which are generated by both natural processes and human activities, include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulphur hexafluoride (SF₆), hydrofluorocarbons (HFCs) and perfluorocarbons (PFCs).

Indigenous Peoples: VANOC has adopted the inclusive United Nations understanding of indigenous peoples, based on the following criteria:

- historical continuity with pre-colonial and/or pre-settler societies
- distinct language, culture and beliefs
- distinct social, economic or political systems
- form non-dominant groups of society
- resolve to maintain and reproduce their ancestral environments and systems as distinctive peoples and communities
- self-identification as indigenous peoples at the individual level and accepted by the community as their members
- strong links to territories and surrounding natural resources

Inner-City Inclusive Commitment Statement (ICI Commitment Statement): A document endorsed by the Bid Committee (now VANOC), the Government of Canada, the Province of British Columbia and the City of Vancouver at the time of the bid. It demonstrates their intention to work together to ensure the legacy of the 2010 Winter Games is one of creating direct benefits and managing potential adverse impacts for Vancouver's inner-city neighbourhoods. The ICI Commitment Statement contains 37 specific commitments.

Inner-City Neighbourhoods: Vancouver's communities of the Downtown Eastside, Downtown South and Mount Pleasant.

Inner-City Business: A business that is either based in the inner city or is owned by, or employs, inner-city residents or persons with a disability. The business may be registered with the Social Purchasing Portal (www.sppcanada.org) or Enterprising Non-Profit Registry.

Integrated Public Safety (IPS): Develops plans for Games-time emergency preparedness including groups such as BC Ambulance Service, local fire and police departments and the Vancouver Coastal Health Authority.

International Olympic Committee (IOC): The IOC, created in 1894, is a non-governmental organization with volunteer members who represent its work around the world. The IOC and its 203 National Olympic Committees (NOCs) worldwide promote the Olympic Movement, whose vision is to contribute to building a peaceful and better world by educating youth through sport. In addition to selecting the Host City and coordinating the staging of the Olympic Games, the IOC and NOCs collaborate with a range of organizations and their members in the public and private sectors to place sport at the service of society. The main goal is to promote the values of Olympism, which include excellence, respect and friendship.

Inuit: One of the three distinct groups of Aboriginal peoples in Canada. The Inuit live primarily in the four regions of the Canadian Arctic: Nunatsiavut (Labrador), Nunavik (northern Quebec), Nunavut and the Inuvialuit region in the Northwest Territories.

Landfill: A waste disposal site on land where the waste is generally spread in thin layers, compacted and then covered daily with a fresh layer of soil. Leachate and gases may be collected, but "landfill" refers to a site that does not burn the gases as an energy source.

Legacy of Safety Program: Health and safety program for all VANOC employees, volunteers and contractors.

Licensee Code of Conduct: Helps ensure that VANOC licensed merchandise suppliers meet credible standards for ethical and social compliance.

Material: Refers to information that is both relevant and significant. VANOC considers information to be material (and therefore important to include in this report) if its inclusion or omission would likely influence the decisions or actions of report users.

Métis: One of the three distinct groups of Aboriginal peoples in Canada. Historically, the Métis were descendants of the European men and First Nations women living in mid-western Canada in the 18th and early 19th centuries.

Nitrogen Oxides (NOx): Refers to various highly reactive gases, all of which contain nitrogen and oxygen in varying amounts. Many nitrogen oxides are colourless and odourless. However, one common pollutant, nitrogen dioxide (NO₂), along with particles in the air, sometimes appears as a brownish haze over urban areas. Nitrogen oxides form when fuel is burned at high temperatures, for example in a combustion process. The main sources of NOx are motor vehicles, electric utilities and other industrial, commercial and residential operations that burn fuels.

Non-Governmental Organizations (NGOs): Usually refers to groups that are organized around and advocating for a specific interest or serving a specific mission, including industry associations, community groups, environmental organizations and others.

Olympic Charter: The codification of the Fundamental Principles of Olympism, Rules and Bye-Laws adopted by the IOC. The Charter governs the organization, action and operation of the Olympic Movement, and sets forth the conditions for the celebration of the Olympic Games.

Olympic Family: Members of the International Olympic Committee (IOC), National Olympic Committees (NOCs), International Federations (IFs), Organizing Committees of the Olympic Games (OCOGs) and, during the Games, broadcasting, media and sponsors.

Olympic Games Impact (OGI) Research Project: A research project developed by the International Olympic Committee (IOC) to create a long-term assessment of the environmental, social and economic impacts of the Games on host communities and countries. This information is designed to be beneficial to future candidate and Host Cities.

Olympic Movement: Includes the International Olympic Committee (IOC), National Olympic Committees (NOCs), Organizing Committees of the Olympic Games (OCOGs), International Federations (IFs), national associations, clubs and the athletes.

Overlay Fit-Out Phase: In the life of a Games Organizing Committee, the period prior to the Games when the installation of temporary event infrastructure takes place.

Particulate Matter (PM): Microscopic particles, both solids and droplets, that can remain suspended in the air for some time. These particles are generated by natural processes, human activities and reactions between air pollutants. Dust, pollen, soot, smoke and ammonia droplets are examples of PM. Fine particulate matter is one of smog's main components.

Persons with Disabilities: This document uses the World Health Organization's (WHO) framework of disability. This framework defines disability as the relationship between body structures and functions, daily activities and social participation, while recognizing the role of environmental factors. Persons with disabilities are those who reported difficulties with daily living activities, or who indicated that a physical, mental condition or health problem reduced the kind or amount of activities they could do.

Priority Population: For VANOC, the term refers to segments of the population including the inner city, Aboriginal peoples, persons with a disability or new immigrants.

Reuse: Repeated use of a product or material in the same, relatively intact form, but not necessarily for the same purpose. Reuse does not involve processing (such as transformation).

Recycling: The collection and processing of materials that can be transformed or remanufactured into usable products with a demonstrated market value. Processing means the preparation of material for efficient shipment, or to an end-user's specifications, by such means as baling, briquetting, compacting, flattening, grinding, crushing, mechanical sorting, shredding or cleaning.

Riparian Areas: Areas adjacent to streams, lakes and wetlands that both influence and are influenced by the adjoining waterway. Riparian areas are important because of the effect they have on aquatic ecosystems — providing shade, stabilizing banks, contributing large and small debris, regulating runoff and sedimentation — and because they provide rich and important habitat for a variety of species.

RONA Vancouver 2010 Fabrication Shop: A fabrication shop with a carpentry training program designed to provide skills and job experience for inner-city residents and Aboriginal peoples; the shop produces many items needed at Games venues.

Smart Site Selection: One of six steps VANOC applies in the planning, building and operation of our Games venues. Smart Site Selection is the process of clustering and consolidating venues, and reusing and modifying existing facilities and sites to minimize potential impacts on biodiversity and habitat.

Social Enterprise: The practice of operating a business to fulfill a social goal. Organizations that operate this way are also called social enterprises and may be for-profit or non-profit entities.

Sport Events: All pre-Games events that are held for the purpose of testing facilities, personnel and operations before the Games. This includes both competition and non-competition events or tests.

Stakeholder: A person or organization that has a legitimate interest in a project or entity. Stakeholder also refers to people who could affect, or are affected by, an organization's social, environmental and economic performance.

Stakeholder Engagement: Participation by stakeholders, often in an effort to provide input to decision making.

Standard Landfill: A waste disposal site on land where the waste is generally spread in thin layers, compacted, and covered with a fresh layer of soil daily. A standard landfill refers to a site that does not burn gases as an energy source.

Sulphur Oxides (SOx): Gases, including sulphur dioxide, produced during industrial processes and the burning of fossil fuels. These oxides contribute to air pollution, but are not greenhouse gases (GHGs).

Supplier Code of Conduct: This code helps ensure ethical, safe and healthy workplaces for people who supply products and services to VANOC.

Sustainability Attributes: The qualities or features of a location, building, product or service that make it perform better in relation to sustainability criteria, and that make it more attractive to buyers or users with sustainability objectives.

Sustainability and Human Resources Committee: This committee reviews VANOC's corporate sustainability performance (including the plans and performance of VANOC's Sustainability Management and Reporting System, SMRS) input from stakeholders and the Organizing Committee's annual sustainability report

Sustainability Management and Reporting System (SMRS): A performance-based system that defines an organization's sustainability objectives fosters an integrated approach to achieving them and provides transparent reporting to both internal and external audiences on results relative to sustainability-related bid commitments and corporate goals.

Sustainability Performance Objectives: An integral part of VANOC's strategic and business plans, these objectives are based on bid commitments, best management practices of other Organizing Committees, and input from sustainability experts and key partners and stakeholders. They define areas of focus for which VANOC is committed to generating material results.

Sustainable Purchasing: Involves the consideration of social, ethical and environmental criteria, in addition to other operational criteria, in the selection and monitoring of suppliers, contractors and licensees. In a social compliance program, the emphasis is on ensuring human rights and safe workplaces. VANOC's sustainable purchasing procedure includes sustainability and Aboriginal participation criteria in supplier/licensee selection and aims to extend business opportunities to traditionally disadvantaged groups.

Sustainability Standard Operating Procedures (SSOPs): These constitute the environmental procedures for all VANOC activities from the pre-Games period through the end of the decommissioning phase (which takes place following the conclusion of the Games) (See related definition.)

Vancouver 2010 Venues' Aboriginal Art Program: An initiative to showcase traditional and contemporary artwork by Four Host First Nations, Inuit and Métis artists from across Canada at every venue during the Games.

Vancouver 2010 Integrated Security Unit (V2010ISU):

Established to spearhead plans to maintain current levels of public safety, security and the right to peaceful democratic protest during the Games, this unit is led by the Royal Canadian Mounted Police (RCMP) and is integrated with the Vancouver Police Department, the West Vancouver Police Department and the federal Department of National Defence.

Venue City/Venue Cities: The term used by VANOC to refer either individually or collectively to the entities of the City of Richmond, the District of West Vancouver and the City of Surrey, hosting municipalities of Games competition and non-competition venues.

Verification Protocols: The method by which VANOC reviews information provided by suppliers to ensure they have accurately represented their sustainability attributes to us and our stakeholders.

Volatile Organic Compounds (VOCs): A group of carbon-containing gases and vapours released primarily by the evaporation of petroleum products, solvents, paints and other volatile compounds. VOCs react with nitrogen oxides (NOx) in the presence of sunlight to form ground-level ozone, an air pollutant and a key element of smog. Some VOCs are carcinogenic. VOCs, together with NOx, sulphur oxides, fine particulate matter and ammonia are the main air pollutants associated with smog formation.

Waste-to-energy facility: In Metro Vancouver, waste to energy refers to the combustion of carbon-based waste materials to produce steam, which, in turn, co-generates electrical and industrial process heat energy.

Zero Waste: The concept that all activities are designed to eliminate waste, and that any residual waste is recovered for use as inputs to other processes.

APPENDIX C

Vancouver 2010 Sustainability Star Program

VANOC celebrates leading examples of innovation in sustainability with the Vancouver 2010 Sustainability Star program. The program recognizes initiatives by Games partners, sponsors and VANOC that demonstrate positive and measurable social, economic and environmental impacts.

To be awarded a Sustainability Star an innovation must: demonstrate two or more sustainability features (social, economic and/or environmental); be directly linked to the 2010 Winter Games; produce a measurable outcome; and be new to the Games region or the Games in general or significantly scaled up through the Vancouver 2010 Games. Unique collaborations may also be considered.

A Sustainability Star jury, comprised of government partners, corporate sponsors, external experts and VANOC representatives, evaluates all applications for eligibility. Conflict-of-interest rules require jurors to withdraw from discussions and votes regarding projects with which they have a relationship.

For many partners and sponsors, the Sustainability Star program helps raise awareness of ways to refine their approach to incorporating sustainability practices into their everyday business.

Below is a complete list of Sustainability Star recipients:

2010 Legacies Now

2010 Legacies Now is a not-for-profit organization that is leveraging opportunities associated with hosting the Games in Vancouver to create social and economic benefits in British Columbia. The first organization of its kind, 2010 Legacies Now was created during the Vancouver 2010 bid phase and has worked with over 4,000 partners and 400 communities to create legacies in sport and recreation, physical activity and healthy living, arts, volunteerism, literacy and accessibility.

Atos Origin Carbon Reduction

Atos Origin helps VANOC achieve its carbon reduction goals through in a number of ways. Reducing energy needs, Atos Origin selects computers which use 50 per cent less electricity than previous models. Reducing emissions from travel, Atos Origin provides journalists remote access to onsite information, provides broadcasters remote commentator information in real time as well as deploys an online volunteer portal.

BC Hydrogen Highway

The BC Hydrogen Highway is an intra-government industry initiative showcasing hydrogen and fuel-cell technology such as fuel-cell vehicles, fuelling stations and demonstration sites. Collaboration exists between administrations in Whistler, Victoria and the Lower Mainland, and at Vancouver International Airport. Partners include the Province of British Columbia, Natural Resources Canada, the Resort Municipality of Whistler, the District of West Vancouver, Port Metro Vancouver, General Motors of Canada, BC Hydro and the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC).



It's extraordinary, the initiatives that we're seeing. What surprises me is the breadth of engagement in sustainability initiatives — all sparked by the Games.

—Michael Vance, general manager of policy and program development for the Resort Municipality of Whistler, Sustainability Star jury member.

BC Hydro: "Power the Games: Save Like a Champion" Outreach

BC Hydro's outreach team tours the province this year to show British Columbians how they can contribute to a green Games legacy. With the Save like a Champion program, BC Hydro is challenging 210,000 people to join Team Power Smart by 2010 to set and achieve a 10 per cent conservation target. If this challenge is met, the electricity saved would be equivalent to the amount of electricity required to power 27 days of competition at the 2010 Winter Games.

BC Hydro's Green Energy Innovations

BC Hydro's Green Energy Innovations project supplies clean power to the 2010 Winter Games, including hydroelectricity, to replace a significant number of diesel generators.

BC Ministry of Healthy Living and Sport: ActNow BC

ActNowBC is an integrated provincial health promotion strategy encouraging people to eat healthier foods and be more physically active, stop smoking and make healthy choices during pregnancy. The Province of British Columbia's goal is to be the healthiest jurisdiction to host an Olympic and Paralympic Winter Games.

Bell's Contribution to the Squamish Lil'wat Cultural Centre (SLCC)

Bell's \$3 million contribution to the Squamish Lil'wat Cultural Centre (SLCC) enabled a unique collaboration between the peoples of the Squamish and Lil'wat First Nations, and helped to create a lasting legacy for all the people of British Columbia.

Bell's IP and Wireless Networks

Bell's IP and Wireless Networks created for the 2010 Winter Games have generated environmental, social and economic benefits for the region. The implementation of 285 km of fibre optics for the Games, in and between Vancouver and Whistler, has exceeded industry standards.

Bell Vancouver Agreement Donation

As part of Bell's commitment to VANOC and the Games, Bell donated \$1.5 million to the Vancouver Agreement. Together with the federal, provincial and municipal governments, Bell's financial commitment has been dedicated to the economic revitalization of the Downtown Eastside.

Birks & Mayors Sustainability Purchasing

Inspired by VANOC's Buy Smart Program, Birks developed and systematically deployed its own sustainability purchasing (ethical sourcing) program. Among the program's features is a Supplier Code of Conduct, which ensures safe and fair labour practices. Currently, all of Birks Vancouver 2010 merchandise is made in North America, the majority sourced and manufactured in Canada.

Bombardier: Olympic Torch

Bombardier partnered with VANOC to design and manufacture an Olympic Torch with a minimal environmental footprint. Ninety per cent of the materials used in torch production, including the sheet molding compound, were selected for their recyclability. The combustion system minimizes greenhouse gas emissions and both the aluminum from the cylinders and remaining fuel will be recycled. The torch is designed and assembled in Canada.

Buy Smart Sustainable Procurement: VANOC and 2010 Commerce Centre

The Buy Smart program, run by VANOC and the Province of British Columbia's 2010 Commerce Centre, uses the purchasing power of the Games to support ethical sourcing and enhance the social, environmental and economic performance of the Games and the Games supply chain.

Canadian Pacific Locomotives

Canadian Pacific will be using 20 GE Evolution(R) Series locomotives to move Games equipment and goods by train. These locomotives emit 42 per cent fewer nitrogen oxides, and 67 per cent less particulate matter, than existing locomotives. The locomotives are equipped with automatic engine start/stop devices to help reduce carbon emissions. On average, each train reduces the associated emissions of approximately 280 trucks from our highways.

Canadian Paralympic Committee and Petro-Canada: "It's The Real Deal" Paralympic Schools Program

This program is a free online resource for teachers. Designed by educators, for educators, it offers multimedia lessons, lesson plans and activities focused on the five core curriculum subjects at schools across Canada. This initiative provides Canadian students with an opportunity to learn more about the Paralympic Movement, athletes, sports and real life-challenges. Currently, more than 1,000 teachers across Canada are registered.

Canadian Paralympic Committee and WorkSafeBC: Speaker Series

WorkSafeBC and the Canadian Paralympic Committee have partnered to create a regional speakers' program where athletes talk to students and community groups about their lives, injuries and what they've overcome to become world-class athletes. These speakers offer their advice to workers who may consider themselves too vulnerable or inexperienced to demand changes at unsafe workplaces.

City of Vancouver: Host City Transportation Plan

The City of Vancouver's Host City Transportation Plan was developed to ensure sustainable and efficient transportation for residents, businesses, visitors and Olympic operations during the 2010 Winter Games. The plan includes dedicated pedestrian corridors, temporary secure bike parking, Olympic lanes and free streetcar transportation between Granville Island and the Canada Line Olympic Village Station.

City of Vancouver: LiveCity Yaletown

The City of Vancouver's David Lam Park Live Site (known as LiveCity Yaletown) will be using 100,000 square feet of 100-per-cent recycled tires for ground covering, a more sustainable choice than conventional concrete, asphalt or brick. After the Games, the rubber pavers will be reused for other projects in the city; they are produced by an Alberta company that recycles over six million passenger car tires annually from BC, the Yukon and Alberta.

City of Vancouver: Southeast False Creek Neighbourhood Energy Utility (SEFC NEU)

The NEU is a community energy system that will supply space heat and domestic hot water to all of Southeast False Creek greenhouse gas emissions will be reduced by more than 50 per cent by using sewage heat recovery and distributed solar energy. Residents will enjoy rate stability that outperforms conventional options. The NEU meets green building requirements for Southeast False Creek and is more cost effective compared to the use of distributed standalone green energy options.

City of Vancouver and Bombardier: The Olympic Line

A 60-day demonstration streetcar project will connect Granville Island and the new Canada Line's Olympic Village Station. The Olympic Line will be free to all riders during the Games. The demonstration is an opportunity to showcase the City of Vancouver's vision for the downtown streetcar, to inform the public and visitors and to generate interest and excitement from the business community and other future partners.

City of Vancouver and Millennium: Net Zero Building

The highest performing building at the Olympic and Paralympic Village Vancouver is the Net Zero Building, a 64-unit affordable housing block available to seniors after the 2010 Winter Games. On an annual basis, the building produces as much energy as it consumes through a significant reduction of energy loads coupled with an offsetting program that relies on renewable energy technologies and advanced energy systems.

City of Vancouver and VANOC: Venues and Training Facilities

In partnership with VANOC, the City of Vancouver has built three new Olympic and Paralympic Games sport venues (the Vancouver Olympic/Paralympic Centre, Trout Lake Centre and Killarney Centre) and renovated two aging facilities (Pacific Coliseum and Britannia Centre) for the Games. All facilities have been designed with community and barrier-free legacies as key priorities, and are built to a minimum of Leadership in Energy and Environmental Design (LEED) Silver.

Coca-Cola's Carbon Footprint and Offset Program

Coca-Cola's carbon footprint and offset program for the Games is a comprehensive initiative focused on smart transportation planning for the Olympic Torch Relay, the use of hybrid vehicles and energy efficient cold-drink equipment, and outfitting staff with uniforms made from recycled polyethylene terephthalate (PET) bottles, a type of plastic. Remaining emissions will be offset through recognized international Gold standard projects.

Coca-Cola's Sogo Active

Coca-Cola's Sogo Active is a national "active living" program that will award over 1,000 torchbearer spots in the 2010 Olympic Torch Relay to teenagers who demonstrate a commitment to adopting an active lifestyle. The \$5 million, five-year initiative is new to the Games and involves unique partners such as ParticipACTION and various experts across the country.

Coca-Cola's Waste Diversion Program

Coca-Cola's waste diversion program — a significant commitment by a worldwide partner for the Games, will ensure 95 per cent of waste materials will be diverted from landfill during the 2010 Winter Games. Recyclables, including shrink wrap and cardboard trays, will be returned to a recycling centre in Richmond, British Columbia, and 100 per cent of the plastic, single-serve beverage bottles consumed in Games venues will be collected and recycled.

Deloitte Assurance Readiness and Supplier Code of Conduct

Deloitte adapted an accountability framework for conducting third-party assurance on a project entity. The firm developed this assurance structure for VANOC's customized performance measures, such as metrics for Aboriginal participation, which are specific to the Games project and not part of Global Reporting Initiative (GRI) guidelines. Deloitte also designed an assessment program to evaluate the performance of VANOC's suppliers against VANOC's Supplier Code of Conduct.

Dow Canada Insulation Products

Dow Canada is helping VANOC achieve its goal of hosting carbon-neutral Games by providing energy efficient insulation materials. Dow's products provide leading economic and environmental benefits, which include long-term energy conservation and cost savings as well as optimal ice and indoor environments for athletes and spectators.

Government of Canada: 2010 Green Toolkit

The toolkit is an online resource for greening federal government operations in the Pacific Region and to leverage the 2010 Winter Games to accelerate green federal operations at Games time and beyond. It includes: existing green policies, green guides and best practices, guidance on how to promote sustainability in the workplace and how to implement these changes. Topics include: green procurement, zero waste, green meetings and green commuting. The toolkit has already been used by 45 federal departments and is available to 260,000 federal employees in both English and French.

Government of Canada, Province of BC, City of Vancouver and Vancouver Airport Authority: The Canada Line

The Canada Line brings rapid rail service from Downtown Vancouver to the City of Richmond and the Vancouver International Airport, adding 19 kilometres to the region's rapid transit network, including 16 new stations. The timing for the Canada Line will benefit visitors — both for the Games and in the long term — by providing a sustainable transportation alternative to carbon-intensive travel.

Homeless Partnering Strategy Funding for RONA Vancouver 2010 Fabrication Shop Participant Housing

The Homelessness Partnering Strategy (part of Human Resources and Skills Development Canada) has developed a pilot project using a new multi-department funding stream which supports the housing needs of RONA Vancouver 2010 Fabrication Shop training participants. This initiative is new to the Games and involves a unique partnership addressing supportive housing alongside job-skills training.

Jet Set Sports: Sustainable Hospitality Services

Jet Set Sports' sustainability program for its Games-time hospitality services includes sustainable sourcing, sustainable operations and social legacies. Uniforms, printed material and gifting are all sustainably sourced, inspired by VANOC's Buy Smart framework. Jet Set Sports is contributing \$1 million to VANOC's Celebrate 2010 donated ticket program and is hiring over 400 staff from the Vancouver region. Athletes and members of the VANOC workforce will be educating and inspiring the Jet Set Sport staff and guests to reduce and offset their carbon footprints.

LEED® Business Case

VANOC, Environment Canada, Industry Canada and Canada Mortgage and Housing Corporation (CMHC) commissioned independent researchers Busby Perkins+Will and Stantec to conduct a LEED® Business Case for Vancouver Olympic/Paralympic Centre (the Games curling venue) and for future venues.

LiveSmart BC

LiveSmart BC is the Province of British Columbia's action plan for climate change, which aims to inspire residents to make carbon-smart choices at home, at work, on the road and in their communities.

McDonald's: Waste Diversion

Supporting VANOC's goal to divert 85 per cent of Games-time waste from landfill, McDonald's is committed to providing source separation of organics, waste and recyclables at its Games-time restaurant locations. The venue restaurants will be outfitted with energy-efficient lighting and equipment that will be reused at other locations after the Games. Ninety per cent of McDonald's packaging is made from renewable resources.

Millennium and City of Vancouver: Community Benefits Agreement (CBA)

The CBA was created to ensure that residents of Vancouver's inner city share in the economic benefits associated with the development of the Southeast False Creek neighbourhood. One hundred jobs at Millennium Water and nearby sites were created for Vancouver's inner-city residents, \$750,000 was allocated for training and employment support and \$15 million was allocated for inner-city businesses' procurement opportunities.

Millennium: Olympic and Paralympic Village Vancouver

Millennium is the company responsible for developing the Olympic and Paralympic Village Vancouver, aimed to certify under the new LEED for Neighbourhood Development pilot to LEED Gold certification. Situated in a restored former industrial site on False Creek in downtown Vancouver, the village will be the first phase of a model sustainable community known as Southeast False Creek. This project will transform a former brownfield site into a showcase of sustainable living.

Molson Coors Vancouver Brewery

Molson Coors has significantly increased its sustainability efforts and set targets for energy- and water-efficiency improvements at its Vancouver brewery. New initiatives include a partnership with BC Hydro to undertake a major energy efficiency upgrade; water capture and reuse projects; and a partnership with another Games sponsor, Offsetters, to assess the carbon footprint of the Vancouver brewery (which is now generating 50 per cent fewer GHG emissions than the company average).

Nortel* and Bell's IP network

Nortel's IP network equipment that Bell is deploying for the 2010 Winter Games offers low energy consumption, safe disposal at the end of a product's life and the efficient use of resources. The VANOC network will be the first-ever Games all-IP converged network involving less equipment to deliver equivalent or superior performance. Nortel also employs a best-practice e-waste program, which ensures that the majority of equipment used during the Games will be reused, with less than two per cent entering conventional waste disposal streams.

Nortel* and VANOC's Online Education Program (/EDU)

Nortel and VANOC's online education program (/EDU) have partnered to launch LearnIT — a toolkit to help teachers integrate the latest technology, such as rich audio and video content, in classrooms across Canada.

Offsetters and VANOC: Carbon Partner Program and Project Blue Sky

Offsetters and VANOC have created the 'Carbon Partner Program' (CPP), in which VANOC sponsors and partners have the opportunity to reduce their environmental impact during the 2010 Winter Games by measuring, reducing and offsetting their greenhouse gas emissions. In addition, Offsetters, Olympic athletes, VANOC and the Centre for Digital Media have created Project Blue Sky (PBS) to raise awareness about climate change. A digital platform connects users with their favourite athletes and tracks their carbon emissions reduced by logging activities such as biking, walking or taking transit.

Olympic and Paralympic Village Whistler

The Olympic and Paralympic Village Whistler, managed by a wholly-owned subsidiary of the Resort Municipality of Whistler, is being built under the new LEED system for neighbourhoods. Among its many attributes, the village includes affordable housing, an innovative energy system and storm water management.

Panasonic: Video Contest, Offsetting and Eco-Ideas Exhibit

Panasonic will be co-sponsoring a youth digital video contest, offsetting its 2010 Winter Games carbon footprint and creating an "Eco-Ideas" exhibit at the Games that communicates sustainability initiatives. Specifically, Panasonic will offset the 416 tonnes of carbon emissions it expects to generate from its Games-time operations. As part of its contribution to LiveCity Yaletown at David Lam Park, Panasonic is setting up three interactive stations (an Eco-Quiz, an Eco-Activity Stand and an Eco-Globe) to profile VANOC/Panasonic sustainability initiatives and engage Games enthusiasts.

* Please note that Nortel is now Avaya Inc. (Avaya).

Petro-Canada: Aboriginal Art and Community Engagement

As part of its Aboriginal Art and Community Engagement Initiatives, Petro-Canada commissioned Squamish Aboriginal artist Klatle-Bhi to carve a 25-foot totem pole as a legacy to the 2010 Winter Games. Showcasing Aboriginal culture, Petro-Canada has contributed to a feature at the Vancouver International Children's Festival, a ceremonial blessing at the 2010 Aboriginal Pavilion, storytelling at Petro-Canada's Athlete Family and Hospitality Programs, and the production of an educational video for schools.

Province of British Columbia: International Media Centre

The Province of BC's sustainability strategy for this venue includes: a paperless press release distribution system which saves an estimated 1.5 metric tonnes of paper; an on-site, multi-stream waste management system which aims to divert 85 per cent of waste from landfill; and 1,500 media bags made from street banners formerly on display in the city.

Province of Manitoba: CentrePlace

CentrePlace is the Province of Manitoba's sustainable pavilion; located at the LiveCity Downtown celebration site, it will promote tourism, economic development, trade and immigration. The facility will also showcase Manitoba's leadership in battling climate change — and its goal is to be a carbon-neutral facility. The temporary structure has a translucent skin that is 100 per cent recyclable, while its roof and floor are made of sustainably-managed forests products. Underscoring its commitment to sustainability, the province is also planning to offset its 2010 Winter Games carbon footprint.

Purolator: Quicksider

The Quicksider is a battery-operated electric delivery vehicle — a first-of-its-kind for Canada's courier industry. The vehicle will reduce greenhouse gas emissions by approximately 99 per cent compared to a conventional curbside delivery vehicle. Purolator's Quicksider supports VANOC's commitment to minimize the 2010 Winter Games carbon footprint. Through the Games period, Purolator will be tracking Quicksider-related measureable outcomes, as far as kilometres driven and greenhouse gas emissions saved.

RBC's Sustainability Business Development

RBC's Sustainability Business Development series facilitates competitive bids for 2010 Winter Games business opportunities, incorporating price, quality and sustainability attributes. The program includes the "Demystifying the RFP Bid Process" workshop, RBC 2010 Legacies Now Speakers Series, and a 2010 Business Guide, created with the 2010 Commerce Centre.

Richmond Olympic Oval

The Richmond Olympic Oval, built by the City of Richmond with help from the Government of Canada and the Province of British Columbia, is best known for its one-of-a-kind "wave" roof made from pine beetle-salvaged wood. The multi-purpose centre for sport, recreation, health and fitness and meetings qualifies for LEED Silver building certification.

Ricoh's Specialized Applications

Ricoh's specialized applications for output devices (print, fax and copy) provide the economic and environmental benefits of reducing paper and energy consumption. These applications are new to the Games, have involved unique partners such as PrintAudit and DigitalStorefront and will be used on an unprecedented scale during the 2010 Winter Games.

RONA Vancouver 2010 Fabrication (Fab) Shop

RONA and VANOC have partnered with community organizations to establish the RONA Vancouver 2010 Fabrication (Fab) Shop in downtown Vancouver, where small wooden products are being built for Games venues. The shop also has a 30-week community-based carpentry training workshop and a paid work-experience program for 64 individuals faced with challenges entering the workforce. Trainees are recruited from Aboriginal peoples, inner-city residents, youth at risk, women at risk and new immigrants.

Sleep Country Canada: Mattress Donation

Sleep Country will be supplying beds for both villages during the 2010 Winter Games. After the Games, the company will donate all the mattresses, box springs and frames (approximately 5,000 sets) to charitable organizations throughout Sleep Country's 15-region chain. This initiative diverts waste from landfill and provides for communities in need.

Teck: Going for Gold

Teck's web-based Going for Gold program engages employees with Olympic and Paralympic ideals through positive action at home and at work in the areas of safety, volunteerism, health and wellness, community sustainability, innovation and productivity. Over 1,700 employees have participated in the challenge.

Teck: Metals for the Medals

Teck and the Royal Canadian Mint have collaborated to ensure the Vancouver 2010 Olympic and Paralympic medals contain recovered metal from electronic waste (also known as e-waste). Vancouver 2010 gold medals contain 1.52 per cent gold; silver medals contain 0.122 per cent silver; and the copper medals contain 1.11 per cent copper. Recovering electronic waste and diverting it from landfill mitigates the hazardous effect it has on our natural environment.

Transport Canada "Green" Vehicles

Transport Canada is deploying a number of advanced "green" vehicles that will be used by the department's safety and security inspectors working to support the 2010 Winter Games. On-road performance data gathered from this project will help assess whether emerging vehicle technologies can help build a cleaner transportation system for Canadians.

Vancouver 2010 Aboriginal Licensing and Merchandising Program

The Vancouver 2010 Aboriginal Licensing and Merchandising Program marks the first time an Organizing Committee has partnered with indigenous people to create an official licensed merchandising program. One-third of the royalties from the sale of these products will go toward the Aboriginal Youth Legacy Fund, which will support education, sport and cultural initiatives for Aboriginal youth across Canada beyond 2010.

Vancouver 2010 Olympic Torch Relay: Footprint Reduction

VANOC has risen to the challenge of making the Vancouver 2010 Olympic Torch Relay more sustainable by reducing the resources, emissions and waste footprint of the Torch Relay in simple but impactful ways. These initiatives include taking advantage of economies of scale for accommodation and transportation for the planning teams as well as recycling solutions for the torch.

VANOC: Asset Donation Program

A portion of the assets VANOC will take possession of in the post-Games period will be dispersed through a community donation program that supports VANOC and facilitates the donation of assets to individuals and groups from VANOC's priority populations. It also contributes to the creation of a Games-time legacy project by supporting the development of an inner-city social enterprise that provides training and employment to individuals with barriers to employment.

VANOC: Barrier-Free Guidelines

VANOC's barrier-free guidelines support social inclusion, both at Games time and after the Games. By increasing the accessibility of the venues and villages, the Games region is made more attractive to visitors, athletes, recreationists, residents and workers.

VANOC: Park and Ride Systems

VANOC's transportation planning includes a technology tool that will direct event attendees to their Departure Hub based on ticket purchases. Click and Park/Click and Ride system reduce event-related traffic congestion and greenhouse gas emissions, eases community impacts and creates economic efficiencies.

VANOC: Sustainability Management and Reporting System

VANOC's sustainability management and reporting system provides a corporate roadmap and series of performance reports to help the Organizing Committee's workforce and stakeholders plan, implement and assess environmental, social and economic performance for great Games with positive legacies.

VANOC: The Whistler Sliding Centre

VANOC's planning, construction and legacy arrangement for The Whistler Sliding Centre creates numerous benefits, including: a minimal environmental footprint, an energy efficient venue design, waste heat reuse from the refrigeration plant, targeting LEED Silver green building certification, wood waste reuse and a sport and tourism legacy.

VANOC and the Four Host First Nations (FHFN) Protocol

VANOC and the Four Host First Nations (FHFN) signed an historic Protocol on November 30, 2005, defining the relationship and commitment to work in partnership to achieve successful 2010 Olympic and Paralympic Winter Games.

VANOC and the Resort Municipality of Whistler (RMOW): Whistler Olympic Park

VANOC's planning and construction, paired with the Resort Municipality of Whistler's legacy use of the Whistler Olympic Park venue, creates numerous benefits, including: reducing the site's environmental footprint; reusing wood waste; issuing contracts to Aboriginal companies; protecting local surface water through high-quality wastewater treatment; creating a sport and recreation legacy; and targeting LEED Silver green building certification.

APPENDIX D

Sustainability Highlights of Venues, Villages and Facilities

SUSTAINABILITY HIGHLIGHTS

MOUNTAIN VENUES

Whistler Olympic/Paralympic Park

A harmonized provincial (British Columbia Environmental Assessment Office — BC EAO) and federal (Canadian Environmental Assessment Agency — CEAA) environmental assessment review was completed for the development of the core competition venue and legacy recreation trails.

Demonstrating smart site selection, this venue is located in a previously harvested forest area adjacent to a former mine; the site experiences significant commercial and public recreational use.

Venue development efforts succeeded in minimizing site disturbance and overall footprint, and include:

- an approximate 30 per cent reduction of the overall venue footprint compared to the initial design
- design changes to avoid disturbing old growth forest and wetlands
- significantly reducing (from initial designs) the number of stream crossings by roads and ski trails
- extending riparian (buffer) areas help protect on-site streams and wetlands
- designing the site to reduce vegetation clearing, which included preserving tree islands and soft edging

A venue layout design favouring natural land contouring and which minimized site grading and clearing requirements.

Thoughtful design efforts for trails focused on maintaining a balance of material that was cut and fill that was added, minimizing the import/export of fill and considering related environmental impacts (such as the transportation impacts on air quality).

Development of the core competition venue affected approximately 1.8 hectares of in-stream and riparian habitat. With a goal of no net loss, VANOC mitigated this impact by protecting extended riparian setbacks (beyond the required 15-metre and 30-metre setbacks, for example) totalling 32 hectares. This represents impact mitigation through habitat protection at a 16:1 ratio. In other words, for every hectare impacted, 16 hectares were protected.

Much of the wood waste from site-clearing during construction was reused through:

- on-site reuse of vegetation debris for the construction of temporary operations compounds
- innovative on-site composting to produce site green-up material (indigenous wildflower seed mixture was added to the composted wood waste and applied to disturbed soils at Whistler Olympic/Paralympic Park and The Whistler Sliding Centre for sediment and erosion control and revegetation)
- the donation of pieces of large woody debris to regional stream habitat restoration projects

The construction of overlay compounds using wood waste, rocks and fabrics to facilitate natural detention helped avoid the need for the building of surface detention ponds.

An on-site wastewater treatment plant was built using leading technology (tertiary membrane filtration and ultraviolet disinfection) to ensure high-quality discharge to local surface water. This treatment plant will accommodate an average number of users in the pre- and post-Games periods. At Games time, and during other large events occurring at the site, temporary wastewater collection infrastructure enables the accommodation of higher site visitor numbers.

The site's day lodge building was rated LEED Gold by the Canada Green Building Council. Other on-site buildings adhere to similar green building design principles.

The day lodge was built in accordance with 2010 Barrier-Free Venue Guidelines.

Both the Squamish and Lil'wat Nations participated in the venue's environmental impact assessment.

This project assured economic opportunities for members of both the Squamish and Lil'wat Nations (via the Shared Legacies Agreement). Squamish Nation and Lil'wat Nation-owned companies were awarded contracts for trail development and building construction.

Design of the venue's legacy recreational trail network incorporates local First Nations interests, land use and cultural considerations.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

As members of Whistler 2010 Sport Legacies, (WSL2010) which will own and operate the venue after the Games, the Squamish and Lil'wat Nations will be participating in ongoing decision making in their traditional territories. The WSL2010 also includes representatives from the Resort Municipality of Whistler (RMOW), the Province of BC, the Canadian Olympic Committee (COC) and the Canadian Paralympic Committee (CPC).

With approximately 50 kilometres of cross-country ski trails, Whistler Olympic Park will be a legacy for the enjoyment of residents, visitors and athletes (both recreational and high performance) alike.

MOUNTAIN VENUES

The Whistler Sliding Centre

A federal (CEAA) environmental assessment review was completed for the development of this venue.

Demonstrating smart site selection, this venue is located adjacent to already disturbed areas, such as ski trails and parking lots within a major ski area.

The venue site was designed to minimize vegetation clearing and overall development footprint, and included the preservation of tree islands and soft edging.

All wood waste from site-clearing activities during construction of this venue was chipped and composted for reuse.

Design of The Whistler Sliding Centre focused on initiatives to minimize the refrigeration plant's energy use such as:

- use of an ammonia refrigeration system — ammonia is one of the most energy-efficient refrigerants and produces no chlorofluorocarbons (which contribute to ozone layer depletion and global climate change)
- various energy-saving mechanisms (such as an economizer loop, an auto-purger and computer software that has been programmed for energy conservation management)
- tree retention to cast shade, along with a track shading and weather protection system which help to maintain track ice temperatures
- painting the track white to minimize heat absorption and maintain ice temperatures
- capturing waste heat from the refrigeration system (which provides heating to the refrigeration building and the track lodge)

VANOC's refrigeration plant building was rated LEED Gold by the Canada Green Building Council. Other on-site buildings adhere to similar green building design principles.

The venue's track lodge and athlete start-house buildings are wheelchair accessible (this includes accessible washroom facilities).

In 2005, the first construction contract for this facility was awarded to Coastal Mountain Excavations Ltd., a local Whistler company.

The Squamish Nation and the Lil'wat Nation participated in the environmental impact assessment for the venue.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

As members of the Whistler 2010 Sport Legacies, (WSL2010) which now owns and operates the venue, the Squamish and Lil'wat Nations will participate in ongoing decision-making in their traditional territories. WSL2010 also includes representatives from the Resort Municipality of Whistler (RMOW), the Province of BC, the Canadian Olympic Committee (COC) and the Canadian Paralympic Committee (CPC).

Athlete use, visitor tours, corporate rentals and other creative programming for the facility diversify Whistler's sport and tourism offerings and provide assurance for the venue's long-term operations and revenue-generation potential.

Whistler Creekside

A federal (CEAA) environmental assessment review was completed as part of the development process for this venue.

Demonstrating smart site selection, this venue is located on existing ski trails within a major ski area and uses existing ski hill infrastructure (including buildings, chairlifts and gondolas).

Alignments were changed in several areas of the men's and women's race courses to lessen the impact on streamside vegetation buffers, known as riparian areas.

Significant reductions were achieved in the amount of riparian vegetation removed for training and race courses, compared to the amount proposed/approved for clearing in the initial design plans and Environmental Assessment review. This included: a 20 per cent reduction in clearing of old-growth trees; a 95 per cent reduction in vegetation clearing in previously-disturbed areas; and a 78 per cent reduction in the vegetation clearing of previously undisturbed areas.

Proactive construction management helped avoid and minimize potential impacts to wildlife and aquatic and terrestrial habitat. For example, a tailed frog management plan was implemented during construction which guided the hand-salvage and relocation of hundreds of tadpoles and adult frogs to protect them from potential construction impacts.

A better permanent alignment was secured for Boyd Creek in the Timing Flats finish area, providing a protected riparian area for the venue post-Games, potentially improving the capacity for proper stream functions and improved habitat for tailed frogs.

For on-site earthworks, the top organic layer of soil was removed, stockpiled and then replaced following regrading.

All wood waste from construction of the race course was chipped and reused on-site for revegetation purposes.

An energy-efficient snowmaking system was installed along the race courses.

During the construction phase of this venue, an emphasis was placed on local employment, purchasing and contracting opportunities.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

This venue will provide a post-Games legacy of enhanced training, racing and recreational ski trails.

MOUNTAIN VENUES

Cypress Mountain

Federal (CEAA) and provincial (British Columbia Parks) environmental assessment reviews were completed as part of this venue's development.

Demonstrating smart site selection, the snowboard venue was located on existing ski runs at the ski area of Cypress Mountain.

Demonstrating smart site selection, the freestyle skiing venue was located within the existing Cypress Mountain ski area, in a previously harvested forest

All wood waste generated from site-clearing activities was chipped and reused on-site for revegetation purposes

In summer 2007, VANOC, Cypress Bowl Recreations Limited and other stakeholders joined to salvage and relocate wetland plant species of local significance from the site of the venue's new snowmaking reservoir to nearby wetlands that will remain unaffected by construction. One year later, follow-up monitoring showed the plants were not only thriving, but playing host to rare insects and other wildlife.

During the construction phase of this venue, an emphasis was placed on local employment.

As part of this venue's development, an Archaeological Overview Assessment was completed with First Nations.

Local First Nations working with BC Parks on the Cypress Legacy Project, an initiative supported by the FHFN to create a lasting legacy in the park.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

CITY VENUES

Canada Hockey Place

Demonstrating smart site selection, this venue included limited modifications to an existing facility (General Motors Place).

The ice surface remained NHL-sized rather than being expanded to accommodate a larger Olympic-sized ice surface, resulting in both financial savings and conservation of natural resources.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Vancouver Olympic/Paralympic Centre

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the new curling facilities replaced an aging community complex located at Hillcrest Park/Nat Bailey Stadium. The new complex is sited primarily on a former gravel parking area.

The venue's development footprint was revised from early designs to reduce impacts on the landscape.

This venue is targeting net-zero green space loss through the revegetation of demolished sites during the conversion to legacy mode following the Games. Trees within the venue construction area were salvaged and relocated to other sites in the park.

Waste heat from the refrigeration plant is captured and reused to heat other building spaces, the adjacent aquatic centre, and domestic hot water and run the complex's air conditioning system. Waste heat from the swimming pool area is also recovered through the aquatic centre's ventilation system.

Use of ultraviolet disinfection for swimming pool water reduces chloramines, improves indoor air quality and reduces the demand on the aquatic centre's ventilation system.

Rainwater is collected and reused for flushing low-flow toilets and urinals.

Some of this venue's components have been constructed using Forest Stewardship Council (FSC) certified wood.

The City of Vancouver is targeting LEED Gold green building certification for this facility, post-Games, once the conversion to legacy mode has been completed.

No net loss of playing fields as a result of this site's redevelopment

The change rooms for the swimming pool (in post-Games legacy mode) will be screen walls rather than doors, making entry more accessible to all users, including persons who use a wheelchair.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Post-Games legacy conversion of this venue by the City of Vancouver includes a new public library, swimming pool, ice rink and community centre.

Pacific Coliseum

Demonstrating smart site selection, limited renovation of this existing facility was primarily contained within the previously developed footprint.

There was only minimal increase to the percentage of impervious land surface on the project site after renovations.

Equipment upgrades, including energy-efficient fixtures, are expected to improve indoor air quality.

Arena seating was upgraded and the venue's old seats were auctioned off at a sport fundraiser.

Accessibility upgrades to the facility included updating wheelchair-accessible seating areas, washrooms and concessions areas.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Richmond Olympic Oval

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, this venue was built on a previously disturbed site.

The Oval's massive ceiling is made of salvaged British Columbia pine-beetle-kill wood. With dimensions of approximately 100 metres by 200 metres (two hectares), the roof is believed to be the largest surface ever covered using the once-discarded wood. Showcasing the use of the wood may encourage its application elsewhere and help mitigate the economic hardship the pine beetle epidemic has brought upon regional communities.

Rainwater from the Oval's massive roof is being collected and reused. Much of the collected water flows into the building's utility systems to supplement toilet flushing. The rest is stored in a pond in front of the Oval and used to irrigate surrounding trees and landscaping. Marsh plants in the rainfall collection pond act as natural purifiers, improving water quality in the pond and in the connected Hollybridge Canal.

Hardwood trees cut during site preparation were salvaged and will be milled for use at the facility.

For every tree removed during venue construction, a minimum of two trees was planted in and around the venue site and other local parks.

Waste heat energy recovered from ice-making was captured and reused for other purposes in the building, including domestic hot water and heating/cooling systems. As the size of the Oval's speed skating rink was the equivalent of six international hockey rinks, this recovered heat energy was considerable.

The City of Richmond achieved LEED Silver green building certification for the Oval, a remarkable achievement for a facility of its size and type.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

The Oval's rainwater collection system features original Coast Salish designs by Musqueam Nation artist Susan Point (water flows over designs on concrete buttresses).

Signage used at the Oval demonstrates best practices in terms of accessibility. They are all high-contrast, tactile and include Braille.

After the Games, the flexibly designed building is being repurposed as a multisport and wellness facility, providing a community health and recreation legacy. This venue will also be a training and competition facility for many Paralympic sports, including wheelchair rugby, wheelchair basketball and adaptive rowing.

UBC Thunderbird Arena

A non-government-regulated environmental assessment process, modelled on the federal (CEAA) review, was completed for the development of this venue.

Demonstrating smart site selection, this venue constitutes the redevelopment of an existing facility and included refurbishment and reuse of several major components of the existing ice plant.

The venue's use of an Eco-Chill system, which recycles waste heat from ice refrigeration to heat the building, minimized energy consumption, as did the use of energy-efficient lighting. Waste heat is used to preheat domestic hot water.

This venue incorporates green building design to a level that is comparable to a highly sustainable industry practice for sport facilities.

The facility was developed with a flexible design to accommodate varied and shifting uses.

Two of the three arenas at this venue are fitted with the Plexiglas boards required for ice sledge hockey, which makes this venue the only arena in Vancouver that is accessible to ice sledge hockey teams.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

A large thunderbird carving, created by Direction 7 from the Musqueam Nation, hangs at the entrance to the arena.

Britannia Centre (Training Venue)

Demonstrating smart site selection, this venue includes renovations to an existing ice rink.

Upgrades to the facility and equipment provide long-term recreational benefits for the community

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Trout Lake Centre (Training Venue)

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, this venue constitutes the redevelopment of an existing public ice rink attached to an existing community centre (the community centre will remain as such until 2010, with a potential rebuild planned for the post-Games period).

Following demolition of the existing ice rink, several older building components and mechanical equipment were relocated and are being reused at other parks and recreation facilities in Vancouver.

For every tree removed during venue construction, a minimum of two trees have been planted in and around the venue site. In addition, tree stumps and root wads were provided to Metro Vancouver for use in local stream restoration works.

The City of Vancouver achieved LEED Silver green building certification.

Heat generated by the rink's refrigeration system is being used to preheat the facility's domestic hot water systems

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Killarney Centre (Training Venue)

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, this venue constitutes the redevelopment of an existing public ice rink facility, attached to a community centre and public aquatic centre. (Aquatic centre facilities will remain as they are.)

Diversion of 75 per cent of construction waste from landfill, including the use of old concrete block walls as structural fill for the new rink.

For every tree removed during venue construction, a minimum of two trees have been planted in and around the venue site.

At this venue washrooms use water-saving dual flush toilets

Several older building components and mechanical equipment from the existing facility have been relocated and are being reused at other parks and recreation facilities in Vancouver.

Heat generated by the rink's refrigeration system is used to warm the spectator viewing area, change rooms and concourse, and to preheat water for the pool — providing 40 per cent savings in energy

The City of Vancouver is targeting LEED Gold green building certification.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

VILLAGES

Olympic/Paralympic Village Vancouver

A federal (Department of Fisheries and Oceans) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the village is a catalyst for the redevelopment of a former industrial area; this includes the ecological restoration of the shoreline and contaminated lands and the reduction/elimination of contaminants potentially entering the aquatic environment.

Development of the village included the creation of significant wildlife habitat through green space and foreshore rehabilitation. This includes the reintroduction of an intertidal marine habitat, planting indigenous vegetation and overall restoration efforts.

A Neighbourhood Energy Utility serves as the village's space heat and hot water generation needs, using heat captured from the main line of the sanitary sewer.

A Net-Zero Energy Building pilot project for one of the city's affordable housing buildings includes energy consumption monitoring, solar recovery, waste-heat capture and reuse and above-LEED standards in energy conservation.

Stormwater management initiatives currently include plans for green roofs, bio-swales, rainwater collection and reuse and surface drainage elements (minimal pipes).

Green roofs targeted for a minimum 50 per cent of the building's total footprint.

The village is part of a pilot project with the Canada Green Building Council to test the new LEED Neighbourhood Development (ND) green development standard.

The City of Vancouver and Millennium Water achieved LEED Gold green building certification for all new buildings except the community centre and the Salt Building (a heritage structure at the heart of southeast False Creek). LEED Platinum certification is targeted for the Community Centre.

For the Salt Building refurbishment, the City of Vancouver is targeting LEED Gold green building certification.

A community benefits agreement was negotiated between the City of Vancouver and the Building Opportunities with Business Inner-City Society to provide 100 jobs, \$750,000 in training and \$15 million in procurement for inner-city residents and businesses.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Following the Games, the village will provide the Vancouver community with a legacy of non-market housing units.

VILLAGES

Olympic/Paralympic Village Whistler

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the village was developed directly adjacent to already disturbed area (previously a municipal landfill).

The construction of the village includes development of a community/district energy system. The system's primary heat source is waste heat recovered from the municipal waste water treatment system.

A wetland complex has been created on-site for stormwater retention, treatment and habitat enhancement. Stormwater management initiatives also include net-zero drainage impact on the local Cheakamus River.

The village is part of a pilot project with the Canada Green Building Council to test the new LEED Neighbourhood Development (ND) green development standard.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Following the Games, the village will provide the Whistler community with a legacy of affordable resident worker housing units and a High Performance Centre (a sport training facility associated with the on-site Whistler Athletes' Centre).

Whistler Athletes' Centre

The Whistler Athletes' Centre (WAC) will provide affordable post-Games accommodation options for athletes, residents and visitors (a lodge with 100 hostel-style rooms and 20 two- and three-bedroom townhomes). The WAC also includes a High Performance Centre which will provide athletic training facilities for athlete and community use after the Games.

The WAC was included in the federal (CEAA) environmental assessment process for the development of the Olympic/Paralympic Village Whistler/Legacy Neighbourhood.

VANOC is targeting LEED "Silver" green building certification for the High Performance Centre training facility.

The WAC connects to the District Energy System being developed for the Olympic and Paralympic Village Whistler/Legacy Neighbourhood.

Waste heat recovery systems were installed in all accommodation buildings.

Modular construction for the WAC Lodge and townhomes generated less construction waste and used a non-toxic, zero VOC (volatile organic compound) white glue for all structural applications.

The High Performance Centre facility was constructed with Forest Stewardship Council (FSC)-certified wood for dimensional lumber, glulam columns and decking.

The WAC's design took accessibility into account such that in legacy mode the facility will be available to high-performance teams training for the Paralympic Games.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

FACILITIES

BC Place

Demonstrating smart site selection, the Ceremonies site included limited modifications to an existing facility.

Accessibility upgrades to the existing facility included updating the entry points, washrooms and concession areas.

Aboriginal art was installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Main Media Centre

A provincial (British Columbia Environmental Assessment Office — BC EAO) environmental assessment review was completed for the expansion of this existing facility (Vancouver Convention and Exhibition Centre — VCEC). The facility's expansion, while not directly related to the Games, facilitated the temporary overlay requirements for use as the Main Media Centre during the Games.

The building is capped with a six-acre "living roof" featuring two dozen different coastal grasses, providing habitat for birds and insects.

Some of the facility's environmentally responsible features include the use of seawater as a geothermal source for heating and cooling and on-site grey and black water treatment to provide irrigation water for the living roof during summer months.

Marine habitat skirt benches are built into the building's foundation, housing marine and intertidal species such as barnacles, mussels, seaweeds and ochre stars.

The VCEC achieved LEED (Leadership in Energy and Environmental Design) Platinum green building certification and has an environmental operations program.

The VCEC showcases Aboriginal artwork, including Coast Salish art.

FACILITIES

RONA Vancouver 2010 Fabrication Shop

Demonstrating smart site selection, the RONA Vancouver 2010 Fabrication Shop is situated in an existing facility, renovated to meet current needs.

RONA and VANOC, in partnership with community organizations and partially funded by federal and provincial governments, delivered carpentry skills training and work experience to 64 urban youth, women and Aboriginal individuals at the RONA Vancouver 2010 Fabrication Shop.

Co-located at the RONA Vancouver 2010 Fabrication Shop was a construction-readiness program for 148 inner-city residents, delivered by the Vancouver Regional Construction Association in collaboration with Building Opportunities with Business Inner-City Society.

VANOC Campus 2010 (Office Headquarters)

Demonstrating smart site selection, Campus 2010 is situated in existing buildings renovated to meet VANOC's office space needs.

The Campus 2010 high-rise building received LEED "Gold" green building certification (LEED Commercial Interiors through the US Green Building Council).

Increased daylight and views which reduces energy use and is also linked to increased employee productivity and reduced potential health impacts related to artificial lighting and lack of natural light.

Use of low-emitting carpet systems, sealants, adhesives, paints and coatings provides a healthier work environment and decreases the potential health impacts associated with pollutant-emitting sealants & adhesives; reduces environmental impacts associated with more pollutant-emitting materials (such as volatile organic compounds); reduced material consumption and waste through tile carpet system (individual carpet tiles can be replaced as needed).

Energy-saving systems, fixtures and appliances: reduced lighting fixtures by 40–50 per cent, installed daylight and occupancy sensors for lighting control systems and energy-efficient lighting fixtures and bulbs.

Facilitation of alternative transportation for workforce, such as bicycle storage, showers, change rooms, priority parking for car/vanpools, peak hours shuttle to/from nearest SkyTrain station.

Comprehensive recycling program, including organic waste composting.

Four boardrooms at Campus 2010 are named after the Four Host First Nations and themed with their stories and artwork.

Note: The 2010 Barrier-Free Venue Guidelines have been referenced through the design process to ensure accessibility considerations are incorporated into the design of all venues.

APPENDIX E

2009-10 Global Reporting Initiative (GRI) and VANOC Customized Index

Indicators highlighted in bold were reviewed by PwC.

SECTION	GRI	PAGE	SCORECARD
ACCOUNTABILITY			
Statement from the CEO about the relevance of sustainability to the organization and its strategy	1.1	5-7	
Description of key impacts, risks, and opportunities	1.2		
Name of the organization	2.1	2	
Primary brands, products and/or services	2.2	2	
Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	2.3	24, 29	
Location of organization's headquarters	2.4	2	
Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	2.5	2	
Nature of ownership and legal form	2.6	24	
Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	2.7	24	
Scale of the reporting organization, including: number of employees; net revenues; quantity of products or services provided	2.8	see financial statement 72	
Significant changes during the reporting period regarding size structure, or ownership, including: location of, or changes in, operations, including facility openings, closings and expansions	2.9	24	
Awards received during the reporting period	2.10	39	
Reporting period (such as fiscal/calendar year) for information provided	3.1	24	
Date of most recent previous report (if any)	3.2	24	
Reporting cycle (annual, biennial, etc.)	3.3	24	
Contact point for questions regarding the report or its contents	3.4	n/a	
Process for defining report content, including: determining materiality, prioritizing topics within the report, identifying stakeholders the organization expects to use the report	3.5	26	
Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	3.6	24-26	
State any specific limitations on the scope or boundary of the report	3.7	24-26	
Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations	3.8	24-26	
Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	3.9	24-26	
Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement (such as mergers/acquisitions, change of base year/periods, nature of business, measurement methods)	3.10	n/a	
Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	3.11	24	
Table identifying the location of the Standard Disclosures in the report	3.12	122-125	
Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)	3.13	14	
Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy for organizational oversight	4.1	29	
Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, his/her function within the organization's management and the reasons for this arrangement)	4.2	29	
For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. State how the organization defines "independent" and "non-executive." This element applies only to organizations that have unitary board structures.	4.3	29	
Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Include reference to processes regarding: the use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; informing and consulting employees about the working relationships with formal representation bodies such as organization level work councils; and representation of employees in the highest governance body identify topics related to economic, environmental and social performance raised through these mechanisms during the reporting period.	4.4	29	
Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements) and the organization's performance (including social and environmental performance)	4.5	29	

ACCOUNTABILITY	GRI	PAGE	SCORECARD
Processes in place for the highest governance body to ensure conflicts of interest are avoided	4.7	34	
Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics	4.8	29	
Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. Explain the degree to which these are applied across the organization in different regions and department/units, and relate to internationally agreed standards.	4.8	inside frontcover 23	
Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance	4.9	30-31	
Process for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	4.10	15,31	
Explanation of whether and how the precautionary approach or principle is addressed by the organization	4.11	36	
Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses. Include date of adoption, countries/operations where applied, and the range of stakeholders involved in the development and governance of these initiatives (such as those involving multi-stakeholders). Differentiate between non-binding, voluntary initiatives and those with which the organization has an obligation to comply	4.12	30	
Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues, or views membership as strategic	4.13	n/a	
List of stakeholder groups engaged by the organization	4.14	32	
Basis for identification and selection of stakeholders to engage	4.15	32	
Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	4.16	15	✓
Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	4.17	32	
Percentage and total number of business units analyzed for risks related to corruption	S02	34	
Percentage of employees trained in organization's anti-corruption policies and procedures	S03	34	
Actions taken in response to incidents of corruption	S04	34	
VANOC's Chief Legal Officer (CLO) oversees all policies and programs relating to corruption, anti-competitive behavior, compliance, non-discrimination, prevention of forced and compulsory labour, and complaints and grievance practices. VANOC is not involved in public policy development; tracking security practices is beyond VANOC's scope; and VANOC does not track violations of indigenous rights.	HR, SO DMA		
Annual Sustainability performance review by VANOC Senior Executive, Board and an external advisory committee	custom	15	✓
Number of identified infractions of ethics policy and program	custom	15	✓
Annual stakeholder review/satisfaction with sustainability reporting	custom	15	✓
ENVIRONMENTAL STEWARDSHIP AND IMPACT REDUCTION			
Total VANOC fuel and electricity use	EN3, EN4	16,49	✓
Energy saved due to conservation and efficiency improvements	EN5	44-45	
Initiatives to reduce indirect energy and reductions achieved	EN7	44-45	
Water sources significantly affected by withdrawal of water	EN9	51	
Location and size of land used within or near protected areas or areas of high biodiversity value	EN11	16	✓
Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	EN12	39-40	
Habitats protected or restored	EN13	40	
Strategies, current actions and future plans for managing impacts on biodiversity	EN14	39-40	
Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	EN15	39-40	
Total GHG emissions from VANOC fuel and electricity use	EN16	16, 49	✓
Other relevant indirect greenhouse gas emissions by weight	EN17	49	

ENVIRONMENTAL STEWARDSHIP AND IMPACT REDUCTION	GRI	PAGE	SCORECARD
Initiatives to reduce greenhouse gas emissions and reductions achieved	EN18	44-45	
NOx, SOx and other significant air emissions by type and weight	EN20	50	
Weight of solid waste diverted from landfill and relative percentage of total solid waste generated	EN22	16, 53	✓
Number and volume of significant spills	EN23	16, 51	✓
Weight of transported, imported, exported or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VII, and percentage of transported waste shipped internationally	EN24	52-53	
Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	EN26	40	
Number of infractions and/or value of monetary fines for noncompliance with environmental laws and regulations	EN28	16	✓
Total water withdrawal by source	EN8	51	
VANOC's executive vice presidents of Venue Construction, Workforce and Sustainability, Services and Games Operations and Sport and Games Operations oversee all policies and programs relating to environmental aspects: materials; energy; water; biodiversity; emissions, effluents, and waste; products and services; compliance; transport; and overall environmental performance.	EN DMA		
Composition of vehicle fleet: percentage with lower-emission features	custom	16	✓
Number of newly constructed Games sport venues and villages targeting LEED green building certification of Silver level or better	custom	16	✓
SOCIAL INCLUSION AND RESPONSIBILITY			
Total workforce by employment type and region	LA1	72	
Percentage of employees covered by collective bargaining agreements	LA4	73	
Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	LA6	73	
Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	LA7	73	
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	LA13	18	✓
Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	SO1	65-66	
Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	EC7	72	
VANOC's executive vice presidents of Workforce and Sustainability and Revenue, Marketing and Communications oversee all policies and programs relating to: community; employment; labour/management relations; occupational health and safety; training and education; diversity and equal opportunity; investment and procurement practices; freedom of association and collective bargaining; and abolition of child labour; customer health and safety; product and service labelling; marketing; communications; customer privacy; and compliance.	SO, LA, HR DMA		
Number of completed accessibility design reviews	custom	17	✓
Number of training positions created and filled by priority populations as a result of collaborations with community organizations, industry, stakeholders and government partners	custom	17	✓
Number of VANOC jobs filled by priority populations through VANOC collaborations with community service providers, industry and government partners	custom	17	✓
Number of non-market housing units as a legacy from the Olympic and Paralympic Village Vancouver	custom	17	✓
Number of affordable beds (for resident workers) as a legacy of the Olympic and Paralympic Village Whistler	custom	17	✓
Number of workplace health and safety incidents reported to Worksafe BC	custom	17	✓
Number of Pre-games and Games-time Volunteers	custom	18	✓
Value of VANOC spending with inner-city businesses or organizations	custom	18, 65	✓
Number of Asset Distribution transactions to priority populations	custom	18	✓
ABORIGINAL PARTICIPATION			
Number and types of strategies to build Aboriginal participation awareness	custom	19, 83	
Initiatives and events to showcase and celebrate Aboriginal arts and culture	custom	19, 82	✓
Value of VANOC spending with Aboriginal businesses	custom	19, 80	✓
Initiatives to celebrate the achievements of Aboriginal athletes and/or engage Aboriginal youth	custom	19, 79	✓
Number of implemented partnership agreements	custom	78	

ECONOMIC BENEFITS

	GRI	PAGE	SCORECARD
Direct economic value generated and distributed	EC1	89	
Significant financial assistance received from government	EC4	89	
Policies, practices and proportion of spending on locally based suppliers at significant locations of operations	EC6	20	✓
Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	EC8	89	
Programs for adherence to laws, standards and voluntary codes related to marketing and communications, including advertising, promotion, and sponsorship	PR6	89	
Number and percentage of suppliers that met Canadian human rights standards	HR2 custom	20	✓
VANOC's Chief Financial Officer, and executive vice presidents for Revenue, Marketing and Communications and Venue Construction oversee all policies and programs relating to the organization's economic performance, market presence, and indirect economic impacts	EC DMA		
Number of audits of licensees and corrective action plans for continuous improvement	custom	20,90	✓
Number and value of Buy Smart Program contracts (sustainability and Aboriginal participation procurement program) and percentage of total value of VANOC contracts	custom	20,90	✓
Number of sustainability innovations identified (venues, villages and operations)	custom	20, 91-92	✓

SPORT FOR SUSTAINABLE LIVING

Number and types of initiatives to support sustainable living	custom	21, 100	✓
Number and type of Paralympic outreach programs	custom	21	✓



Report Application Level	C	C+	B	B+	A	A+
Standard Disclosures						
G3 Profile Disclosures	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15		Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17		Same as requirement for Level B	
G3 Management Approach Disclosures	Not Required	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured	Management Approach Disclosures for each Indicator Category	Report Externally Assured
G3 Performance Indicators & Sector Supplement Performance Indicators	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of: Economic, Environmental, Human rights, Labor, Society, Product Responsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

*Sector supplement in final version

APPENDIX F

Our Commitment to Sustainable Venues and Athlete Villages

Clustered venue and village locations, compact site design and ecologically sensitive construction and operating practices have been critical in minimizing the environmental impacts of constructing our venues and villages. As a guide, we have used the Leadership in Energy and Environmental Design (LEED) green building rating system criteria to develop buildings that consume less energy and water and use fewer materials while minimizing waste, emissions and use of toxic materials.

Increasing accessibility for athletes and spectators with disabilities and showcasing traditional and contemporary artwork by Four Host First Nations (FHFN), Inuit and Métis artists from across Canada are examples of ways we have integrated social and economic components of sustainability into venue and village development. Through these and other venue-related initiatives, we have worked to create opportunities that specifically benefit those individuals and communities facing economic or social challenges. In the end, we want to leave behind a legacy of sport facilities and mixed residential developments that, following the Games, are capable of meeting the needs of the community on an ongoing basis.

On the following pages, we bring to life some of the sustainability highlights of the Games venues and villages developed by VANOC or our partners and sponsors. For a more complete list of the sustainability attributes of each facility, refer to vancouver2010.com.



(L-R) BC Minister of Forests and Range Pat Bell, VANOC Executive Vice President, Dan Doyle, receiving the excellence in Green Building Practices Award from GLOBE Foundation President John Wiebe, and Canada Green Building Council President Thomas Mueller

DID YOU KNOW?

The 2010 Winter Games venues and villages are the largest group of simultaneously constructed, single-project, low-environmental-impact facilities in North America? *

Source:
Globe Foundation and World Green Building Council, 2009



Richmond Olympic Oval

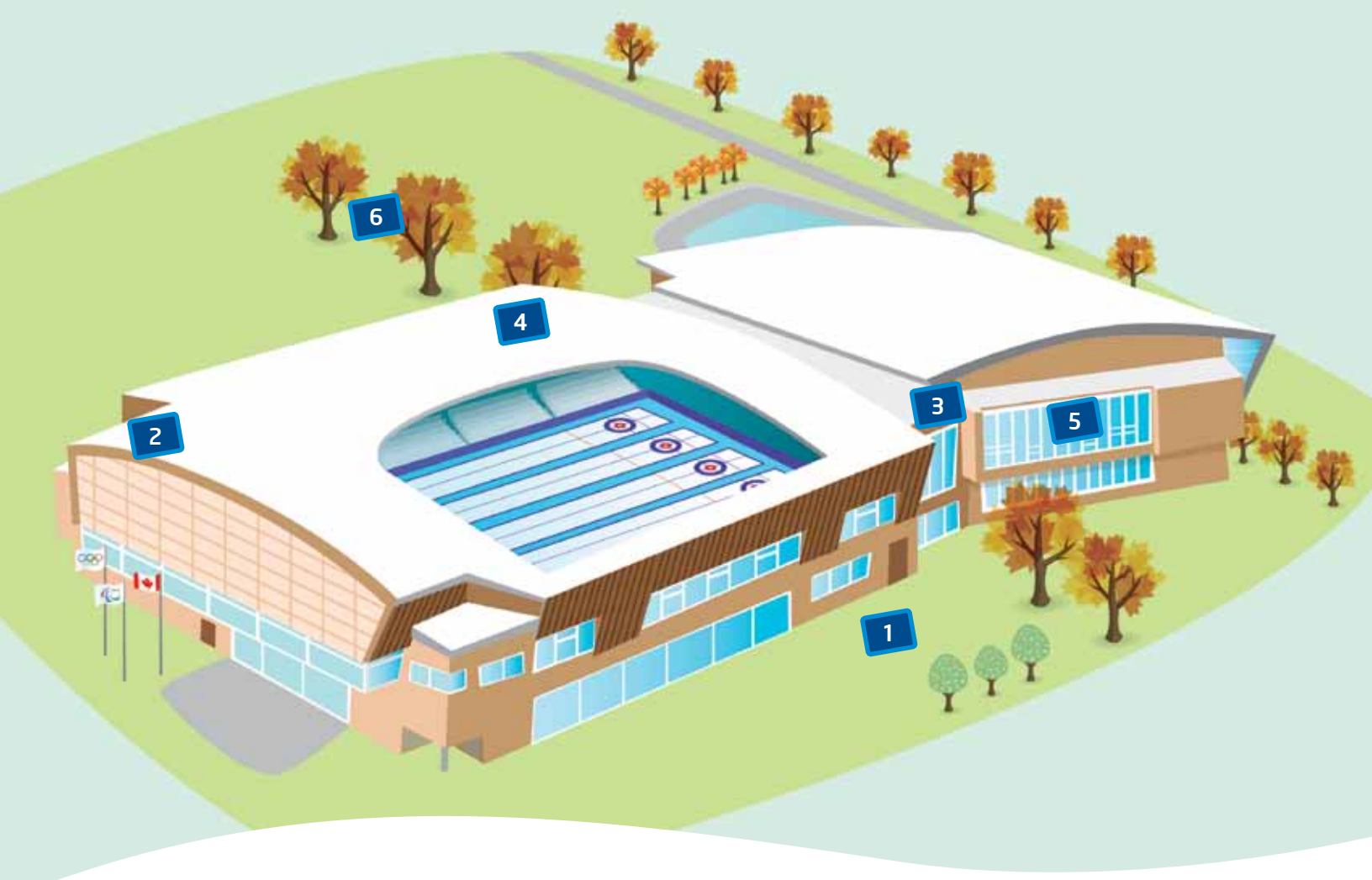
1 BC Pine-Beetle Wood Roof — The Oval's massive ceiling is made of salvaged British Columbia wood that was affected by a pine-beetle infestation. At a size of about 100 metres by 200 metres (2 hectares), the roof is believed to be the largest surface ever covered using the once-discarded wood. Showcasing use of this wood may encourage its application elsewhere and help mitigate the economic hardship the pine beetle epidemic has brought upon regional communities in British Columbia.

2 Rainwater Capture and Reuse — Rainwater is collected from the Oval's vast roof through an innovative collection system featuring original Coast Salish designs by Musqueam Nation artist Susan Point. Much of the captured rainwater flows into the building's utility systems to supplement toilet flushing. The rest is stored in a pond in front of the Oval and used to irrigate surrounding trees and landscaping. Marsh plants in the rainfall collection pond act as natural purifiers, improving water quality in the pond and in the connected Hollybridge Canal.

3 Waste Heat Reuse — Waste heat energy recovered from ice-making is captured and reused for other purposes in the building, including domestic hot water and heating/cooling systems. As the size of the Oval's speed skating rink is the equivalent of six international hockey rinks, this recovered heat energy is considerable.

4 Green Buildings — The City of Richmond is targeting LEED (Leadership in Energy and Environmental Design) "Silver" green building certification for the Oval, which will be a unique achievement for a facility of the Oval's size and type.

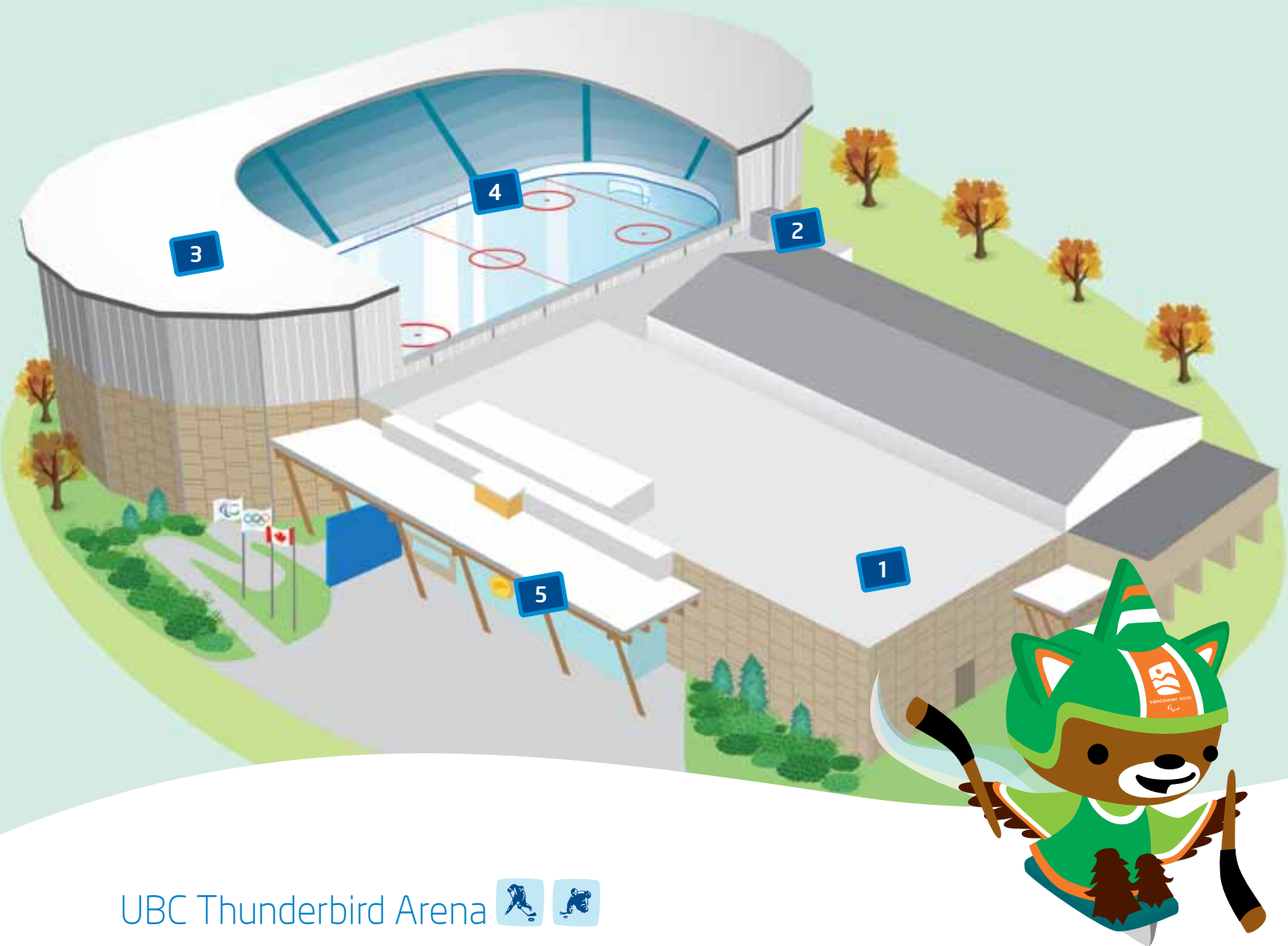
5 Accessible Sport and Community Legacy — After the Games, the Oval facility, which was designed with flexibility in mind, will be a training and competition facility for many Paralympic sports, including wheelchair rugby, wheelchair basketball and adaptive rowing. The Oval will also serve as a multi-sport and wellness facility, providing a recreation legacy that will benefit the health and wellness of the community.



Vancouver Olympic/Paralympic Centre



- 1 Smart Site Selection** — The new curling facility replaces an aging, existing community complex located at Hillcrest/Nat Bailey Stadium Park. The new complex is sited primarily on a former gravel parking area.
- 2 Waste Heat Reuse** — Waste heat from this venue's refrigeration plant is captured and reused to heat other building spaces, the adjacent aquatics centre, and domestic hot water for the facility. Waste heat from the swimming pool area is also recovered through the aquatic centre's ventilation system.
- 3 Rainwater Reuse** — Rainwater is collected and reused for flushing water-efficient toilets and urinals, reducing the amount of potable water used at this venue.
- 4 Green Buildings** — The City of Vancouver is targeting LEED (Leadership in Energy and Environmental Design) "Gold" green building certification for this facility, post-Games, once the conversion to legacy mode has been completed.
- 5 Accessibility** — This complex is accessible to persons with a disability. For example, the change rooms for the swimming pool at this venue (in post-Games legacy mode) will consist of screen walls rather than doors, making entry more accessible to all users, including persons who use a wheelchair.
- 6 Net-Zero Green Space Loss** — Net-zero green space loss has been targeted in the development of this venue. During the construction phase, trees within the venue construction area were salvaged and relocated to other sites within the park. In the post-Games period, when the venue is being converted to its legacy mode, demolished sites will be revegetated. As well, the existing community centre and pool will be demolished, salvageable materials recycled and the site remediated back to park space.



UBC Thunderbird Arena



- 1 Smart Site Selection** — Demonstrating smart site selection, this venue involved the redevelopment of an existing facility and included the refurbishment and reuse of several major components of an existing ice plant.
- 2 Waste Heat Reuse** — The venue's use of an Eco-Chill system to heat the building, which recycles waste heat from ice refrigeration, minimizes energy consumption. Waste heat is used to preheat domestic hot water.
- 3 Green Buildings** — This venue incorporates green building design to a level that's comparable to a highly sustainable industry practice for sport facilities.

- 4 Accessible for Sport** — Two of the three arenas at this venue are fitted with the Plexiglas boards required for ice sledge hockey, which makes this venue the only arena in Vancouver accessible to ice sledge hockey teams.
- 5 Aboriginal Art** — Aboriginal art created by Direction 7 from the Musqueam Nation, in the form of a large thunderbird carving, hangs at the entrance to the arena as part of the Vancouver 2010 Venues' Aboriginal Art Program.



Olympic and Paralympic Village Vancouver

- 1 Smart Site Selection** — The village, which will be home to athletes and officials at Games time, was a catalyst for the redevelopment of a former industrial area, and included preserving the waterfront for public use; ecological restoration of the shoreline; reintroducing intertidal marine habitat and indigenous vegetation; eliminating previous on-site contaminants; and restoring a heritage building. The end result: a fully integrated, socially inclusive community that will, after the Games, be home to 15,000.
- 2 Energy Efficiency** — A Neighbourhood Energy Utility system uses heat captured from the sanitary sewer's main line to serve the village's heat and hot water needs. A Net-Zero Energy Building pilot project for one of the city's affordable housing buildings will include energy consumption monitoring, solar recovery, waste-heat capture and reuse and energy conservation standards above LEED.
- 3 Stormwater Management and Green Roofs** — Stormwater management initiatives include green roofs, bio-swales, permeable pavers, infiltration galleries, rainwater collection/reuse and surface drainage elements (minimal pipes). Green roofs are targeted for a minimum of 50 per cent of the total building footprint, providing natural insulation, stormwater management, habitat and opportunities for rooftop gardening.
- 4 Green Buildings** — The City of Vancouver is targeting Leadership in Energy and Environmental Design (LEED) "Gold" green building certification for all new buildings and the site's heritage Salt Building. For the venue's community centre, LEED "Platinum" is targeted.
- 5 Accessible Design** — Units will showcase universal design elements, such as wider doorways, hallways and stairs that are easily adapted for complete accessibility.
- 6 Community Benefits** — During construction, a community benefits agreement between the City of Vancouver, Millennium Properties (the village's developer) and a local non-profit society provided 100 jobs, \$750,000 in training and \$15 million in procurement for inner-city residents and businesses.
- 7 Aboriginal Art** — This venue will feature a selection of art showcased as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.
- 8 Legacy Housing** — Following the Games, the village will provide the Vancouver community with a legacy of 250 affordable housing units.
- 9 Sustainable Transportation** — The waterfront redevelopment comprises the newest section of the Seaside Greenway/Bikeway, part of Vancouver's 22-kilometre Seawall. Streets have been designed for pedestrians and bicycles first. Car co-op vehicles and electric hookups are accommodated in underground parking areas.



Cypress Mountain



1 Smart Site Selection — The freestyle skiing and snowboard venues are located within the existing Cypress Mountain ski area; the snowboard venue is situated on previously developed ski runs.

2 Caring for Local Wetland Plants — In summer 2007, members of the VANOC team, Cypress community partners and other stakeholders joined to salvage and relocate wetland plant species of local significance from the site of the new snowmaking reservoir to nearby wetlands (an area remaining unaffected by venue construction). Follow-up monitoring shows the plants are not only thriving, but they're playing host to rare insects and other wildlife.

3 Wood Waste Reuse — All wood waste generated from site-clearing activities was chipped and reused on-site for revegetation purposes.

4 First Nations and the Cypress Legacy Project — Local First Nations have been working with BC Parks on the Cypress Legacy Project, an initiative supported by VANOC and the Four Host First Nations to create a lasting legacy in the park.

5 Local Focus — During the venue construction phase, emphasis was placed on hiring local workers.



Whistler Olympic/Paralympic Park



1 Smaller Footprint — Thanks to careful planning, the footprint for Whistler Olympic/Paralympic Park is approximately 30 per cent smaller than the initial design. The venue layout was altered to avoid disturbing old-growth forest and wetlands and incorporates extended riparian buffer areas around streams and wetlands throughout the site.

2 Wood Waste Reuse — Most of the wood waste from construction-phase site-clearing was reused either for temporary compound construction or to revegetate disturbed areas (for revegetation purposes it was composted on-site and reapplied with a wildflower seed mix).

3 Benefits for Aboriginal Communities — Economic opportunities were realized by local First Nations communities; Squamish Nation- and Lil'wat Nation-owned companies were awarded contracts for trail development and building construction at this venue.

4 High Quality Wastewater — An on-site wastewater treatment plant uses leading technology, including tertiary membrane filtration and ultraviolet disinfection to ensure high-quality discharge to local surface water.

5 Sport and Recreation Legacy — With a total of approximately 50 kilometres of cross-country ski trails, Whistler Olympic/Paralympic Park will be a legacy for all to enjoy, including local residents, visitors and athletes (both at the recreational and high-performance levels).

6 Green Buildings — VANOC achieved LEED (Leadership in Energy and Environmental Design) "Gold" green building certification for the on-site day lodge. Other buildings on the site also follow similar green building design principles.



Whistler Creekside

- 1 Smart Site Selection** — This venue is located on existing ski trails within a major ski area and makes use of existing ski-hill infrastructure, such as chairlifts and gondolas.
- 2 Energy Efficiency** — An energy efficient snowmaking system has been installed along the race courses.
- 3 Protecting Streamside Vegetation** — The men's and ladies' race course alignments were changed in several areas to lessen the impact on streamside vegetation buffers, also known as riparian areas. The total amount of riparian vegetation removed for the training and race courses was significantly reduced, when compared to the amounts proposed and approved for clearing in the initial design plans and Environmental Assessment review.

- 4 Wildlife Management** — Proactive construction management helped avoid and minimize potential impacts to wildlife, aquatic and terrestrial habitat. For example, a tailed frog management plan was implemented during construction which guided the hand-salvage and relocation of hundreds of tadpoles and adult frogs to protect them from potential construction impacts.
- 5 Local Focus** — Emphasis was placed on local employment, purchasing and contracting opportunities during the construction phase of this venue.
- 6 Wood Waste Reuse** — All wood waste from construction of the race course was chipped and reused on-site for revegetation purposes.



The Whistler Sliding Centre

1 Smart, Nestled Footprint — Demonstrating smart site selection, this venue is located directly adjacent to already disturbed areas within a major ski area. The site was designed to minimize vegetation clearing and overall footprint.

2 Energy Efficiency — Design of this venue focused on energy-efficient initiatives: trees retained throughout the site cast shade; a weather protection and shading system covers much of the track; and the track itself is painted white to minimize heat absorption. These conventions all help maintain track ice temperatures while minimizing energy demand on the refrigeration system.

3 Waste Heat Reuse — Waste heat from the refrigeration plant is captured and reused to heat buildings on-site, with potential to provide additional heat for other uses in the future.

4 Green Buildings — VANOC is targeting LEED (Leadership in Energy and Environmental Design) “Silver” green building certification for the refrigeration plant building. Other on-site buildings also follow similar green building design principles.

5 Wood Waste Reuse — All wood waste resulting from site-clearing activities during construction of this venue was chipped and composted for reuse.

6 Sport and Tourism Legacy — Athlete use, visitor tours, corporate rentals and other creative programming for the facility diversify Whistler’s sport and tourism offerings and provide assurance for the venue’s long-term operations and revenue-generation potential.



Olympic and Paralympic Village Whistler

- 1 Smart Site Selection** — The mountain village, which will be home to athletes and officials at Games time, provided the impetus to transform an old municipal landfill and recycling site into a sustainable neighbourhood designed to meet the needs of the local community and the environment.
- 2 Energy Efficiency** — The village's construction includes the development of a community district energy system. The village's primary heat source is from heat recovered from the municipality's new wastewater treatment plant.
- 3 Stormwater Management** — An on-site wetland complex has been created for stormwater retention, treatment and habitat enhancement. Stormwater management initiatives also include net-zero drainage impact on the local Cheakamus River and use of roadside rain gardens in lieu of stormwater piping to bio-filter surface water and mitigate storm surge flows.
- 4 Green Buildings** — The village is part of a pilot project with the Canada Green Building Council to test the new LEED for Neighbourhood Development (LEED ND) green development standard. Site selection has minimized disturbance to the natural environment.
- 5 Legacy Housing** — After the Games, the village will provide the Whistler community with a legacy of affordable housing units for resident workers and a high-performance centre (a sport training facility associated with the on-site Whistler Athletes' Centre).

Whistler Athletes' Centre (WAC)

- 6 Legacy Facility** — The WAC will provide affordable post-Games accommodation for athletes, residents and visitors, including a lodge (with 100 hostel-style rooms) and 20 townhomes. It also includes a High Performance Centre (HPC); after the Games, the HPC will provide athletic training facilities for athletes and community residents.
- 7 Green Buildings** — VANOC is targeting LEED "Silver" green building certification for the HPC.
- 8 Energy Efficiency** — The WAC will connect to a district energy system developed for the village. Waste heat recovery systems will be installed in all accommodation buildings.
- 9 Accessible Design** — The WAC's design has taken accessibility into account to ensure the venue meets the needs of athletes with various disabilities.
- 10 Aboriginal Art** — This venue will feature a selection of art showcased as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.



APPENDIX G

THE VANCOUVER 2010 OLYMPIC TORCH RELAY ROUTE

October 30, 2009–February 12, 2010

PARCOURS DU RELAIS DE LA FLAMME OLYMPIQUE DE VANCOUVER 2010

Du 30 octobre 2009 au 12 février 2010



Sustainability Highlights of the 2010 Olympic Torch Relay

Minimizing the Operations Footprint: The torch relay planning teams at VANOC, Coca-Cola, RBC and the Vancouver 2010 Integrated Security Unit (V2010 ISU) have integrated their operations by staying at central accommodation hubs while on the road — reducing the number of staff required on the road by approximately 50 per cent. This means, by working together, they are using fewer resources overall than operating separately, the practice in past torch relays.

Transportation Efficiencies: The integration of the Olympic Torch Relay planning teams has also facilitated vehicle sharing — decreasing the number of operations vehicles from six to two. Thanks to integrated planning, this reduction results in two-thirds fewer greenhouse gas emissions than if each team operated separately.

Torch-Related Recycling Solutions: The 12,000 gas cylinders to light each torch, the fuel remaining in each torch and the boxes in which the torches are delivered are all being recycled.

Innovative Torch Design: In designing the torch, manufacturer Bombardier ensured that 90 per cent of the materials used in torch production, including the sheet molding compound, were selected for their recyclability.

Regional Procurement: The Olympic Torch was designed and assembled in Canada.

Aboriginal Participation: The 2010 Olympic Torch Relay route includes 119 Aboriginal communities.

Accessibility Options: Special attachments for wheelchairs and other alternative modes of transportation, such as bicycles, are enabling people with disabilities to fully experience the thrill of being a torchbearer. Torchbearer shuttles are able to accommodate wheelchairs.

Offset What Can't Be Reduced: VANOC, Coca-Cola and RBC are calculating the greenhouse gas emissions they cannot further reduce or eliminate and investing in clean energy projects that qualify as validated carbon offset projects. These include international gold standard projects and new BC-based projects that incorporate Canadian clean energy technology, enhanced environmental performance and strong economic development.

The way ahead

Please visit our website (vancouver2010.com) if you're interested in more information on any of the issues or activities described in this report.

In the past year, VANOC's progress on sustainability can be attributed to the efforts of many people, including members of our workforce, our board of directors, our government and Aboriginal partners, our host communities, our corporate sponsors and members of the Olympic and Paralympic Families. Our accomplishments and insights were also influenced by interested citizens who came forward, individually and in groups, to provide advice and remind us of our sustainability commitments.

By the Numbers: The Vancouver 2010 Olympic Winter Games

February 12–28, 2010

17 days of thrilling competition and athletic accomplishments

15 sport disciplines

9 competition venues

3 Olympic training facilities

86 medal competitions

Victory Ceremonies (16 in-venue medal presentations, 25 at BC Place and 45 at Whistler Medals Plaza) awarding 615 medals and 1,055 athlete bouquets

82 participating National Olympic Committees (NOCs)

6,500 athletes and team officials in total, including 2,632 registered athletes

50,000 workforce members for the Games, including 18,500 volunteers

96,409 people accredited, 10,800 media representatives

3.5 billion worldwide television viewers

300 TV stations and 100 websites worldwide (Olympic rights-holding broadcasters) provided Games coverage

24,000 hours of TV coverage (47 per cent more than Torino 2006)

50,000 total broadcast hours of the Games across all media platforms around the world including 6,000 hours of coverage worldwide on mobile platforms

99 per cent of Canadians watched coverage

27.7 million people (82.7 per cent of Canadians) experienced the Games on February 28 through Canada's Olympic Broadcast Media Consortium

1,500 appearances by the Vancouver 2010 mascots, Miga, Quatchi and Sumi

20,567 deliveries made to Olympic venues

1.6 million tickets available for the Games

More than 3.3 million pairs of Vancouver 2010 Red Mittens sold

\$500-million target for gross retail sales of Vancouver 2010 branded merchandise met by end of Games

5.8 million spectators for the Vancouver 2010 Cultural Olympiad;

More than 12,500 volunteer hours clocked for Olympic Closing Ceremony

275 million visitors in total to vancouver2010.com (breaking previous record of 105 million set during the Beijing 2008 Games)

78 million total unique visitors to the Vancouver 2010 website

A record of 9,185,306 unique visits vancouver2010.com in a single day was set on February 24, 2010

vancouver2010.com reached more than 70 per cent of Canadians with Internet access and over 50 per cent of the total Canadian population

14,000 followers on twitter.com/2010Tweets

More than 1.25 million downloads for the official Vancouver 2010 Olympic mobile spectator guide (for 10 days of the Games the #1 free "app" in Canada)

1.1 million Facebook fans (nearly four times the total for Beijing 2008)

The Vancouver 2010 Paralympic Winter Games

March 12 to 21, 2010

10 days of competition

5 sport disciplines

64 medal event competitions

399 medals awarded

44 participating National Paralympic Committees (NPCs)

506 athletes

630 team officials

9,800 workforce (paid, volunteers, contractors)

6,500 volunteers

73 guides

26,905 persons accredited

250,000 Paralympic Games event tickets available

19 medals won by Canada: 10 gold, 5 silver and 4 bronze

1 mascot, Sumi (and sidekick MukMuk)