

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

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.

2010 BY THE NUMBERS

Olympic athletes and team officials (estimated)	5,500
Paralympic athletes and team officials (estimated)	1,350
Participating countries — the Olympic Games	80+
Participating countries — the Paralympic Games	40+
Tickets available for Olympic Winter Games events	1.6 million
Tickets available for Paralympic Winter Games events	250,000
Accredited media (estimated)	10,000
Games volunteers (estimated)	25,000
Television viewers (estimated)	3.0 billion
vancouver2010.com page views (estimated)	1.5 billion
Visits to vancouver2010.com (estimated)	75 million

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Contents

Message from the CEO	3
The 2007-08 Reporting Year at a Glance	5
Sustainability Scorecard	11
Our Commitment to Sustainable Venues	16
Introduction	24
1 Accountability	29
A Governance	30
B Sustainability Management and Reporting	33
C Engagement and Input from Partners and Stakeholders	35
D Ethical Business Practices	37
2 Environmental Stewardship and Impact Reduction	38
A Biodiversity and Habitat	40
B Energy and Climate Change	42
C Air Quality	46
D Water Quality and Conservation	48
E Waste Management	49
3 Social Inclusion and Responsibility	52
A Inner-City Inclusive Commitments	54
B Employment and Training Opportunities	57
C Business Development	60
D Accessibility	61
E Safe Places to Live	62
F A Good Place to Work	65
4 Aboriginal Participation and Collaboration	70
A Partnerships and Collaboration	72
B Sport and Youth	73
C Economic Development	75
D Cultural Involvement	78
E Awareness and Education	80

Contents

5	Economic Benefits	82
A	Financial Performance	84
B	Buy Smart: Sustainable Purchasing, Licensing and Business Development	87
C	Sustainable Innovation and Practice	90
6	Sport for Sustainable Living	91
A	Recreation and Sport Facilities	94
B	Collaborations with 2010 Legacies Now	94
C	Culture and Education	95
D	Living More Sustainably	96
	Appendices	98
A	Glossary	99
B	Key Acronyms	104
C	Sustainability Highlights of Venues, Villages and Other Facilities	105
D	Sustainability Innovations	114
E	Global Reporting Initiative (GRI) Index	117

Message from the CEO

I am pleased once again to introduce the third report of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) on our sustainability performance. How quickly another year has passed. It seems as though we can almost touch the finish line. As this great human adventure continues, I believe we have continued to make progress towards our goal of convening sustainable Games. Much has transpired these past 12 months, and, as I hope this report demonstrates, our commitment to performance on our sustainability commitments is unwavering.

As an organization, we have made sustainability central to everything we do. While we try to reflect and respect the concerns of our partners and stakeholders we also want, wherever we can, to address the pressing issues of our time. These issues include climate change, environmental conservation, labour shortages, ethical sourcing, global economic uncertainty and the need to deliver opportunities and benefits for people who might not typically benefit from a “mega-event” such as the Olympic and Paralympic Winter Games. Our strategic objective is clear: to manage the social, environmental and economic impact and opportunities of our Games in ways that will create lasting benefits, locally and globally. A big commitment requiring a big effort!

Are we perfect? Far from it. But we’re committed to taking responsibility for everything we do. In every decision we make in our day-to-day work — small or large — sustainability is a value that’s top-of-mind for our team, never an exception.

This report addresses each of our sustainability performance objectives, our short- and long-term goals and what we’re doing to meet them. Just a few of our accomplishments in 2007-08 include:

- **Beginning operations at our sport venues.** In 2007-08 we began operations at our sport venues, allowing us to implement and refine our operational Environmental Management Plans and test our planning for Games time around areas such as the use of volunteers and environmental monitoring. Going forward, we will embed environmental management practices and protocols into our venue operations and Games services, work with our partners to develop our wildlife legacy program and introduce sustainable sport and event guidelines.
- **Opening the RONA Vancouver 2010 Fabrication Shop.** Thanks to a unique, collaborative approach by our corporate sponsors, government partners, community organizations and the construction sector, we opened the RONA Vancouver 2010 Fabrication Shop. Located in Vancouver’s inner city, “the Fab Shop” is providing invaluable job-training opportunities for groups who traditionally face barriers to employment.
- **Ongoing efforts to build the Vancouver 2010 team.** We continue to seek out a talented and diverse workforce. New employees receive orientation on ethical business practices and sustainability. We’ve had over 50,000 volunteer applicants, and are recruiting candidates that reflect the diversity of our country and communities.





- **Refining and embedding our Buy Smart Program.** A focus for us has been to refine and embed our Buy Smart Program into our supply chain activities. The launch of a Supplier Code of Conduct and specific bidder presentations demonstrate our determination to support sustainable purchasing principles. Wherever possible, we'll continue to give priority to suppliers that embrace sustainability practices.
- **Launching the Vancouver 2010 Aboriginal Licensing and Merchandise Program.** Together with the Four Host First Nations, we launched this initiative to recognize and promote authentic Aboriginal art and culture, and will continue to promote sport, art, jobs, training and business opportunities among Canada's Aboriginal communities.
- **A host of examples showcasing innovative collaborations with our partners and stakeholders.** Look for them throughout this report, as well as on our website and in our sustainability e-newsletter. We're also looking at ways to use the spotlight of the Games to highlight sustainable innovations by our partners and sponsors.

This is a rewarding project, but we are not without our challenges. Using the Games to raise awareness of more sustainable lifestyle choices is a core value of our work. But in a fast-growing organization, working on a complex project with a tight budget, it's sometimes challenging to find the time and resources to do everything we would like to do. We've hosted internal events, such as our annual Commuter Challenge, and provided opportunities to contribute to community-based projects to raise awareness among VANOC staff and volunteers of the things they can do to make a difference. We will work through our partnerships to extend the reach of these and other activities.

We have completed our inventory of carbon emissions and are consolidating our carbon reduction efforts. We will be announcing our Carbon Management Program and hope it will help inspire all those touched by our Games to also take responsibility for reducing their carbon footprint.

It has been extremely uplifting for me to witness how we at VANOC, our friends and many partners all share a forward-thinking, selfless, positive commitment to embrace new solutions to local and global sustainability challenges. Through our values, ethics and goals — and a relentless spirit to succeed — I believe the 2010 Winter Games can indeed reach a new horizon and provide the legacy result for which we all hope. I welcome your comments.

A handwritten signature in blue ink, appearing to read 'John A. Furlong'.

John A. Furlong

VANOC Chief Executive Officer
January 2009

We have continued to make progress towards our goal of convening sustainable Games.

The 2007-08 Reporting Year at a Glance

Our bid to host the Olympic and Paralympic Winter Games in 2010 included a commitment to make sustainability part of everything we do. We have six corporate-wide sustainability performance objectives. The following is a brief overview of what we accomplished towards those objectives in 2007-08. 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 2007-08 reporting year we:

- Completed our first Olympic Games Impact (OGI) Baseline Report.
- Launched an internal sustainability working group to provide leadership, strategic accountability and oversight on the delivery of sustainability operating requirements in the periods before, during and following the Games.
- Continued engaging partners and stakeholders on our programs and performance.
- Completed policy initiatives to ensure our actions were transparent and ethical.
- Became even more transparent as an organization as our Board of Directors approved a more extensive reporting out system. Board meeting agendas are now posted to vancouver2010.com and meetings are now followed by a news release and media briefing. Recommendations and responses from the Board Advisory Committee on Sustainability Performance (BACSP) are also posted to our website.
- Published, in March 2008, our second of five sustainability reports. Our second report covers VANOC's sustainability-related activities for the reporting period from August 1, 2006 through July 31, 2007.

Next steps in 2008-09:

- Finalize plans for our final two sustainability reports, for release at Games time and after the Games.
- Complete an SMRS (Sustainability Management Reporting System) internal consulting review and SMRS management review in 2008 and 2009 respectively.
- Obtain stakeholder feedback on the completed 2007-08 sustainability report and the template for our fourth report (2008-09).
- Post the third report of VANOC's ethics commissioner on vancouver2010.com.

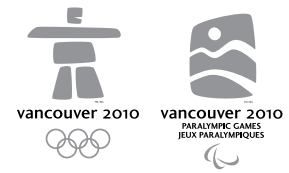
Environmental Stewardship and Impact Reduction means conserving natural environments and managing, mitigating and offsetting negative impacts.

During the 2007-08 reporting year we:

- Continued developing and implementing Environmental Management Plans (EMPs) to address environmental assessment commitments, regulatory requirements and other best practices related to issues such as sedimentation and erosion control, wildlife management, solid waste management, air and water quality with the goal of protecting biodiversity and habitat.
- Continued developing our venues in accordance with Leadership in Energy and Environmental Design (LEED) green building ratings system and began working towards certification for relevant buildings.
- Defined our program scope for greenhouse gas emissions (GHGs), enabling us to begin tracking and quantifying energy use, emissions and emission reductions.
- Added an air quality indicator to our portfolio of performance measures to monitor negative impacts to indoor and outdoor air quality.
- Identified potential energy savings improvements relating to Games venues operations and technology, transportation route planning and vehicle fleet management.
- Continued integrating various waste reduction practices into our planning and activities with the goal of diverting at least 85 per cent of solid waste from landfill at Games time. Began integrating waste reduction objectives into our Buy Smart procurement program.

Next steps in 2008-09:

- Finalize the development of our Games-time operations' EMPs.
- Continue monitoring sites for compliance with our Environment Assessment (EA) commitments and other best practices.
- Submit applications for LEED certification for relevant buildings.
- Conclude our analysis of Games venues to identify potential energy efficiency improvements.
- Continue to refine our transportation and power plans.
- Support research and recovery initiatives for species at risk.
- Finalize Games-time integrated waste management plan to help achieve our waste diversion targets.



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 2007-08 reporting year we:

- Launched a carpentry training program, as part of the RONA Vancouver 2010 Fabrication Shop (the Fab Shop), to provide skills development and job experience to 64 participants, including urban youth, Aboriginal peoples and women, between 2007 and 2010.
- Finalized our social inclusion recruitment strategy and hired staff to lead its implementation.
- Made significant progress in implementing the social inclusion aspects of our Buy Smart procurement activities.
- Launched Game Plan 2008 to help inform citizens about Games-time operations. A collaboration involving VANOC's community relations team, the Vancouver 2010 Integrated Security Unit (V2010ISU) and the relevant host communities, Game Plan 2008 sessions provided opportunities to share initial transportation, security and other operational information with residents, businesses and organizations alike.
- Launched the official call for volunteers on February 12, 2008, exactly two years to the day before the Olympic Winter Games Opening Ceremony in 2010. We also launched a dedicated website to keep volunteer applicants informed and involved, and to use as a recognition channel as they travel the road to 2010 with us.

Next steps in 2008-09:

- Welcome our third cohort of trainees to the Fab Shop Carpentry Program.
- Implement our social inclusion recruitment strategy.
- Identify and track suitable procurement opportunities for priority populations.
- Host Game Plan 2009 community information sessions.
- Finalize our Barrier-Free Operations Guidelines and complete accessibility reviews for our remaining venues.
- Launch "Beyond 2010," our staff outplacement program.
- Complete Legacy of Safety training (health and safety awareness) for all Games-time volunteers.

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 2007-08 reporting year we:

- Continued implementing the VANOC-FHFN (Four Host First Nations) Protocol, which included defining strategies and protocols for FHFN participation in the areas of accreditation and ticketing, ceremonies, communications and events, the Cultural Olympiad and torch relays.
- Continued our outreach to First Nations, Inuit and Métis organizations across Canada to encourage Aboriginal participation in the Games.
- Opened the Aboriginal Sport Gallery at the BC Sports Hall of Fame in concert with our partners.
- Launched an Aboriginal athlete role model program.
- Hired an Aboriginal procurement specialist and an Aboriginal business development specialist.
- Launched our Aboriginal Licensing and Merchandising Program, with the Four Host First Nations.
- Launched the Vancouver 2010 Venues' Aboriginal Art Program, which will see unique Aboriginal artwork showcased at our Games venues.
- Held eight Aboriginal cultural awareness training sessions with VANOC staff to build awareness and understanding of Aboriginal peoples across Canada.
- Launched, with the FHFN, *Aboriginal Participation News*, a newsletter to stay better connected to Aboriginal communities. The newsletter was distributed in print and electronically with the help of the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK) and the Métis Nation BC (MNBC).

Next steps in 2008-09:

- Continue implementing the VANOC-FHFN Protocol.
- Continue working with First Nations, Inuit and Métis organizations to identify and maximize opportunities for Canada-wide Aboriginal participation in the 2010 Winter Games.
- Continue implementing our Aboriginal recruitment and procurement strategies.
- Continue developing and implementing our Aboriginal Licensing and Merchandising Program.
- Showcase Aboriginal art and culture through the Vancouver 2010 Venues' Aboriginal Art Program, the Cultural Olympiad and other VANOC events.



- Launch of the Aboriginal Sport Hall of Fame Canada website, in partnership with the Aboriginal Sport Circle.
- Produce a second series of Aboriginal sport posters to encourage greater Aboriginal participation in sport.
- Finalize our plan for Aboriginal participation in Games-time ceremonies.
- Finalize implementation plan for Aboriginal participation in the torch relays.

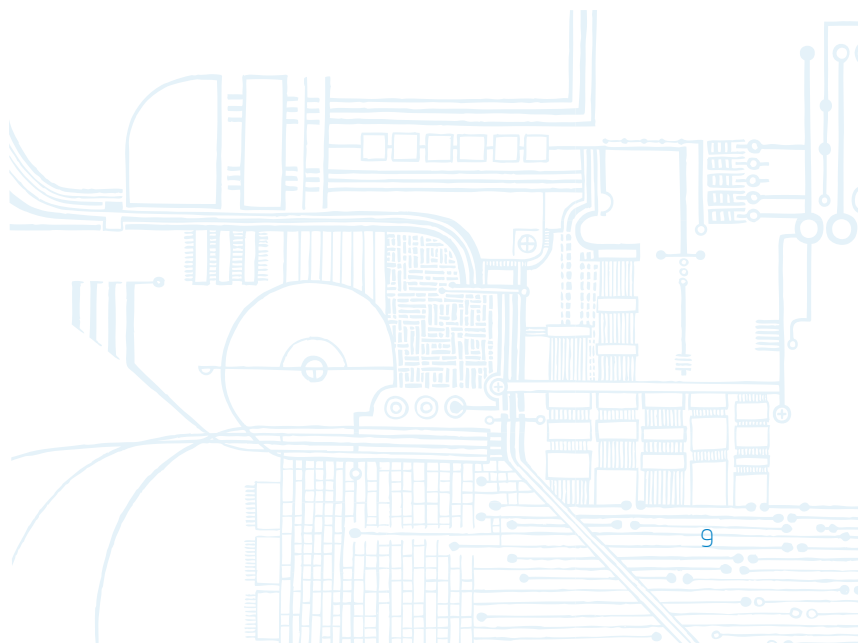
Economic Benefits means demonstrating that sustainable innovation and practice makes good business sense.

During the 2007-08 reporting year we:

- Continued to modify and monitor our Licensee Code of Conduct, which included the corrective action plans of our licensees to ensure compliance and continued improvement.
- Developed and approved a Supplier Code of Conduct.
- Convened 10 teleconference tutorials with representatives of 19 corporate sponsors to share best practices on sustainable and Aboriginal recruitment and procurement.
- Developed a recognition program to profile 2010 Winter Games-related sustainable innovations in communities and the marketplace.
- Signed 21 new sponsors this year, bringing us to 95 per cent of our final sponsorship revenue targets.

Next steps in 2008-09:

- Continue to follow up on our factory audits and monitoring the corrective action plans of our licensees.
- Begin to profile VANOC sustainable innovation stories, and the stories of our partners and sponsors.



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 2007-08 reporting year we:

- Maintained our focus on building or upgrading sports facilities that will provide community benefits long after the Games are over.
- Continued working with 2010 Legacies Now on projects and initiatives where the goals of local communities converge with those of the Olympic Movement.
- Launched /EDU, an online, interactive bilingual e-magazine and portal to provide education resources in the areas of sport, culture and sustainability. Since its fall 2007 inception, the subscriber rate has increased by an average of 14 per cent per month, even though this initiative was not directly promoted to teachers.
- Welcomed 170,000+ attendees to more than 300 performances and exhibitions in 40 venues across Metro Vancouver and the Sea to Sky corridor as part of our Cultural Olympiad 2008 program.
- Organized 16 Paralympic School Day visits in May 2008.
- Began developing plans for the Vancouver 2010 Ticket to Inspiration Program, a Paralympic Games-related initiative to engage students in BC.
- Collaborated with 2010 Legacies Now and the Province of BC to explore the development of a public participation program on sustainability.
- Began working with external agencies to develop a set of guidelines for sustainable sport and events, and supported their implementation both internally and externally.

Next steps in 2008-09:

- Re-launch /EDU website.
- Launch our Cultural Olympiad 2009 program.
- Continue our Paralympic School Day Program.
- Hold a media awareness session about Paralympic sport and athletes.
- Explore opportunities to collaborate on a program that activates Games participants and members of the viewing audience on sustainable living choices.
- Host the World Conference on Sport and the Environment in late March 2009.

Sustainability Scorecard

Accountability

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 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 and Board Advisory Committee for Sustainability Performance
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
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
Number of identified infractions of VANOC ethics policy and program	0 infractions	0 infractions

For 2005-06 approach and performance see vancouver2010.com

Environmental Stewardship and Impact Reduction

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 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 (corrected result)	5.9 km ² across six sport venues and one village, with no significant impacts to biodiversity anticipated as a result of our activities at these sites
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
Number and volume of significant spills	0	0
Total energy consumed	59,194 gigajoules	52,352 gigajoules
Total GHG emissions	3,366 tonnes CO ₂ equivalent	1,480 tonnes CO ₂ equivalent
Composition of vehicle fleet: total number; per cent with low-emission features	96 vehicles total; 50% low emissions (19 hybrids; 29 Active Fuel Management)	127 vehicles total; 50% low emissions (28 hybrids; 35 Active Fuel Management)
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
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%

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Social Inclusion and Responsibility

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS
Number of completed accessibility design reviews	3 of 3 planned reviews for venues and villages were completed	1 of 2 planned reviews for venues and villages were completed
Number of training positions created and filled by priority populations as a result of collaborations with community organizations, industry, stakeholders and government partners	212 positions created with training to be implemented between 2008 and 2010	212 training positions created; 97 filled as follows: <ul style="list-style-type: none"> • Carpentry training in the RONA Vancouver 2010 Fabrication Shop: 64 positions created, 32 filled • Construction-readiness training under the Southeast False Creek Olympic Village Community Benefit Agreement: 148 positions, 65 filled
Number of non-market housing units as a legacy from the Olympic and Paralympic Village Vancouver	250 non-market units	250 non-market units
Number of affordable beds (for resident workers) as a legacy of the Olympic and Paralympic Village Whistler	1,000 beds	1,000 beds
Number of workplace health and safety incidents reportable to WorkSafeBC	18 incidents (10 compensable lost-time injuries; 7 potential to result in injury; 1 structural failure)	43 incidents (27 compensable lost-time injuries, 16 potential to result in injury; no injuries occurred resulting in the loss of life or limb at any VANOC venue during this period)
Rate of employee and volunteer engagement	78% employee engagement; 86% volunteer engagement	81% employee engagement (3% increase); 93% volunteer engagement (7% increase)
Number of pre-Games volunteers	183	435
Percentages of workforce by gender*, age*, ethnicity* and disability* (*self-identified in a voluntary survey)	50% women and 50% men; <30 yrs: 20%; 30–39 yrs: 43%; 40–49 yrs: 24%; > 50 yrs: 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%
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 business or organizations

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Aboriginal Participation and Collaboration

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS
Initiatives to encourage greater Aboriginal participation in sport and to celebrate the achievements of Aboriginal athletes	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)
Value of new VANOC venue construction and non-venue construction contracts let to Aboriginal businesses	\$25.46 million in venue construction and \$118,000 in non-venue construction contracts	\$7.8 million in new venue construction contracts and \$775,859 in new non-venue construction contracts
Initiatives and events to showcase and celebrate Aboriginal arts and culture	Development of the Vancouver 2010 Aboriginal Licensing and Merchandising Program (ongoing); Paralympic emblem launch; FHFN logo launch; torch relay consultations	Eight Aboriginal performers or groups included in Cultural Olympiad 2008; launch of Vancouver 2010 Aboriginal Licensing and Merchandising Program (March 2008); launch of Vancouver 2010 Venues' Aboriginal Art Program (July 2008)
Number of page views to Aboriginal Participation section of vancouver2010.com and number of individuals subscribed to receive VANOC's Aboriginal Participation updates	52,337 page views to Aboriginal Participation section of vancouver2010.com ; 2,750 people signed up to receive VANOC Aboriginal Participation e-mail updates	24,465 page views to Aboriginal Participation section of vancouver2010.com ; 8,405 people signed up to receive VANOC Aboriginal Participation e-mail updates

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Economic Benefits

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS
Number and percentage of suppliers that met Canadian human rights standards	51 of 51 suppliers (100%)	89 of 89 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 infractions were corrected
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 total VANOC contracts	86 Buy Smart contracts at a total value of \$51.6 million; 99.73% of total 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 (corrected result)	50% of spending was with locally based suppliers; a further 43% of spending was BC- and/or Canada-based; 7% 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)

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Sport for Sustainable Living

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS
Number and type of initiatives to support sustainable living	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	In spring 2008, 2010 Legacies Now, the Province of BC and VANOC issued a joint RFP for the design of a program that leverages the 2010 Winter Games spotlight in calling for action on individual behaviours fundamental to solving local and global sustainable development challenges VANOC encouraged sustainable living through 25 workforce-led initiatives
Number and type of Paralympic outreach programs	Paralympic School Day pilot program reached 3,200 students; received positive feedback from teachers, administrators, district representatives and volunteers	A Paralympic School Day Program; a Paralympic Attendance Program; an Amazing Accessible Race (for members of the VANOC workforce)

For 2005-06 approach and performance see vancouver2010.com

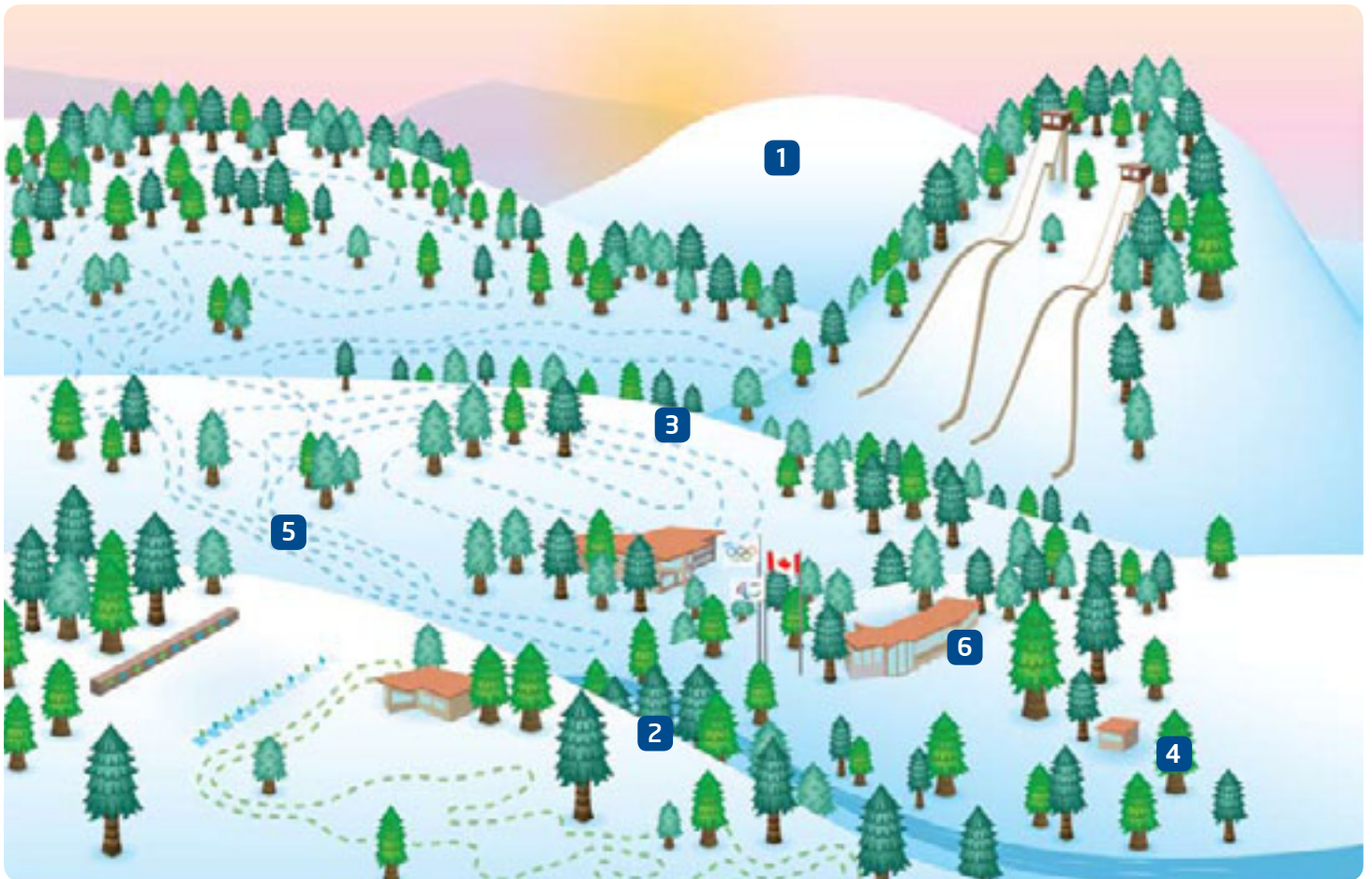
Our Commitment to Sustainable Venues

We are honouring our bid phase commitment to develop sustainable venues for the 2010 Winter Games. Clustered venue locations, compact site design and ecologically sensitive construction and operations practices have been critical in minimizing the environmental impacts of our venue-based activities. We have used the Leadership in Energy and Environmental Design green building rating system criteria to develop buildings that consume less energy, water and materials and minimize waste, emissions and use of toxic materials.

Beyond environmental initiatives, we have integrated other components of sustainability into the development of our venues, such as increasing accessibility for athletes and spectators with disabilities. The Vancouver 2010 Venues' Aboriginal Art Program will enable us to showcase traditional and contemporary artwork by Four Host First Nations, Inuit and Métis artists from across Canada at every venue during the Games. Throughout our venue activities, we are striving to provide opportunities to benefit individuals and communities facing economic or social challenges. Most of all, we want to leave a legacy of sport facilities 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 sport venues developed by VANOC and other facility owners. For a more complete list of the sustainability attributes of our venues, villages and facilities, refer to Appendix C.





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 nearly 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 recreational and high-performance levels).
- 6 Green Buildings** — VANOC is targeting LEED (Leadership in Energy and Environmental Design) "Silver" green building certification for the on-site day lodge. Other buildings on the site also follow similar green building design principles.



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.



Richmond Olympic Oval

- 1 BC Pine-Beetle Wood Roof** — The Oval’s massive ceiling is made of salvaged British Columbia wood that was damaged by a pine-beetle infestation. At a size of about 100 metres by 200 metres (two hectares), the roof is believed to be the largest surface ever covered in 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 will be 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.



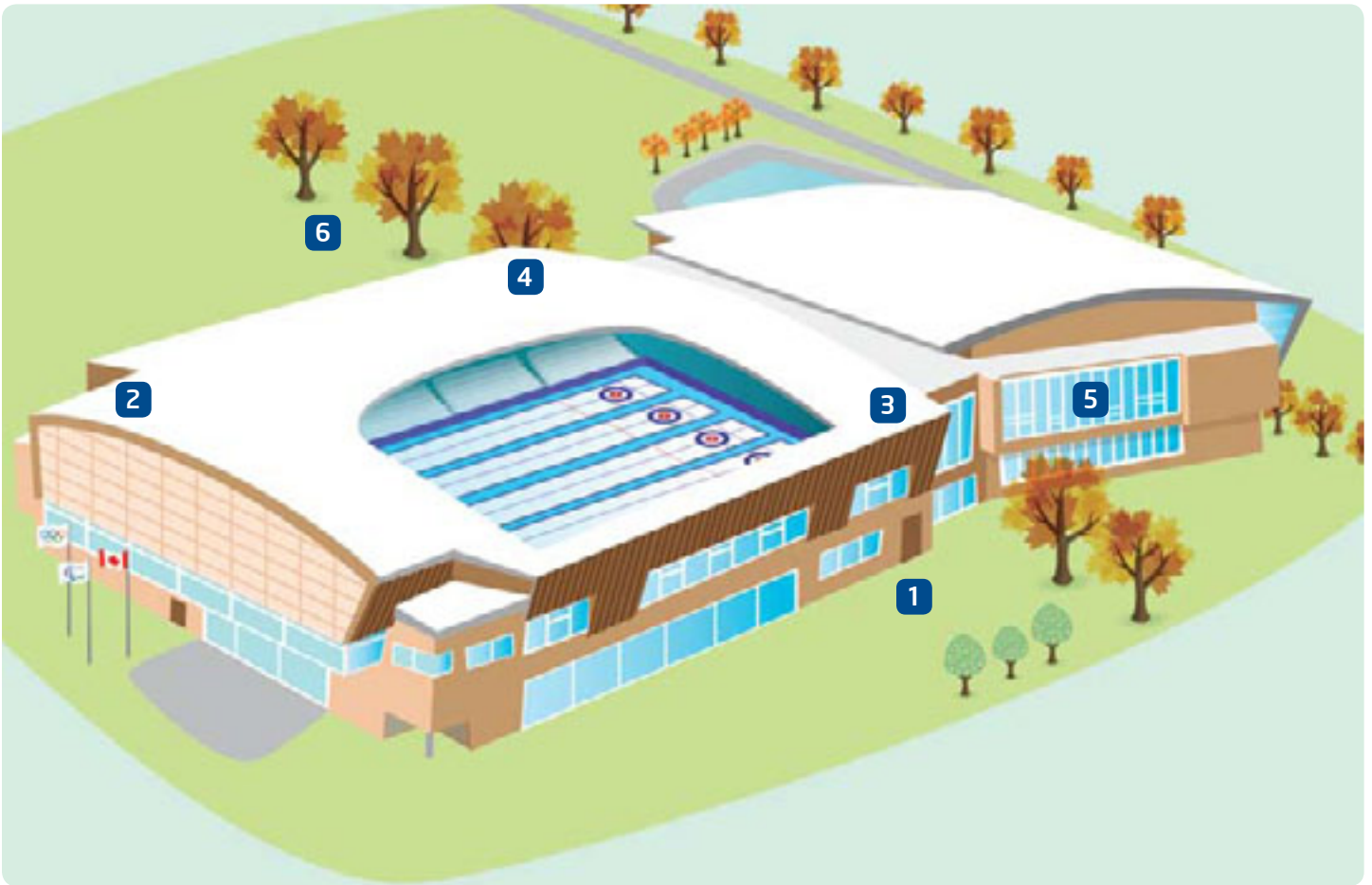
Whistler Creekside

- 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 and operational 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.



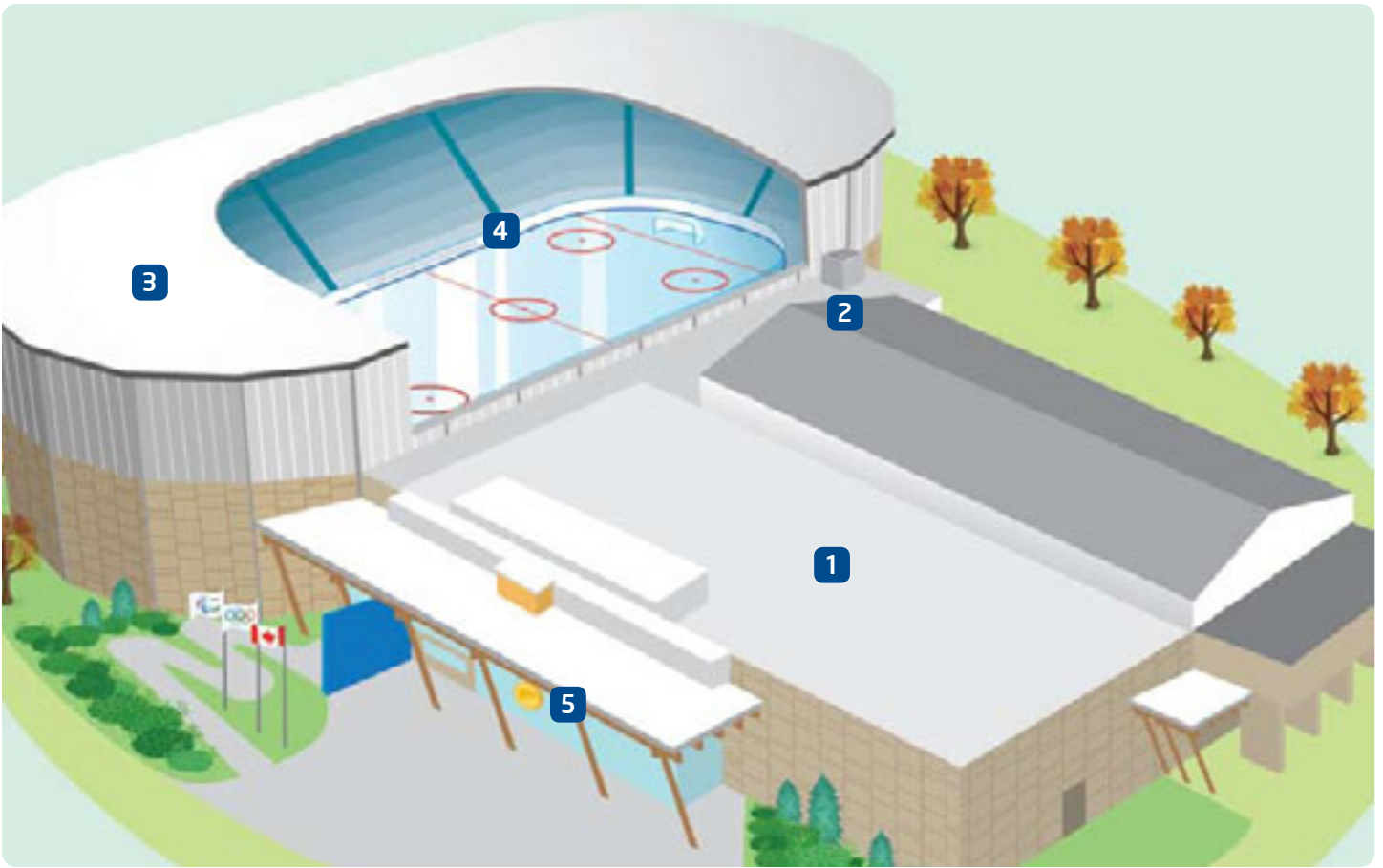
Cypress Mountain

- 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 VANOC, 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.



Vancouver Olympic/Paralympic Centre

- 1 Smart Site Selection** — The new curling facility will replace 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 will be 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 moving 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, will minimize energy consumption. Waste heat will also be used to preheat domestic hot water.
- 3 Green Buildings** — This venue incorporates green building design to a level that's comparable to 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.



Introduction

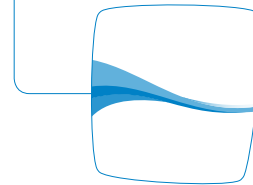
Sustainability at VANOC

Once again we have chosen the theme of “pathways” and “footprints” for this report to explain how we approach sustainability. Pathways are the processes, collaborations and actions we are pursuing to achieve our sustainability goals. Footprints are the ultimate marks or outcomes we leave behind, in both a literal and figurative sense.

Our Pathways

VANOC's Sustainability Performance Objectives

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

In this year's report, we have indicated our footprints (or outcomes) from actions completed over the last year with a footprint icon and by **bolding the text in blue**.

About this Report

This is the third of five annual sustainability reports that will be released in the Organizing Committee's life cycle. It covers the period from August 1, 2007 to July 31, 2008, in concert with our fiscal year. In addition to documenting our sustainability performance during this period, this report continues to be a management and accountability tool that defines our sustainability objectives and describes our plans for achieving them. Producing it helps us better understand our strengths and weaknesses, in addition to identifying areas and opportunities for improvement. For the VANOC team, this third report enables us to continue measuring our progress and to make adjustments as necessary. For the public, this report offers a window on our activities and sustainability performance and serves as a basis for constructive discussion and feedback.

VANOC is a project-based entity. We do not operate on an ongoing basis like other companies. Instead, we have a clearly defined beginning, middle and end. In the lifespan of our organization, we transition from planning and design, to construction, operations, convening the Games, then decommissioning and wind-down. Since sustainability reporting is new for Games Organizing Committees, our goal is to improve from report to report and meet our commitment to consistent and transparent reporting on our sustainability performance within the context of the project cycle in which we are working.

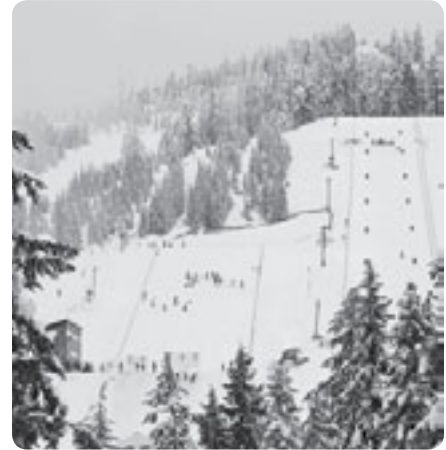
Our Reporting Scope

VANOC Sustainability Performance Reporting Boundaries

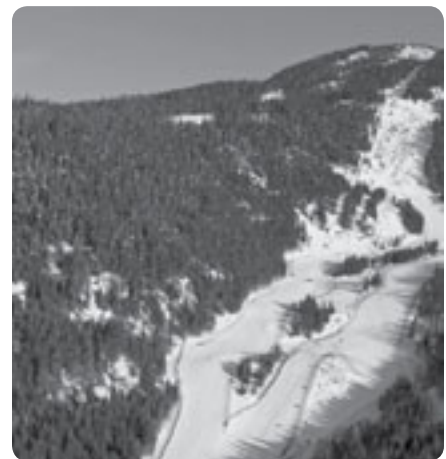
VANOC collaborates with many partners, stakeholders and sponsors. As a result, it can often be confusing for observers to know who is responsible for projects that seem connected to the Games. We have drawn our sustainability reporting boundaries around those issues and activities where VANOC has direct decision-making authority. We measure what we can control and describe what we can influence, especially where the impacts are significant.

Areas where VANOC has direct control include:

- Games-related procurement
- Games-related transportation
- Health and safety of the VANOC workforce
- VANOC performance on agreements with the Four Host First Nations
- VANOC performance on bid-phase commitments to inner-city inclusion
- Games-time operations at all Olympic and Paralympic venues, sites and villages
- Construction of Games venues (competition and non-competition):
 - Whistler Olympic/Paralympic Park
 - The Whistler Sliding Centre
 - Whistler Creekside
 - Cypress Mountain
 - Vancouver Olympic/Paralympic Centre
- Upgrades/improvements to existing facilities including:
 - Canada Hockey Place
 - BC Place
 - Pacific Coliseum
 - VANOC head office



Cypress Mountain



Whistler Creekside

Areas where VANOC has influence include:

- Regional transportation, involving collaboration with TransLink and BC Transit
- Construction of:
 - 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 that will be used by Games participants for training (Killarney Rink, Trout Lake Rink)



Richmond Olympic Oval

Beyond VANOC's Scope

Two major transportation projects are currently underway 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 between downtown Vancouver and the airport. These projects are public infrastructure projects funded and managed by different levels of government. They are not within VANOC's control or influence, and therefore not within our sustainability reporting scope.

Global Reporting Initiative (GRI) Guidelines

To guide us in our decisions on what to report, we have used the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) (globalreporting.org). We have added custom performance measures to cover issues that relate to the unique dimensions of our organization and are relevant and meaningful to our commitments, goals, activities and stakeholders.

For this third report, we have applied GRI Application Level "B" requirements. We intend to receive third-party assurance of our final two reports, where an outside independent auditor assesses the accuracy and authenticity of the information being presented.



Olympic and Paralympic Village Vancouver



Report Contents

In deciding what to include in this report, we apply the principle of “materiality.” This means we include information that is relevant and could reasonably be considered to influence the decisions of VANOC and affect its partners and stakeholders. To define what is material, we look at performance reports of other Organizing Committees (where they exist), reference bid commitments and international standards and consult with our workforce and stakeholders.

As previously noted, we emphasize content that reflects decision making and the impacts and benefits over which we have direct authority and control. However, we also recognize that our organization is able to catalyze and influence other programs and activities. Thus, while this report focuses on performance, we also describe significant program linkages with partners, sponsors and stakeholders.

Recurring Elements

Sustainability Connection — Each chapter of this report has a sustainability connection box to demonstrate the multiple economic, environmental, social and cultural benefits generated through our initiatives. An added purpose of these boxes is to show the interconnectedness of these issues and benefits.

Engaging Partners and Stakeholders — We engage with our partners and stakeholders to address issues and enhance our ability to achieve mutually beneficial results. These boxes summarize some of the issues on which we engaged our partners and stakeholders (what), the different groups involved (who) and the methods employed (how).

Sustainability Scorecard — These indicate our performance on key measures: qualitative and quantitative performance areas designed to help monitor, measure and evaluate our sustainability performance over time. By 2010, the objective is to show the long-term progress of our efforts over the course of our sustainability reporting.

Action Tracker — Found in each chapter, these summarize our 2007-08 goals, the progress we made on those goals and our goals for 2008-09.

Background — We provide supporting information to help explain the context and history of various topics in our report.

Sustainability in Action — These are stories that illustrate sustainability in practice, often involving unique collaborations.

Challenges — These features explore, in a frank manner, VANOC’s ongoing and emerging challenges and, where possible, solutions we implemented.

We don’t just want to be
the most sustainable Games.
We want every Games to
come after us to be the most
sustainable Games.

—Amy Clausen
VANOC workforce

1 Accountability

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

- A 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



We are accountable to a diverse mix of partners and stakeholders. Our partners include 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. Our stakeholders include residents of our host communities, citizens of British Columbia and Canada and a wide array of community and non-government organizations. We have a responsibility to be open and transparent in every aspect of our operations.

A Governance

Sustainability is part of VANOC's mission, vision and values. It is present in all our planning and work, including the actions and decision making of our workforce and members of the VANOC Board of Directors and Executive Team, abiding by international standards such as human rights, regulatory compliance and the spirit of the International Olympic Committee's (IOC's) Agenda 21. It also includes establishing and embedding sustainable management policies and procedures into our work practices. Along the way, through monitoring and tracking, we report our performance to VANOC's leadership and stakeholders.

We are guided by an independent, 20-member board of directors, 19 of whom are nominated by the nominating entities: the Canadian Olympic Committee (seven nominees), the Government of Canada (three), the Province of British Columbia (three), the City of Vancouver (two), the Resort Municipality of Whistler (two), the Canadian Paralympic Committee (one), the Lil'wat and Squamish First Nations acting together (one). The 20th member is nominated by the other 19 members. The positions of Chairman of the Board and Chief Executive Officer are separate and filled by two different persons. Members of the VANOC Board of Directors are not compensated and do not exercise management roles for VANOC.

As of July 31, 2008, VANOC's Board of Directors had four standing committees, as follows:

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

Many of VANOC's key governance practices and policies were agreed upon by the founding partners in 2002, before the Vancouver bid for the 2010 Games had been won. They are set out in the Multiparty Agreement (MPA) which 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 in November 2002. VANOC later joined the MPA. VANOC does not have traditional shareholders, but instead is composed of members who are also the directors and are appointed by the nominating entities (see them named in the paragraph above). There are no special mechanisms for employees to provide input to the board. The MPA can be reviewed on our website at vancouver2010.com.

Responsibility for our sustainability commitments and outcomes is distributed across the entire organization and reflected in the performance plans and compensation of VANOC employees.

SUSTAINABILITY CONNECTION

Although separated in this report, our six sustainability performance objectives are interconnected. Our corporate-wide Sustainability Management and Reporting System (SMRS) helps us ensure connections between the social, economic and environmental dimensions of the Games are addressed in all critical planning and decision-making processes at VANOC. (See vancouver2010.com for more on the SMRS.)

Our sustainability governance structure incorporates leadership and oversight by a Board of Directors with multidisciplinary skills, as well as a Board Advisory Committee on Sustainability Performance made up of diverse external interests. These elements combine to create an accountability framework for evaluating our sustainability performance.

ACTION TRACKER

Sustainability Governance

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Provide timely updates on sustainability performance and next steps to VANOC's four sustainability governing bodies: (Executive Leadership Team [ELT], Board Advisory Committee on Sustainability Performance [BACSP], Sustainability and Human Resources Committee [SHRC], VANOC Board of Directors)	<p>Produced 2006-07 annual sustainability report </p> <p>Conducted meetings with the BACSP in November 2007 and April 2008</p> <p>Provided sustainability updates to the SHRC at its regular meetings</p> <p>Through VANOC's regular reporting framework provided updates to the ELT, SHRC and VANOC Board of Directors</p>	<p>Convene Sustainability Management and Reporting System "Management Review" with VANOC's four sustainability governing bodies in the first quarter of 2009</p> <p>Produce 2007-08 report and plan for the 2008-09 report, for release at Games time</p> <p>Prepare for third-party assurance of our 2008-09 annual sustainability report</p>
Engage VANOC's four sustainability governing bodies in developing legacy goals related to the sustainability aspects of the 2010 Winter Games	<p>Convened focus group discussions on the possible definition of legacy goals beyond VANOC's six sustainability performance objectives as part of the stakeholder consultations relating to the 2007-08 report</p>	<p>Further evaluate suggestions for possible cumulative impact and/or performance information reporting in the last two (2008-09 and 2009-10) sustainability reports</p>

CHALLENGE

Transparency for an Organizing Committee

Under the tight constraints of delivering the Games "on time and on budget," VANOC is under enormous pressure to stage the 2010 Winter Games in a responsible manner. This responsibility includes our commitment to be open and transparent in our practices. Given the amount of work and the pace involved this can be challenging at times. However, we address this commitment through a number of initiatives:

- To date, VANOC's transparency objectives have included publicly issuing the Organizing Committee's quarterly financial reports, annual reports and business plan. VANOC has also hosted numerous community meetings, speeches and presentations, including an annual address by the VANOC CEO before the Vancouver Board of Trade.
- We place supplements in major newspapers and post them on vancouver2010.com to inform the public on Games progress.
- We have begun to convene community presentations and open houses. This is in response to increased

public demand for information on specific issues (such as neighbourhood impacts from transportation and security planning) as we move towards the Games.

- Leveraging the vancouver2010.com website as a key public communications tool, we post government reports, protocols, accords and agreements, inner-city reports, Vancouver 2010 progress reports, reports of ethics commissioner activities and disclosure of contract awards on the site.
- The VANOC Board of Directors approved and adopted protocol related to its board meetings which ensures transparency. Meeting agendas are now posted to vancouver2010.com. All meetings are followed by a news release and media briefing.
- Recommendations from each meeting of the BACSP, as well as our responses to each of the recommendations, are now posted to vancouver2010.com.

We have established a general VANOC information e-mail address and mailbox for correspondence (info@vancouver2010.com). In fall 2008, we will also provide new opportunities for online feedback to engage Canadians in the Games.



SUSTAINABILITY IN ACTION

A SOUNDING BOARD

"The most sustainable Olympics would be no Olympics."

That's the starting point for Kathryn Molloy, executive director of the Sierra Club of British Columbia, an environmental non-governmental organization.

"However, we are having the Olympics," she added. "So the fact that VANOC has made sustainability a priority is fantastic."

Molloy is one of 13 members of the Board Advisory Committee on Sustainability Performance (BACSP) for VANOC. Its members represent a broad spectrum of expertise, including environmental management, the inner city, labour, persons with a disability and Games sponsors with strong sustainability platforms. The role of BACSP members is to act as a sounding board to VANOC on its sustainability policy and initiatives, and to provide non-binding advice.

BACSP member Lynn Patterson is director of corporate responsibility for RBC, a 2010 Winter Games sponsor. "It's interesting to see what issues an organization like VANOC is challenged with," she observed. "I am impressed with how rigorous and inclusive [VANOC's] approach is."

The BACSP meets twice a year and makes recommendations to VANOC's Sustainability and Human Resources Committee of the Board of Directors. These recommendations reflect the views of BACSP members, and not necessarily those of the organizations with which they're associated.



Some of the members of the Board Advisory Committee on Sustainability Performance

Patterson, who is involved with stakeholder engagement at RBC, enjoys being on the other side of the table for a change. "It's freeing," she said. "And, it's satisfying to know I'm being heard."

The shared goal for VANOC and members of the BACSP is to use the expert third-party input to help realize the sustainability potential of the 2010 Winter Games.

"If you looked at the direct impact on environmental and social issues, you could see a lot of negatives about the Olympics in general," said Molloy. "However, because VANOC is taking such a leadership role in sustainability, its influence is a catalyst for change. This is so significant that it probably outweighs the negatives."

For more information on the BACSP, or to see its recommendations and VANOC's responses, visit vancouver2010.com.

B Sustainability Management and Reporting

Our corporate Sustainability Management and Reporting System is the mechanism we use to put our Vancouver 2010 bid commitments and sustainability performance objectives into action on a daily basis. VANOC is the first Games Organizing Committee to develop an integrated management system of this nature. It manages all aspects of sustainability, including environmental, economic and social outcomes. We based our SMRS on the Environmental Management System model (ISO 14001) of the International Organization for Standardization and expanded it to incorporate the management of our economic and social commitments. We integrated principles of the AA1000 Standard, which provide global guidance on accountability through engaging with diverse interests. Finally, for reporting we drew on guidelines developed by the Global Reporting Initiative (GRI). The GRI is a global institution that has pioneered development of a widely-used sustainability reporting framework that sets out the basis for organizations to credibly measure and report their economic, environmental and social performance.

Our series of sustainability reports track VANOC's performance against management objectives we establish, control and influence. We also report on broader regional and national impacts through our participation in the IOC's Olympic Games Impact (OGI) Project. See vancouver2010.com for more information.



Pacific Coliseum

ACTION TRACKER

Sustainability Management and Reporting

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Complete the second SMRS Internal Consulting Review (in fall 2008) and the SMRS Management Review with the ELT, SHRC and BACSP (in the first quarter of 2009)	On track with the proposed schedule	Complete scheduled SMRS Internal Consulting and Management reviews in 2008-09 Apply environmental Sustainability Standard Operating Procedures (SSOPs) to all activities from the pre-Games period through the end of decommissioning phase of project
Establish an internal cross-functional sustainability working group to support implementation of pre-Games and Games-time sustainability commitments and opportunities	Established and launched the internal sustainability working group By July 31, 2008 had consulted with 26 of 52 VANOC Games functions on remaining sustainability deliverables, gaps and opportunities	Complete consultations with remaining 26 Games functions to finalize list of sustainability deliverables, gaps and opportunities
Complete the OGI Baseline Report	Completed OGI Baseline Report with the assistance of the Fraser Basin Council; submitted to the IOC in October 2007	
Appoint ongoing OGI researcher	Appointed University of British Columbia (UBC) to be the OGI researcher for the three remaining OGI reports	
	Collaborated with our government partners on socio-economic research to assess the economic and social impacts of the 2010 Winter Games before, during and after the Games	Provide relevant sustainability performance data to socio-economic impact researchers

VANOC'S SUSTAINABILITY MANAGEMENT AND REPORTING SYSTEM KEY COMPONENTS

Corporate sustainability policy	6 performance objectives based on local bid commitments and global standards 10 corporate-wide (implementing) procedures
System for integrated delivery and cross-organizational responsibility	Business plan, master schedule Sustainability deliverables and targets Sustainability standard operating procedures
Annual sustainability performance report	Key strategies Key performance measures and outcomes
External Board Advisory Committee on Sustainability Performance (BACSP)	Reports to the Sustainability and Human Resources Committee of VANOC Board
Feedback	From internal and external stakeholders
Monitoring	VANOC Senior Executive Team, BACSP, SHRC, VANOC Board of Directors
Pre-games and games-time operating support	Sport Events, venue operating plans, functional operating plans
Assurance	Third-party assurance of final two, of five, annual sustainability reports
Communications	Stories, website, presentations, community outreach, newsletter

CHALLENGE

Assessing Progress

Some internal and external stakeholders have asked us to define more specific and measurable goals and targets. We can do this where we have previous Winter Games experience to draw on and/or available baseline information, but we cannot do it for all our sustainability goals. For instance, in our bid to host the Games, we established the ambitious goal of "strive for zero-waste Games." We have defined a more specific target for this goal and are striving to divert 85 per cent or more of our waste from landfill in all our construction, operations and decommissioning activities.

In other areas, defining specific goals is more challenging, such as declaring what percentage of our procurement is from inner-city or Aboriginal enterprises. This requires baseline information on marketplace size and capacity, which is not readily available in a timely fashion and comes at a high cost. Instead, with the help of partners such as the 2010 Commerce Centre (an initiative of the BC Olympic and Paralympic Winter Games Secretariat), we are building a shared database of business enterprises with sustainability attributes.

Outlining the SMRS demonstrates that sustainability is embedded in corporate processes and this lends credibility.

—Vidya Rangayyan
Canadian Business for Social Responsibility (CBSR)



C Engagement and Input from Partners and Stakeholders

Engaging with the many different groups involved in Olympic and Paralympic Games helps us to better understand issues and create solutions. It can also lead to collaborations on shared goals. In selecting our stakeholders we targeted individuals and organizations that were already involved with VANOC and somewhat familiar with our sustainability activities.

VANOC's partners include:

- International Olympic and Paralympic committees, Canadian Olympic and Paralympic committees
- the Government of Canada, the Province of British Columbia, the City of Vancouver and the Resort Municipality of Whistler
- Four Host First Nations (comprised of the Lil'wat, Musqueam, Squamish and Tsleil-Waututh Nations)
- Corporate sponsors
- Venue Cities (comprised of the City of Richmond, the District of West Vancouver and the City of Surrey)

VANOC's stakeholders include:

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

Sustainability was new to me when I first joined VANOC in 2006. Since then, I've come to realize just how much it encompasses and what a catalyst for action the Games can be. Long after the last medal has been awarded and the athletes and spectators have all gone home, sustainability will be one of the most powerful legacies of Vancouver 2010.

—Andrew Tzembelicos
VANOC workforce

ACTION TRACKER

Engagement and Input from Partners and Stakeholders

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Obtain feedback on the 2006-07 sustainability report	In June 2008, completed stakeholder engagement on our 2006-07 report and the template for VANOC's third (2007-08) report Conducted 7 focus groups and 9 interviews with a total of 54 people (34 from 25 external stakeholder organizations and 20 from VANOC workforce)	Obtain stakeholder feedback on completed 2007-08 report and the 2008-09 report template (our fourth report)
Continue to engage partners and stakeholders on VANOC's sustainability performance and opportunities to collaborate on sustainability initiatives	Engagement measures included consulting with: government partners on our carbon management strategy; community organizations on job training, recruitment and procurement opportunities; and with sponsors through the 2010 Sponsor Sustainability Initiative on sustainable sourcing and showcasing opportunities	Continue to engage partners and stakeholders on VANOC's sustainability performance and opportunities to collaborate on sustainability initiatives
Adjust stakeholder engagement approaches, as needed, to ensure continual improvement (refer to specific chapters for details)	Convened sustainability report stakeholder engagement earlier in the production cycle (June versus September 2008) to better respond to suggestions and reporting timeline constraints	Adjust stakeholder engagement approaches, as needed, to ensure continued improvement (refer to specific chapters for details)

KEY STAKEHOLDER FEEDBACK ON THE VANCOUVER 2010 SUSTAINABILITY REPORT 2006-07

FEEDBACK	RESPONSE
Show the significance of data more clearly, including lessons learned and impacts made	In this report (2007-08), we have placed greater emphasis on showing the tangible results of our work and its overall relevance toward helping achieve our sustainability performance objectives and supporting lasting legacies.
Provide more information on progress and trends over time (from 2005-06), and through 2010	We've included our 2006-07 and 2007-08 performance results in this report's scorecard. Going forward we will include 2008-09 and 2009-10 performance plans and results. Where space limitations prevented us from including previously reported information in the actual report document, we've have noted the information is available on vancouver2010.com . We will also continue to reflect stakeholders' changing concerns.
Liked action tracker and goals for next year; combine into one table.	We agreed with this suggestion and have incorporated it into this report. Combining this information will help show continuity and progress over time.
Liked the frankness of the CEO message. Make language throughout report more reflective of the challenges being faced.	We continue to share the challenges we face in pioneering new areas for VANOC and in delivering outcomes as they relate to our sustainability platform. We continue to show when we're struggling with issues and seeking answers with our partners and community groups. We've also tried to lighten the technical language to make the report even more accessible.
Aboriginal Participation section could show more specificity, such as actual hiring targets	Where we do not have sufficient baseline information to set targets we have added more specific tasks, such as steps and actions taken to generate positive recruiting results among Aboriginal communities.
Some say the report is still too long and detailed, yet many liked seeing their particular area of interest featured	This year's report is shorter. There are also two versions: a longer technical report (available on the web only), and a shorter "snapshot" report (available on the web and in printed form, for those who do not have web access). We consolidated descriptive information from previous reports and have focused on tracking our performance largely in tabular form.
Would like to see a stronger link on how to engage the public on VANOC's sustainability work, perhaps with more timely user-friendly materials to educate others	In keeping with our program rollout plans, we launched our sustainability e-newsletter (in August 2008) to inform the public on practical examples of sustainability in action. VANOC also launched /EDU (in September 2007), an online, interactive bilingual e-magazine and portal to provide education resources in the areas of sport, culture and sustainability. For additional information refer to Chapter 6.
Need more stories/quotes from the community as well as from VANOC workforce	You will see more direct quotes from partners, community members and the VANOC workforce in the 2007-08 report.
Make the report lighter and more accessible. Different ideas: reduce the amount of text; use more graphics and photos; consider more columns; bring photos and tables to life with short statements or informative titles; consider deleting pathways and footprints theme (too busy); make stories shorter.	Where possible, we are shortening the text, and using graphic elements, tables and photos to make the report even more reader-friendly.
Some goals are vague	We agree. Making a difference around sustainable Games and legacies involves capacity-building or process efforts to help generate material and measurable results. Where we have benchmark information and market capacity information we have set measurable targets. Where we do not have that kind of information, we account for the progress we are making to generate results.

D Ethical Business Practices

Being an accountable organization involves grounding all internal and external practices and behaviours in an ethical foundation. For us, this has included adopting a VANOC Ethics Policy — one that incorporates the IOC’s Code of Ethics (see olympic.org). VANOC’s chief legal officer ensures all employees review the Ethics Policy, monitors compliance with this policy and tracks our Reporting on Wrongdoing Policy (which includes a whistle-blowing procedure). These policies ensure our workforce engage in relationships that are ethical and transparent, and help assure the public of our integrity. VANOC’s Board of Directors has appointed an independent ethics commissioner to provide guidance, opinions and recommendations, as necessary, on matters relating to the Ethics Policy.



ACTION TRACKER Ethical Business Practices

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Extend requirement for annual declarations of interest (to ensure no conflict of interest) to include all members of VANOC’s Senior Leadership Team (CEO, executive vice presidents, vice presidents and some directors).	Annual declarations of intent have been extended to include VANOC’s Senior Leadership Team 	Monitor new-hire completion of ethics-based programs in orientation training (for instance, reporting wrongdoing, complying with the VANOC Ethics Policy and privacy laws)
Post second report on the activities of the ethics commissioner on VANOC’s website	August 2007 report of the ethics commissioner posted on vancouver2010.com . Achieved 100 per cent conformity with our Ethics Policy 	Post third report of the activities of the ethics commissioner on VANOC’s website
Continue to monitor conformance with our corporate policies through internal audits and bi-monthly reporting by the chief legal officer	The chief legal officer monitors conformance and reports to the CEO and board of directors on a bi-monthly basis	Continue to monitor conformance with our corporate policies through internal audits and periodic surveys and reports of the chief legal officer




2 Environmental Stewardship and Impact Reduction

This chapter reviews VANOC's 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 has applied the precautionary principle in the siting, design and construction of our sport facilities as well as development of our Environmental Management Plans for construction and operations. See Appendix C for an updated view of sustainability attributes of venues, villages and facilities.

Engaging Partners and Stakeholders

WHAT	Minimize environmental impact of our venue construction program Improve our performance on climate change and waste reduction Deliver long-term environmental legacies
WHO	VANOC Environmental Non-Government Organization (ENGO) Dialogue Group: 22 ENGOs
HOW	Discussions, meetings and workshops on environmental program issues

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, natural resources such as forests, minerals, water and fisheries form the mainstay of our economy and help support our social and educational programs.

CHALLENGE

Responding to Single-Issue Campaigns

Community organizations, partners and sponsors engage with us on a broad range of sustainability issues. With their help we are often able to find and implement partial or complete solutions that address their interests. One example is our plan for managing the carbon footprint of the Games. It is an initiative that has the potential to be complex, costly and controversial. However, working with diverse interests on the issues involved is helping us find innovative ways to address a variety of constraints and concerns.

In some cases, groups press VANOC to address a single issue in a specific manner or in a way that advances the interests of one partner or stakeholder at the expense of another. Because our sustainability performance is based on a range of measures that reflect the interests of all our partners and key stakeholders, we are usually unable to respond to groups that advance a single issue.

BACKGROUND

The Environmental Legacy Starts Now

To guide environmentally responsible operations during site activities in advance of the Games we have developed pre-Games operations venue Environmental Management Plans (EMPs) for Whistler Olympic/Paralympic Park and The Whistler Sliding Centre (two of our sport venues), which became operational in 2007-08. (Games-time operations EMPs will ultimately be developed for all venues.) These venue-specific manuals connect our environmental objectives with actionable ways of work in daily operations. Following the Games, the Whistler Legacies Society has committed to implementing these EMPs when it assumes ownership of these venues. This will help ensure the continued implementation of best practices in protecting biodiversity and habitat, acting responsibly regarding energy and climate change, protecting indoor and outdoor air quality, conserving water, protecting water quality and minimizing waste to landfill.

A Biodiversity and Habitat



As our focus shifts from venue construction to operations, we remain committed to minimizing our footprint and maintaining the healthy ecosystems of British Columbia's rich coastal environment. To achieve this we apply 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
- 5 Ongoing monitoring and compliance
- 6 Restoration



For the Alpine World Cup in February 2008 at Whistler Creekside, the first of many Sport Events that will take place before the Games in 2010, we put up signage along the finish corral highlighting Boyd Creek as an environmentally sensitive area.

ACTION TRACKER Biodiversity and Habitat

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue to monitor sites for compliance with EA commitments during construction and operations	<p>Monitored sites for compliance, primarily through our third-party professional environmental monitors. Their work included:</p> <ul style="list-style-type: none"> • monitoring water quality and the implementation of our EA commitments • reporting regularly to VANOC, flagging issues and overseeing preventive or corrective action plans when required <p>Distributed third-party monitoring reports to relevant regulatory agencies by VANOC</p> <p>Completed all required EA reviews for our Games sport venues and villages </p>	Continue to monitor sites for compliance with EA commitments during construction and operations
Monitor implementation of EA commitments at the Whistler Creekside venue during the Alpine World Cup event in February 2008	<p>Successfully implemented relevant EA commitments and other environmental best practices; implementation was verified by third-party environmental monitors </p>	
Initiate green building (LEED) certification process for Whistler Olympic/Paralympic Park and The Whistler Sliding Centre	Began assembling documentation to enable formal LEED certification applications for relevant buildings at these venues in 2008-09	Submit formal LEED certification applications for relevant buildings at Whistler Olympic/Paralympic Park, The Whistler Sliding Centre and the Whistler Athletes' Centre

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ACTION TRACKER

Biodiversity and Habitat *(continued)*

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Begin developing operational phase Environmental Management Plans for all Games venues, sites and activities	Developed and began implementing pre-Games operations EMPs and carried out associated training for managers and site staff of Whistler Olympic/Paralympic Park and The Whistler Sliding Centre. These EMPs address EA commitments and other best practices	Develop venue-specific EMPs for operations at Games time
Integrate smart site selection, green design, EMPs and restoration considerations into temporary overlay plans for Games time	Began developing venue-specific EMPs for Games-time overlay fit-out and decommissioning phases	Finalize development of venue-specific EMPs for Games-time overlay fit-out and decommissioning phases
Continue on-site restoration of disturbed areas due to venue development activities (for example, re-vegetation of roadsides and other disturbed surfaces to prevent soil erosion and to promote re-growth of vegetation and terrestrial habitat)	Successfully restored disturbed areas at a number of our venues. EMPs for the decommissioning phase will address post-Games restoration initiatives	
		NEW GOAL FOR 2008-09 Develop a wildlife legacy program to support research and recovery initiatives for species at risk of extirpation or extinction

Wildlife Management and Legacy Initiatives

Two of our Whistler sport venues, **The Whistler Sliding Centre and Whistler Olympic/Paralympic Park, are now open to athletes and the public for pre-Games training, recreational use, tours and special events.** As we share these venues with numerous wildlife species such as bears and cougars, it is critical we do our very best to protect the safety of both wildlife and people. VANOC has developed a Bear Management Strategy, an initiative we're implementing in conjunction with our partners and key stakeholders.



Inspection of the locally significant wetland plants salvaged and relocated in July 2007 from the site of a new snowmaking reservoir at the Cypress Mountain venue indicates the plants are thriving in their new location and that rare dragonflies are even using the plantings as habitat.



In summer 2007 we implemented a tailed frog management plan at our Whistler Creekside alpine venue. Environmental monitors have since determined there is a population abundance in Boyd Creek, site of the tailed frog relocation. Significantly higher numbers of tailed frogs were found in the newly relocated section of the creek.

B Energy and Climate Change

An important element in addressing climate change is the reduction of carbon dioxide emissions, the most common of the greenhouse gases (GHGs) that are increasingly in the atmosphere as a result of human activities, and that contribute to global warming.

Olympic Winter Games use considerable energy to heat buildings, make snow, freeze ice sheets and sliding tracks, run power equipment and transport people and goods. These actions all generate greenhouse gas emissions. This challenges us to focus our efforts on opportunities to minimize GHG emissions and invest in offsets to help us advance towards carbon neutrality at Games time.

VANOC's energy and GHG reduction activities include:

- power plans that emphasize energy-efficient equipment and practices and a shift to less carbon-intensive energy, where practical
- sustainable transportation guidelines, including use of mass transit and other initiatives to encourage alternate transport
- design and construction of venues using the LEED Green Building Rating System and other environmental improvements
- energy-efficient interventions at the VANOC head office, such as LEED design features, energy-efficient office equipment and alternative commuting options
- sustainable transportation guidelines, such as the use of mass transit and other initiatives to encourage alternate transport
- management of the VANOC fleet, which includes hybrid and flex-fuel vehicles, to ensure right-sizing of vehicles for activities, ride-sharing initiatives and no-idling procedures



ACTION TRACKER

Energy and Climate Change

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
<p>Know Finalize our GHG program scope; track and quantify energy use and GHG emissions and develop a baseline inventory for our projected GHG emissions</p>	<p>Defined scope of our GHG program to identify the direct emissions under our control, and indirect emissions related to the Games but not under our direct control</p> <p>Developed an initial baseline inventory (emissions forecast) for our projected GHG emissions</p> <p>Commissioned the David Suzuki Foundation (davidsuzuki.org) to draft and release a discussion paper to raise the level of understanding about GHGs and the Games</p>	<p>Continue measuring and reporting on GHG emissions reductions</p> <p>Continue refining our GHG emissions forecast</p>
<p>Reduce Measure and report on the GHG reductions achieved by refining our transportation and power plans to further reduce our energy requirements and resulting GHG emissions while maximizing the use of renewable energy</p>	<p>Began developing a reference scenario to estimate GHG emissions that would occur in the absence of our reduction initiatives — a “business-as-usual” estimate</p> <p>Began tracking GHG reductions achieved through refining our transportation and power plans (data for actual reductions achieved will only be available in the 2009-10 reporting year)</p> <p>Some of our initiatives are:</p> <ul style="list-style-type: none"> • Minimized the use of fossil fuel-powered temporary generators at the Games, reducing our GHG emissions by approximately 90 per cent, compared to the temporary power program used at the 2006 Winter Games in Torino. Use of hybrids in our light-duty vehicle fleet resulted in 6 per cent savings on fuel and GHG/air contaminant emissions in this reporting period • Signed on as a PowerSmart partner, working with BC Hydro to use energy more efficiently • Commissioned an energy manager to review energy consumption at venues and make recommendations on reduction opportunities • Outlined best practices for energy conservation and GHG emission reductions in Whistler Olympic/Paralympic Park and The Whistler Sliding Centre EMPs • Encouraged members of our Senior Executive Team to lead by example and switch to more fuel-efficient vehicles (including hybrid fleet vehicles) and have energy audits of their homes to assess potential efficiency improvements 	<p>Continue refining our reference scenario</p> <p>Conclude our analysis of Games venues to identify potential improvements in operational energy efficiencies; work to implement recommendations</p> <p>Engage our partners, sponsors and the Olympic Family on GHG emission reductions</p> <p>Develop a smart driving program for VANOC fleet vehicle drivers and Games transportation service providers (for instance, shuttles and motor coaches)</p> <p>Initiate an energy conservation action program targeting VANOC workforce</p>
<p>Be Accountable Finalize and begin implementation of VANOC’s GHG management plan to offset remaining emissions</p>	<p>Still confirming our carbon management program and associated offset options</p>	<p>Finalize our GHG offset program</p>

Table 1
Energy Consumption and Greenhouse Gas Emissions in 2007-08

PERFORMANCE INDICATOR	TOTAL VOLUME			ENERGY CONSUMED (gigajoules)			GHG EMISSIONS* (tonnes CO ₂ equivalent)		
	2005-06	2006-07	2007-08	2005-06	2006-07	2007-08	2005-06	2006-07	2007-08
Direct Energy Consumption									
Gasoline – vehicle fleet	135,352 litres	292,036 litres	335,588 litres	4,656	10,046	11,544	323	686	799
Diesel – venue construction and snow grooming	598,357 litres	938,767 litres	130,744 litres**	22,199	34,828	4,851**	1,643	2,578	359**
Natural gas – building heating	–	–	53,462 cubic metres	–	–	2,085	–	–	101
Propane – building heating	–	–	10,071 litres	–	–	257	–	–	15
Subtotal – Direct Energy Consumption and GHG Emissions				26,855	44,874	18,737	1,966	3,264	1,276
Indirect Energy Consumption									
Offices – electricity	3,949,372 kilowatt hours	3,977,856 kilowatt hours	6,348,373	14,217	14,320	22,854	30	92	140
Other venues – electricity	–	–	2,989,215 kilowatt hours	–	–	10,761	–	–	66
Subtotal – indirect energy consumption	3,949,372 kilowatt hours	3,977,856 kilowatt hours	9,337,588 kilowatt hours***	14,217	14,320	33,615***	30	92	206***
Total Direct and Indirect Energy Consumption and GHG Emissions				41,072	59,194	52,352	1,996	3,356	1,480

* GHG emissions were calculated based on the GHG protocol of the World Resources Institute. Carbon intensity factors of electrical energy were provided by BC Hydro.

** Diesel fuel consumption and resulting GHG emissions declined dramatically in 2007-08 due to significant completion of construction activities at Games mountain venues.

*** Electrical energy consumption and resulting GHG emissions increased significantly in 2007-08 as the number of VANOC employees increased and new sport venues and other facilities began operation.

CHALLENGE

Climate and Carbon

Managing the carbon footprint of the Games means understanding where the carbon emissions are generated in convening the Games, and then taking responsibility for reducing and offsetting them. Climate specialists are developing new methodologies to accurately measure and report carbon emissions, while governments, corporations and non-government organizations are establishing policy frameworks and identifying new business opportunities for projects to reduce carbon emissions. The maturation of carbon management knowledge and practice is occurring locally and globally. For its part, VANOC has sought advice

from a variety of sources to define the best path towards a responsible approach to carbon management. We are working with our partners and stakeholders to: define the carbon footprint of our activities, find ways to minimize those emissions and identify appropriate projects to offset emissions that cannot be reduced or eliminated. The Province of British Columbia is implementing one of the most comprehensive programs for carbon management in North America, which makes BC an especially exciting place to be in taking on our carbon footprint challenge.



SUSTAINABILITY IN ACTION

Clean Reliable Power

Paul Toom is all about power. As VANOC's director of energy, his job is to deliver the power to every Games venue and make sure it's reliable. No athlete, broadcaster, timing official or ceremonies producer can afford a power outage.

Not only is he thinking about reliable power, he's thinking about clean, reliable power. Toom is experienced in sustainable power solutions and is determined to keep a firm lid on greenhouse gas emissions.

The Challenge

Previous Games have relied on some 600 portable diesel generators to provide backup and additional power to service the unique needs of the Olympic and Paralympic venues. Many of these generators were running continuously or idling, ready to kick in at a moment's notice. They were burning fuel, creating noise and releasing greenhouse gases. Definitely not the kind of power solution Toom envisions for the 2010 Winter Games.

"Quiet, no odour — just the sounds and smells of nature," said Toom. "That's the experience we want to provide for spectators and Games participants. It's all achievable through making the right choices."

Innovative Solutions Powered by BC Hydro

In partnership with BC Hydro, an Official Supporter of the Games and a leader in sustainable solutions for power, the team developed an innovative way to provide supplementary and emergency backup power that will significantly reduce the need for portable generators.

Ann English, director of Olympic Initiatives for BC Hydro explained, "We realized that by planning early we could provide the solution through British Columbia's power grid since the province is fueled by clean hydroelectric power."

The solution for most of the venues was to provide service using two separate underground power lines from different BC Hydro substations and to combine that with a sophisticated automatic switching system. If power is lost in one feed, the automatic switch instantly connects the venue to the alternate feed. For the most critical loads, a third level of contingency backup is provided by generators in "cold standby" so they only operate if needed.

Toom calls these self-healing or fault-tolerant venues: "If anything goes wrong, they should fix themselves." But people are still the ultimate contingency — every venue will be staffed by experts from BC Hydro and Aggreko, an Official Supplier of temporary generators for the Games.

The Results: 90 Per Cent Reduction in GHGs

As a result, the overall need for backup generators was reduced from 600 to around 100. This represents a projected 90 per cent reduction in GHG emissions from generators as compared to previous Games.

There are financial savings too. As Toom explained, "By reducing reliance on generators and servicing the venue power needs primarily with hydroelectric power, we have not only kept a lid on GHG emissions, we have also saved several million dollars."

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) 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 plan for the Games, we are ensuring minimal negative impacts to indoor and outdoor air quality. We do that through:

LEED Green Building Rating System — Applying LEED green building criteria in venue development and at our head office, including the use of low-emission interior construction materials and furnishings, natural ventilation and high-quality air/heating systems.

Construction and Operations Best Practices — Following Environmental Management Plans and other guidelines for best practices in indoor and outdoor air quality, such as minimizing dust, choosing non-toxic products and minimizing equipment/vehicle emissions.

Reducing Energy Consumption and Air Contaminants — Increasing energy efficiency and reducing consumption of carbon-based energy; this not only reduces GHG emissions and their effect on global warming, but reduces impacts on air quality by limiting the amount of air contaminants released.



ACTION TRACKER

Air Quality

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Begin to track and quantify air contaminant emission reductions from initiatives undertaken to protect air quality	Added an air quality indicator to our portfolio of GRI indicators; (see Table 2 for results)	Continue to track and quantify air contaminant emissions and begin to track and report on related reductions from initiatives undertaken to protect air quality
Continue to refine our transportation and power plans to reduce energy requirements, consumption of carbon-based fuels and associated air pollution	<p>Initiated an analysis of Games venues to identify potential operational improvements to increase energy efficiency and reduce GHGs and associated air emissions</p> <p>Continued our route optimization planning and worked with partners and relevant transit service providers to minimize risks of congestion and associated air pollution</p> <p>Focused on coordinating the use of high-occupancy vehicles in our transportation planning, where appropriate, to minimize fuel consumption and associated air pollution</p>	<p>Conclude our analysis of completed Games venues to identify potential improvements in operational energy efficiencies and work to implement recommendations</p> <p>Refine our transportation and power plans to increase efficiency and reduce emissions</p> <p>Develop a smart driving program for drivers of VANOC fleet vehicles and Games transportation service providers (for instance, shuttles and motor coaches)</p>

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ACTION TRACKER

Air Quality *(continued)*

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue our focus on minimizing outdoor air pollution and emissions during venue construction	Reduced outdoor air pollution and emissions through implementation of EMPs for venue construction and pre-Games operations phases	
Continue to avoid use of toxic materials in venue development to reduce potential indoor air quality impacts Continue to emphasize no-smoking policies, use of environmentally friendly cleaning products and low-emissions indoor maintenance equipment at our operations	Integrated LEED green building standards at our facilities, including air quality protection initiatives Avoided or minimized use of toxic materials in our operational activities and pursued use of environmentally responsible products and materials through our Buy Smart Program Developed and implemented the following, which highlight the importance of choosing non-toxic materials: <ul style="list-style-type: none"> · sustainable meetings and special events guidelines · green office guidelines · a green cleaning guide 	Continue to avoid use of toxic materials in venue development and employ best practices in indoor equipment operation to reduce potential indoor air quality impacts

Table 2
Significant Air Emissions in 2007-08

Source	CRITERIA AIR CONTAMINANT (KILOGRAMS)						
	CO	NO _x	PM	PM ₁₀	PM _{2.5}	SO ₂	VOC
Gasoline – vehicle fleet	20,273	1,101	26	26	12	7	1,137
Diesel* – venue construction and snow grooming	68,183	320,781	8,786	8,786	7,459	4,128	12,218
Natural gas – building heating	73	43.8	6.67	6.67	6.67	0.52	4.8
Propane – building heating	8.9	15.5	0.84	0.84	0.84	0.063	0.38
Total	88,538	321,941	8,820	8,820	7,479	4,136	13,360

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



** All PM is assumed to be 1 micrometre or less.

D Water Quality and Conservation

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

ACTION TRACKER

Water Quality and Conservation

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Plan toward restoration of completed venue sites, including landscaping with indigenous vegetation requiring minimal irrigation	<p>Included best environmental practices for revegetation and landscaping in pre-Games operations EMPs</p> <p>Began developing EMPs for Games-time overlay fit-out and decommissioning phases which include best practices for water quality protection and conservation</p>	Integrate best environmental practices for water quality protection and conservation in venue-specific EMPs for the overlay fit-out, Games-time operations and decommissioning phases
Focus on water quality protection in development of road salt and snow-clearing management plans for venue operations	<p>Developed and began implementing snow and salt management plans for pre-Games operations at Whistler Olympic/Paralympic Park and The Whistler Sliding Centre, which align with government and industry environmental best practices for road salt storage, handling and application as well as snow-clearing activities</p> <p>Began development of an Integrated Snow Management Plan to provide general standards and guidelines for snow and salt management at Games time; the plan's goal is to maintain vehicle and pedestrian safety while minimizing the effects of snow and salt management on water quality and vegetation</p>	Finalize our Games-time Integrated Snow Management Plan that will apply to relevant venues
Integrate best practices in water conservation into operational plans for venue management and other activities	<p>Integrated best environmental practices for water quality protection and conservation in pre-Games operations EMPs</p> <p>Developed and implemented the following, which highlight water quality protection and conservation:</p> <ul style="list-style-type: none"> · sustainable meetings and special events guidelines · green office guidelines · a green cleaning guide 	Continue to integrate best practices in water conservation and water quality protection into operational plans for venue management and other activities with a focus on Games-time operations (such as torch relay, bus and fleet vehicle cleaning, and maintenance and cleaning contracts)
Continue water quality monitoring programs at venue sites during construction and operations, both in the pre-Games period and at Games time	<p>Maintained our water quality monitoring program through construction and into early operations at our venue sites</p> <p>Developed an EMP for the use of snow-hardening additives at our alpine venue</p> 	<p>Continue water quality monitoring programs at venue sites including monitoring related to use of snow-hardening additives</p> <p>For the Whistler Olympic/Paralympic Park Waste Water Treatment Plant: track the quality of discharge and work with the facility operator to ensure that discharge complies with regulations and requirements to protect water quality and aquatic habitat in receiving waterways</p>

E Waste Management

VANOC has a target of diverting from landfill at least 85 per cent of solid waste generated during all 2010 Winter Games operations from September 2009 through March 2010 at minimum. To provide some regional context, Metro Vancouver currently achieves a 52 per cent solid waste diversion rate from landfills (source metrovancover.org). Our solid waste diversion target stems from a commitment we made when Vancouver bid to host the Games to pursue a zero-waste management strategy.

We apply the zero waste philosophy by using a decision-making process that prioritizes the following solid waste management activities:

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

Recycle — We aim to optimize use of all recycling options, including composting.

Waste-to-Energy — We aim to divert non-recyclable waste to facilities that convert waste materials to energy through combustion.

Disposal at Landfill — As a last resort, waste may be sent to gas-to-energy and/or standard landfills.



ACTION TRACKER

Waste Management

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Document and evaluate the environmental and financial impacts of integrated waste management disposal options for Games time	Began assessing the potential GHG-related impacts of varying waste disposal options Financial impacts of waste disposal options will be determined through the tendering process	Finalize our Integrated Waste Management Plan, including assessment of financial and GHG-related impacts of waste disposal options and Games-time waste collection system
Support planning and operations to maximize the volume of material that can be reduced, reused, recycled or composted, emphasizing the priority hierarchy of the 3 Rs through improved education and collection systems	This is an ongoing process implemented in numerous ways: <ul style="list-style-type: none"> • emphasizing waste reduction as part of our Buy Smart Program • minimizing waste at our offices and operational sites through a multi-stream recycling collection system for workforce and visitors • developing pre-Games operations EMPs that include best practices in waste management • integrating the zero-waste philosophy and outlining waste management best practices in our Sustainable Meetings and Special Events Guidelines and Green Office Guidelines • integrating waste minimization and waste impact reduction specifications into contracts for Games-time service providers 	Support planning and operations to maximize the volume of material that can be reduced, reused, recycled or composted, emphasizing the priority hierarchy of the 3 Rs Develop and begin to implement policies and procedures specific to waste management that will apply to all our activities from Games overlay fit-out to decommissioning
Work with waste management operators to get the most beneficial routing and reduce the volume destined for disposal at landfill	Worked with our current waste service providers to minimize waste-to-landfill Began integrating these objectives into procurement process for Games-time service providers; to be continued in next reporting period	Through the procurement process, determine efficient routing and optimal disposal destinations for Games time
Continue development of an asset disposal plan (including a tracking system) that highlights the "total cost of ownership" through the pre-sale of assets; minimizing waste to landfill; and donation of assets to local community and non-profit organizations after the Games.	Began developing a business approach to asset dispersion Activated pre-Games asset disposal initiatives, including the distribution of several hundred surplus banquet chairs to Aboriginal and community groups	Support development of asset dispersion plan for Games-related goods to minimize waste to landfill and benefit local communities

Table 3 below shows how we disposed of our solid waste during the last reporting period. The bulk of our waste is not generated on a per capita basis by our workforce, but through venue development and overall operational activities. The changing nature and scope of venue development and operations, combined with the evolution of VANOC's size and activities, results in different types and amounts of waste in different fiscal years. We are working with VANOC Operations, suppliers and partners to explore opportunities to further reduce and divert waste from landfill.

Table 3
Solid Waste Generation and Disposal Activities in 2007-08

In 2007-08 we generated 2.15 metric tonnes of hazardous materials, all waste oil, which was all recycled. This hazardous waste data is not included in the table below.

WASTE DISPOSAL ACTIVITY ¹	WEIGHT OF WASTE ² (METRIC TONNES)
Reuse ³	23.8
Recycle	865.5
Compost	18.9
Waste to energy	62.4
Disposal at gas-to-energy landfill ⁴	233.5
Disposal at standard landfill	78.8
Total solid waste generated	1,282.8
Total solid waste reused, recycled or composted	908.1 ⁵ (71 per cent of total solid waste generated)

¹ Soil materials taken off-site during venue construction are not included in the reporting, however such soil is typically reused at redevelopment sites.

² The above data is from the following venues: RONA Vancouver 2010 Fabrication Shop; Vancouver Olympic/Paralympic Centre; Pacific Coliseum; Whistler Olympic/Paralympic Park; The Whistler Sliding Centre; Vancouver 2010 headquarters; Whistler Athletes' Centre; Whistler Creekside; Whistler VANOC Administration Office; and the Vancouver 2010 Information Centre in Whistler. Due to insufficient data, construction waste from Cypress Mountain is not included, however, we are confident that waste generated was minimal and would not have had a significant impact on our overall waste diversion rate.

³ The reuse data above only includes wood waste reuse from land-clearing during construction, venue redevelopment activities at Pacific Coliseum and some items donated to non-profit organizations. While numerous other reuse initiatives are known to be occurring across our organization's activities, tracking and quantifying this data presents a challenge.

⁴ Disposal at gas-to-energy landfill is no longer considered as waste-to-energy (as it was in previous reporting years)

⁵ In the 2007-08 reporting period we reused, recycled or composted 908.2 metric tonnes (71 per cent) 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 per cent.

Note: For 2005-06 and 2006-07 performance, refer to vancouver2010.com.



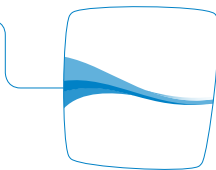
3 Social Inclusion and Responsibility

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

- A Inner-City Inclusive Commitments
- B Employment and Training Opportunities
- 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 that otherwise might not benefit
- 🌳 To care for our workforce, protect human rights and ensure health and safety



Being socially inclusive and responsible means that VANOC considers the needs and interests of its workforce, sponsors and contractors, athletes and members of the Olympic and Paralympic families, as well as our government, First Nations and corporate partners. It also means we consider the needs and interests of external groups affected by our activities. We are particularly aware of the possible impact of our activities on socially or economically disadvantaged communities that often do not benefit from mega-events such as the Olympic Games. As such, VANOC seeks input on our social inclusion programs and activities from our partners and a wide range of stakeholders. When appropriate or possible, we include groups affected by our activities in our decision-making processes. We also adhere to recognized global standards for corporate social responsibility.

Engaging Partners and Stakeholders

- WHAT** How to convene inclusive and accessible Games
- WHO** Inner-city community organizations and service agencies, business and training organizations, Games government partners, corporate sponsors, advocacy groups, multicultural and diversity organizations, labour unions, consortiums representing persons with disabilities, local recreational and sporting organizations and the VANOC workforce
- HOW** Meetings, presentations, consultations and joint projects



BACKGROUND

Contribution to Covenant House Expansion

One of our Inner-City Inclusive (ICI) commitments is to ensure resources are in place to meet any increased demand for non-emergency temporary shelter beds at Games time. **This year VANOC followed up on this commitment by contributing \$250,000 to the expansion of Covenant House, which will support the creation of 32 new shelter beds for youth.** This funding will ensure a permanent long-term resource for the community. We are also working with our government partners on a plan for additional temporary shelter beds at Games time and have set aside a further \$250,000 for VANOC's contribution to that plan.



SUSTAINABILITY CONNECTION

Social inclusion is a central part of a well-functioning 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, but no matter how it is defined, access to the economy, community life and a safe and functioning environment are essential to sustaining it.

A Inner-City Inclusive Commitments

During the period when Vancouver was bidding to host the 2010 Winter Games there was public concern in Vancouver about the impact the Games could have on vulnerable populations. Many of these populations, socially and economically disadvantaged communities, are situated in an area of Vancouver generally known as the inner city, which includes the Downtown Eastside, Downtown South and Mount Pleasant. 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 ICI Commitment Statement. A copy of this statement is available at vancouver2010.com.

The 37 ICI commitments contained in this 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 shares accountability for implementation of the ICI commitments with its three government partners.

Are these efforts going to push the boundary? The important thing is that at the end of the Olympics, there might be a yardstick for social inclusion next time.

—David LePage
Enterprising Non-Profits

Table 4
VANOC Actions on ICI Commitments
(Cumulative from 2003 to July 31, 2008)

COMMITMENT	ACTION TAKEN TO DATE
Accessible Games	<ul style="list-style-type: none"> Barrier-free venues and operations (page 61) Accessible workplace (page 61) Accessible website (page 61)
Affordable Games Events	<ul style="list-style-type: none"> 100,000 tickets available for \$25 each Paralympic "Ticket to Inspiration" program for children (see page 96) Working with BC Housing and others to determine allocation criteria and distribution plan for 50,000 donated Games tickets to those who wouldn't otherwise be able to attend; a portion will be allocated to Vancouver's inner city
Affordable Recreation and Sport	<ul style="list-style-type: none"> Made \$2.5 million in contributions to reconstruction of Trout Lake Rink and refurbishment of Killarney Rink (\$5 million total) Began developing strategy for post-Games asset dispersion which will include sport and other equipment Donated executive speaker fees to inner-city youth sports (\$20,000 total) Supported Aboriginal youth and sport program and the Aboriginal sport poster series Supported urban Aboriginal community events
Business Development	<ul style="list-style-type: none"> \$1,793,998 in VANOC spending with inner-city businesses and organizations (page 13)
Civil Liberties and Public Safety	<ul style="list-style-type: none"> Liaised with Vancouver 2010 Integrated Security Unit (V2010ISU) which is led by the RCMP (page 62) Launched Game Plan 2008 open houses in venue communities (page 63)
Cultural Activities	<ul style="list-style-type: none"> Collaborated with 15 inner-city organizations and used 14 inner-city venues for Cultural Olympiad 2008 (8 of these organizations also provided 8 of these venues) Supported Chinese New Year celebrations
Employment and Training	<ul style="list-style-type: none"> \$1.5 million from Bell Canada Olympic Sponsorship to support economic revitalization that includes inner-city businesses and residents (page 55) In RONA Vancouver 2010 Fabrication Shop (page 13, 59): <ul style="list-style-type: none"> Created 64 carpentry training positions; 32 filled to date Supported co-location of 148 construction-readiness training positions; 65 filled to date
Environment	<ul style="list-style-type: none"> Games-time planning includes best practices in appropriate use of environmentally friendly materials
Financial Guarantees	<ul style="list-style-type: none"> Publish quarterly financial statements Annual statements audited by national accounting firm

continued on next page

Table 4
VANOC Actions on ICI Commitments
 (Cumulative from 2003 to July 31, 2008) *(continued)*



COMMITMENT	ACTION TAKEN TO DATE
Health and Social Services	<ul style="list-style-type: none"> Collaborating with Vancouver Coastal Health and other agencies to ensure Games activities do not negatively affect regular health and social services
Housing	<ul style="list-style-type: none"> With City of Vancouver, provided post-Games legacy of 250 non-market housing units in Olympic and Paralympic Village Vancouver Made \$250,000 contribution to expansion of Covenant House emergency shelter (page 53) Budget allocation of \$250,000 to be contributed to Games-time temporary shelter accommodation (page 53) Liaised with government partners to ensure no social housing is included in list of Olympic Family or partner accommodation
Input to Decision Making	<ul style="list-style-type: none"> VANOC's Board and working groups are broadly representational (page 30) 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: director, inclusion; manager of inner-city community benefits; Aboriginal recruitment specialist; Aboriginal procurement specialist; Aboriginal business development and partnerships specialist; project manager, Vancouver 2010 Venues' Aboriginal Art Program; and adding staff to the Paralympic Games team. Participated on ICI Housing Table and ICI Recreation and Sport Table (see page 65 of 2006-07 sustainability report) Collaborated with Disability Advisory Committee (page 53) and accessWORKS (page 60) Collaboration with community organizations in the delivery of the Fabrication Shop carpentry program (see page 59) Collaboration with Building Opportunities with Business (BOB) and Fast-Track to Employment Coalition (FTEC) in the development of inner-city training initiatives for Games-time jobs (see page 57) Input sought through Game Plan 2008 public open houses hosted with V2010ISU in venue communities (page 63)
Neighbourliness	<ul style="list-style-type: none"> Game Plan 2008 public open houses hosted with V2010ISU primarily in venue communities (page 63)
Transportation	<ul style="list-style-type: none"> Collaborated with government partners and service providers through the Olympic and Paralympic Transportation Team to minimize community impacts while meeting Games-related needs

B Employment and Training Opportunities

VANOC's commitment to host Olympic and Paralympic Winter Games that are socially inclusive means having a workforce that represents Canada's diversity. To achieve this goal, we have developed a recruitment strategy that is being implemented with our community partners. Collectively we are engaging with the many community services and programs to deliver activities that create awareness and increase accessibility to jobs, training initiatives and volunteer opportunities.

ACTION TRACKER

Employment and Training Opportunities

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Finalize plan for training, employment and procurement opportunities for inner-city residents and businesses as a result of construction at Vancouver Olympic/Paralympic Centre venue	All 22 sub-contractors were contacted and provided information and support to assist them in recruiting and procuring from priority populations The lead contractor hired three members from the urban Aboriginal community, from the BladeRunners Program, for the Vancouver Olympic/Paralympic Centre site 	This project has been completed
Launch a carpentry training program in the RONA Vancouver 2010 Fabrication Shop	Carpentry training program launched:  <ul style="list-style-type: none"> • 16 urban youth began in November 2007; 12 graduated in June 2008 and 10 passed Level 1 of the carpentry Red Seal exam • 16 urban Aboriginal people began in July 2008 	Convene third cohort of Fab Shop trainees Collaborate with community organization to recruit and support 16 women for third cohort
Continue to work with the Building Opportunities with Business Inner-City Society (BOB) and other inner-city agencies and service providers to realize Games-related training, jobs and business development opportunities	Developed a working group with inner-city agencies to identify opportunities for training and entry level jobs; began development of a customer training initiative to prepare individuals for Games-time jobs	Finalize initiative and secure funding for customer service training project Investigate feasibility of a community-operated spectator lost and found claims centre during the Games
Finalize social inclusion recruitment strategy for hiring inner-city residents, persons with a disability and Aboriginal people	Finalized recruitment strategy in consultation with community organizations	Implement sourcing plan to reach priority populations Collaborate with community organizations to: <ul style="list-style-type: none"> • identify suitable job matches for priority populations • develop and implement training programs

BACKGROUND

Community Benefits Agreement

The Southeast False Creek Olympic Village Community Benefits Agreement is a leading example of an innovative collaboration involving government, industry and community. The City of Vancouver, as owner of the Southeast False Creek property, negotiated with Millennium Southeast False Creek Properties Ltd. (Millennium Properties), the property developer, to ensure the development would include benefits to the community which could be implemented through the third signatory, Building Opportunities with Business Inner-City Society (BOB). The project, which includes the site of the Olympic and Paralympic Village Vancouver for the athletes and team officials, will result in 100 jobs for inner-city residents on the site, \$750,000 in training to prepare residents for these jobs and \$15 million in procurement from inner-city businesses. To July 31, 2008, 65 residents had been placed on-site, \$375,000 had been invested in training and \$7,733,000 in supplies had been purchased from inner-city businesses.

This commitment by Millennium Properties, now a Vancouver 2010 sponsor, complements an earlier \$1.5 million investment by Bell Canada as part of its Olympic sponsorship, in providing significant support for inner-city economic revitalization.



CHALLENGE

Matching Demand with Supply

Games-generated training and job opportunities are not always a suitable match for the skills and interests of inner-city residents. For example, some individuals require part-time employment while all paid opportunities at VANOC are full time. In addition, for those who already have employment, leaving full-time employment for short-term positions at a project-based organization like VANOC is not always an ideal option.



SUSTAINABILITY IN ACTION

FAB SHOP GRADUATION

In June 2008, the first students graduated from the 33-week carpentry skills and work-experience program at the RONA Vancouver 2010 Fabrication Shop (Fab Shop). In that time, they helped build more than 2,300 items for the Games. But, for most, the big prize was earning accreditation for the first year of a four-year Red Seal certification in carpentry.

"This is the best thing I've ever had," said Josh, a program participant. "Before I didn't have a steady home and didn't have a regular income. Now I've got my own place, I'm settled down and I know carpentry."

This, the first of four Fab Shop training groups, focused on urban youth who have had difficulty attaching to the workforce. Of the 16 original recruits, 12 graduated from the program, and nine accepted jobs, including three staying to work in the Fab Shop until 2010.

Tradeworks Training Society is a non-profit organization that recruited the first group of participants, supported them with life skills counselling throughout the program and helped them secure employment.

"We are delighted that 12 people made it through the program," said Ross Gentleman, executive director of Tradeworks. "The fact that 10 have received their first-year carpentry accreditation is a bonus — that's a better result than we expected."

RONA, a 2010 Winter Games national partner, took a leading role in planning the Fab Shop and provided skilled labour to retrofit the workshop space. RONA also employs the supervising carpenters, covers the lease costs and provides all equipment and materials. The program is certified by the Industry Training Authority (ITA), the agency overseeing BC's industry training and apprenticeship system. The federal government and the ITA provide funding for the carpentry training program.

ACCESS TO THE FAB SHOP

Next to enter the Fab Shop program were 16 urban Aboriginal men and women. Ranging from young adult to 55 years of age, they face significant obstacles, including limited employment and life skills, financial difficulties and inadequate housing. The recruitment and support agency, Aboriginal Community Career and Employment Services Society (ACCESS), received additional federal funding to address this group's housing and personal needs.

"Not only do we take care of our clients' needs as apprentices, but we also take care of some of their personal needs because a lot of our clients are not living in conditions that are conducive to learning," explained Helen Boyce, director of ACCESS Trades. "So for these people this is a huge opportunity to learn and have clean, affordable accommodation while they do it."

C Business Development

VANOC's goal is to continue engaging priority population businesses — based in the inner city, owned by or employing inner-city residents, persons with a disability or Aboriginal people — to provide goods and services.

ACTION TRACKER Business Development

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Finalize procurement strategy to procure from firms which are owned by or hire inner-city residents	<p>Developed and began implementation of a social inclusion procurement strategy for all priority populations through collaborations with accessWORKS for businesses owned or operated by persons with a disability, Enterprising Non-Profits, BOB and the Sustainability Purchasing Network for inner-city businesses and social enterprises</p> <p>Delivered eight presentations on procurement opportunities and VANOC's Buy Smart Program to Games sponsors, inner-city businesses and social enterprises and contractors bidding on VANOC RFPs</p>	Continue implementation of procurement strategy by assisting priority population businesses and social enterprises to identify and secure suitable VANOC procurement and/or sub-contracting opportunities

CHALLENGE

Inner-City Procurement Opportunities

The large scope of many Games-related procurement opportunities presents a challenge to inner-city businesses and social enterprises. As such, many do not have the capacity or resources to respond to calls for proposals. To help address this challenge, VANOC has prepared sustainable purchasing guidelines for sponsors, partners and interested parties to encourage collaborations between our suppliers and inner-city businesses. In addition, VANOC works directly with the 2010 Commerce Centre to facilitate outreach and brokering between larger experienced suppliers and smaller enterprises.



D Accessibility

Accessibility means addressing physical barriers to participation to allow for the fullest community participation in the benefits and activities of the Games. For example, VANOC’s hiring and purchasing procedures encourage access for a broad spectrum of people (for more, see also Chapter 5: Economic Benefits).

Our approach focuses on the following areas:

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

Accessible Workplace — Renovations to VANOC’s head office included accessible design features to provide a comfortable work environment for employees with a disability.

Accessible Website — Where practical and possible we added options to our website, vancouver2010.com, to meet the needs of those with visual impairments.

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




BACKGROUND

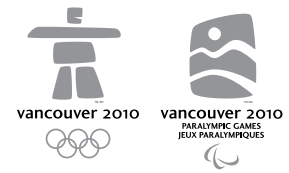
Paralympic Awareness for Groomers at Whistler Olympic/Paralympic Park

An awareness session on the Paralympic Winter Games was held for Nordic trail groomers working the Whistler Olympic/Paralympic Park venue. This session included an opportunity for groomers to ski the trails while simulating Paralympic cross-country skiing (in sit-skis, blindfolded) to gain a better understanding of the important job they have in preparing the trails for athletes in 2010. The way the tracks are set, particularly around corners and down hills, can have a significant impact on athlete performance, especially for athletes in sit-skis where the skis are fixed. For the groomers, **this hands-on experience offered perspective as to what they must consider when grooming the trails, and will ensure that athletes experience the best possible conditions at the Vancouver 2010 Paralympic Winter Games.**

ACTION TRACKER

Accessibility

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Complete Barrier-Free Games-Time Operations’ Guidelines, which will be a resource for VANOC functions	Barrier-Free Operations’ Guidelines were completed in draft form, and will be used as a resource for planning and updated with any learning Review of Barrier-Free Operations’ Guidelines was completed with all Games functions	Incorporate accessibility into planning process for Sport Events Finalize Barrier-Free Operations’ Guidelines, including any changes observed at winter 2009 Sport Events
Complete accessibility reviews at the 30 per cent and 95 per cent design stages of remaining new venues	Accessibility reviews were completed for all venues , except the Whistler Olympic/Paralympic Celebration Plaza 	Complete accessibility review for Whistler Olympic/Paralympic Celebration Plaza
Continue accessibility reviews to ensure accessibility considerations are being incorporated in upgrades to pre-existing venues	Venue upgrade accessibility reviews were completed for the Uniform and Accreditation Centre — Vancouver and the Sea to Sky Volunteer Centre (in Squamish); review began for BC Place venue 	Complete accessibility venue tour of the Uniform and Accreditation Centre — Vancouver with members of the Disability Advisory Committee
Begin venue overlay accessibility reviews to ensure temporary structures meet the requirements outlined in the Barrier-Free Venue Development Guidelines	Overlay accessibility reviews were completed for all mountain venues in November 2007 	Complete venue overlay accessibility reviews for city venues



E Safe Places to Live

The Vancouver 2010 Integrated Security Unit (V2010ISU) was established in 2003 with the Royal Canadian Mounted Police (RCMP) as the lead agency. V2010ISU integrates the RCMP with the Vancouver Police Department, the West Vancouver Police Department and the federal Department of National Defence. The role of V2010ISU is to provide for security and public safety in and around venues, Live Sites and other Games sites in Metro Vancouver, Whistler and throughout the Sea to Sky corridor. Local security forces, such as the Vancouver Police Department in Vancouver’s inner city, remain responsible for regular policing within their various jurisdictions.

Security planning has two 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

Integrated Public Safety (IPS) has also been established to develop plans for Games-time emergency preparedness. IPS, created within the Provincial Emergency Program of the Province of BC, includes groups such as the BC Ambulance Service, local fire and police departments and the Vancouver Coastal Health Authority.

BACKGROUND

Affordable Housing in Whistler

Providing affordable housing rental and ownership options for those who work in Whistler is a challenge given high property values in a growing resort community. In 1997, the Resort Municipality of Whistler created the Whistler Housing Authority to develop and manage an inventory of price-controlled housing that is only available to resident employees. The 1,000 beds now being developed at the Olympic and Paralympic Village Whistler will be contributed to this inventory following the Games.

ACTION TRACKER

Safe Places to Live

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue to liaise with V2010ISU and IPS on plans relating to Games security and public safety	VANOC participated in regular planning meetings with V2010ISU and IPS	Through Game Plan 2008 and Game Plan 2009 sessions, offer an increasing level of transportation and security detail to stakeholders and citizens as new information becomes available Continue to liaise with V2010ISU and IPS as they develop plans related to Games security and public safety
Collaborate with V2010ISU on plans for community consultation	Game Plan 2008 launched	Continue Game Plan sessions through 2009 with increasing levels of detail
Support establishment of a public advisory group to V2010ISU on civil liberties issues	The Civil Liberties Advisory Committee was created on the recommendation of the BC Civil Liberties Association to the RCMP and the Vancouver Police Department, VANOC and others. The Advisory Committee’s membership includes individuals from law enforcement, the practice of law and academia. The committee looks to provide independent, non-partisan advice at an operating level to security forces and other interested parties on civil liberties issues	

BACKGROUND

Game Plan 2008

In collaboration with municipal governments, transportation and security partners, VANOC launched Game Plan 2008, a series of 2010 Winter Games information sessions. The sessions, held primarily in neighbourhoods where venues are located, focus on pre-Games and Games-time activity in areas such as transportation, venue operations, security and public safety. Game Plan sessions also provide an opportunity for our partners to share information about areas for which they are responsible, such as municipal operations, celebration sites and legacy initiatives (at venues such as the Vancouver Olympic/Paralympic Centre, a City of Vancouver facility).

Though a number of operational plans are still being developed, Game Plan 2008 gives attendees a snapshot of daily life at and around Games venues. The information sessions highlight the unique opportunities for residents of venue neighbourhoods and how they can best experience the action at the heart of the Games.

Each meeting features a formal presentation and open house, with opportunities to ask questions and provide feedback and comments to VANOC's planning teams and our municipal, transportation and security partners. Game Plan 2008 presentations are posted online at vancouver2010.com, while cumulative questions and answers collected from these sessions will also be posted. Inquiries can be sent at any time to gameplan@vancouver2010.com.

Game Plan sessions will continue through 2009, offering an increasing level of operational detail to stakeholders and citizens as new information becomes available.



CHALLENGE

Game Plan 2008

Transportation and security planning is a multi-year activity for events on the scale of an Olympic and Paralympic Winter Games. However, some communities would have liked more detailed information than was available for the Game Plan 2008 sessions. As Game Plan 2008 focused primarily on venue neighbourhoods, other communities, such as Vancouver's inner city and neighbourhoods with practice arenas (Trout Lake, Killarney), have not yet participated in dedicated Game Plan sessions.

It's my hope that Canadians,
the athletes and our
visitors will remember
the 2010 Olympic Winter
Games as a sporting event, not
a security event.

— Bud Mercer
V2010ISU Assistant Commissioner



Transportation Management to Reduce Community Impact

VANOC is developing plans to balance Games-time transportation and community needs in Metro Vancouver, Whistler and the Sea to Sky corridor. The goal is to minimize adverse effects on residents and communicate any Games-related transportation restrictions in a timely manner.

Sustainable Transportation Guidelines have been developed and will be implemented with a comprehensive public information program. These guidelines aim to:

- promote walking, cycling, carpooling and use of public transportation to reduce overall traffic
- include a transportation management plan to regulate venue access for members of the public, athletes, spectators, officials, volunteers and members of VANOC's workforce
- ensure all Vancouver-based Games venues are situated so they are accessible by public transport to minimize the number of Games-related vehicles on the road

ACTION TRACKER

Transportation Management

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Complete Transportation Communications Strategic Plan	In early 2008, Phase One of the communications strategy was released as Game Plan 2008 Phase Two (Game Plan 2009) is under development and scheduled for release in early 2009	Launch Game Plan 2009
Complete Olympic Transportation Demand Model	Supported the OPTT in updating the initial Olympic Transportation Demand Model to version 3.1 (July 2008) to facilitate more detailed transportation demand modelling for Greater Vancouver	Support OPTT in developing V3.2 (by December 2008) to facilitate more detailed transportation demand modelling for the Sea to Sky corridor and Resort Municipality of Whistler
Complete Transportation Operating Plan Version 1	Completed Transportation Operating Plan version 1 and began working with OPTT partners on version 2	Complete versions 2 and 3 of the VANOC Transportation Operating Plans to align with OPTT partners

BACKGROUND

Collaborating and Sharing Responsibility for Transportation

In January 2008, the Olympic and Paralympic Transportation Team (OPTT) replaced the Transportation Advisory Committee as the platform for cooperation and engagement between VANOC and six regional transportation partners. The principal function of the OPTT is to plan, coordinate and provide integrated transportation services to the Games' client groups while minimizing the impact on the general population and local businesses at Games time.

VANOC's OPTT partners are:

- BC Ministry of Transportation
- City of Vancouver
- Resort Municipality of Whistler
- TransLink
- BC Transit
- Vancouver 2010 Integrated Security Unit

VANOC is currently finalizing Games-time service agreements with the two public transit partners: TransLink (for Metro Vancouver) and BC Transit (for the Sea to Sky corridor).

F A Good Place to Work

By Games time, VANOC estimates a total workforce of more than 55,000. This projection includes 1,400 paid staff, 25,000 volunteers, 3,500 temporary staff, 10,000 contractors and 15,000 ceremonies participants. These numbers are being reviewed through our headcount planning process, which will be completed in the fiscal year 2008-09.

Our workforce is the heart of our organization. Accordingly, taking care of members of the VANOC workforce is an ongoing priority — particularly in a short-term, fast-paced project such as ours. To deliver an extraordinary Olympic and Paralympic Winter Games experience, every member of the VANOC workforce must have the necessary resources and support to do outstanding work. One way we try to achieve this is to make VANOC a good place to work and volunteer.



ACTION TRACKER Growing our Workforce

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Manage our rapid growth (projected at 766 paid staff by July 31, 2008) to maintain staff wellness and productivity	<p>Continued delivery of a comprehensive wellness program, including stretch breaks, on-site fitness facility, flu shots, on-site gym facilities and therapies</p> <p>Continued to organize various sport tournaments and extracurricular activities including street hockey, volleyball, soccer, baseball, hiking and golf</p>	Maintain staff wellness and productivity
In February 2008, issue an official call for 25,000 volunteers	<p>On February 12, 2008, exactly two years before the Games, we launched VANOC's official call for volunteers</p> <p>Built an exclusive volunteer website ("On Your Mark") to keep volunteer applicants informed, involved and recognized throughout the volunteer journey</p> <p>Created and began delivering Team 2010 Orientation — a program to provide Games-time specific information, as well as information about the volunteer journey and service excellence; the intention is to excite, inspire and inform the workforce (paid and volunteer) who will work at Games time</p>	<p>Deliver internal workshops to help build understanding and contribute to the overall Team 2010 volunteer experience</p> <p>Deliver preparatory training to the Games-time workforce to position all members for success in their Games-time roles</p>

Engaging our Workforce

We undertake a yearly employee engagement survey to measure levels of engagement. These surveys allow employees to confidentially share their views about our organization. The results provide a true indication of what strategies should be implemented to ensure our workforce represents VANOC in the best light, that our employees remain with us until 2010 and that each contributor reaches his or her maximum potential.



ACTION TRACKER Engaging our Workforce

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
<p>Administer our employee engagement survey in October 2007 and maintain a first quartile score on engagement (comparable to the top 50 companies in Canada)</p>	<p>Increased overall employee engagement score from 78 per cent (2006) to 81 per cent (2007) </p> <p>(Note: A typical engagement score is 55 to 65 per cent. <i>Report on Business 2007</i> top employers have average engagement of 77 per cent.)</p>	<p>Determine the feasibility and timing of a final employee engagement survey</p> <p>Measure volunteer experience at Sport Events</p>



Workforce Diversity, Training and Development

The recruitment strategy developed to support VANOC’s mission, vision and values states 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 of July 31, 2008, our total paid workforce consisted of 960 people (an increase of 356 persons from the previous year) — 53 per cent women and 47 per cent men. Of the eight VANOC Board-reviewed positions (CEO and seven executive vice presidents), two were occupied by women (25 per cent). Of an additional 127 senior positions, 40 were held by women (32 per cent). At the end of this reporting period, VANOC’s 20-member Board of Directors included five women (25 per cent). Of the 12 full-time senior management personnel hired during the reporting period (director level and above), eight were hired from Canada (67 per cent).

Table 5

Total Workforce (Vancouver and Whistler) by Employment Type as of July 31, 2008

TYPE	COUNT	PER CENT
Full time	773	81
Secondee	125	13
Co-op/intern	11	1
Term/part-time	27	3
Contractor	24	3
TOTAL	960	

ACTION TRACKER

Workforce Diversity, Training and Development

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue to utilize retention tactics (training, rewards and recognition, wellness, completion bonuses) to help keep our workforce, including a comprehensive assistance program for post-Games employee job searches	<p>Launched revised orientation program for employees that continues to deliver key information to workforce members and aligns with the shift towards Games-time operations</p> <p>Conducted targeted work with senior leaders, with a focus on Games time, building on leadership competency</p> <p>Delivered various “learning bursts” (brief learning opportunities) on topics including clear communication, effectiveness in change, personal engagement and effective meetings</p>	<p>Launch a focused management development program (Elements) for leaders in the organization</p> <p>Continue to deliver various learning bursts aligned with organizational needs</p>
Develop an aggressive outplacement assistance program to allay employee concerns about post-Games employment	Developed a post-2010 workforce program (Beyond 2010)	Launch staff outplacement program (Beyond 2010) to support employees in determining their next steps post-2010 and provide tools to create an effective post-Games job search strategy

Liaising with Business and Labour

We dialogued with organized labour, business and government on labour stability during the pre-Games period. This included meeting on an ad-hoc basis to discuss issues of mutual interest with the BC Federation of Labour, the Province of British Columbia, the City of Vancouver and the business community (as represented by the BC Chamber of Commerce, the Retail Council of Canada and the Business Council of BC). VANOC also met with representatives from the University of British Columbia, General Motors Place, BC Place, the Vancouver International Airport, the City of Vancouver, the City of Richmond and the Pacific National Exhibition to review collective bargaining relevant to Games operations.

The VANOC workforce is not unionized.



ACTION TRACKER

Liaising with Business and Labour

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue to monitor collective labour agreement expiry dates and meet with employers whose operations could affect the Games	Monitored 95 collective agreements that cover operations potentially affecting the Games A total of 49 of 95 agreements were settled beyond 2010	Continue to monitor remaining 46 agreements, and meet with employers as required with particular attention paid to Games venue owners and major contractor
Continue to keep the dialogue open with organized labour	Periodically met with representatives from business and organized labour	Meet with representatives of the BC Federation of Labour and business on an informal ad-hoc basis
Develop a risk register of labour agreements and possible disputes.	A risk register was established and mitigation strategies developed	Monitor risk register of labour agreements and possible disputes, employ mitigation strategies

Workforce Health and Safety

VANOC has made a commitment to ensuring it delivers the highest standards of health and safety for all employees, contractors and volunteers, and to providing a legacy of safety — not only for Canada but for future Games. In April 2007, the VANOC Safety Management System and a safety performance reporting system were developed and implemented across the organization. Workforce rates of injury for the reporting year is 2.5 (this rate indicates the average number of days lost to injury sustained by 100 persons working for a year or 200,000 hours). We do not track occupational diseases or absenteeism.

The VANOC Joint Health, Safety and Wellness Committee members meet every month to communicate and consult on issues affecting the health, safety and wellness of all workforce members.

ACTION TRACKER

Workforce Health and Safety

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue to deliver Legacy of Safety awareness sessions to VANOC employees and contractors, and begin development of the Games-time volunteer component	<p>A further 200 members of our workforce participated in Legacy of Safety awareness training</p> <p>In July 2008, Legacy of Safety was introduced to the first of our Games-time volunteers participating in General Orientation/Service Excellence training</p>	<p>Ensure remaining VANOC employees and contractors complete Legacy of Safety awareness training</p> <p>Complete first component of Legacy of Safety awareness for Games-time volunteers through their participation in General Orientation/Service Excellence training</p> <p>Develop and roll out the final Legacy of Safety components for event leaders, venue orientation and job-specific training</p>
Begin monthly reporting of health and safety performance to the VANOC Board of Directors	Health and safety performance of all VANOC workforce members at all Games venues was reported monthly to the VANOC Senior Leadership team and bi-monthly to the VANOC Board of Directors	<p>Continue monthly reporting of health and safety performance to the VANOC Senior Leadership team and bi-monthly reporting to the VANOC Board of Directors</p> <p>Develop Games-time reporting capabilities</p>
Develop function and site safety standards to support existing corporate policies and procedures	Developed and implemented a venue safety auditing program to ensure compliance with legislative requirements and best-practice safety management at all Games-time venues	Conduct audits of all Games-time venues and develop required safety management documentation
Develop Games-time safety management capabilities	Games-time safety role was tested at Alpine World Cup in February 2008 with very few workforce injuries occurring	<p>Provide managers/supervisors with guidelines on responsibly scheduling the work activities of their team members</p> <p>Develop and implement a program (including exercise, nutrition and acclimatization) to encourage workforce members to "Get Games Fit" and thus prevent workplace injuries and illnesses at Games time</p>



4 Aboriginal Participation and Collaboration

Our Aboriginal Participation program covers 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



VANOC is committed to achieving unprecedented Aboriginal participation in the Vancouver 2010 Olympic and Paralympic Winter Games. This means going further than any previous Olympic or Paralympic Games to involve indigenous peoples. Our partnership with the Four Host First Nations — on whose traditional territories the Games will be held — is a Games first.

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

Engaging with Aboriginal Partners and Organizations

- WHAT** Aboriginal involvement in the planning, hosting and legacy of the Games
- WHO** Four Host First Nations Secretariat, Aboriginal peoples from across Canada (First Nations, Inuit and Métis) and Vancouver 2010 partners
- HOW**
- regular meetings with the FHFN (biweekly updates, regular subject-specific meetings, strategic planning and presentations to FHFN Board of Directors)
 - 25 meetings with the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK), the Métis Nation BC (MNBC) and other local, provincial and national Aboriginal organizations (approximately 30 during the reporting period)
 - 49 meetings with Aboriginal employment and training organizations, government services and community groups to discuss VANOC and Aboriginal recruitment
 - 22 conferences/presentations/events where information about Aboriginal participation in the 2010 Winter Games was provided, including:
 - 2007 Business and Economic Development Conference — Council for the Advancement of Native Economic Development Officers
 - Gathering our Voices 2008 — British Columbia Aboriginal Youth Conference
 - 2008 North American Indigenous Games Education Symposium
 - three community celebrations hosted jointly with the Four Host First Nations (FHFN)

SUSTAINABILITY CONNECTION

When planning and hosting our Games, we collaborate with Aboriginal communities and seek their active participation. This is vital to ensuring a lasting legacy that is responsive to both the historical and current context of Aboriginal peoples in British Columbia.

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



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

A Partnerships and Collaboration

VANOC and the Four Host First Nations continue to work together as one team to achieve our shared goal of unprecedented Aboriginal participation in the Vancouver 2010 Olympic and Paralympic Winter Games.

ACTION TRACKER

Partnerships and Collaboration

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
<p>Continue implementing the VANOC-FHFN Protocol, including defining strategies and protocols for FHFN participation in Accreditation and Ticketing, Communications and Events (note: strategies around Ceremonies, Cultural Olympiad and torch relays are now reported under section D, Cultural Involvement)</p>	<p>Continued developing strategies and defining protocol for FHFN participation in the Games including:</p> <ul style="list-style-type: none"> worked closely with FHFN on implementation of our joint protocol defined process for FHFN ticket allocation convened two workshops with the FHFN to discuss FHFN protocol <p>Signed non-commercial licensing agreement with Musqueam Nation (the other three Nations and FHFN Society signed in 2006-07)</p> 	<p>Continue implementing the VANOC-FHFN Protocol, including implementing process for FHFN ticket allocation and Games-time accreditation</p>
<p>Continue to work with First Nations, Inuit and Métis organizations to identify and maximize opportunities for broader Aboriginal participation around the 2010 Winter Games</p>	<p>Continued to build relationships with local, provincial and national Aboriginal organizations through the following:</p> <ul style="list-style-type: none"> witnessed signing of Memoranda of Understanding between the FHFN Society and the Inuit Tapiriit Kanatami (ITK) and the Métis Nation BC (MNBC) supported the FHFN in the signing of Statements of Cooperation with Aboriginal Tourism British Columbia, the Vancouver Community College and the Aboriginal Peoples Television Network collaborated with the FHFN in hosting a delegation from ITK and the four Inuit land-claim regions in July 2008, travelled to Nunavut to meet with the territorial government and Inuit representatives to discuss engagement with the 2010 Winter Games 	<p>Continue working with First Nations, Inuit and Métis organizations to identify and maximize opportunities for Canada-wide Aboriginal participation in the 2010 Winter Games</p>



B Sport and Youth

VANOC recognizes the central role sport plays 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, we hope to increase sport participation — particularly among Aboriginal youth.

ACTION TRACKER Sport and Youth

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue to support development of British Columbia- and Canada-wide initiatives showcasing Aboriginal sport (BC — Aboriginal Sport Gallery at the BC Sports Hall of Fame; Canada — virtual Aboriginal Sport Hall of Fame)	<p>Aboriginal Sport Gallery at the BC Sports Hall of Fame opened to the public on June 23, 2008. The Gallery, the first permanent exhibit of its kind in Canada, is a partnership between VANOC, the FHFN, the BC Sports Hall of Fame and Museum, 2010 Legacies Now, the Province of BC, and the Aboriginal Sport and Recreation Association of BC.</p> <p>A travelling version of the Aboriginal Sport Gallery British Columbia (from May to August 2008) visited 52 communities and engaged 11,000 people</p> <p>Completed research component for the Virtual Sport Hall of Fame/Gallery, a website celebrating Canadian Aboriginal athletes, coaches and builders — past and present</p>	Launch of Virtual Aboriginal Sport Hall of Fame/Gallery
Launch an Aboriginal athlete role model program connecting Aboriginal Olympians and Paralympians with youth	<p>Launched Aboriginal athlete role model program in 2007; currently two Aboriginal athletes are being mentored</p>	Produce and launch a second series of inspirational posters to encourage greater Aboriginal youth participation in sport



SUSTAINABILITY IN ACTION

THE VANCOUVER 2010 ABORIGINAL LICENSING AND MERCHANDISING PROGRAM

The Vancouver 2010 Aboriginal Licensing and Merchandising Program marks the first time an Olympic Organizing Committee has partnered with indigenous people in creating an official licensed merchandising program — a program that showcases excellence in Aboriginal arts, culture and enterprise in Canada. Just as the support of the Four Host First Nations enriched Vancouver's bid for the 2010 Winter Games, authentic Aboriginal products will enhance the array of 2010 Winter Games licensed merchandise and the Olympic Brand. The program emphasizes the authenticity of Aboriginal art and design, which will be signified by the presence of the FHFN logo on every product. This will bring global attention to Aboriginal artists and businesses, and an investment in Canadian Aboriginal youth.

"Our young people are our most important resource. Sixty per cent of Aboriginal people in Canada are under the age of 30," said Tewanee Joseph, executive director and CEO of the FHFN Secretariat. "We need to develop our young people's skills and capacity. We need to invest in our young people."

INVESTING IN THE FUTURE

One third of the royalties from the sale of 2010 Aboriginal licensed products will go toward the Aboriginal Youth Legacy Fund. The fund will support education, sport and cultural initiatives for Aboriginal youth across Canada well beyond 2010.

The Vancouver 2010 Aboriginal Licensing and Merchandising Program includes four categories of art and design, all of which will raise funds for the Aboriginal Youth Legacy Fund:

- 1 Authentic Indigenous Art and Products: Handmade Aboriginal art and products from across Canada. This category includes an agreement with the Nunavut Development Corporation for the creation of authentic hand-carved inuksuit by over 1,200 Inuit carvers from across Nunavut.
- 2 Vancouver 2010 Aboriginal Graphics: VANOC commissioned Coast Salish artist Xwa lack tun to create authentic Aboriginal designs for use by VANOC licensees in a wide variety of products.
- 3 Four Host First Nations Logo: The development of an associated brand created around the FHFN logo is a unique aspect of the overall program. The FHFN logo and other graphic elements will be provided to licensees for use on a variety of products.
- 4 Aboriginal Themes and Icons: Developed specifically for pins, these products will include representations of canoes, paddles and other Aboriginal icons.

C Economic Development

The Vancouver 2010 Olympic and Paralympic Winter Games bring a number of economic development opportunities for Aboriginal people and businesses. As such, VANOC has developed strategies to maximize opportunities for Aboriginal people to find jobs, win contracts, develop business partnerships and showcase talent through opportunities created by the Games and our organization.

Our Aboriginal Licensing and Merchandising Program is bringing global attention to Aboriginal artists and businesses and is an investment in Canadian Aboriginal youth.



ACTION TRACKER Aboriginal Economic Opportunities

GOALS FOR 2007-08

Continue implementing our Aboriginal recruitment and procurement strategies, and track and report on outcomes

PROGRESS WE MADE IN 2007-08

In July 2008, hired an Aboriginal procurement specialist and an Aboriginal business development specialist to implement our recruitment and procurement strategies

Outreached to Aboriginal employment and training organizations, government service providers and community groups to facilitate employment and skill development opportunities within the Aboriginal community



GOALS FOR 2008-09

Continue implementing our Aboriginal recruitment and procurement strategies
Facilitate outreach activities with Vancouver 2010 partners and sponsors to inspire them to adopt and/or enhance their Aboriginal recruitment and procurement strategies and activities

In collaboration with the FHFN, launch the Vancouver 2010 Aboriginal Licensing and Merchandise Program

Launched the Vancouver 2010 Aboriginal Licensing and Merchandise Program in March 2008, a partnership between VANOC and FHFN

Signed a licensing agreement with the Nunavut Development Corporation to retail authentic, hand-carved, Inuit inuksuit as part of the Aboriginal Licensing and Merchandise Program

Created the Aboriginal Youth Legacy Fund. One third of VANOC's royalties on all Vancouver 2010 Aboriginal products will contribute to this fund, benefitting Aboriginal youth Canada-wide in the areas of sport, culture and sustainability



Further develop and implement the Vancouver 2010 Aboriginal Licensing and Merchandising Program to:

- promote new and existing Vancouver 2010 Aboriginal products
- announce further details about the Aboriginal Youth Legacy Fund

VANOC's Aboriginal Graphics and Their Stories

Two core graphics created by Coast Salish artist Xwa lack tun (Rick Harry) provide the foundation for the Vancouver 2010 Aboriginal Licensing and Merchandising Program. These graphics depict legends of the Squamish people as told by Xwa lack tun below:

Surviving the Flood

In ancient times, a great flood happened that threatened the survival of the Squamish people. The people banded together in canoes (all bound together, barge-like). They tied their canoes to En cheki (now called Mount Garibaldi) so the canoes wouldn't drift away. An eagle caught salmon and dropped the fish into the canoes, giving the Squamish people sustenance and ensuring their survival.

This story depicts the power of many working together. It also illustrates the power, connection and interdependence between man and nature.



Surviving the flood graphic

The Thunderbird

The stories below are contained within the Thunderbird design. As a supernatural being, the Thunderbird is greater and stronger than all other creatures. The Thunderbird's home is at the top of Black Tusk, where it sits and surveys the world. When it flaps its wings, it creates high winds. As it blinks, lightning flashes across the sky. And, as its wings collide, thunder explodes up and down the valley.

Welcome

The human hands at the top of the Thunderbird's body are positioned in the "welcome" gesture given to guests by the Coast Salish people.

Sea to Sky

The bottom portion of the Thunderbird's body contains images — an orca, a bear and the sun — representing the Sea to Sky region where the Vancouver 2010 Olympic and Paralympic Winter Games will be hosted. The Sea to Sky story is cradled by canoe paddles in the upright position, representing respect, peace and harmony.



Thunderbird graphic

Aboriginal Recruitment Strategy

In the 2007-08 reporting period we continued to implement our Aboriginal Recruitment Strategy by working to identify Aboriginal recruitment opportunities within VANOC. We also looked beyond our organization, meeting externally with Aboriginal employment and training organizations, government service providers and community groups to facilitate employment and skill development opportunities within the Aboriginal community.

Percentage (%) of VANOC paid staff who have self-identified as Aboriginal	3%
Percentage (%) of VANOC volunteer applicants who have self-identified as Aboriginal (Note: the call for volunteers began in February 2008)	2%

Aboriginal Procurement and Business Development

Our efforts to maximize opportunities for Aboriginal businesses through the Vancouver 2010 Aboriginal Procurement Strategy continue. In July 2008, VANOC hired a full-time Aboriginal procurement specialist to implement this strategy.

In 2007-08, VANOC published a list of upcoming procurement opportunities. This list is available to the public at 2010commercecentre.gov.bc.ca.

Table 6 Value of Aboriginal Business Contracts

Value of new venue construction contracts let to self-identified Aboriginal businesses in reporting period	\$7,843,292
Total value (cumulative) of venue construction contracts let to self-identified Aboriginal businesses (September 2003 to July 2008)	\$53,819,353
Value of new non-venue construction contracts let to self-identified Aboriginal businesses in reporting period	\$775,859
Total value (cumulative) of non-venue construction contracts let to self-identified Aboriginal businesses (September 2003 to July 2008)	\$1,163,490





Our Aboriginal Licensing and Merchandising Program is bringing global attention to Aboriginal artists and businesses and is an investment in Canadian Aboriginal youth.

D Cultural Involvement

VANOC is committed to recognizing, celebrating and respecting Aboriginal history, art, culture and language throughout the 2010 Winter Games. Through the Vancouver 2010 Venues' Aboriginal Art Program, the Cultural Olympiad, torch relays, ceremonies and other projects, we are ensuring — and will continue to ensure — that our cultural programming maximizes opportunities for Aboriginal peoples and respects the traditions and protocols of the Four Host First Nations.

ACTION TRACKER Cultural Involvement

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue showcasing Aboriginal art and culture	<p>Conducted a Naming Ceremony (Feb 2008)</p> <p>Held Cultural Olympiad 2008. As part of this initiative we:</p> <ul style="list-style-type: none"> convened two workshops with the FHFN regarding cultural involvement showcased the talent of eight Aboriginal artists or groups hired Aboriginal consulting team in spring 2008 to build a database of Aboriginal artists and performers launched the Cultural Olympiad Online Artist Registry (9% of registrants self-identified as Aboriginal)  <p>Hired an Aboriginal consulting team to do preliminary research on strategy for Aboriginal participation in the torch relays</p> <p>Participation by Aboriginal peoples (20% of invitees) in a series of VANOC-led planning meetings around the development of Vancouver 2010 ceremonies</p>	<p>Continue showcasing Aboriginal art and culture at VANOC events</p> <p>Finalize implementation strategy for Aboriginal participation in the torch relays</p> <p>Finalize inventory of Aboriginal artists and performers.</p> <p>Identify Four Host First Nations cultural liaisons</p> <p>Finalize plan for Aboriginal participation in ceremonies</p>
Hire project manager to lead development of Aboriginal art at the venues program	<p>Hired project manager in September 2007 </p> <p>Launched Vancouver 2010 Venues' Aboriginal Art Program to commission authentic Aboriginal art for all 15 Games venues</p>	Continue implementing the Vancouver 2010 Venues' Aboriginal Art Program, including issuing a Request for Proposal (RFP) to pre-qualified artists



Pictured from left to right: René Fasel, John Furlong, Jack Poole and Jacques Rogge at the Naming Ceremony

FHFN Naming Ceremony

In the Salish tradition, an honorary name can be given to acknowledge the work of extraordinary people. In February 2008, the Four Host First Nations presented honorary Salish names to officials of both the International Olympic Committee and VANOC:

- René Fasel, Chairman of the IOC's Coordination Commission, was given the name Sútik (pronounced shoo-tik) by Chief Leonard Andrew of the Lil'wat First Nation. The name, which means Winter, was in recognition of Mr. Fasel's commitment to winter sports.
- John Furlong, VANOC CEO, was given the name Sqəl'ewáten (pronounced Ska-le-wa-tun) by Chief Ernest Campbell of the Musqueam First Nation. The name, which means One Who Emulates a Beaver, was selected for Mr. Furlong in recognition of his community contributions and leadership style based on strong teamwork. The name Sqəl'ewáten is symbolic of someone who is industrious and works for the community and the greater good.
- Jack Poole, VANOC Board Chairman, was given the name Eskwukweláyakalh Stamsh (pronounced us-qu-woe-qu-wel-eye-ah-cuth Stamsh) by Councillor Dennis Joseph of the Squamish First Nation. The name, which means Pool Warrior, was created especially for Mr. Poole and means "provider for the people," in recognition of his lifetime of contributions and leadership.
- Jacques Rogge, IOC President, was given the name Spa:l' (pronounced spall) by Chief Leah George-Wilson of the Tsleil-Waututh First Nation. The name, which means Raven, was in recognition of President Rogge's wisdom and leadership.

"As official partners in the hosting of the 2010 Olympic and Paralympic Winter Games, the FHFN have been welcomed into the Olympic Family," said Tewanee Joseph, Executive Director and CEO of the Four Host First Nations Secretariat. "By conducting this special ceremony, we welcome these individuals into our family and honour them for their important work and commitment to Indigenous participation in the Olympic Movement."

As official partners in the hosting of the 2010 Olympic and Paralympic Winter Games, the FHFN have been welcomed into the Olympic Family.

E Awareness and Education

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

ACTION TRACKER

Awareness of Aboriginal Peoples, Culture and Contribution





GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue taking steps to raise awareness of Aboriginal peoples, culture and contributions among the VANOC workforce through initiatives such as Aboriginal cultural awareness training	<p>Eight Aboriginal cultural awareness training sessions held with VANOC workforce (including senior leadership) in October/November 2007 </p> <p>Hosted annual National Aboriginal Day Celebration (June 2008) for VANOC workforce </p> <p>Showcased 12 Aboriginal participation stories internally on VANOC intranet (ICE) and/or externally on vancouver2010.com </p>	<p>Continue taking steps to raise awareness of Aboriginal peoples, culture and contributions with the VANOC workforce and members of the general public through initiatives including:</p> <ul style="list-style-type: none"> hosting a 2009 National Aboriginal Day celebration creating a new Four Host First Nations section on vancouver2010.com showcasing Aboriginal participation stories internally on VANOC intranet (ICE) and externally on vancouver2010.com
Raise awareness of opportunities for Aboriginal peoples to participate in the 2010 Winter Games through the launch of an Aboriginal Participation newsletter and vancouver2010.com updates	<p>Launched first edition of joint newsletter with the FHFN in April 2008 </p> <p>Launched second edition of newsletter (July 2008)</p> <p>Partnered with the AFN, ITK and MNBC to facilitate Canada-wide distribution of newsletter</p>	<p>Continue raising awareness of opportunities for Aboriginal peoples to participate in the 2010 Winter Games through a VANOC/FHFN Aboriginal Participation newsletter, vancouver2010.com and other initiatives</p>

Table 7
Getting the Word Out about Aboriginal Participation

	2006-07	2007-08
Number of page views on Aboriginal Participation section of vancouver2010.com	52,337	24,465
Total number of individuals who have signed up to receive Aboriginal Participation updates from vancouver2010.com	2,750	8,405
Number of electronic and print copies of joint VANOC/FHFN Aboriginal Participation newsletter distributed in reporting period	n/a	5,085

CHALLENGE

Ensuring Aboriginal Peoples Stay Connected

Comprehensive information about Aboriginal participation in the 2010 Winter Games is available on our website, **vancouver2010.com**. A challenge we've noted, however, is that many Aboriginal communities have limited internet connectivity, particularly in rural areas. We've also noted there is often a limited number of people within these communities who have e-mail addresses.

In response, we have developed other ways of ensuring Aboriginal communities are kept informed of VANOC initiatives and opportunities:

- The Assembly of First Nations, Inuit Tapiriit Kanatami and the Métis Nation BC distribute electronic and print copies of the VANOC/FHFN joint newsletter, *Aboriginal Participation News*, and circulate other important announcements.
- When we launched our Vancouver 2010 Venues' Aboriginal Art Program in July 2008, we placed advertisements in key regional and local mainstream and Aboriginal newspapers calling on Aboriginal artists to apply for the program. ITK and our partners within the four Inuit regions communicated this information to Inuit artists in Inuktitut, their mother tongue. Public service announcements, also in Inuktitut, aired on local radio.
- VANOC and the FHFN also participate in regular public meetings and events with Aboriginal communities where we discuss opportunities for participation in the Games.






5 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 makes good business sense



Managed well, events such as the Vancouver 2010 Olympic and Paralympic Winter Games can generate sustainable economic benefits for host communities and regions in British Columbia and across Canada, including jobs, business development opportunities, trade and infrastructure improvements. Economic benefits can be created by VANOC, government partners, corporate sponsors, the tourism sector and the broad base of organizations and businesses involved in the Games. These economic benefits can be enhanced by sustainable business practices and innovation.

VANOC is committed to openness and transparency on all issues related to economic performance and responsibility. While applying prudent fiscal management practices, we also want to leverage our spending activities to create additional social, economic and environmental benefits for our host communities and the Olympic Movement.



Engaging Partners and Stakeholders

- WHAT** To provide input and feedback on VANOC's Buy Smart Program (sustainable purchasing) and opportunities for business development
- WHO**
- corporate sponsors
 - 2010 Commerce Centre
 - sustainability practitioners
 - community and environmental non-government organizations
 - current and potential VANOC suppliers
 - advocacy groups (such as the Ethical Trading Advisory Group)
- HOW** Workshops, focus groups, interviews presentations and group meetings

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 local and regional economic benefits.

A Financial Performance

We report quarterly on our financial performance. Audited financial statements for the period ending July 31, 2008, along with subsequent quarterly reports for our current fiscal year and past financial statements, can be viewed at vancouver2010.com.

We are committed to delivering a balanced budget for the Games. We will only spend what we raise. We also expect the public to hold us accountable for the two budgets that are under our control:

- a venue development budget of \$580 million, contributed in equal parts by the Government of Canada and the Province of British Columbia.
- an operating budget of \$1.63 billion for programs and activities needed to prepare for and stage the Games.

Public Funding for Venue Development

The Government of Canada and the Province of British Columbia are contributing cash of up to \$580 million (\$290 million each) directly to VANOC for venue construction. We will not exceed approved levels of public investment in the Games. We have an additional \$11.8 million in the form of value in kind (VIK) coming from our sponsors, and are on track to complete all venues before Games time to allow for testing and athlete training opportunities.

The rationale for public investment in the 2010 Winter Games is that they will 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 provide long-term public benefits

Private Funding for Operations

Revenues are generated by VANOC and the International Olympic Committee from corporate sponsorships, ticket sales, broadcasting rights, and licensing and merchandise sales. These revenues will be used to fund our \$1.63 billion operating budget.

Much like a franchisee, VANOC enjoys certain rights relating to licensing the Olympic and Paralympic Brands in Canada, integral elements of VANOC's sponsorship and licensing programs for revenue generation. Only official sponsors, licensees and government partners formally associated with the Games may use them. Since late 2003, when VANOC was established, we have had a strong response from the private sector. We have consistently met or exceeded our revenue targets in these areas.

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



ACTION TRACKER

Financial Performance

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Secure a further 15 to 20 sponsors, bringing our final revenue targets within reach	<p>We exceeded expectations for this reporting year by signing 21 new sponsors, bringing us to 95 per cent of our final sponsorship revenue targets</p> <p>We secured two co-presenting sponsors for the 2010 Olympic Torch Relay and two lower-level sponsors (signature supporters), giving us a total of four</p>	Reach 100 per cent of our sales target

The tables that follow illustrate year-end results for the fiscal 2007-08 reporting period. For completeness, we have also included cumulative results from the 2003-08 period. This financial information should be read in conjunction with the VANOC financial statements for the year ended July 31, 2008, available on our website at vancouver2010.com. (Note that federal and provincial government partners have fiscal years ending March 31.)

Table 8A
VANOC Summary of Financial Results — Venue Development

	FISCAL 2005-06 (\$000)	FISCAL 2006-07 (\$000)	FISCAL 2007-08 (\$000)	CUMULATIVE 2003-08 (\$000)
Where our funding comes from				
Government contributions				
Government of Canada	64,010	118,405	70,650	261,165
Province of British Columbia	–	111,196	26,091	218,287
Sponsorship revenues, net	555	2,749	3,915	7,218
Investment and other income	657	913	940	3,122
Total	65,222	233,263	101,596	489,792
How we spend it				
Cypress Mountain	1,022	8,808	5,939	15,873
Vancouver Olympic/Paralympic Centre	626	15,618	15,495	31,739
Pacific Coliseum	2,693	6,735	6,772	17,402
Richmond Olympic Oval	2,881	9,170	11,746	54,094
Training Venues	–	5,001	72	5,073
UBC Thunderbird Arena	7	34,918	2,289	37,279
Olympic and Paralympic Village Vancouver	–	–	–	30,000
Whistler Athletes' Centre	41	5,414	13,396	18,851
Whistler Media Centre	–	–	–	3,000
Whistler Creekside	4,546	16,127	6,348	27,043
Whistler Olympic/Paralympic Park	22,184	47,347	38,625	114,690
Olympic and Paralympic Village Whistler	–	29,000	–	29,000
The Whistler Sliding Centre	23,622	46,606	24,549	100,390
BC Place	–	–	300	300
Other	5	2,335	3,915	7,685
Interest and carrying charges	418	1,133	389	1,944
Total	58,045	228,212	129,835	494,363
Excess of revenues over venue development expenses	7,177	5,051	(28,239)*	(4,571)*

* It is typical in Games Organizing Committees for an excess or a deficiency to arise and fluctuate as the timing of the receipt of revenues and the payment of expenses is dependent on specific contracts and does not follow a regular business cycle.

Table 8B
VANOC Summary of Financial Results — Operations

	FISCAL 2005-06 (\$000)	FISCAL 2006-07 (\$000)	FISCAL 2007-08 (\$000)	CUMULATIVE 2003-07 (\$000)
Where our funding comes from				
IOC contribution	—	87,419	19,135	112,822
Sponsorships	44,455	105,095	105,607	256,503
Licensing and merchandising	3,383	1,966	3,745	9,115
Other income	1,051	2,124	15,226	18,643
Marketing rights and royalties	(16,640)	(18,776)	(21,432)	(60,414)
Total	65,222	233,263	101,596	489,792
How we spend it				
Workforce and Sustainability	9,175	18,455	20,785	57,863
Finance	18,842	21,849	13,623	63,513
Revenue, Marketing and Communications	6,815	9,564	20,042	40,665
Technology	4,948	33,754	51,081	91,031
Service Operations and Ceremonies	5,110	10,162	29,092	45,929
Sport and Games Operations	2,723	26,824	34,652	65,356
Foreign exchange (gain) loss, net	2,131	(3,684)	1,149	(301)*
Total	49,744	116,924	170,424	364,056
Excess deficiency of deferred revenues over deferred expenses	(17,495)	60,904	(48,143)*	(27,387)*

* These excesses are due largely to the timing of the receipt of venue development funds when compared to the timing of related expenditures.

BACKGROUND

Communicating with Integrity

We are committed to ensuring the activities of the Games are communicated with accuracy, integrity and transparency. Sponsors and marketing partners are vital to the success of the Games and associated legacies. With this comes our legal obligation to the IOC and the marketing partners to protect against unauthorized use of the Olympic and Paralympic Brands in Canada. We adhere to the Government of Canada's *Olympic and Paralympic Marks Act, Trademark Act, Copyright Act and Competition Act*. VANOC's challenge is to balance engagement and excitement around the Games and its activities with communities and businesses while ensuring responsible stewardship of the Vancouver 2010 brand. We have developed a *Real 2010: Protecting the Brand* booklet (outlining our commercial rights management policies), a Licensee Code of Conduct and a Supplier Code of Conduct, all of which are available at vancouver2010.com. To ensure the consistency and integrity of all materials, our marketing and communications efforts are supported by comprehensive brand and graphics standards. In the 2007 calendar year, we focused our outreach with community and business organizations on informing them of the marketing communication rights and boundaries around the Olympic Brand. We received 88 enquiries about and/or requests for use of our intellectual property. We also tracked 184 reported infractions of our intellectual property, 139 of which required further action. Going forward, we will continue to monitor marketing communications activities and respond to significant infractions.

By adhering to these standards, we aim to protect and strengthen the Olympic/Paralympic Brand so that we secure sufficient funds, host spectacular 2010 Winter Games and assist Canadian athletes.



B Buy Smart: Sustainable Purchasing, Licensing and Business Development

VANOC has identified purchasing, licensing and business development as strategic opportunities to advance our sustainability commitments and create value on a variety of different fronts. This means we strive to make economically, environmentally and socially conscious choices when purchasing products and services, where possible and practical. Our Buy Smart Program is a formalized set of procedures and activities designed to ensure that sustainability attributes, ethical choices and Aboriginal participation are taken into account within our procurement and licensing activities. Our Licensee Code of Conduct helps ensure suppliers of licensed merchandise meet credible standards.

Following the successful implementation of the Licensee Code of Conduct, and as a result of stakeholder input, VANOC has introduced a Supplier Code of Conduct to the Buy Smart Program. The code's purpose is to ensure ethical, safe and healthy workplaces for people who supply products and services to VANOC. Regular suppliers are required to review the code as part of our bid and contract process. The code has the same minimum standards of performance as our Licensee Code of Conduct. Going forward, VANOC will use a risk-based approach to assess supplier compliance.

CHALLENGE

Ensuring Freedom of Association

For a time-constrained project entity such as VANOC, a compliance-based approach to assessing ethical sourcing with licensees defines a number of areas, including workers' rights. This is not without its challenges. Over 50 per cent of our licensed merchandise is sourced from Asian markets. Some of the jurisdictions in this region do not have policies and practices that support Freedom of Association (FOA) for workers. While we include this element in our Code of Conduct, we realize complete conformance is not yet possible in selected markets.

With input from the Ethical Trading Action Group (an international non-government organization concerned with ethical sourcing) and others, VANOC has worked with its third-party audit provider, Intertek, to expand the auditor's ability to detect FOA issues for reporting purposes. In addition, audit reports have been expanded to include FOA information to inform VANOC and its licensees of specific conditions. Going forward, we will continue to work with our licensees to improve and track performance through corrective action plans. We will also continue to work with members of the Olympic Movement to embrace sustainable sourcing. Part of the solution involves more on-the-ground support for factories eager to improve but lacking in capacity or training. While VANOC does not have the resources to provide such support, we are encouraging engagement by regional non-government organizations to help fill this gap. We also continue to share our experience with other host/bid committees, as well as the IOC.

The report is ultimately more credible when you communicate candidly about the issues you are struggling with. On the occasions where I have seen VANOC speaking from the heart, I find that people are reasonable and understanding of the challenges.

—Tim Reeve, advisor
Sustainability Purchasing Network

BACKGROUND

Licensee Code of Conduct Program Recognizes Corrective Action

Corrective actions, process improvement and mid-course corrections are expressions of continual improvement that are core to effective management systems — whether they target health and safety, quality, environmental management or even ethical sourcing. It is especially important when a new business code and associated set of business requirements are instituted between two or more parties. Part of the legacy to our supply chain is to support continual improvement rather than irrevocably terminating business with non-compliant entities. While we recognize our compliance approach to ethical sourcing has its limitations, we are pleased with the improved performance of some of our licensees in the last reporting year. For instance, our licensees worked with five factories that were banned (after their initial audit) to bring failing audit grades to acceptable levels, often resulting in significant new business contracts between the licensee and the factory.

ACTION TRACKER

Buy Smart: Sustainable Purchasing, Licensing and Business Development

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Develop the means to identify and track the number and value of contracts awarded to inner-city enterprises, the Aboriginal community or organizations with environmental technology attributes	Identification and tracking system for Buy Smart contracts was developed through the creation of a field in the database where a supplier can be identified as part of the priority population segment we are tracking	Continue implementing ways to track number and value of contracts with inner-city, Aboriginal and environmental attributes
Provide advanced notice to the marketplace of procurement opportunities that are significant or have high sustainability and Aboriginal participation potential	Hosted eight VANOC one-hour presentations on sustainable and Aboriginal procurement opportunities, as well as four opportunity e-mail updates to the marketplace Provided procurement updates to the 2010 Commerce Centre for its business network presentations to BC-based enterprises	Continue to provide advance notice to the marketplace of procurement opportunities that are significant or have high sustainability and Aboriginal participation potential
Continue to monitor corrective actions through follow-up factory audits	Met with Maquilla Solidarity Network and Ethical Trading Action Group to discuss best practices for social compliance programs Modified Licensee Code of Conduct audit tool to detail specific non-conformances to improve licensee corrective action planning Reported Licensee Code of Conduct audits by country	Share Buy Smart model with sponsors and partners Continue to monitor licensee corrective action plans through follow-up factory audits
Develop and implement a procedure to apply the Licensee Code of Conduct to all regular VANOC suppliers and sub-contractors	Developed and approved Supplier Code of Conduct in June 2008 (now included in all VANOC procurement packages)	Evaluate selected suppliers for Code of Conduct assessments, based on scale of product use and/or sustainability impact (impact on environment and priority groups)
Develop verification protocols for VANOC suppliers and sub-contractors	Developed verification protocols for suppliers and contractors	Test and improve verification protocols with selected suppliers on compliance with Code of Conduct
	Presented VANOC's Buy Smart Program and lessons learned to date to London 2012 Organizing Committee and (London's) Olympic Development Authority (ODA)	Share Buy Smart Program learnings with Olympic Movement

Following the advice of stakeholders to track compliance activities by country, VANOC worked with Intertek to analyze this information. In the 2007-08 reporting year, the 198 Licensee Code of Conduct audits by country are broken down as follows:

China	124	Bangladesh	5	Taiwan	3	Cambodia	1
Canada	32	Vietnam	5	Indonesia	2	Sri Lanka	1
USA	12	India	5	Mexico	2	Italy	1
				Other	5		



SUSTAINABILITY IN ACTION

PUTTING OUT FIRES

This story begins with an effusive phone call to Keith Spodek, group director, quality assurance and sustainability for Birks.

"Keith you saved my life." This was the owner of one of Birks' external factories. Keith couldn't think what he'd done to deserve such credit. "What are you talking about?" he replied.

The factory owner was talking about a fire in the dust collection — a fire that could have burned down the building. But it didn't, thanks to Keith's persistence in implementing VANOC's Licensee Code of Conduct. And specifically, thanks to new fire extinguishers that had been placed strategically throughout the building.

But the phone call is not where the story starts. It begins many months before, when Birks became the Official Supplier of Jewellery Products to the 2010 Winter Games and Keith first studied VANOC's Licensee Code of Conduct.

The Licensee Code of Conduct, one component of VANOC's Buy Smart Program, obligates all licensees to produce their products

in a way that respects the environment and the health, safety and dignity of the workers who make the products. This means committing to continuous improvements and verifying compliance through factory audits.

Keith's first step was to ask each of Birks' six factories — two internal and four external, all in Canada and the US — to undergo VANOC's self-assessment process. It revealed a number of small but critical gaps — gaps like missing, hidden or out-of-date fire extinguishers.

Keith then worked to bring each factory into full compliance with the code; enter the new fire extinguishers — and disaster was averted.

When Intertek — VANOC's third-party auditor — visited the factories, every one of them passed the audit. Four passed with a grade-A rating and no corrective actions were required. "We had amazing results from the factories," said Keith. "All this hard work paid off."

C Sustainable Innovation and Practice

If sustainability is not affordable, people will not practice it. We would like to use our 2010 Winter Games to showcase and make the business case for sustainable innovation and practice. In this reporting year, we've identified innovations in a more comprehensive way than we did previously. For a cumulative list of innovations, which also captures innovations from past years, please see Appendix C. We continue to track sustainability innovations associated with Games venues and villages (see Appendix B). Going forward, these innovations will be reviewed further for eligibility through a sustainability innovations recognition program.

Because VANOC is taking such a leadership role in sustainability, its influence is a catalyst for change.

—Kathryn Molloy, executive director
Sierra Club of British Columbia

ACTION TRACKER

Sustainable Innovation and Practice

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Increase opportunities for sponsor and partner participation	<p>Convened 10 teleconference tutorials with representatives from 19 Games sponsors to share best practices on sustainable and Aboriginal procurement</p> <p>Identified and evaluated opportunities to activate on sustainability collaborations with 65 sponsor representatives at two 2010 Sponsor Sustainability Initiative meetings (held in November 2007 and March 2008)</p>	Convene opportunities for interested government partners to share best practices in sustainable and Aboriginal procurement
Pursue opportunities to identify showcase platforms (virtual or physical)	<p>Conducted sustainability panel presentation with the Province of BC, Teck Cominco, RONA, Purolator and the Sierra Club of BC at a global conference on business and sustainability (GLOBE 2008). This enabled us to present the opportunities and challenges of using a sporting event to advance innovation and foster more sustainable practices and behaviour</p>	Profile sustainable innovations and stories at the World Conference on Sport and Environment through VANOC sustainability reports and VANOC-related communications
Ensure a process is in place to identify and profile sponsor, partner, supplier or stakeholder innovations from 2008 to 2010	Developed a recognition program to profile 2010 Winter Games-related sustainable innovations in communities and the marketplace	Expand opportunities to participate in innovation recognition program to interested sponsors and partners



6 Sport for Sustainable Living

This chapter reviews VANOC's 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 believe sport (in general) and the 2010 Winter Games (in particular) can 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 How to realize a sustainability legacy from the 2010 Winter Games

WHO Games Partners, 2010 Legacies Now, Board Advisory Committee on Sustainability Performance, 2010 Sponsor Sustainability Initiative, Environmental Non-Government Organizations, sustainability practitioners, community-based sporting organizations, arts and cultural organizations, local governments, VANOC workforce and volunteers

- HOW**
- workshops and consultations
 - research
 - special collaborations and initiatives
 - sustainability report-related engagement sessions

BACKGROUND

UNEP partners with Vancouver 2010

In October 2007, the United Nations Environment Programme (UNEP) and VANOC signed an agreement at the United Nations headquarters in New York City to enhance environmental performance at the 2010 Winter Games and increase public awareness of the importance of environmental protection and sustainable development.

Under the new agreement, UNEP and VANOC will work together to develop and deliver environmental education and raise public awareness of environmental opportunities and issues in conjunction with the 2010 Winter Games.

UNEP may advise VANOC on environmental issues, including greenhouse gas emissions, ozone-friendly chemicals, waste management and “green procurement.” UNEP and VANOC will also work together to inspire action on national and international environmental goals.

SUSTAINABILITY CONNECTION

Encouraging individuals and communities to take part in sport and physical activity can lead to many benefits, including enhanced personal health, community health and greater community cohesion and interaction. This, in turn, can reduce health care costs as well as foster 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.





SUSTAINABILITY IN ACTION

POWERED BY THE INTERNET

When Dana Aweida's Grade 4/5 class from Vancouver's Queen Victoria Annex participated in a Paralympic School Day in March 2008, they didn't know they would share their experience and inspiration with other schools across the country.

In an action-packed interactive day, the Queen Victoria Annex kids learned the history of the Paralympic Games, participated in a mock torch relay, tested wheelchair curling and sit-skiing equipment and were inspired by three-time Paralympic ice sledge hockey medallist, Todd Nicholson.

Then they wrote about it.

In fact, they created three newspapers, focusing on different aspects of the Games. "I capitalized on the students' interest and enthusiasm," remembers Aweida. "The students took Todd Nicholson's messages to heart: that they should help one another and never give up."

Now the Queen Victoria Annex class project is featured on /EDU, the educational portal of vancouver2010.com.

"It's our show and tell," said Christina Adams, the /EDU educational programs coordinator for VANOC. "Teachers can share their

students' work with teachers across the country, inspiring others with their passion for sport, culture and sustainability."

Greg Wamsley, VANOC's coordinator of Paralympic Games, uses /EDU to take his program where he can't go himself. "Due to limited capacity, our Paralympic School Day Program was restricted to schools in the Lower Mainland," explained Wamsley. "We needed to find a way to expand and reach schools across the country."

So VANOC, the Canadian Paralympic Committee (CPC) and the BC Ministry of Education combined forces to make online programming and educational toolkits available through /EDU. These include resources to help schools run their own Paralympic School Day, as well as teacher guides that are aligned with educational BC Ministry of Education outcomes.

"/EDU allows us to develop more programs and to spread the word about the Paralympic Winter Games and athletes with a disability," said Wamsley. "Hopefully through /EDU we can raise awareness to an unprecedented level."

In fall 2008, the Paralympic School Day Program expanded into a Paralympic School Week — an event that stretched, cross-country, thanks to /EDU and the connective power of the web.

A Recreation and Sport Facilities

In the reporting year we continued to focus on building or upgrading sports facilities that will have the capacity to provide community benefits long after the 2010 Winter Games are over. Our venues have been designed, both 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. VANOC also supported the efforts of the Canadian Olympic and Paralympic Committees to promote sport throughout Canada. See Appendix C for a summary of the current sustainability attributes of our venues and villages, and how the venues will be operated after the Games.

Legacy operations of the three major sporting venues being constructed for the 2010 Winter Games — the Richmond Olympic Oval, The Whistler Sliding Centre and Whistler Olympic/Paralympic Park — are also supported by a Games Operating Trust (GOT). **Originally endowed with \$110 million, the GOT is now valued at \$128.9 million (as at December 31, 2007).** During the 2007-08 reporting period, the board of directors of the 2010 Games Operating Trust Society approved the distribution of \$8.24 million from the Legacy Endowment Fund to the venue owner/operators of the Richmond Olympic Oval, The Whistler Sliding Centre and Whistler Olympic/Paralympic Park to contribute to the operations and capital maintenance of these legacy facilities during the pre-Games period.



Richmond Olympic Oval

B Collaborations with 2010 Legacies Now

2010 Legacies Now is a non-profit organization that works with interested governments, community organizations and businesses interested in expanding the human legacy of the Games. VANOC works with 2010 Legacies Now on projects and initiatives where the goals of local communities converge with those of the Olympic Movement. VANOC and 2010 Legacies Now, along with the Province of British Columbia, have collaborated on a number of youth and sport, accessibility, cultural, inner-city and Aboriginal projects described elsewhere in this report.



C Culture and Education

The Vancouver 2010 Cultural Olympiad is a series of multi-disciplinary festivals and digital programs showcasing the best in Canadian and international arts and popular culture. Launched in 2008, this multi-year celebration features an expanded program in 2009 (February 1 to March 21). The program culminates with the 60-day Cultural Olympiad 2010 (January 22 to March 21), which begins before and continues throughout the 2010 Olympic and Paralympic Winter Games.

ACTION TRACKER Culture and Education

Thanks for the excellent teacher resources. I am a high school teacher in Trenton, Ontario, and will be incorporating much of this material in the sports marketing course I am offering next fall at our school.

—/EDU feedback form

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
<p>Launch /EDU, an online, interactive, bilingual e-magazine and portal to provide education resources in the areas of sport, culture and sustainability. The site will tell stories and include interactive ways for teachers and students (in every province and territory) to participate in the Vancouver 2010 experience, as well as showcase classroom and community activities and successes.</p>	<p>In September 2007, version 1.0 of /EDU, a bilingual e-magazine and portal located on vancouver2010.com, was launched and promoted in conjunction with the ministries of education across Canada:</p> <ul style="list-style-type: none"> the subscriber rate has increased an average of 14 per cent per month without any direct promotion to teachers; more promotion happened in fall 2008 	<p>Re-launch /EDU in conjunction with the re-launch of the vancouver2010.com website</p> <p>Expand feature programs and continue to highlight innovative classroom projects</p>
<p>Launch the Cultural Olympiad</p>	<p>Launched in February 2008, the Cultural Olympiad welcomed 170,000+ attendees to more than 300 performances and exhibitions in 40 venues across Metro Vancouver and the Sea to Sky corridor</p> <p>These events were co-presented in partnership with 62 different arts and cultural organizations</p>	<p>Launch Cultural Olympiad 2009</p>



D Living More Sustainably

We believe the sustainability elements of the 2010 Winter Games can help cultivate a human legacy of greater understanding of what sustainability means, and, perhaps even more importantly, how it can be applied in everyday life in ways that make a difference locally and globally. We also believe it is important to use the spotlight of the Games to help raise awareness of the Vancouver 2010 Paralympic Winter Games, including the Paralympic Movement, its athletes and sports.

Sport for sustainability living: that's the story. It's what everyone will talk about; how the Games accelerated behavioural change.

—Joe Weiler
Sponsor Sustainability Initiative

ACTION TRACKER

Living More Sustainably

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Host VANOC staff Amazing Accessible Race in December 2007 (a fun event to raise staff awareness of Paralympic sports and the day-to-day activities and challenges faced by persons with a disability)	Amazing Accessible Race was held for the second year in a row, with over 200 VANOC staff participating	Host the final Amazing Accessible Race for all VANOC staff
Continue identifying goals and implementing activities related to raising awareness and appreciation for the Vancouver 2010 Paralympic Winter Games	<p>Following the success of the 2007 pilot Paralympic School Day Program, we delivered an additional 16 Paralympic School Day visits in May 2008</p> <p>Began developing plans for the successful implementation of a Paralympic attendance program called Vancouver 2010 Ticket to Inspiration Program. Plans include completion of a general program strategy and creation of a working group of teachers and administrators to review ongoing issues</p>	<p>Continue running the Paralympic School Day Program, in October 2008, May 2009 and October 2009, including the launch and distribution of a Paralympic School Day toolkit to schools across Canada (fall 2008)</p> <p>Hold a Paralympic Media Awareness session to provide the media with more information on the athletes, sports and classifications for Paralympic sport and to give them the opportunity to try some Paralympic winter sports</p> <p>Distribute Vancouver 2010 Ticket to Inspiration Program communications materials and application information to schools</p>
Continue collaborating with sponsors on sustainability initiatives	<p>Supported sponsors interested in developing their own sustainability initiatives linked to ours</p> <p>Conducted outreach to 30 sponsors to identify Games-related sustainability activation opportunities</p>	<p>Continue to identify Games-related sustainability initiatives for sponsors while planning similar rollout to VANOC partners</p> <p>Prepare a checklist for sponsors interested in aligning their sustainability efforts with VANOC's sustainability and Aboriginal participation initiatives</p> <p>Implement program to profile identified sustainability innovations by partners, sponsors and VANOC</p>

continued on next page

ACTION TRACKER

Living More Sustainably *(continued)*

GOALS FOR 2007-08	PROGRESS WE MADE IN 2007-08	GOALS FOR 2008-09
Continue exploring opportunities to support public participation on sustainable living choices	With 2010 Legacies Now and the Province of BC, explored the opportunity to develop a public participation program based on the sustainability goals of the Games that builds awareness of existing initiatives and uses a web platform to enable, measure, track and aggregate individual actions to advance sustainability	With the Province of BC and 2010 Legacies Now, seek agreement and funding to implement a sustainability program to engage the public, with a planned launch at the World Conference on Sport and Environment (March 2009) In cooperation with external agencies, develop a set of guidelines for sustainable sport and events and support implementation both internally and externally. Present findings and case studies at the World Conference on Sport and Environment in 2009
Finalize our Sport for Sustainable Living legacy goals and develop measures for evaluation	Consulted with partners, sponsors and key stakeholders on what an overarching sustainability legacy goal for the Games might look like. Almost without exception, the advice was that behaviour change would be the most important legacy from the sustainability program for the 2010 Winter Games.	Continue to consult on and refine behaviour change legacy goals and key performance indicators relating to Sport for Sustainable Living
	Confirmed agreement with the IOC on hosting the World Conference on Sport and the Environment in March 2009	World Conference on Sport and the Environment in March 2009 convened

VANOC Staff Involvement in Sustainable Living Initiatives and Programs

Our workforce is the heart of our organization. We firmly believe in encouraging our staff to live and work in a healthy and sustainable manner. Their contributions to making their communities more sustainable brings personal fulfillment and creates broader benefits. This belief in staff engagement has translated into a number of initiatives such as: an introduction to the VANOC sustainability program included in new employee and volunteer orientation programs; Environment Week activities (including hosting guest speakers and publishing articles); participation with UNEP in Environment Day; a VANOC Health and Wellness Program (including fitness facility/programs and an annual wellness fair); workforce community volunteering and fundraising initiatives; Amazing Accessible Race; a bicycle lock-up area and showers for cyclists; a VANOC carpool program; a VANOC shuttle program; a TransLink (transit) Employer Pass Program; an office recycling program; a coffee talk highlighting the theme of staging carbon-responsible Games; an annual commuter challenge on Clean Air Day; "Greenie Awards" and "Great Plays" which recognize VANOC's sustainability champions; "Did you know?" (quick-fact communication tools); "Sustainability in Action" stories and videos; a no-smoking policy; a no-idling policy for all VANOC vehicles; guidelines for sustainable meetings and special events; green office guidelines; barrier-free guidelines; a Sustainability Management and Reporting System (work practice, procedures and plans); and a Buy Smart Steering Committee (promotion of sustainable procurement).

BACKGROUND

8th World Conference on Sport and the Environment

A worldwide forum on opportunities and issues for sustainable sport is coming to Vancouver from March 29 to 31, 2009, when the International Olympic Committee, in partnership with the United Nations Environment Programme (UNEP), convenes the eighth World Conference on Sport and the Environment. VANOC will host the conference at the Vancouver Convention and Exhibition Centre on behalf of the IOC and UNEP.

The World Conference on Sport and the Environment typically attracts a global audience of many hundreds of participants, including representatives from the IOC, the IPC, UNEP, National Olympic Committees and International Sports Federations, past and current Organizing Committees, candidate cities (current and aspiring), representatives from other major international sporting events, governments, corporate sponsors, academic institutions and environmental organizations.

Visit wcse2009.com for more details about the conference.



Appendices

- A Glossary
- B Key Acronyms
- C Sustainability Attributes of Venues, Villages and Facilities
- D Sustainability Innovations
- E Global Reporting Initiative (GRI) Index

A 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 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.

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

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.

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.

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.

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 independent 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.

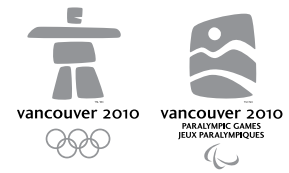
Buy Smart Program: A VANOC program to help source products, services and merchandise in a socially and environmentally responsible manner, as well as generate jobs and economic opportunities for all British Columbians and Canadians.

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.

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.

/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.

First Nations: One of the three distinct groups of Aboriginal peoples in Canada. The term First Nations came into common use in the 1970s to replace the word "Indian," which some people found offensive.

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 Tseil-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.

Green Building: See Leadership in Energy and Environmental Design (LEED).

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).

Inclusivity: Enabling participation by everyone interested in, or affected by, an issue or activity.

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.

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.

Leadership in Energy and Environmental Design (LEED): A national rating system for developing high-performance, sustainable buildings. Canada's LEED system is tailored to Canadian climates, construction practices and regulations by the Canada Green Building Council. Points towards certification are awarded for meeting performance criteria in five categories: sustainable sites, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality.

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 (NO_x): 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 NO_x 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, National Olympic Committees, International Federations, Organizing Committees of the Olympic Games and, during the Games, broadcasting, media and sponsors.

Olympic Games Impact (OGI) Research Project: A research project developed by the International Olympic Committee 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, National Olympic Committees, Organizing Committees of the Olympic Games, International Federations, 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.

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.

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.

Sedimentation: The erosion and deposition of soil or other material into waterways. It can occur as a result of natural processes (such as landslides and stream bank erosion), but can be exacerbated by human activities such as construction, road work and deforestation. Sedimentation can affect the quality of drinking water and aquatic habitat.

Setbacks: The distance from a sensitive ecological feature such as a wetland or stream.

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.

Social Housing: Housing owned by government, a non-profit or a cooperative society and provided to those who cannot afford to pay market rents. Rents are usually determined by the residents' ability to pay or are paid by government.

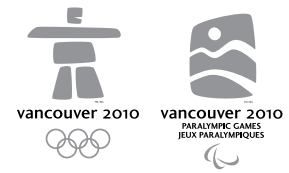
Sport Events: All pre-Games events that are held for the purpose of testing facilities, personnel and operations before the Games. This includes both competition and non-competition events.

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.

Sulphur Oxides (SO_x): 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: For VANOC, sustainability is about managing the connections between the social, economic and environmental dimensions of our Games to produce lasting benefits, both locally and globally.

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 (SHRC): 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.

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: 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, the 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, this 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.

B Key Acronyms

AFN	Assembly of First Nations
BASCP	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
V2010ISU	Vancouver 2010 Integrated Security Unit
VANOC	Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games
VIK	Value in Kind

C Sustainability Highlights of Venues, Villages and Other Facilities

MOUNTAIN VENUES	SUSTAINABILITY HIGHLIGHTS
<p>Whistler Olympic/ Paralympic Park</p>	<p>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.</p> <p>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.</p> <p>Venue development efforts succeeded in minimizing site disturbance and overall footprint, and include:</p> <ul style="list-style-type: none"> • 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 to help protect on-site streams and wetlands • designing the site to reduce vegetation clearing, which included preserving tree islands and soft edging <p>A venue layout design favouring natural land contouring and which minimized site grading and clearing requirements.</p> <p>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).</p> <p>Development of the core competition venue has affected approximately 1.8 hectares of in-stream and riparian habitat. With a goal of no net loss, VANOC has mitigated this impact by protecting extended riparian setbacks (beyond the required 15- 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.</p> <p>Much of the wood waste from site-clearing during construction has been reused through:</p> <ul style="list-style-type: none"> • 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 <p>The construction of overlay compounds using wood waste, rocks and fabrics to facilitate natural detention helped avoid the need to build surface detention ponds.</p> <p>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 waste water collection infrastructure will be in place to accommodate higher site visitor numbers.</p> <p>VANOC is targeting LEED (Leadership in Energy and Environmental Design) “Silver” green building certification for the site’s day lodge. Other on-site buildings adhere to similar green building design principles.</p> <p>The day lodge has been built in accordance with 2010 Barrier-Free Venue Guidelines.</p> <p>Both the Squamish and Lil’wat Nations participated in the venue’s environmental impact assessment.</p> <p>This project assured economic opportunities for members of both the Squamish Nation and Lil’wat Nation (via the Shared Legacies Agreement). Squamish Nation- and Lil’wat Nation-owned companies were awarded contracts for trail development and building construction.</p> <p>Design of the venue’s legacy recreational trail network incorporates local First Nations interests, land use and cultural considerations.</p> <p><i>(continued on next page)</i></p>

MOUNTAIN VENUES

SUSTAINABILITY HIGHLIGHTS

Whistler Olympic/ Paralympic Park

(continued)

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the 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 Legacies Society (WLS), 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 WLS 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.

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 it also 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 is targeting LEED "Silver" green building certification for the refrigeration plant building. 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 will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by Four Host First Nations (FHFN), First Nations, Inuit and Métis artists from across Canada.

As members of the Whistler Legacies Society (WLS), 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 WLS 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.

MOUNTAIN VENUES

SUSTAINABILITY HIGHLIGHTS

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).

The men's and ladies' racecourse alignments were changed in several areas to lessen the impact on stream side vegetation buffers, known as riparian areas.

Significant reductions were achieved in terms of the amount of riparian vegetation removed for the training and racecourses, 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 the clearing of old-growth trees, a 95 per cent reduction in the 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 has been secured for Boyd Creek in the Timing Flats finish area which will provide a protected riparian area for the venue after the 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 racecourse was chipped and reused on-site for revegetation purposes.

An energy-efficient snowmaking system has been installed along the racecourses.

Emphasis was placed on local employment, purchasing and contracting opportunities during the construction phase.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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.

Cypress Mountain

A federal (CEAA) and provincial (British Columbia Parks) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the snowboard venue is located on existing ski runs at the ski area of Cypress Mountain.

Demonstrating smart site selection, the freestyle skiing venue is 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 Ltd. 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 shows the plants are not only thriving, but they're playing host to rare insects and other wildlife.

During the venue construction phase, 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 have been 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 will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, First Nations, Inuit and Métis artists from across Canada.

CITY VENUES

SUSTAINABILITY HIGHLIGHTS

Canada Hockey Place

Demonstrating smart site selection, this venue includes limited modifications to an existing facility (General Motors Place). The ice surface will remain 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 will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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 will replace 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 within 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. Waste heat from the swimming pool area is also recovered through the aquatic centre's ventilation system.

The 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 will be 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 will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, First Nations, Inuit and Métis artists from across Canada.

Post-Games legacy conversion of this venue by the City of Vancouver will include a new public library, swimming pool, ice rink and community centre.

Pacific Coliseum

Demonstrating smart site selection, limited renovation of this existing facility has been primarily contained within the previously developed footprint.

There has been 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 as a sport fundraiser.

Accessibility upgrades to the facility included updating wheelchair-accessible seating areas, the washrooms and concessions areas.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, First Nations, Inuit and Métis artists from across Canada.

CITY VENUES

SUSTAINABILITY HIGHLIGHTS

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 (2 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 will be collected and reused. Much of the collected water will flow into the building's utility systems to supplement toilet flushing. The rest will be stored in a pond in front of the Oval and used to irrigate surrounding trees and landscape. 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 have been salvaged and will be milled for use at the facility for landscaping purposes or for furnishings.

For every tree removed during venue construction, a minimum of two trees will be planted in and around the venue site and other local parks.

Waste heat energy recovered from ice-making will be 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.

The City of Richmond is targeting LEED "Silver" green building certification for the Oval, a remarkable achievement for a facility of its size and type.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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).

After the Games, the flexibly designed building will be 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, will minimize energy consumption, as will the use of energy-efficient lighting. Waste heat will also be 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 has been 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 will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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.

TRAINING VENUES

SUSTAINABILITY HIGHLIGHTS

Trout Lake Centre

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 will be 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 is targeting LEED “Silver” green building certification.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues’ Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, First Nations, Inuit and Métis artists from across Canada.

Killarney Centre

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.)

For every tree removed during venue construction, a minimum of two trees will be planted in and around the venue site.

At this venue, waste heat capture from the refrigeration plant will be reused to pre-heat domestic hot water and for snow pit melting.

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.

The City of Vancouver is targeting LEED “Gold” green building certification.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues’ Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, First Nations, Inuit and Métis artists from across Canada.

VILLAGES

SUSTAINABILITY HIGHLIGHTS

Olympic/Paralympic Village Vancouver

A federal (CEAA) 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 includes 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 will serve 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 will include 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 are targeted for a minimum 50 per cent of the building’s total footprint.

(continued on next page)



VILLAGES

SUSTAINABILITY HIGHLIGHTS

Olympic/Paralympic Village Vancouver

(continued)

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 is targeting LEED green building certification for all new buildings. The Community Centre at this venue is targeting LEED "Platinum" certification. For all other buildings on-site, the City is targeting LEED "Gold".

For the Salt Building refurbishment, the City of Vancouver is targeting LEED "Gold". The Salt Building is a heritage structure at the heart of Southeast False Creek,

All units will be SAFERhome™-certified and will include the application of universal design, with elements such as wider doorways, hallways and stairs that can be easily adapted for complete accessibility.

A community benefits agreement has been 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 will be installed at the village as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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.

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 is being developed directly adjacent to an 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 will be 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 will be installed at the village as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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).

OTHER SITES

SUSTAINABILITY HIGHLIGHTS

BC Place

Demonstrating smart site selection, this Ceremonies site includes limited modifications to an existing facility.

Accessibility upgrades to the existing facility include updating the entry points, washrooms and concession areas.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the Program, which includes traditional and contemporary artwork by teh FHFN, First Nations, Inuit and Métis artists from across Canada.



OTHER SITES

SUSTAINABILITY HIGHLIGHTS

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 and Paralympic Village Whistler/Legacy Neighbourhood.

VANOC is targeting LEED "Silver" green building certification for the High Performance Centre training facility.

The WAC will connect to the District Energy System being developed for the Olympic and Paralympic Village Whistler/Legacy Neighbourhood.

Waste heat recovery systems will be installed in all accommodation buildings.

Modular construction for the WAC Lodge and townhomes has generated less construction waste and uses a non-toxic, zero VOC (volatile organic compound) white glue for all structural applications.

The High Performance Centre facility is constructed with Forest Stewardship Council (FSC)-certified wood for dimensional lumber, glulam columns and decking.

The WAC's design has taken accessibility into account so that in legacy mode it will be available to high-performance teams training for the Paralympic Games.

Aboriginal art will be installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program. This venue will feature some of the art highlighted in the program, which includes traditional and contemporary artwork by the FHFN, 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, will facilitate the temporary overlay requirements for use as the Main Media Centre during the Games.

The building will be 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 will include the use of sea water as a geothermal source for heating and cooling and on-site grey and black water treatment that will 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 is targeting LEED green building certification and has an environmental operations program.

The VCEC will showcase Aboriginal artwork at the facility, including Coast Salish art.

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, deliver 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 is 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.



OTHER SITES

SUSTAINABILITY HIGHLIGHTS

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 and 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 to 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 FHFN 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.

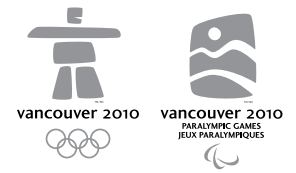
D Sustainability Innovations

The following is a cumulative list of VANOC sustainability innovations identified in our reporting from 2005-08. We define a sustainability innovation as a product, service, process and/or technology which demonstrates a sustainability feature (a notable social, economic and environmental benefit), directly links to the 2010 Winter Games, produces a measurable outcome, and is:

- new to the Games region
- new to the Olympic or Paralympic Games
- significantly scaled up through the 2010 Winter Games
- brings, or has brought together, unique partners to introduce the innovation

INNOVATION	REFERENCE
On-site composting for site green material — indigenous wildflower seed mixture added to composted wood waste and applied to disturbed soils at the Whistler Olympic/Paralympic Park for sediment and erosion control and revegetation	2006-07 report, page 114
Pilot projects with Canada Green Building Council to test LEED Neighbourhood Development standard at the Olympic and Paralympic Villages in Vancouver and Whistler	2006-07 report, page 114
Richmond Olympic Oval roof structure — constructed with wood damaged by the pine beetle infestation in British Columbia	2006-07 report, page 114
Net-Zero Energy building pilot project for one of the buildings at the Olympic and Paralympic Village Vancouver to include consumption monitoring, solar recovery, waste-heat harvesting and above-LEED standards in energy conservation	2006-07 report, page 114
Sustainability was addressed in the business plans of VANOC's 52 functional areas. We formed an internal cross-functional sustainability working group to support implementation and troubleshooting of business planning deliverables	2005-06 report, page 18
Sustainability is a corporate value of the Organizing Committee, and formed part of the individual performance measures for members of VANOC's Executive Leadership Team in the business planning cycle	page 30
Historic protocol agreement signed between VANOC and the Four Host First Nations which celebrates the relationship and mutual commitment to work in partnership to achieve a successful 2010 Winter Games	2005-06 report, page 53
Resource Business Ventures, a Lil'wat Nation majority-owned company, received several VANOC construction contracts for the Whistler Olympic/Paralympic Park site	2005-06 report, page 71
VANOC initiated and is participating in a dialogue group with 22 Environmental Non-Government Organizations	2006-07 report, page 37
Development and application of barrier-free guidelines for accommodations, transportation and special events	2006-07 report, page 63

INNOVATION	REFERENCE
VANOC is provided direction for sustainability through the following: a Board Advisory Committee on Sustainability Performance; a Sustainability and Human Resources Committee; our Executive Leadership Team; a vice president, sustainability and a corporate sustainability officer	chapter 1
We increased accountability and transparency for sustainability performance through our Sustainability Management and Reporting System that integrates International Standards Organization 14001, AA 1000 standard, Global Reporting Initiative and best practices	chapter 1
We committed to regular triple bottom line reporting and stakeholder engagement on our sustainability plans and performance	chapter 1
VANOC's Board of Directors appointed an independent ethics commissioner to provide guidance, opinions and recommendations, as necessary, on matters relating to VANOC's Ethics Policy	page 37
Creation of a comprehensive program to encourage greater Aboriginal participation in sport and celebrate Aboriginal sport achievement	page 73
Development of a Vancouver 2010 Aboriginal Licensing and Merchandising Program and an Aboriginal Youth Legacy Fund	page 74
Developed recruitment and procurement strategies to maximize opportunities for Aboriginal people to gain employment or realize business opportunities from the Games	page 75
Launched a Venues' Aboriginal Art Program to help create awareness of Aboriginal culture through the installation of art at all Games sport venues	page 78
Developed and implemented a Buy Smart Program that takes into account environmental, ethical, social and Aboriginal objectives in all VANOC's purchasing decisions	page 87
Implemented a VANOC Licensee Code of Conduct and auditing program and a VANOC Supplier Code of Conduct to help ensure licensees and suppliers meet credible standards for ethical, social and environmental compliance	page 87
Creation of an initiative to promote sustainability outreach and activation with our sponsors. This initiative is now sponsor-led, and is known as the Sponsor Sustainability Initiative	2006-07 report, page 115
Developed methods to provide supplementary backup power to reduce the need for portable standby diesel generators resulting in a projected 90 per cent reduction in GHG emissions from generators compared to previous Games	page 45
Developed and implemented sustainable transportation guidelines	page 42
Contribution to the provision of 1,000 beds at the Olympic and Paralympic Village Whistler, part of a post-Games legacy, to the Whistler Housing Authority's inventory of price-controlled housing that is only available for resident workers in Whistler	page 62
Contribution, with the City of Vancouver, to provide a post-Games legacy of 250 non-market housing units at the Olympic and Paralympic Village Vancouver venue	page 56



INNOVATION	REFERENCE
Signing of an Inner-City Inclusive Commitment Statement involving a number of our Games partners that aims to minimize any negative impacts the Games might have on Vancouver's inner city and maximize the benefits to inner-city neighbourhoods and businesses	page 54
Collaborated with community organizations, labour and sponsors on the development of the RONA Vancouver 2010 Fabrication Shop carpentry training and construction-readiness training programs (CORE) for individuals from priority populations. Worked with community organizations and government partners on an innovative funding model to help address the housing and personal needs of trainees.	page 59
Made a significant financial contribution to the legacy expansion of an emergency shelter for youth that will ensure a permanent long-term resource for the community.	page 53
Integration of Aboriginal participation, social inclusion and responsibility (including human rights), economic benefits and performance into Games planning.	page 25
Included sustainability curricula as part of /EDU, VANOC's web-based educational resource.	page 95
Beginning two years in advance of the Games, collaborated with municipal governments, transportation and security partners to host a series of Games-related information sessions (Game Plan 2008) in neighbourhoods where venues are located.	page 63

E Global Reporting Initiative (GRI) Index

INDEX OF REPORTED INDICATORS

	GRI	PAGE		GRI	PAGE	
Strategy and analysis	1.1	3–4	Commitments to external initiatives	4.11	38	
	1.2	chapter 1		4.12	30, 33	
Organizational profile	2.1	3, 119	4.13	inside front cover		
	2.2	inside front cover	Stakeholder engagement	4.14	29, 35	
	2.3	30, website		4.15	29, 35	
	2.4	119		4.16	11, 35, 39, 53, 68, 71, 72, 83, 90, 92	
	2.5	119		4.17	11, 35, 39, 53, 68, 71, 72, 83, 90, 92	
	2.6	website		Environment	EN3	44
	2.7	inside front cover			EN4	44
	2.8	inside front cover, 67, 85–86			EN11	12
	2.9	26–27, 39			EN12	chapter 2
	2.10	n/a			EN13	41, chapter 2
Report parameters	3.1	26–27			EN14	41
	3.2	5	EN15		41	
	3.3	26	EN16		12, 44	
	3.4	119	EN18		43–45	
	Report scope and boundary	3.5	28		EN20	47
3.6		26, 27	EN22	51		
3.7		26, 27	EN23	12		
3.8		n/a	EN26	chapter 2		
3.9		27, 44, 47, 51	EN28	12		
3.10		12, 51	Social	LA1	67	
3.11		30		LA4	68	
GRI content index		3.12		117, 118	LA6	69
	3.13	27		LA7	69	
Assurance	Governance, commitments, engagement governance	4.1		30	LA13	67
		4.2		30	S01	chapter 3
		4.3		30	S02	37
		4.4		n/a	S03	37
		4.5		30	S04	37
		4.6		30, 37	Economic benefits	EC1
		4.7	30	EC4		84–86
		4.8	inside front cover	EC6		15
		4.9	30, 33	EC7		67
		4.10	31, 33	EC8		53, 55–56, 62, 73–75, 84, 94
		HR2	15			
		PR6	86			

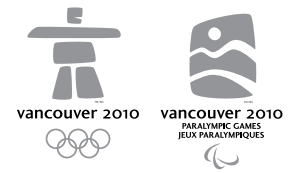
Disclosure on Management Approach

Accountability (HR, SO)	VANOC's Chief Legal Officer 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.
Environment (EN)	VANOC's executive vice presidents 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.
Social (SO, LA, HR)	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; abolition of child labour; customer health and safety; product and service labelling; marketing; communications; customer privacy; and compliance.
Economic (EC)	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.

GRI APPLICATION LEVEL CRITERIA

Report Application Level	C	C+	B	B+	A	A+
G3 profile disclosures	Report on: 1.12.1 - 2.103.1 - 3.8, 3.10 - 3.124.1 - 4.4 , 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.23.9, 3.134.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for level B	Report Externally Assured
G3 management approach disclosures	Not required		Management approach disclosures for each indicator category		Management approach disclosed for each indicator category	
G3 performance indicators and sector supplement performance indicators	Report on a minimum of 10 performance indicators, including at least one from each of: social, economic, and environment		Report on a minimum of 20 performance indicators, at least one from each of: economic, environment, human rights, labour, society, product responsibility		Respond 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



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.

VANOC's progress on the sustainability front during this past year 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.

We want to hear from you

To offer feedback on this report and our sustainability efforts, contact:

Ann Duffy

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