



Introduction

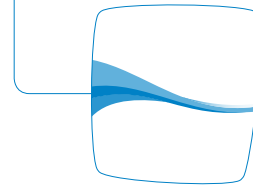
Sustainability at VANOC

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

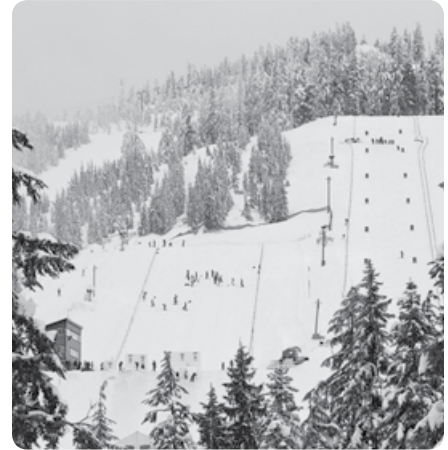
Our Footprints

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.



Cypress Mountain



Whistler Creekside

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

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.

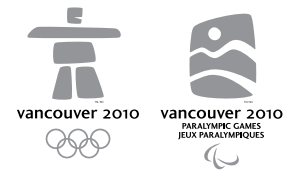
Global Reporting Initiative (GRI) Guidelines

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