



## 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.

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## Message from the CEO

I am pleased once again to introduce a snapshot of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games' (VANOC) third report 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 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.

For the full report see [vancouver2010.com](http://vancouver2010.com).

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.

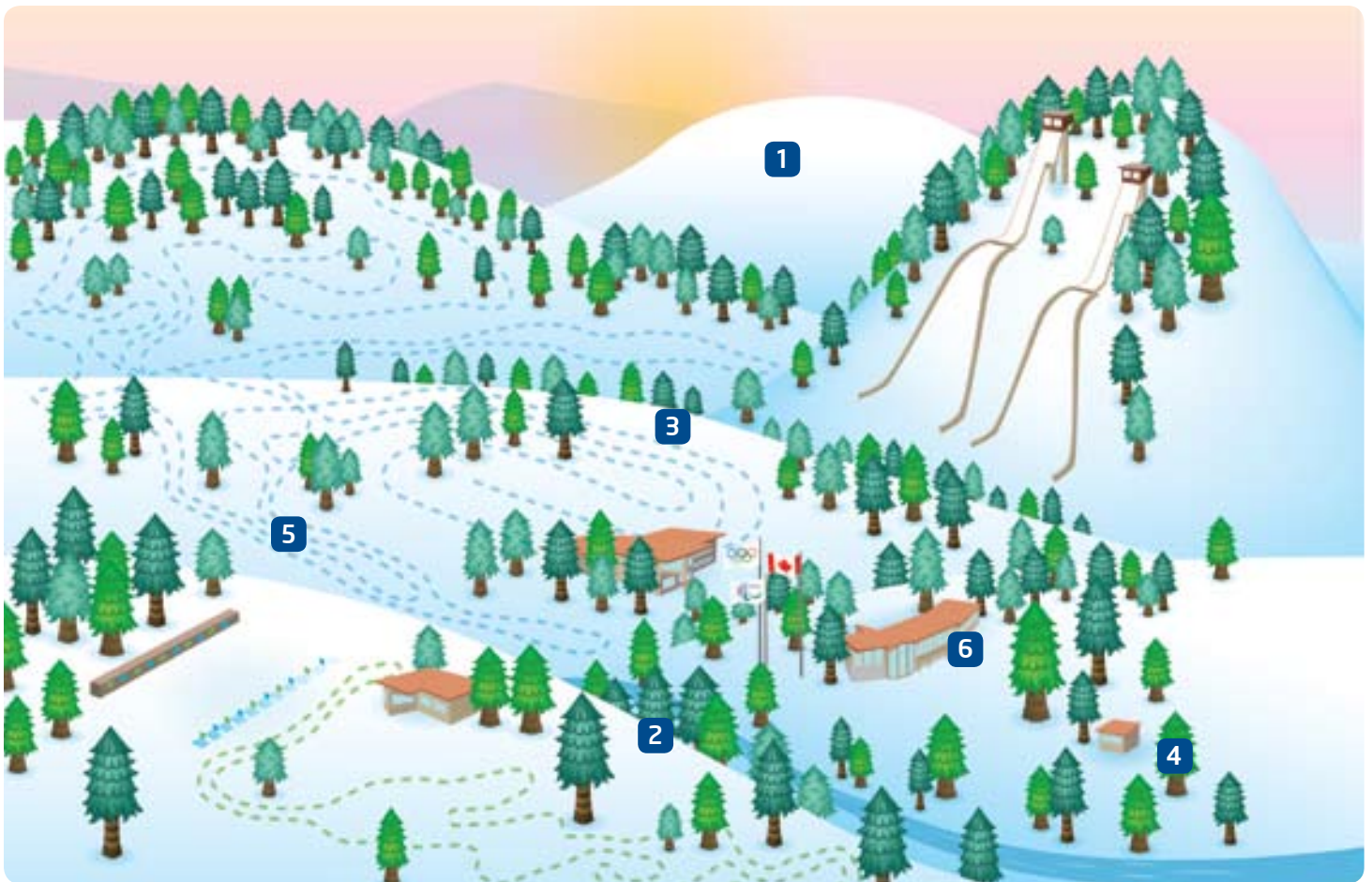
We have completed our inventory of carbon emissions and are consolidating our carbon reduction efforts. We will be announcing our Carbon Management Program and hope it will help inspire all those touched by our Games to also take responsibility for reducing their carbon footprint.

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 black ink, appearing to read 'John A. Furlong', with a horizontal line underneath.

**John A. Furlong**  
VANOC Chief Executive Officer  
January 2009

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



## Whistler Olympic/Paralympic Park

- 1 Smaller Footprint** — Thanks to careful planning, the footprint for Whistler Olympic/Paralympic Park is approximately 30 per cent smaller than the initial design. The venue layout was altered to avoid disturbing old-growth forest and wetlands and incorporates extended riparian buffer areas around streams and wetlands throughout the site.
- 2 Wood Waste Reuse** — Most of the wood waste from construction-phase site-clearing was reused either for temporary compound construction or to revegetate disturbed areas (for revegetation purposes it was composted on-site and reapplied with a wildflower seed mix).
- 3 Benefits for Aboriginal Communities** — Economic opportunities were realized by local First Nations communities; Squamish Nation- and Lil'wat Nation-owned companies were awarded contracts for trail development and building construction at this venue.
- 4 High Quality Wastewater** — An on-site wastewater treatment plant uses leading technology, including tertiary membrane filtration and ultraviolet disinfection to ensure high-quality discharge to local surface water.
- 5 Sport and Recreation Legacy** — With a total of approximately 50 kilometres of cross-country ski trails, Whistler Olympic/Paralympic Park will be a legacy for all to enjoy, including local residents, visitors and athletes (both at the recreational and high-performance levels).
- 6 Green Buildings** — VANOC 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.

# 1 Accountability

**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](http://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 reviews 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](http://vancouver2010.com).





## 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.



The Board Advisory Committee on Sustainability Performance (BACSP) for VANOC

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](http://vancouver2010.com).

## 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](http://vancouver2010.com)

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

—Vidya Rangayyan, Canadian Business for Social Responsibility (CBSR)



## 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.



# 2 Environmental Stewardship and Impact Reduction

## 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 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.



## 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."

## SUSTAINABILITY SCORECARD

### 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 <sup>2</sup> across six sport venues and one athletes' village* (*corrected result)	5.9 km <sup>2</sup> 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 <sub>2</sub> equivalent	1,480 tonnes CO <sub>2</sub> 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%.

For 2005-06 approach and performance see [vancouver2010.com](http://vancouver2010.com)

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



## 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 (2 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.



# 3 Social Inclusion and Responsibility



**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.



## 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. 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."



## SUSTAINABILITY SCORECARD

### 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"> <li>• Carpentry training in the RONA Vancouver 2010 Fabrication Shop: 64 positions created, 32 filled</li> <li>• Construction-readiness training under the Southeast False Creek Olympic Village Community Benefit Agreement: 148 positions, 65 filled</li> </ul>
Number of VANOC jobs filled by priority populations through VANOC collaborations with community service providers, industry and government partners	Strategy developed	Three people hired (from first 16 participants in carpentry training program) to work full time at the RONA Vancouver 2010 Fabrication Shop <i>(Note: positions are included in workforce figures cited below)</i>
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 rate of 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

For 2005-06 approach and performance see [vancouver2010.com](http://vancouver2010.com)



## Whistler Creekside

- 1 Smart Site Selection** — This venue is located on existing ski trails within a major ski area and makes use of existing ski-hill infrastructure, such as chairlifts and gondolas.
- 2 Energy Efficiency** — An energy-efficient snowmaking system has been installed along the race courses.
- 3 Protecting Streamside Vegetation** — The men’s and ladies’ race course alignments were changed in several areas to lessen the impact on streamside vegetation buffers, also known as riparian areas. The total amount of riparian vegetation removed for the training and race courses was significantly reduced, when compared to the amounts proposed and approved for clearing in the initial design plans and Environmental Assessment review.
- 4 Wildlife Management** — Proactive construction management helped avoid and minimize potential impacts to wildlife, aquatic and terrestrial habitat. For example, a tailed frog management plan was implemented during construction which guided the hand-salvage and relocation of hundreds of tadpoles and adult frogs to protect them from potential construction impacts.
- 5 Local Focus** — Emphasis was placed on local employment, purchasing and contracting opportunities during the construction phase of this venue.
- 6 Wood Waste Reuse** — All wood waste from construction of the race course was chipped and reused on-site for revegetation purposes.

# 4 Aboriginal Participation and Collaboration

A photograph of a person in traditional Indigenous attire, including a white tunic and a beaded necklace, playing a large, circular drum. The drum is made of wood and animal skin, with a complex web of strings or sinew across its face. The person's hands are visible, holding the drumsticks. The background is dark, and the lighting is warm, highlighting the textures of the drum and the person's clothing. The image is partially obscured by a blue and green wavy graphic at the bottom.

**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, 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 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.





## 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 (FHFN) enriched Vancouver's bid for the 2010 Winter Games, authentic Aboriginal products will enhance the array of 2010 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 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 five categories of art and design, all of which will raise funds for the Aboriginal Youth Legacy Fund:

- 1 Authentic Indigenous Art and Products: Hand-made 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.

## SUSTAINABILITY SCORECARD

### 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 contracts let to Aboriginal businesses	\$25.46 million in venue construction and \$118,000 in non-venue 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 2008 Cultural Olympiad; launch of Vancouver 2010 Aboriginal Licensing and Merchandising Program (March 2008); launch of Vancouver 2010 Venues' Aboriginal Arts Program (July 2008)
Number of page views to Aboriginal Participation section of <a href="http://vancouver2010.com">vancouver2010.com</a> and number of individuals subscribed to receive VANOC's Aboriginal Participation updates	52,337 page views to Aboriginal Participation section of <a href="http://vancouver2010.com">vancouver2010.com</a> ; 2,750 people signed up to receive VANOC Aboriginal Participation e-mail updates	24,465 page views to Aboriginal Participation section of <a href="http://vancouver2010.com">vancouver2010.com</a> ; 8,405 people signed up to receive VANOC Aboriginal Participation e-mail updates

For 2005-06 approach and performance see [vancouver2010.com](http://vancouver2010.com)

Our young people are our most important resource. Sixty per cent of Aboriginal people in Canada are under the age of 30.

—Tewanee Joseph, executive director and CEO FHFN Secretariat



## Cypress Mountain

- 1 Smart Site Selection** — The freestyle skiing and snowboard venues are located within the existing Cypress Mountain ski area; the snowboard venue is situated on previously developed ski runs.
- 2 Caring for Local Wetland Plants** — In summer 2007, members of the VANOC team, Cypress community partners and other stakeholders joined to salvage and relocate wetland plant species of local significance from the site of the new snowmaking reservoir to nearby wetlands (an area remaining unaffected by venue construction). Follow-up monitoring shows the plants are not only thriving, but they're playing host to rare insects and other wildlife.
- 3 Wood Waste Reuse** — All wood waste generated from site-clearing activities was chipped and reused on-site for revegetation purposes.
- 4 First Nations and the Cypress Legacy Project** — Local First Nations have been working with BC Parks on the Cypress Legacy Project, an initiative supported by VANOC and the Four Host First Nations to create a lasting legacy in the park.
- 5 Local Focus** — During the venue construction phase, emphasis was placed on hiring local workers.



# 5 Economic Benefits



**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 at all levels.
- 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 revenue targets.

Next steps in 2008-09:

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



## 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.”

## SUSTAINABILITY SCORECARD

### Economic Benefits

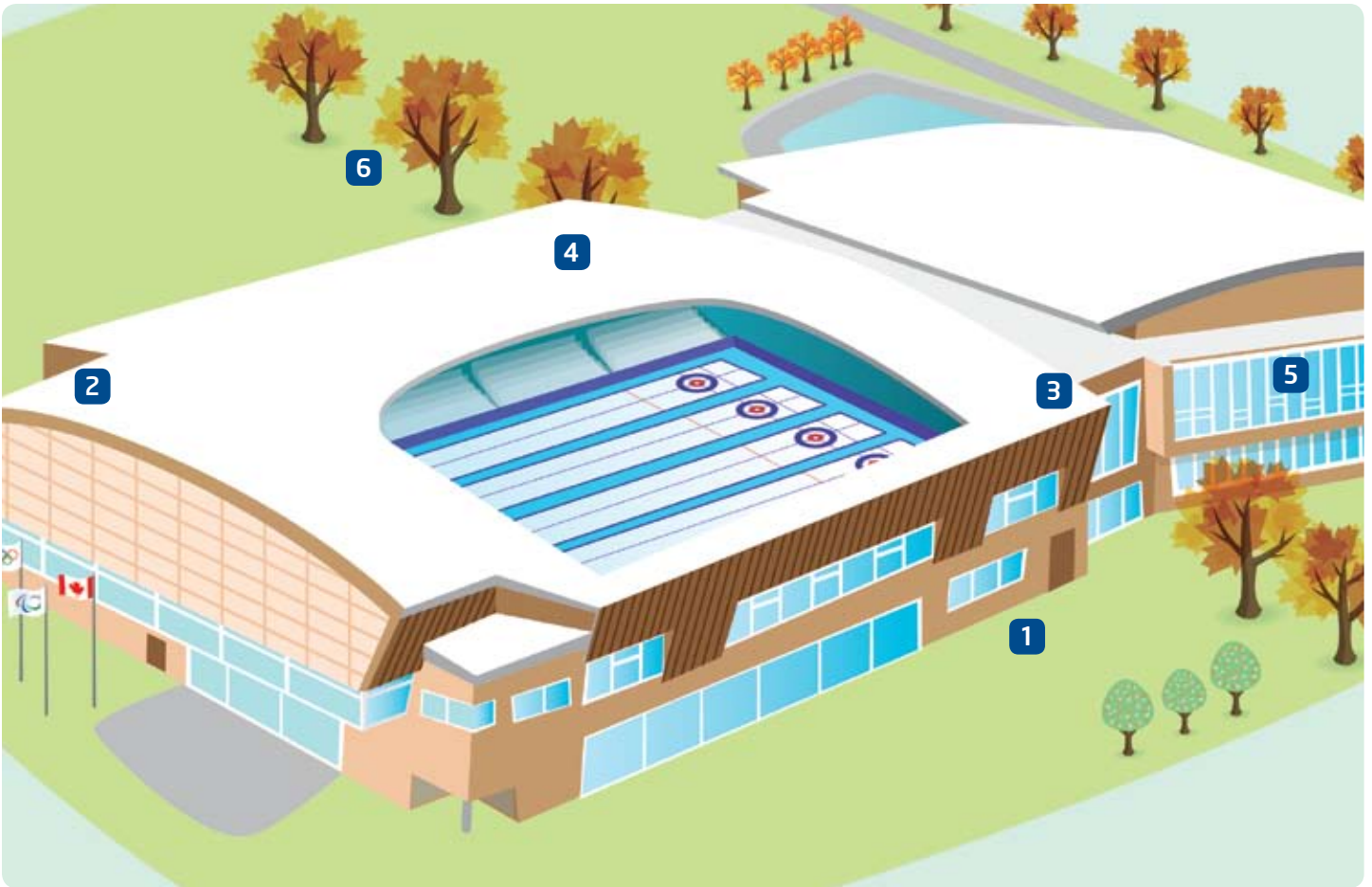
KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS
Number and percentage of suppliers that met Canadian human rights standards	51 of 51 suppliers (100%)	89 of 89 suppliers (100%)
Number of audits of licensees and corrective action plans for continuous improvement	80 audits were conducted; 74 corrective 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)

For 2005-06 approach and performance see [vancouver2010.com](http://vancouver2010.com)

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





## 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 “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.

# 6 Sport for Sustainable Living



**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 can 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.
- 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 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 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](http://vancouver2010.com), the website hosted by VANOC.

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

students' work with other 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 Days 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 Days, 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 Days expanded into a Paralympic School Week — an event that stretched, cross-country, thanks to /EDU and the connective power of the web.





## SUSTAINABILITY SCORECARD

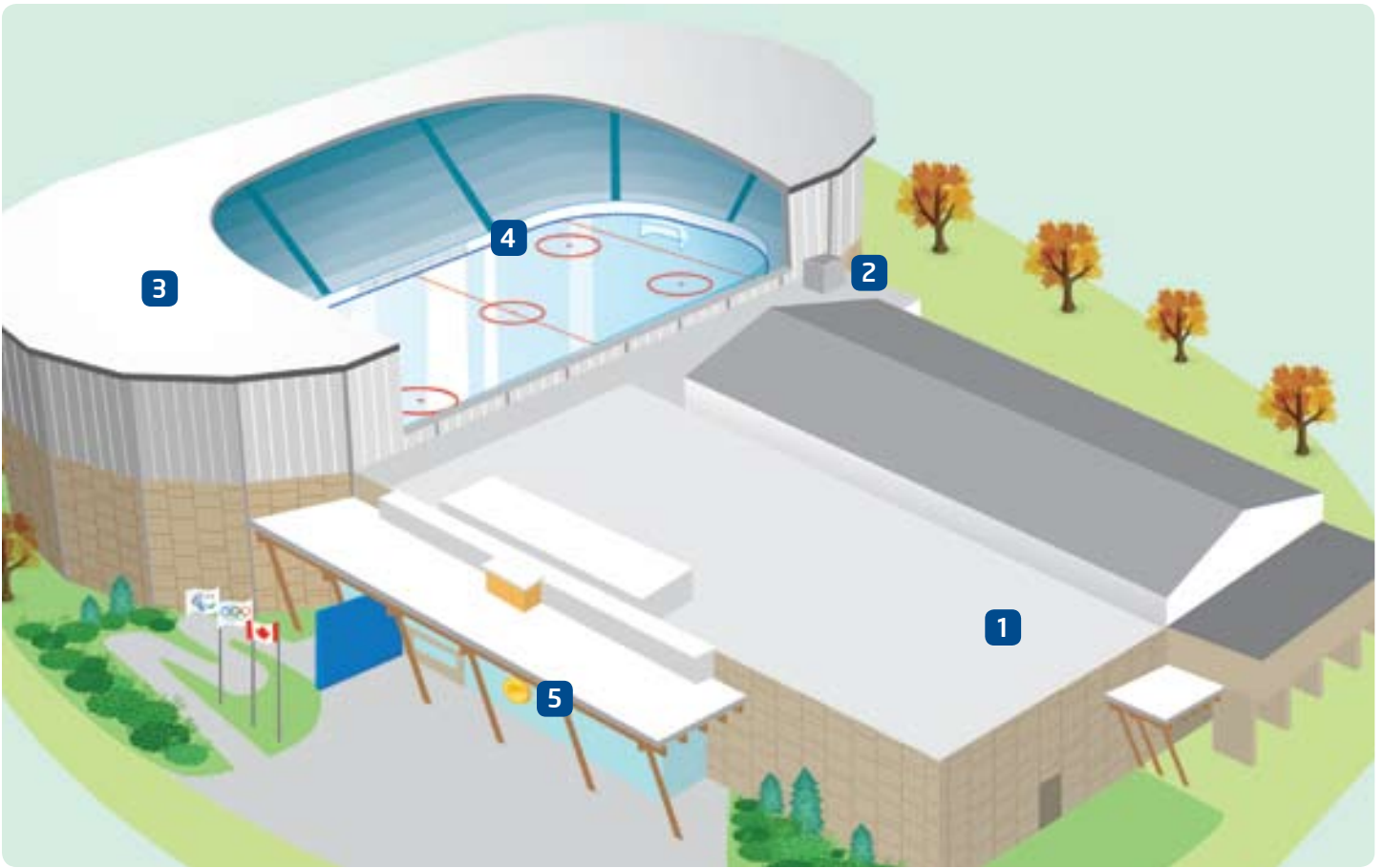
### Sport for Sustainable Living

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 Days pilot program reached 3,200 students; received positive feedback from teachers, administrators, district representatives and volunteers	A Paralympic School Days Program; a Paralympic Attendance Program; an Amazing Accessible Race (for members of the VANOC workforce)

For 2005-06 approach and performance see [vancouver2010.com](http://vancouver2010.com)

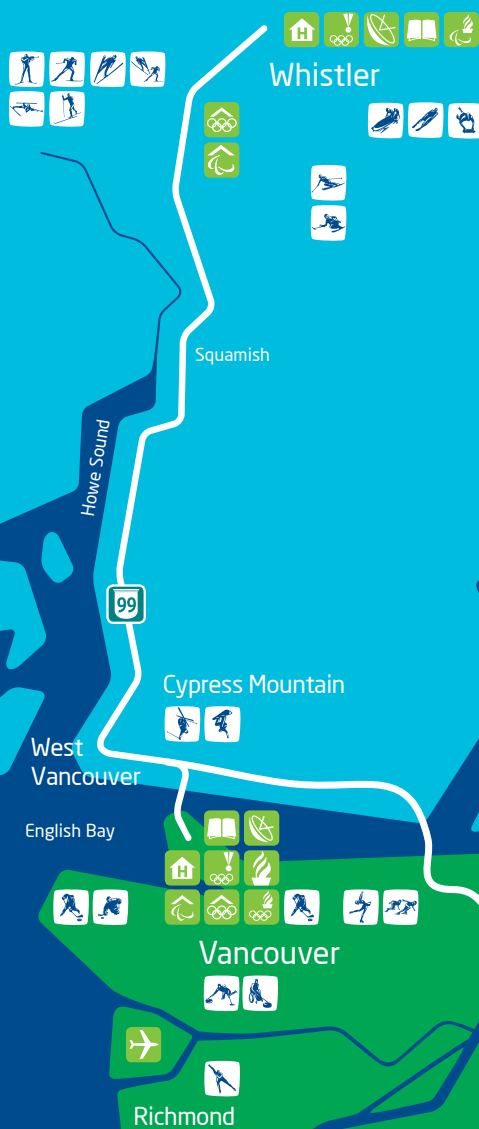
Sport for sustainable living: that's the story. It's what everyone will talk about; how the Games accelerated behavioural change.

—Joe Weiler,  
Sponsor Sustainability Initiative  
and UBC Faculty of Law



## 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 innovative 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 a highly sustainable industry practice for sport facilities.
- 4 Accessible for Sport** — Two of the three arenas at this venue are fitted with the Plexiglas boards required for ice sledge hockey, which makes this venue the only arena in Vancouver accessible to ice sledge hockey teams.
- 5 Aboriginal Art** — Aboriginal art created by Direction 7 from the Musqueam Nation, in the form of a large thunderbird carving, hangs at the entrance to the arena as part of the Vancouver 2010 Venues' Aboriginal Art Program.



## SPORT VENUES

## SITES SPORTIFS

ALPINE SKIING	 	SKI ALPIN
BIATHLON	 	BIATHLON
BOBSLEIGH		BOBSLEIGH
CROSS-COUNTRY SKIING	 	SKI DE FOND
CURLING		CURLING
FIGURE SKATING		PATINAGE ARTISTIQUE
FREESTYLE SKIING		SKI ACROBATIQUE
ICE HOCKEY		HOCKEY SUR GLACE
ICE SLEDGE HOCKEY		HOCKEY SUR LUGE
LUGE		LUGE
NORDIC COMBINED		COMBINÉ NORDIQUE
SHORT TRACK SPEED SKATING		PATINAGE DE VITESSE SUR PISTE COURTE
SKELETON		SKELETON
SKI JUMPING		SAUT À SKI
SNOWBOARD		SURF DES NEIGES
SPEED SKATING		PATINAGE DE VITESSE
WHEELCHAIR CURLING		CURLING EN FAUTEUIL ROULANT

## GAMES INFRASTRUCTURE

## INFRASTRUCTURE DES JEUX

AIRPORT		AÉROPORT
INTERNATIONAL BROADCAST CENTRE		CENTRE INTERNATIONAL DE RADIO ET DE TÉLÉVISION
MAIN HOTEL AREA		ZONE DES PRINCIPAUX HÔTELS
OLYMPIC CLOSING CEREMONY		CÉRÉMONIE DE CLÔTURE OLYMPIQUE
OLYMPIC VICTORY CEREMONIES		CÉRÉMONIES DE REMISE DES MÉDAILLES OLYMPIQUES
OLYMPIC VILLAGE		VILLAGE OLYMPIQUE
OPENING CEREMONIES		CÉRÉMONIES D'OUVERTURE
PARALYMPIC CLOSING CEREMONY		CÉRÉMONIE DE CLÔTURE PARALYMPIQUE
PARALYMPIC VILLAGE		VILLAGE PARALYMPIQUE
MAIN MEDIA CENTRE		CENTRE DE PRESSE



As noted this is a summary of our sustainability efforts.  
Please visit [vancouver2010.com](http://vancouver2010.com) for more detailed reporting and additional information.

### **We Want To Hear From You**

We welcome your feedback. Please contact us at:  
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