

OUR PATHWAY

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

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



Being socially inclusive and responsible means that VANOC considers the needs and interests of its workforce, 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. Consequently, we seek input on our social inclusion programs and activities from our partners and a wide range of stakeholders. Where 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.

Social Inclusion and Responsibility

This chapter reviews VANOC's 2008-09 performance in the following areas:

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



Engaging Partners and Stakeholders

WHAT

Convene inclusive and accessible Games

WHO

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

HOW

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

SUSTAINABILITY CONNECTION

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

BACKGROUND

Measuring our Sustainable Legacy

It is traditionally difficult for organizations to measure their legacy in social inclusion and responsibility because many of the initiatives don't contain baseline measures or measurable results. However, we evaluate the performance and impact of our social inclusion efforts in a number of ways:

- creating new programs or initiatives that can be replicated or continued by others
- setting up collaborations that can be replicated or continued by others
- raising awareness of the benefits and possibilities of socially inclusive practices among our workforce, partners and stakeholders



A Inner-City Inclusive Commitments

During the period when Vancouver was bidding to host the 2010 Winter Games, there was public concern in the City of 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’s inner city. With no previous Games-based model to work from, the Vancouver 2010 Bid Corporation and three of its government partners (the Government of Canada, the Province of British Columbia and the City of Vancouver) sought to address the concerns of these communities through a joint statement known as the Inner-City Inclusive (ICI) Commitment Statement. This statement was developed based on community input, plus an independent assessment of the impact of major international events on socially and economically vulnerable communities. For purposes of the statement, the term “inner city” means the Downtown Eastside, Downtown South and Mount Pleasant communities. A copy of this statement is available at vancouver2010.com.

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

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

VANOC shares accountability for implementation of the ICI commitments with its three government partners. Close to half of the ICI commitments can be delivered directly by VANOC. The rest require broader community and government collaboration. Many, such as the Civil Liberties and Accessible Games commitments, describe objectives that can be applied across the Games region.

Table 4
VANOC Actions on ICI Commitments (Cumulative from 2003 to July 31, 2009)

COMMITMENT	ACTION TAKEN TO DATE
Accessible Games	Barrier-free venues and operations (page 67) Accessible workplace (page 67) Accessible website (page 67)
Affordable Games Events	100,000 tickets available for \$25 each Vancouver 2010 Ticket to Inspiration Program for schoolchildren to attend Paralympic Winter Games events Celebrate 2010 program to distribute 50,000 Olympic and Paralympic event tickets to those without the financial means to attend; a significant portion will be allocated to Vancouver’s inner city (page 61)
Affordable Recreation and Sport	Contributed \$100,000 to support implementation of recommendations made by the ICI Recreation and Sport Table (vancouver2010.com) Made contributions of \$2.5 million for reconstruction of a rink at Trout Lake Centre and \$2.5 million for the refurbishment of a rink at Killarney Centre (\$5 million total) Made a \$325,000 contribution for upgrades and equipment at Britannia Centre, and contributed 2,400 Paralympic tickets and 2,400 Sport Event tickets to the Britannia Community Services Centre Society to distribute to its community Developed strategy for post-Games asset donation, which will include sport and other equipment Donated executive speaker fees to inner-city youth sports (\$20,000 total) Supported Aboriginal youth and sport programs and the <i>Find Your Passion in Sport</i> poster series featuring Aboriginal athletes Supported urban Aboriginal community events
Business Development	\$3 million in VANOC spending with inner-city businesses and organizations With Network of Inner-City Community Social Services Society (NICCSS) and City of Vancouver, developed a community-operated Lost and Found Claims Centre that will also serve as a distribution channel for VANOC and partner assets earmarked for donation to community groups

BACKGROUND

Celebrate 2010: Experience the Games

The Celebrate 2010 program is designed to ensure that people with limited financial means are able to share in the dream of attending Canada’s Games. This program implements a bid commitment of VANOC and our partners to provide 50,000 Games tickets to those who would not otherwise be able to attend. These tickets will include all Olympic and Paralympic sports and nightly Olympic Victory Ceremonies. They will be provided free of charge to the recipients and include local public transit.

VANOC is working with a range of community partners, including BC Housing and the BC Non-Profit Housing Association, to distribute tickets to community organizations that serve people of limited means. There will be a focus on children and families, residents of Vancouver’s inner-city neighbourhoods and Aboriginal peoples. Tickets in the Celebrate 2010 program are funded through various VANOC marketing programs, including a significant contribution from Jet Set Sports, Official Supporter of the 2010 Winter Games.

This initiative supports our goal of making these Games affordable. Other elements include offering 100,000 Olympic tickets for only \$25, and creating Ticket to Inspiration, the Paralympic school attendance program.

Table 4 (continued)
VANOC Actions on ICI Commitments (Cumulative from 2003 to July 31, 2009)

COMMITMENT	ACTION TAKEN TO DATE
Civil Liberties and Public Safety	<p>Liaised with Vancouver 2010 Integrated Security Unit (V2010 ISU), which is led by the RCMP (page 68)</p> <p>Completed Game Plan 2008 open houses in venue communities (page 69)</p> <p>Presented more detailed plans in Game Plan 2009 open houses in venue communities (page 69)</p> <p>Collaborated with the City of Vancouver, the Vancouver Police Department, and the V2010 ISU to review inner-city Games impacts at five meetings in the inner city (page 68)</p>
Cultural Activities	<p>For Cultural Olympiad 2009 (2008) collaborated with 12 (15) inner-city organizations and used 17 (14) inner-city venues; 4 (8) of these organizations also provided 4 (8) of these venues</p> <p>Supported 2008 and 2009 Chinese New Year celebrations</p> <p>Cultural Olympiad digital edition (CODE) collaborated with W2 and other Downtown Eastside organizations to create a showcase for community-based digital works during the Vancouver 2010 Cultural Olympiad</p>
Employment and Training	<p>\$2 million from Bell's Olympic sponsorship to support economic revitalization, which includes inner-city businesses and residents (page 65)</p> <p>In RONA Vancouver 2010 Fabrication Shop (Fab Shop) (page 14 and website):</p> <ul style="list-style-type: none"> - created 64 carpentry training positions for individuals from priority population groups — 64 positions filled to date; 8 graduates were hired full-time at Fab Shop - supported co-location of 148 construction-readiness training positions, reduced to 101 positions (as 47 individuals went direct to employment without training); 101 positions filled to date - Liaised with federal government's Homelessness Partnering Strategy to facilitate a pilot project providing housing and living support to Fab Shop trainees <p>Customer Service Training Program developed and delivered to 15 inner-city residents in partnership with community and Hudson's Bay Company; 8 graduates hired by Hudson's Bay Company (page 14 and website)</p> <p>Material handler (warehousing) training developed in partnership with community; positions created for delivery to 20 inner-city residents (page 14 and website)</p>
Environment	<p>Games-time planning included best practices in appropriate use of environmentally friendly materials and services</p> <p>As part of VANOC's waste management plan, collaborated with Games food service supplier Sodexo and the Greater Vancouver Food Bank Society on a food donation program related to Olympic and Paralympic Village Vancouver</p>
Financial Guarantees	<p>Published quarterly financial statements (vancouver2010.com)</p> <p>Annual statements audited by national accounting firm</p>
Health and Social Services	<p>Collaborated with Vancouver Coastal Health and other agencies to ensure Games activities do not negatively affect access to health and social services</p>
Housing	<p>Contributed \$30 million to the City of Vancouver toward providing post-Games legacy of 250 affordable housing units from Olympic and Paralympic Village Vancouver</p> <p>Made a \$250,000 contribution to expand the Covenant House crisis shelter</p> <p>Identified an operator for a Games-time temporary hostel and contributed \$200,000 to provide more than 300 beds</p> <p>Liaised with government partners to ensure no low-income housing is included in the list of Olympic Family or partner accommodation</p>
Input to Decision Making	<p>Ensured that VANOC's Board and working groups are representational (page 35)</p> <p>Ensured that responsibility for delivering on inclusion goals in the course of Games planning and operations involved every relevant department throughout VANOC; key positions created and filled included a director, inclusion; manager, inner-city community benefits; an Aboriginal recruitment specialist; an Aboriginal procurement specialist; an Aboriginal business development and partnerships specialist; a project manager for Vancouver 2010 Venues' Aboriginal Art Program; and additional staff for the Paralympic Winter Games team</p> <p>Participated on ICI Housing Table and ICI Recreation and Sport Table (page 65, <i>Vancouver 2010 Sustainability Report 2006-07</i>)</p> <p>Collaborated with Disability Advisory Committee and AccessWORKS (page 63, <i>Vancouver 2010 Sustainability Report 2006-07</i>)</p> <p>Collaborated with Tradeworks Training Society, ACCESS, YWCA and BC Construction Association's ISTEP Program in the delivery of the Fab Shop carpentry program (page 14)</p> <p>Collaborated with Building Opportunities with Business Inner-City Society (BOB) and Fast Track to Employment (FTE) coalition in the development of inner-city training initiatives for Games-time jobs (page 14)</p> <p>Input sought through Game Plan 2008 and Game Plan 2009 public open houses, hosted with City of Vancouver, V2010 ISU and other Games partners in venue communities (page 69)</p> <p>Collaborated with the City of Vancouver, the Vancouver Police Department and V2010 ISU to review inner-city Games impacts at five meetings in the inner city (page 68)</p>
Neighbourliness	<p>Game Plan 2008 and Game Plan 2009 public open houses hosted with the City of Vancouver, V2010 ISU and other Games partners primarily in venue communities (page 69)</p>
Transportation	<p>Collaborated with government partners and industry on Olympic and Paralympic Transportation Team (OPTT), to minimize community impacts while meeting Games-related needs (page 69)</p> <p>OPTT released first phase of Host City Transportation Plan (page 69)</p> <p>Collaborated with the City of Vancouver, the Vancouver Police Department, and V2010 ISU to review inner-city Games impacts at five meetings in the inner city (page 68)</p>

Sustainability in Action

SO MANY ANGELS

"Here's my problem: I just hate this solution because it doesn't leave a legacy."

That was the dilemma Dan Doyle took to his venue construction team back in 2006.

The challenge was the need to house an additional 600 athletes and officials at Games time in Whistler. At the time, Doyle was executive vice president of construction for VANOC. He had an ironclad commitment to deliver quality venues, on budget, on time — and he didn't need a budget-breaking surprise.

The first solution, the one Doyle hated, was to lease a camp-style facility that would have little long-term benefit locally; it would vanish to a remote construction site after the Games. The price tag for that was \$6 million.

"What's more, I knew there was a huge problem with affordable housing, not only in Vancouver but throughout British Columbia," explained Doyle. "We wanted to help. That's when we decided to try to find a solution that had a legacy. And that was a big, big hill for us to climb."

Over time, Doyle discovered potential for a partnership, one where VANOC would buy modular housing for Games use in Whistler. After the Games, BC Housing (a provincial crown agency) would move it to communities throughout British Columbia that were struggling with homelessness.

The next step was to invite municipalities to be partners. As well, VANOC sponsors Britco, RONA and others offered additional support.

After almost two years in the making, a memorandum of understanding between BC Housing and VANOC completed the deal. What will begin as 320 temporary shared housing units for 600 Games athletes and officials will become 156 permanent affordable housing units in the BC communities of Chetwynd, Chilliwack, Enderby, Saanich, Sechelt and Surrey. The total capital cost of this legacy housing project is approximately \$43.6 million. VANOC, its sponsors and supporters will contribute \$18.2 million. The Province of British Columbia will contribute \$20 million for relocation, reconfiguration and site preparation costs, and the six communities will provide a total of \$5.4 million in land value.

"What's really neat here is that you don't do it alone," said Doyle, looking back at all the hurdles and all the help. "So many angels lined up to make this one happen."



B Employment and Training

VANOC's commitment to host Olympic and Paralympic Winter Games that are socially inclusive means having a workforce that reflects Canada's diversity. To achieve this goal, we developed a recruitment strategy and implemented it 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.

RECOGNIZING COMMUNITY RELATIONSHIPS

For a short-term organization such as VANOC, establishing and maintaining relationships within the community is critical to the success of our employment and training programs, and to the creation of post-Games legacies for the inner-city communities. We rely on the expertise and knowledge of our community partners; they help us navigate the unique issues and challenges of working with individuals from priority population groups, and their many in-kind program contributions. We acknowledge and value the essential role they play in the success of our programs, and in their ongoing efforts to build better communities.

For the RONA Vancouver 2010 Fabrication Shop (Fab Shop) carpentry program we collaborated with the Tradeworks Training Society, the Aboriginal Community Careers Services Society (ACCESS), the YWCA and the BC Construction Association's Immigrant Skilled Trades Employment Program (I-STEP) to provide skills training and work experience to 64 individuals.

The Construction Orientation and Retention for Employment (CORE) program, co-located at the Fab Shop, brought the Building Opportunities with Business Inner-City Society (BOB) and the Vancouver Regional Construction Association together to train 101 inner-city residents for work on the Olympic and Paralympic Village Vancouver construction site as part of the Southeast False Creek Community Benefits Agreement.

A working group of 12 inner-city employment agencies came together to develop the Customer Service Training Program, which provided training to 15 inner-city residents, eight of whom were then hired in the retail sector. We continued this collaboration, though adapting this program in response to a VANOC requirement for material handlers (warehousing). The working group then recruited and supported 20 individuals in the Material Handler Training Program; 6 were subsequently hired for VANOC roles.

Innovative ideas and unique collaborations often result in unique opportunities — the Lost and Found Claims Centre project will become a potential legacy for the community. The initiative has brought VANOC together with the Network of Inner-City Community Social Services Society (NICCSS), which won the contract to manage the Lost and Found Claims Centre. They will train and hire inner-city residents and persons with a disability to staff the operation.

With assistance from a range of community partners, including BC Housing and the BC Non-Profit Housing Association, we will implement a bid commitment to distribute Olympic and Paralympic Winter Games tickets to those without the financial means to attend a Games event. Hundreds of community organizations will receive tickets and facilitate the attendance of the groups they serve and their enjoyment of the Games experience.

As we move into the operational and decommissioning phases of our project, we will continue to collaborate with a variety of groups in the areas of Games-time employment and procurement and post-Games asset donation opportunities.



C Business Development

VANOC's goal is to engage businesses and social enterprises from our priority populations — based in the inner city, owned by or employing inner-city residents, persons with a disability or Aboriginal people — to provide goods and services for the Games.

BACKGROUND

Community Benefits Agreements

The Southeast False Creek Olympic Village Community Benefits Agreement (CBA) 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, formally known as the Millennium Development Corporation), the property developer, to ensure the development would include benefits to inner-city communities that could be implemented through the third signatory, Building Opportunities with Business Inner-City Society (BOB), an inner-city based non-profit organization. The project, which includes the site of the Olympic and Paralympic Village Vancouver for athletes and team officials, committed to provide 100 jobs on the site for inner-city residents, \$750,000 in training to prepare the residents for these jobs and \$15 million in procurement from inner-city businesses.

The CBA is now complete and all targets were met or exceeded, as follows:

- 110 individuals attended the pre-employment program funded through the CBA
- 101 continued into the CORE training co-located in the Shop
- 63 started work from CORE and 59 went direct to employment without training but with support through the CBA and referring community agencies, for a total of 122 employed through the CBA; 89 of these were employed at the site
- \$750,000 in training seats was funded through the CBA
- Over \$41 million was procured for the site from local and inner-city businesses and enterprises

This commitment by Millennium, a Vancouver 2010 Official Supplier, complements an earlier investment by Bell as part of its Games sponsorship, to provide significant support for inner-city economic revitalization. Bell's funding has also contributed to BOB's core operations and supports employment services, investment identification and business advisory and support services, which are integral to a more socially inclusive approach to economic development in Vancouver's inner city.

BACKGROUND

What Does VANOC Buy from Inner-City Businesses?

VANOC's Buy Smart Program incorporates environmental, ethical, social and Aboriginal objectives into our purchasing and licensing decisions. Metro Vancouver's inner-city communities are vibrant business neighbourhoods offering an array of services and products, many of which VANOC requires. In the course of our procurement activities we have seen new collaborations between social enterprise and commercial operations, as well as a completely new projects developed by a network of inner-city community organizations.

To date, products and services procured from inner-city suppliers include: catering; office supplies; lost and found claims services; translation services; training program administration; bouquets for the Victory Ceremonies of the Olympic and Paralympic Winter Games; event space; printing; and janitorial services. VANOC and the 2010 Commerce Centre developed a Buy Smart Fact Sheet that includes inner-city and Aboriginal procurement resources, and an online directory for buyers interested in identifying suppliers with enhanced sustainability attributes.



Sustainability in Action

LOST — AND FOUND AGAIN AS AN OLYMPIC INNER-CITY COMMUNITY LEGACY

As more than a million spectators pass through the venues of the Vancouver 2010 Olympic and Paralympic Winter Games, somebody is bound to leave their umbrella behind. In fact Games organizers anticipate that up to 10,000 items will be lost — and only a small percentage of them will be claimed. So what happens to all the leftover boots, jackets, mitts, glasses, toques and water bottles?

At the 2010 Winter Games, the lost and found items will become the launch pad for an innovative community-run inner-city asset redistribution system.



An Olympic first, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), has contracted an inner-city community non-profit organization to provide lost and found services to spectators. The Network of Inner City Community Services Society (NICCSS) is a coalition of community organizations serving children and families in Vancouver's inner-city communities.

NICCSS will hire six inner-city residents and four volunteers to staff and operate the 2010 spectator lost and found claims centre. The City of Vancouver will donate the central Vancouver space and VANOC will provide the systems for collecting and cataloguing the lost items.

"Not only will this opportunity provide work experience at a fair wage," said Kate Hodgson, executive director of NICCSS, "it will give members of our community meaningful involvement in the Games and a chance to interact positively with local and visiting spectators."

An even bigger opportunity for NICCSS comes once the lost and found centre closes on April 16, 2010. The unclaimed lost and found items will be donated to NICCSS for distribution to low-income inner-city residents. In addition, VANOC will donate select post-Games assets to the network for dissemination.

Shortly after the Paralympic Winter Games, all VANOC's assets will be dispersed. Revenue generation, community donations and waste avoidance are the main objectives of VANOC's asset disposal strategy. Items that are not sold or predestined as donations by bid commitments will be offered to NICCSS for redistribution in inner-city communities.

"The goal is to distribute useable items such as pillows, towel sets and first aid kits directly to residents in the community," explained Hodgson. "Or if they're items we can sell, then the profits will be returned to the community in the form of community programs or employing people in a social enterprise."

NICCSS will work with its member organizations and existing thrift stores to develop a distribution network. This could include creating an enterprising non-profit that would create jobs and supply low-priced or donated goods to the community on an ongoing basis. For instance, NICCSS hopes to channel post-Games stationery and office supplies to inner-city non-profit organizations, allowing them to redirect their office supply budgets to their programs.

"This is an opportunity to showcase a pilot distribution structure that will demonstrate how our network can collaborate on an initiative that has the potential to benefit all," said Hodgson. "It will also re-route items from the landfill and put them to good use."

NICCSS already runs Reboot, an innovative computer recycling agency that refurbishes computers for resale and/or donation to inner-city residents and non-profit groups.

In order to plan ahead, NICCSS must anticipate the end of the Games before they have begun. "This project has real opportunities, but it's tough not having full information now on the variety and number of items," said NICCSS project manager, Hendrik Hoekema. "We try to include as many community groups as possible. That doesn't make it easy to plan either because each group has a different idea of how it could benefit. But in the end it's always satisfying to see the results of people working together to make things better."



D Accessibility

Accessibility means addressing physical barriers to participation to allow 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.

Our approach to accessibility 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 who has been working with VANOC to ensure our practices and procedures take into account the needs of persons with a disability.

BACKGROUND

Barrier-Free Games

One way to determine the success of the Vancouver 2010 Olympic and Paralympic Winter Games will be by offering accessible venues and services to all participants and guests. Vancouver is already one of the most accessible cities in the world, and the mountain community of Whistler is committed to accessibility that offers a wide range of accessible routes and adaptive services. Since the bid phase, VANOC has worked closely with our partners to provide meaningful access and participation for persons with a disability.

Transportation to Games venues will be accessible, with services provided by VANOC, TransLink and BC Transit. All venues have been reviewed for accessibility including consideration for people with vision or hearing impairments and mobility or agility challenges. At the Olympic and the Paralympic Games, numerous accessibility features and services will be available to spectators and other Games client groups, including accessible seating options, accessible washrooms and concessions, dog-relief areas for assistance/guide dogs, hearing devices and accessible shuttles for travel over longer distances.

Communicating accessibility information to the public is critical to enable people with specific needs to take advantage of available services. Whenever possible, the vancouver2010.com website has been made accessible to automated screen readers, and alternative formats (such as large print) are available for major publications such as the Spectator Guide. All workforce members (including volunteers) involved in the Games receive disability awareness training and are provided with detailed information on accessible services, so they can share this information with Games customers.

Of equal importance to these tangible examples of accessibility is the intangible impact of increasing consciousness about the value of accessibility in the minds and actions of individuals, organizations and governments. Our hope is that others will incorporate accessibility even more into their event planning, and that accessibility planning becomes the norm, not the exception.



E Safe Places to Live

The Vancouver 2010 Integrated Security Unit (V2010 ISU) was established in 2003 with the Royal Canadian Mounted Police (RCMP) as the lead agency. V2010 ISU integrates the RCMP with the Vancouver Police Department, the West Vancouver Police Department and the federal Department of National Defence. The role of V2010 ISU is to provide for security and public safety in and around venues, Live Sites and other Games sites in Metro Vancouver, in 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. Visit v2010isu.com for more information.

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 that are 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 British Columbia, includes groups such as the British Columbia Ambulance Service (BCAS), local fire and police departments and Vancouver Coastal Health.

Transportation Management to Reduce Community Impact

With the 2010 Winter Games fast approaching, VANOC's Operations Engagement Team (OET) has been created to provide local businesses and residents with the tools and information necessary to prepare for a successful and rewarding Olympic and Paralympic experience.

Since December 2008, OET and its partners have been working with businesses, residents' associations and property management companies to share information and identify potential issues and impacts that may result from the operation of the competition and non-competition venues in Metro Vancouver in 2010.

To provide information and address local concerns, we hold public Game Plan meetings with local municipal governments, transportation partners and security partners. Our goal is to ensure that businesses and residents located in close proximity to Olympic and Paralympic venues have the information and resources they need to make informed choices leading up to, and during, the 2010 Winter Games.

The OET is committed to providing general Games-related information and updates on Games planning, and we will continue our engagement with one-on-one meetings and key Game Plan information forums. In addition, up-to-date information and resources for the public, including a Game Plan newsletter, frequently asked questions and key dates, are available on vancouver2010.com. Residents and businesses are also welcome to contact an OET representative by phone or e-mail.

CHALLENGE

Protecting Everyone's Rights

The 2010 Winter Games are a celebration of sport, culture and sustainability, and inside the venues, this takes priority over all commercial, political, religious or other statements. VANOC has an obligation to maintain the venues so they are free of advertising or any kind of commercial or political promotion.

Outside of ticketed Games venues we have no interest, obligation or authority to prevent or guard against political or anti-Games expression. However, we do have an obligation to protect the nearly \$1 billion investment made by Games sponsors. We have taken many steps to ensure the public is well informed about this obligation and its effects in their communities.

In public spaces, the security forces of the jurisdiction (for example, the Vancouver Police Department in Vancouver or the RCMP in Whistler) will accommodate peaceful public demonstrations, and ensure other personal rights and freedoms are maintained through Games time. VANOC believes everyone should have the opportunity to freely express themselves as protected by Canadian law.

Integrated Transportation Plan

Travelling smart by “knowing before you go” and preparing for “life as unusual” by residents, businesses and spectators is key transportation advice in the first phase of the integrated transportation plan developed by the Olympic and Paralympic Transportation Team (OPTT).¹

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

Given these requirements, public transit in all key areas will be significantly increased to ensure easy and convenient travel options. In Whistler and the Sea to Sky corridor, transit services will more than triple during the Olympic Winter Games period. The “Click and Park” and “Click and Ride” systems are tools that will direct event attendees to their departure hub based on ticket purchases. These systems help reduce event-related traffic congestion and ease community impacts. Walking and cycling are encouraged.

VANOC is also communicating to all residents and visitors about ways to travel smart, including tips, tools, maps and a fact sheet available at vancouver2010.com. Additionally, the Host City, the Host Mountain Resort and respective Venue Cities have developed transportation plans in consultation with OPTT and the community.

Additional detailed transportation information is available to residents and visitors to the Games Host Region at travelsmart2010.com.

¹ Members of the OPTT include: VANOC, the City of Vancouver, the Resort Municipality of Whistler, TransLink, BC Transit, the provincial Ministry of Transportation and Infrastructure and the Vancouver 2010 Integrated Security Unit.

BACKGROUND

Game Plan Community Engagement

With just months to go to the 2010 Winter Games, many people in the Games region, especially in venue communities, have questions about how the Games venues will operate on a day-to-day basis; how long it will take for a venue to return to its normal operations after the Games; what legacies will be left behind and what effect they may have on residents, neighbours, facility users or businesses.

Game Plan meetings offer attendees a snapshot of daily life in and around the venues, and provide an opportunity to ask questions. The sessions focus on the activities associated with pre-Games and Games-time operations for issues such as venue and transportation operations, security and public safety, and will also provide insight into how a venue operates before, during and after the Games.

In total, VANOC has conducted eight Game Plan 2008 meetings and seven Game Plan 2009 meetings. An additional five to seven meetings are scheduled for fall 2009.



F A Good Place to Work

By Games time, VANOC estimates a total workforce of more than 55,000 people, including 3,000 paid staff, 25,000 volunteers, 15,000 contractors and 13,000 ceremonies participants.

The VANOC workforce is the heart of our organization. Accordingly, attending to workforce members is an ongoing concern — 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 support required to do outstanding work. One way we try to achieve this is by making VANOC a good place to work and volunteer.

Engaging our Workforce

Until 2008, we undertook a yearly employee engagement survey to measure levels of engagement. The results provided an indication of the strategies to 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. As VANOC shifted to operational delivery through Sport Events, the measurement tool shifted to a volunteer experience survey.

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, 2009, our total paid workforce consisted of 1,368 people — 55 per cent women and 45 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 156 senior positions, 54 were held by women (35 per cent). At the end of this reporting period, VANOC’s 20-member board of directors included five women (25 per cent). Of the 18 full-time senior management personnel hired during the reporting period (director level and above), eight were hired from Canada (44 per cent).

Planning is also supported by other partners, including Transport Canada and the municipalities of Richmond and West Vancouver.

The power of the 2010 Winter Games provides us with the extraordinary opportunity to highlight the linguistic duality and the cultural diversity that characterizes our country.

—John Furlong,
Chief Executive Officer, VANOC

Table 5
Total Workforce (Vancouver and Whistler)
by Employment Type as of July 31, 2009

Contractor	71	5.2%
Coop/Intern	17	1.2%
Full-Time	1,190	87.0%
Part-Time/Term	38	2.8%
Secondee	52	3.8%
GRAND TOTAL	1,368	100.0%

Liaising with Business and Labour

Dialogues with organized labour, business and government on labour stability issues helped VANOC prepare for the Games. This included meeting on an ad hoc basis to discuss issues of mutual interest with the British Columbia Federation of Labour, the Province of British Columbia, the City of Vancouver and the business community. We continue to meet with representatives of all organizations that could potentially have an impact on our Games.

The VANOC workforce is not unionized.

Workforce Health and Safety

Through our Safety Management System and a safety performance reporting system, VANOC has made a commitment to ensuring 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. The International Labour Organization (ILO) code of practice on Recording and Notification of Occupational Accidents and Diseases was developed for the reporting, recording and notification of workplace accidents. Provincial law follows the ILO recommendations.

The VANOC Joint Health, Safety and Wellness Committee meets monthly to communicate and consult on issues affecting the health, safety and wellness of all workforce members. One hundred per cent of workforce members are represented.

Workforce health and safety performance indicators are broken down into two groups: 1) employees and supervised workers, and 2) independent contractors. All rates are calculated on the basis of 100 persons working for a year.

Workforce injury rates (average number of injuries) for the reporting year was 0.7. The worker injury rate was 0.6 and the contractor injury rate was 1.2. Workforce days lost (the average number of working days lost to compensable injuries) was 11.1. Worker days lost was 13.1 and the contractor injury rate was 4.7. We do not track occupational disease or absentee rates.

Seventeen incidents were reported to WorkSafeBC, six of which were the result of contractor activities. No fatalities occurred within the reporting year.



BACKGROUND

VANOC's Commitment to Bilingualism

VANOC is committed to delivering Games in both English and French. Linguistic duality is a fundamental characteristic of the Canadian identity, and the French language is an important component of our cultural diversity. Embracing and offering a valuable service in both official languages is at the core of the IOC, VANOC and Canada.

Delivering truly bilingual Games is no small feat given the scope of planning required from the variety of functions involved in the 2010 Winter Games. VANOC works in close collaboration with francophone communities across Canada to promote our two official languages and to activate the nation-building potential through all areas of planning and service delivery. We integrate Official Languages into our organizational culture so they become a part of who we are. Among other initiatives, a French language newspaper has been added as an Official Partner, and we are extensively utilizing French-Canadian talent as part of the Vancouver 2010 Cultural Olympiad.

In April 2009, as part of its commitment to hosting bilingual Games, VANOC convened an inaugural meeting of a new Board Advisory Committee on Official Languages. This committee provides strategic advice to VANOC on the delivery of its official languages objectives and the francophone culture in the context of the Games. They will also assist in collaborations between key stakeholders and Canada's French-speaking community partners to ensure their full participation in Canada's Games. The panel will meet periodically until the Games begin in February 2010.


VANOC is committed to bilingualism, and to exceeding expectations by offering a level of service beyond what is outlined on paper.

DID YOU KNOW?

In October 2007, VANOC's Legacy of Safety program was awarded a North American Occupational Safety and Health Week Award in the Special Project category.

ACTION TRACKER





Employment and Training Opportunities

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
<p>Convene third cohort of trainees in the Fab Shop to build items for the Games</p> <p>Collaborate with community organization to recruit and support 16 women for third cohort</p>	<p>Delivered third cohort of carpentry training and job experience to 16 women, and convened fourth cohort of carpentry training and job experience for 16 new immigrants</p> 	<p>Complete feasibility study for post-Games legacy operation for Fab Shop carpentry training</p>
<p>Finalize and secure funding for customer service training project to prepare individuals for Games-time jobs</p> <p>Investigate feasibility of a community-operated spectator lost and found claims centre</p>	<p>Delivered pilot Customer Service Training Program to 15 inner-city residents</p>  <p>Contract to operate and manage the Games-time Lost and Found Claims Centre includes an agreement to fill eight staff positions from priority populations</p>	<p>Report cumulative outcomes of training and employment</p>
<p>Implement sourcing plan to reach priority population</p> <p>Collaborate with community organizations to</p> <ul style="list-style-type: none"> · identify suitable job matches for priority populations · develop and implement training programs 	<p>Through consultation with community groups, matched community skills and interests to Games needs, and identified a need for training for material handler positions</p>	<p>Deliver material handler training program to 20 inner-city residents and facilitate interviews for available positions with VANOC</p>

Business Development

<p>Continue implementation of a social inclusion procurement strategy by assisting priority population businesses and social enterprises to identify and secure suitable VANOC procurement or sub-contracting opportunities</p>	<p>Continued outreach activities to businesses and social enterprises to compete for sustainable procurement opportunities</p> <p>Awarded contract to create and produce victory bouquets to a joint venture between a social enterprise and a commercial florist</p>  <p>Awarded contract to operate and manage the Games-time Lost and Found Claims Centre to the Network of Inner-City Community Social Services Society (NICCSS), an inner-city non-profit</p> 	<p>Continue to identify contracting opportunities for priority population businesses and social enterprises</p> <p>Investigate the feasibility of NICCSS' support for VANOC's asset donation program (to plan for the post-Games donation of equipment and supplies)</p> <p>Implement asset donation strategy, and track and report outcomes</p>
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Accessibility

<p>Incorporate accessibility into planning process for Sport Events</p> <p>Finalize Barrier-Free Operations Guidelines, including any changes observed at Sport Events</p>	<p>Accessibility planning was completed and communicated to spectators and volunteers for all 18 Sport Events</p>  <p>Barrier- Free Operations Guidelines were updated following the Sport Events and completed in June 2009</p>	<p>Deliver accessibility messaging in all volunteer training materials and spectator messaging</p>
<p>Complete accessibility review for Whistler Medals Plaza (accessibility reviews have already been completed for all other venues)</p>	<p>A venue overlay accessibility review of Whistler Medals Plaza was completed in lieu of a design review (due to the fact that no permanent structures will be built on-site until after the Games)</p> 	<p>Deliver accessible services to customer groups for both Olympic and Paralympic Winter Games</p>
<p>Complete accessibility venue tour of the Uniform and Accreditation Centre — Vancouver (UAV) with members of the Disability Advisory Committee</p>	<p>Accessibility venue tour of the UAV was completed in September 2008 by members of the Disability Advisory Committee</p> 	
<p>Complete venue overlay accessibility reviews for remaining city venues</p>	<p>All venue overlay accessibility reviews were completed</p> 	<p>Once Games-time overlay construction is complete, engage barrier-free design consultant to conduct accessibility tours for all venues</p>

ACTION TRACKER

Safe Places to Live

GOALS FOR 2008-09

Through Game Plan 2008 and Game Plan 2009, offer an increasing level of transportation and security detail to stakeholders and citizens as new information becomes available

Continue to liaise with V2010 ISU and IPS as they develop plans related to Games security and public safety

PROGRESS IN 2008-09

Completed Game Plan 2008 meetings in venue communities

Presented more detailed plans in seven Game Plan 2009 meetings in venue communities

Collaborated with the City of Vancouver, the Vancouver Police Department and V2010 ISU to review inner-city Games impacts at five meetings in the inner city



GOALS FOR 2009-10

Continue Game Plan 2009 meetings that offer an increasing level of transportation and security detail to stakeholders and citizens as more detailed information becomes available

Host a further five Game Plan 2009 meetings in a variety of venue and non-venue communities

Continue to liaise with V2010 ISU and IPS as they develop plans related to Games security and public safety

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

Support OPTT in developing V3.2 (by December 2008) to facilitate more detailed transportation demand modeling for the Sea to Sky corridor and Resort Municipality of Whistler

All traffic demand micro modelling finalized in cooperation with City of Vancouver and BC Ministry of Transportation and Infrastructure

Conduct Games-time data collection and assumption validation

Complete versions 2 and 3 of the VANOC Transportation Operating Plans to align with OPTT partners

Collaborated with OPTT on the release of the first phase of the Integrated Transportation Plan for the Games

Implement transportation operating plans at Games time

A Good Place to Work

Maintain staff wellness and productivity through continued delivery of a comprehensive wellness program

Continued to deliver a variety of wellness programs and services to workforce in Vancouver and Whistler

Continue to deliver wellness program to workforce

Deliver internal workshops to help build understanding and contribute to the overall volunteer experience with Team 2010

Deliver preparatory training to the Games-time volunteer workforce to position all members for success in their Games-time roles

Held numerous volunteer extracurricular events and training sessions to keep prospective volunteers connected to the Games

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

Determine the feasibility and timing of a final employee engagement survey

Measure volunteer experience at Sport Events

Decision was made not to conduct a final employee engagement survey

Volunteer experience was measured at Sport Events; outcomes will be used to enhance the Games-time experience of all volunteers and workforce member

Engagement program has concluded

Launch a focused management development program (Elements) for leaders in the VANOC organization

Continue to deliver Learning Bursts (brief learning opportunities) in alignment with organizational needs

More than 300 leaders have attended Elements workshops.

Conducted 46 Learning Bursts on a variety of topics relevant to workforce



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

Launch staff outplacement program (Beyond 2010) to support employees in determining their next steps after the 2010 Winter Games, and to provide tools to create an effective post-Games job search strategy

More than 800 members of the workforce participated in a series of Beyond 2010 workshops

Launched one-to-one career advising program using volunteer professional career advisors to engage with VANOC workforce

Continue offering Beyond 2010 workshops

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


ACTION TRACKER
Safe Places to Live

GOALS FOR 2008-09

PROGRESS IN 2008-09

GOALS FOR 2009-10

Continue to monitor the remaining 46 of 95 collective labour agreements (in 2008; the other 49 were settled beyond 2010) and meet with employers as required, paying particular attention to Games venue owners and major contractors

Reached agreements with all venue owners and their labour resources 
Expanded monitoring of collective agreement activity in all union sectors that could potentially have an impact on our Games

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

Meet with representatives of both the BC Federation of Labour and business on an informal, ad hoc basis, with the aim of keeping dialogue open with organized labour

Continued to build relationships with senior leadership of BC Federation of Labour; presented an update on the Games to their membership

See goal above

Monitor risk register relating to labour agreements and possible disputes, and employ mitigation strategies

Met with BC Labour Relations Board to discuss need for expanded services during Games-time period
Presented risk mitigation strategies to VANOC's venue general managers
Developed a Games-time communications protocol


See goal above

Ensure Legacy of Safety awareness training is provided to those VANOC employees and contractors who have not previously participated
Complete first component of Legacy of Safety awareness for Games-time volunteers through their participation in general orientation/service excellence training
Develop and roll out the final Legacy of Safety components for event leaders, venue orientation and job-specific training

Employees and contractors participated in monthly Legacy of Safety awareness sessions
Games-time volunteers who attended Creating Team 2010 orientation participated in Legacy of Safety awareness training
Legacy of Safety awareness components were incorporated into event leader, venue orientation and job-specific training


Incorporate Legacy of Safety awareness training into Creating Team 2010 orientation sessions
Ensure delivery of Legacy of Safety components of venue-specific, job-specific and event leader training for workforce members with supervisory roles

Continue monthly reporting of health and safety performance to the VANOC Executive Leadership Team and bimonthly reporting to the VANOC Board of Directors
Develop Games-time reporting capabilities

Conducted monthly health and safety performance reporting to the VANOC Executive Leadership Team, and bimonthly reporting to the VANOC Board of Directors
Developed Games-time reporting capabilities which were tested and revised during Sport Events 

Implement Games-time safety performance reporting processes

Conduct safety audits of all Games-time venues and develop required safety management documentation

Conducted safety audits of existing Games-time venue safety programs through external consultants; safety management documentation was developed for all existing venues 

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

Provide managers/supervisors with guidelines on responsibly scheduling the work activities of their team members
Develop and implement a program (including exercise, nutrition and acclimatization) to encourage workforce members into "Getting Games Fit," to proactively mitigate, where possible, workplace injuries and illnesses at Games time

Guidelines for scheduling work activities, based on the physiological demands of the activities, were developed by the Sport Cardiology and Musculoskeletal Assessment Research Team (SMART 2010)
Getting Games Fit program developed by SMART 2010 and trialled by existing workforce members

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

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