



VANCOUVER 2010
SUSTAINABILITY REPORT

2008-09

Who We Are, What We Do

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

Our definition of sustainability

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

MISSION

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

VISION

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

VALUES

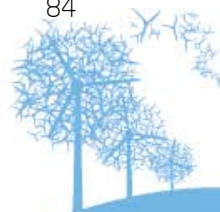
Team | Trust | Excellence | Sustainability | Creativity

2010 BY THE NUMBERS

Olympic athletes and team officials (estimated)	5,500
Paralympic athletes and team officials (estimated)	1,350
Participating countries — the Olympic Winter Games	80+
Participating countries — the Paralympic Winter Games	40+
Tickets available for 2010 events (estimated)	1.6 million
Accredited media (estimated)	10,000
Games volunteers (estimated)	25,000
Television viewers (estimated)	3 billion
vancouver2010.com page views (estimated)	1.5 billion
Visits to vancouver2010.com (estimated)	75 million

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Message from the CEO

I am pleased to introduce the 2008-09 report on the sustainability performance of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). This report, the fourth of five annual public reports tracking our progress on our sustainability objectives, is being released just as audiences are preparing to experience the 2010 Winter Games in earnest, providing an unprecedented opportunity to share the stories, challenges and successes associated with our sustainability commitments.

VANOC is fortunate to have partners — both large and small — who are working with us to forge a new level of sustainability performance for the Olympic and Paralympic Games. For Vancouver 2010, we have strived to manage the social, environmental and economic impacts and opportunities in ways that will create lasting benefits, locally and globally. We have applied the lens of sustainability to every decision we make — from the design and operation of our facilities to our purchasing, training and communications endeavours. Each and every day, our partners and stakeholders evaluate our performance and hold us accountable for our efforts.

We also want, as best we can and wherever we can, to address the pressing issues of our time. Recently, the instability of the economy made our goal of achieving a balanced budget more challenging than we ever anticipated. Although our venues are complete and we have met our domestic sponsorship targets, continuing economic pressures have called for even more creative and cost-effective solutions. This has meant that, together with our partners and sponsors, our team has been working diligently to operationalize our venues, finalize transportation plans and meet accommodation requirements.

We are further challenged by issues such as climate change and other environmental dependencies, the need to mobilize and deploy a one-time workforce of 50,000 skilled and diverse individuals and the imperative to deliver opportunities and benefits to people who might not typically benefit from such a large event as the 2010 Olympic and Paralympic Winter Games.

Much has transpired over these past 12 months, but, as this report demonstrates, our commitment to delivering on our sustainability commitments is unwavering. Just a few of our accomplishments in 2008-09 include:

- completing our green building program and applying for certification under the Leadership in Energy and Environmental Design (LEED) Green Building Rating System
- announcing our program for managing the carbon footprint of the 2010 Winter Games, and securing a sponsor to provide high-quality offsets from BC-based clean technology projects
- refining and implementing our Environmental Management Plans with our workforce, partners and third-party monitors
- attracting a workforce of 50,000 that reflects the diversity of our country and our communities
- fully implementing our Buy Smart sustainable purchasing program
- continuing to support inner-city training and employment initiatives



- continuing to contribute to the Aboriginal Youth Legacy Fund through our 2010 Aboriginal Licensing and Merchandise program
- launching a recognition program, with our government and corporate partners, to profile Games-based innovative solutions to local and global sustainability challenges
- convening the 8th World Conference on Sport and Environment, with the International Olympic Committee (IOC), the United Nations Environment Programme (UNEP) and the Province of British Columbia
- developing and launching, with the IOC and the International Academy of Sports Science and Technology, a toolkit to guide others in hosting sustainable sport events.
- receiving a special commendation for our 2006-07 sustainability report, an award for innovation in sustainability reporting, from the Ceres-ACCA (Association of Chartered Certified Accountants) North American Awards

In the final months before the Games, we're intensifying our efforts to demonstrate what can be achieved when major sporting events are delivered around a broad vision and commitment to sustainability. Given the enormous Games audience, Vancouver 2010 must offer practical examples of sustainability in action — examples that can both inspire and offer an enduring legacy of increased awareness and action in everyday life.

At this point in an Organizing Committee's lifespan, thoughts inevitably turn to what our Games will be remembered for. For Vancouver 2010, I hope that list of memories and legacies recognizes the green, accessible and multi-purpose Games venues; the Games-related opportunities created for socially and economically disadvantaged communities and individuals; the full inclusion and participation of our Aboriginal partners, and the once-in-a-lifetime Games-related experiences shared by everyday Canadians and visitors alike. Most of all, I hope it's readily apparent that Games planning was carried out with a spirit of integrity and a track record for doing what was right — before what was convenient or expedient.

While much work is yet to be done, I do believe we are making a difference . . . as of course we should!



John A. Furlong

VANOC Chief Executive Officer
January 2010

The 2008-09 Reporting Year at a Glance

Our bid to host the Olympic and Paralympic Winter Games included a commitment to make sustainability part of everything we do. We have six corporate-wide sustainability performance objectives. The following is a brief overview of what we accomplished towards those objectives in 2008-09. Many of these exciting milestones were achieved with the help of our government, corporate and community partners.

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

During the 2008-09 reporting year we:

- Received a commendation for Innovative Reporting for our 2006-07 sustainability report.
- Released our 2007-08 annual sustainability report in January 2009 and obtained stakeholder feedback the following April.
- Launched the web-based Sustainable Sport and Event Toolkit (SSET) and convened two international workshops.
- Prepared for third-party assurance of our 2008-09 report through a readiness exercise with Deloitte, a Games sponsor.
- Completed annual internal consulting and management reviews related to our Sustainability Management Reporting System (SMRS).
- Posted two reports of the activities of the VANOC ethics commissioner on the vancouver2010.com website.

Next steps in 2009-10:

- Release 2008-09 and final 2009-10 VANOC sustainability reports.
- Engage third party to perform assurance on selected key performance indicators in our 2008-09 and 2009-10 annual sustainability reports.
- Convene an external panel of sustainability stakeholders to provide feedback on the draft 2008-09 and 2009-10 sustainability reports.
- Complete final internal SMRS management review.
- Continue implementing ethics programs and policies through Games time and the dissolution phases of operations.
- Continue working with the Canadian Standards Association on development of "Z2010," Canada's first sustainable event management standard.

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

During the 2008-09 reporting year we:

- Continued monitoring sites for compliance with our Environment Assessment (EA) commitments.
- Developed, tested and revised venue-specific Environment Management Plans (EMPs) for all phases of operations.
- Established a 2010 Winter Games greenhouse gas offset target.
- Announced an official carbon offset supplier (Offsetters).
- Launched programs to create awareness of energy use and GHG emissions for members of the VANOC workforce, including volunteers.

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Next steps for 2009-10:

- Deliver Games that minimize negative impacts on the environment.
- Continue monitoring and reporting on compliance with EA commitments through Games time and the decommissioning phases of the Games project.
- Implement EMPs and monitor all venues, villages and facilities for environmental incident responses.
- Confirm third-party-verified BC Clean Technology projects to offset direct emissions from the Games.
- Launch a carbon partner program to invite Games partners and spectators to offset emissions from Games-related travel.
- Divert 85 per cent of waste from landfill at Games time.

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 2008-09 reporting year we:

- Delivered carpentry, construction readiness and customer service training to 93 individuals from priority population groups.
- Awarded a contract to an inner-city social enterprise to operate and manage the Games-time lost and found claim centre.
- Awarded a contract to create and produce Games-time Victory Ceremony bouquets to a joint venture between a social enterprise and a commercial florist.
- Conducted Legacy of Safety (a proactive health and safety program) training for all Games-time volunteers.

Next steps for 2009-10:

- Implement a post-Games asset donation strategy.
- Distribute 50,000 Games tickets to those without the financial means to attend the Games through the Celebrate 2010 program.
- Work with our partners to manage the Games-time impacts on inner-city communities
- Release and implement a refined transportation plan emphasizing mass and active transit, and initiatives to reduce background traffic
- Deliver accessible Olympic and Paralympic Winter Games.
- Provide a safe and meaningful Games experience for approximately 55,000 members of the Games-time workforce.

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 2008-09 reporting year, together with our Four Host First Nations partners, we:

- Continued building relationships with local, regional and national Aboriginal organizations to support implementation of our Aboriginal participation program.
- Produced and distributed a second series of Aboriginal sport posters aimed at encouraging greater participation in sport among Aboriginal youth.
- Announced the 2010 Aboriginal Pavilion to celebrate the rich cultures and diversity of Aboriginal peoples in Canada — First Nations, Inuit and Métis.
- Contracted 96 Aboriginal artists from across Canada to produce permanent installations of artwork for the Vancouver 2010 Venues' Aboriginal Art Program.
- Completed a strategy for Aboriginal participation in the Olympic Torch Relay and Games ceremonies.

Next steps in 2009-10:

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

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

During the 2008-09 reporting year we:

- Continued to follow up on factory audits and monitoring the corrective action plans of our licensees who manufacture Games-related licensed merchandise.
- Developed terms of reference and an assessment guide for VANOC's Supplier Code of Conduct and conducted a pilot assessment with select VANOC suppliers.

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- Launched the Sustainability Star program, an initiative that shines a spotlight on the Games-related sustainability innovations of VANOC, its partners and sponsors.
- Developed an asset disposal strategy that included conceptualizing an asset donation program to benefit local communities.

Next steps in 2009-10:

- Complete final monitoring of licensee factory audits and corrective action plans.
- Complete Buy Smart program case study and continue sharing learnings with sport organizations and event organizers.
- Continue awarding Sustainability Stars through November 2009 and showcase stars at Games time.

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 2008-09 reporting year we:

- Launched Canada CODE (the Cultural Olympiad's digital edition), a bilingual online portrait of Canada by Canadians.
- Continued to raise awareness of the Paralympic Winter Games through outreach programs.
- Created the *Vancouver 2010 Sustainability Journey* video.
- Selected four youth videos as winners of the *u-reduce/u-produce* sustainability video contest for BC youth.
- Hosted the 8th World Conference on Sport and the Environment.
- Identified opportunities for athlete and public engagement with partner and sponsor activations.

Next steps in 2009-10:

- Continue highlighting innovative classroom projects on /EDU, VANOC's education portal.
- Deliver Cultural Olympiad 2010 and CODE Live programs for Games time.
- Launch Ticket to Inspiration, a Paralympic Games attendance program for schools.
- Announce Do Your Part, a national sustainability youth video contest, and name the winners in February 2010.
- At Games time, profile athlete and public engagement on sport and sustainable living.
- Launch a video to raise awareness with Games attendees about the benefits of reducing and offsetting their carbon emissions

Independent Reviewers' Report

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

We have reviewed the selected quantitative performance indicators highlighted in bold in the Sustainability Scorecard on pages 12 to 17 of the Vancouver 2010 Sustainability Report (the "Report") for the year ended July 31, 2009. VANOC management is responsible for collection and presentation of the indicators and information set out in the Report. Our responsibility is to review the selected quantitative performance indicators and report our conclusion based on our review. A review does not constitute an audit and consequently we do not express an audit opinion on the selected quantitative performance indicators.

Scope

The selected quantitative performance indicators relate to accountability, environmental stewardship and impact reduction, social inclusion and responsibility, Aboriginal participation and collaboration, economic benefits and sport for sustainable living as presented on pages 12 to 17 of the Report. The selected quantitative performance indicators were chosen by VANOC primarily on the basis of perceived external stakeholder interest. We did not review the narrative sections of the Report, except where they incorporated the selected quantitative performance indicators.

Methodology

We conducted our review in accordance with the International Standard on Assurance Engagements (ISAE) 3000, developed by the International Federation of Accountants. As such, we planned and performed our work in order to provide limited assurance with respect to the selected quantitative performance indicators that we reviewed. Our review criteria were based on the Global Reporting Initiative Sustainability Reporting Guidelines, VANOC management definitions, and accepted industry standards for environment, health and safety reporting. Our procedures included obtaining and evaluating evidence related to the selected quantitative performance indicators.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the selected quantitative performance indicators highlighted in bold on pages 12 to 17 of the Report are not presented in all material respects in accordance with the relevant criteria.

PricewaterhouseCoopers LLP

PricewaterhouseCoopers LLP
Vancouver, British Columbia, Canada
January 27, 2010

Sustainability Scorecard

Accountability

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

Sustainability Scorecard

Environmental Stewardship and Impact Reduction

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS
Location and size of land used within or near protected areas or areas of high biodiversity value	5.9 km ² across six sport venues and one athletes' village	5.9 km ² across six sport venues and one village, with no significant impacts to biodiversity anticipated as a result of our activities at these sites	5.9 km ² , across six sport venues, one village, and one facility, used within or near protected areas or areas of high biodiversity value ¹
Number of infractions and/or value of monetary fines for non-compliance with environmental laws and regulations	0 infractions of environmental laws and regulations	0 infractions of environmental laws and regulations	0 infractions of environmental laws and regulations, \$0 monetary fines paid for non-compliance
Number and volume of significant spills	0	0	0
Total energy consumed	59,194 gigajoules	66,322 gigajoules ²	111,099 gigajoules
Total GHG emissions	3,366 tonnes CO ₂ equivalent	2,467 tonnes CO ₂ equivalent ²	3,597 tonnes CO ₂ equivalent
Composition of vehicle fleet: total number; percentage with lower-emission features	96 vehicles total; 50% low emission (19 hybrids; 29 Active Fuel Management)	127 vehicles total; 50% low emissions (28 hybrids; 35 Active Fuel Management)	237 vehicles in fleet; 35% of vehicles in fleet with lower emission features (51 hybrids; 32 vehicles with Active Fuel Management technology) ³
Number of newly constructed venues and/or villages applying for independent certification under the Leadership in Energy and Environmental Design green building rating system	8 of 9; UBC Winter Sports Centre is complying with UBC's own green building criteria	8 of 9; UBC Thunderbird Arena (official venue name, summer 2008) is complying with UBC's own green building criteria	No change
Weight of solid waste diverted from landfill and relative percentage of total solid waste generated	526 metric tonnes; we reused, composted, recycled or recovered the energy from 98% of total waste (not including land-clearing debris)* *The 2006-07 diversion rate includes waste from which energy was recovered in a waste-to-energy facility and waste sent to gas-to-energy landfill; when we do not include these categories, the diversion rate for 2006-07 was 83%	We reused, recycled or composted 908.1 metric tonnes (71%) of our total solid waste; when we include waste from which energy was recovered in a waste-to-energy facility, the diversion from landfill rate increases to 76%	We reused, recycled or composted 734.2 metric tonnes (67%) of our total solid waste; when we include waste from which energy was recovered in a waste-to-energy facility, the diversion from landfill rate increases to 72% ⁴

¹ Includes pristine and/or environmentally sensitive areas of regional significance such as coastal areas, riparian areas and subalpine/alpine areas.

² Data has been revised. See Chapter 2 *Vancouver 2010 Sustainability Report 2008-09* for more detail.

³ Lower emission features reduce fuel consumption and, accordingly, fuel-related emissions. For VANOC, this means hybrid vehicles and vehicles that are equipped with active fuel management technology.

⁴ See Chapter 2 *Vancouver 2010 Sustainability Report 2008-09* for more detail.

Sustainability Scorecard

Social Inclusion and Responsibility

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS
Number of completed accessibility design reviews for 2010 venues and villages	3 of 3 planned reviews for venues and villages completed	1 of 2 planned reviews for venues and villages completed	Final planned reviews completed (all accessibility reviews now completed)
Number of training positions created and filled by priority populations as a result of collaborations with community organizations, industry, and government partners	212 positions created with training to be implemented between 2008 and 2010	In this reporting period: · New training positions created: 0 · Training positions filled: 87 Carpentry training: 32 CORE training: 55 ⁵ In total, of the 212 positions created, 87 have been filled	In this reporting period: · New training positions created: 35 · Training positions filled: 93 Customer Service Training: 15 Carpentry training: 32 CORE training: 46 A total of 247 training positions have been created and 180 have been filled ⁶
Number of VANOC jobs filled by priority populations through VANOC collaborations with community service providers, industry and government partners		Three people hired (from first 16 participants in carpentry training program) to work full time at the RONA Vancouver 2010 Fabrication Shop	In this reporting period: five people were hired from a second group of participants in the carpentry training program to work full-time at the Fab Shop
VANOC contribution to number of affordable housing units as a legacy of the Olympic and Paralympic Village Vancouver	\$30 million 250 affordable units	No change	No change
VANOC contribution to number of affordable beds (for resident workers) as a legacy of the Olympic and Paralympic Village Whistler	\$29 million 1,000 beds	No change	No change
Number of workplace health and safety incidents reported to WorkSafeBC	18 incidents (10 lost-time injuries; 7 potential to result in injury; 1 structural failure)	43 incidents (27 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 or other operational site during this period)	17 incidents⁷ — no injuries occurred resulting in the loss of life or limb at any VANOC venue or other operational site during this period
Number of pre-Games and Games-time volunteers (cumulative)	183	435	750 pre-Games volunteers; more than 60,000 applications received for 25,000 Games-time volunteer positions, and approximately 28,000 candidates interviewed during the reporting period
Percentages of workforce by gender, age, ethnicity and disability (as self-identified in a voluntary survey)	50% women and 50% men; <30yrs: 20%; 30-39 yrs: 43%; 40-49 yrs: 24%; >50yrs: 13%; Aboriginal 1.2%; visible minority: 8.1%; persons with a disability: 0.4	53% women and 47% men; <30 yrs: 24%; 30-39 yrs: 42%; 40-49 yrs: 23%; >50 yrs: 11%; Aboriginal: 3.0%; visible minority: 9.3%; persons with a disability: 0.7%	55% women and 43% men; <30 yrs: 28.5%; 30-39 yrs: 39.2%; 40-49 yrs: 21%; >50 yrs: 11.3%; Aboriginal: 3.0%; visible minority: 10.8%; persons with a disability: 0.6%
Value of VANOC spending with inner-city businesses or organizations	\$629,285 with 14 inner-city businesses or organizations	\$1.16 million with 23 inner-city businesses or organizations	\$1.2 million with 15 inner-city businesses or organizations
Number of asset distribution transactions to priority population	Strategy developed	5 transactions: distribution of folding chairs to 5 separate non-profit groups	1 transaction: distribution of beds to one non-profit group

⁵ In the 2007-08 report, 10 CORE positions from the 2008-09 year were included in the 2007-08 results. This has been corrected, attributing the result to the proper year.

⁶ An additional 20 material handler trainees completed their training in August 2009 and 47 CORE training positions will not be filled as originally planned because many individuals screened for the program did not require formal CORE training and moved directly to paid employment positions.

⁷ Includes lost-time injuries and potential to result in injury.

NOTE: For 2008-09 and beyond, we are not tracking and reporting the rate of employee and volunteer engagement

Sustainability Scorecard

Aboriginal Participation and Collaboration

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS
Initiatives 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) ⁸	In March 2009, launched the second series of the Vancouver 2010 <i>Find Your Passion in Sport</i> poster campaign; series featured three up-and-coming Aboriginal athletes from across Canada More than 66,000 posters were produced and distributed across Canada, including more than 16,000 schools
Value of VANOC spending with Aboriginal businesses ⁹	In this reporting period: \$18.1 million in spending: \$18 million – venue construction \$118,000 – other In total, \$29.4 million in spending since 2003	In this reporting period: \$21.3 million in spending: \$20.6 million – venue construction \$775,859 – other In total, \$50.8 million in spending since 2003	In this reporting period: \$5.9 million in spending: \$3.2 million – venue construction \$2.7 million – other In total, \$56.7 million in spending since 2003
Initiatives and events to showcase and celebrate Aboriginal arts and culture	<ul style="list-style-type: none"> Development of Vancouver 2010 Aboriginal Licensing and Merchandising program (ongoing) Paralympic emblem launch FHFN logo launch Torch relay consultations 	<ul style="list-style-type: none"> Eight Aboriginal performers or groups included in 2008 Cultural Olympiad Launch of Vancouver 2010 Aboriginal Licensing and Merchandising Program¹⁰ (March 2008), a portion of the proceeds goes to the Aboriginal Youth Legacy Fund Launch of Vancouver 2010 Venues' Aboriginal Art Program (July 2008) 	<p>Four initiatives:</p> <ul style="list-style-type: none"> 9 Aboriginal performers or groups included in the 2009 Cultural Olympiad 96 Aboriginal artists from across Canada contracted to produce artworks for the Vancouver 2010 Venues' Aboriginal Art Program; announcement of 115 Aboriginal communities on the Olympic Torch Relay route 9 new events showcasing Aboriginal arts and culture were held, including the announcement of a 2010 Aboriginal Pavilion
Value of VANOC contributions to the 2010 Aboriginal Youth Legacy Fund	n/a	n/a	\$56,460 contributed to the 2010 Aboriginal Youth Legacy Fund through the sale of Vancouver 2010 official licensed merchandise and other initiatives

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

⁹ We revised this performance measure to reflect actual spending. Data from previous years has been revised accordingly.

¹⁰ The Vancouver 2010 Aboriginal Licensing and Merchandising Program continues to operate; a portion of the proceeds generated by this initiative flow to an Aboriginal Youth Legacy Fund.

Sustainability Scorecard

Economic Benefits

KEY PERFORMANCE MEASURE

KEY PERFORMANCE MEASURE	2006-07 RESULTS	2007-08 RESULTS	2008-09 RESULTS
Number and percentage of suppliers that met Canadian human rights standards	51 of our 51 suppliers (100%)	89 of 89 suppliers (100%)	257 of 257 suppliers (100%)
Number of audits of licensees and corrective action plans for continual improvement	80 audits were conducted; 74 corrective action plans for continual improvement were initiated; 6 factories were banned from producing merchandise until critical assessments were addressed	198 audits were conducted; 148 corrective action plans for continual improvement were initiated; 1 factory was banned from producing merchandise until critical assessments were addressed; 5 factories were banned after the initial audit and were re-admitted after correcting the infractions	85 licensee audits were conducted and reported directly to VANOC; 74 corrective action plans for continual improvement were initiated; 12 factories became compliant after completing corrective actions¹¹
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	271 Buy Smart contracts at a total value of \$133 million; 85% of the 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	50% of spending with locally-based suppliers; a further 43% of spending was BC- and/or Canada-based; 7% was outside Canada	44% of spending with locally-based suppliers; a further 42% of spending was BC- and/or Canada-based; 14% was outside Canada
Number of sustainability innovations identified (venues, villages and operations)	4 innovations were identified (new to the Games or new to region)	31 innovations were identified (new to the Games or new to region)	VANOC recognized 32 sustainability innovations at venues, villages and operations through the Sustainability Star program¹²

¹¹ In 2008-09, additional audits were conducted by or reported directly to the Hudson's Bay Company, a Games sponsor. Totals for previous reporting years include Hudson's Bay Company factory audits, corrective actions and compliance.

¹² The Sustainability Star program was officially launched in 2008-09 and became the basis for recognizing sustainable innovations.

Sustainability Scorecard

Sport for Sustainable Living

KEY PERFORMANCE MEASURE

Number and type of initiatives to support sustainable living

2006-07 RESULTS

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



2007-08 RESULTS

Legacies Now, the Province of BC and VANOC issued a joint RFP for design of a program that used the 2010 Winter Games spotlight to call for action on individual behaviours fundamental to solving local and global sustainable development challenges
VANOC encouraged sustainable living through 25 workforce-led initiatives



2008-09 RESULTS

VANOC encouraged sustainable living through 4 initiatives:

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

Number and type of Paralympic outreach programs

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



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



5 Paralympic outreach programs: the Bon Voyage Sumi Program; a Paralympic School Days Program; a Paralympic Attendance Program; public awareness initiatives; and an Amazing Accessible Race aimed at building accessibility awareness amongst our workforce

Our Commitment to Sustainable Venues and Athlete Villages

Clustered venue and village locations, compact site design and ecologically sensitive construction and operating practices have been critical in minimizing the environmental impacts of constructing our venues and villages. As a guide, we have used the Leadership in Energy and Environmental Design (LEED) green building rating system criteria to develop buildings that consume less energy and water and use fewer materials while minimizing waste, emissions and use of toxic materials.

Increasing accessibility for athletes and spectators with disabilities and showcasing traditional and contemporary artwork by Four Host First Nations (FHFN), Inuit and Métis artists from across Canada are examples of ways we have integrated social and economic components of sustainability into venue and village development. Through these and other venue-related initiatives, we have worked to create opportunities that specifically benefit those individuals and communities facing economic or social challenges. In the end, we want to leave behind a legacy of sport facilities and mixed residential developments that, following the Games, are capable of meeting the needs of the community on an ongoing basis.

On the following pages, we bring to life some of the sustainability highlights of the Games venues and villages developed by VANOC or our partners and sponsors. For a more complete list of the sustainability attributes of each facility, refer to vancouver2010.com.



(L-R) Minister of Forests & Range Pat Bell, VANOC Executive Vice President, Dan Doyle, receiving the excellence in Green Building Practices Award from GLOBE Foundation President John Wiebe, and Canada Green Building Council President Thomas Mueller

DID YOU KNOW?

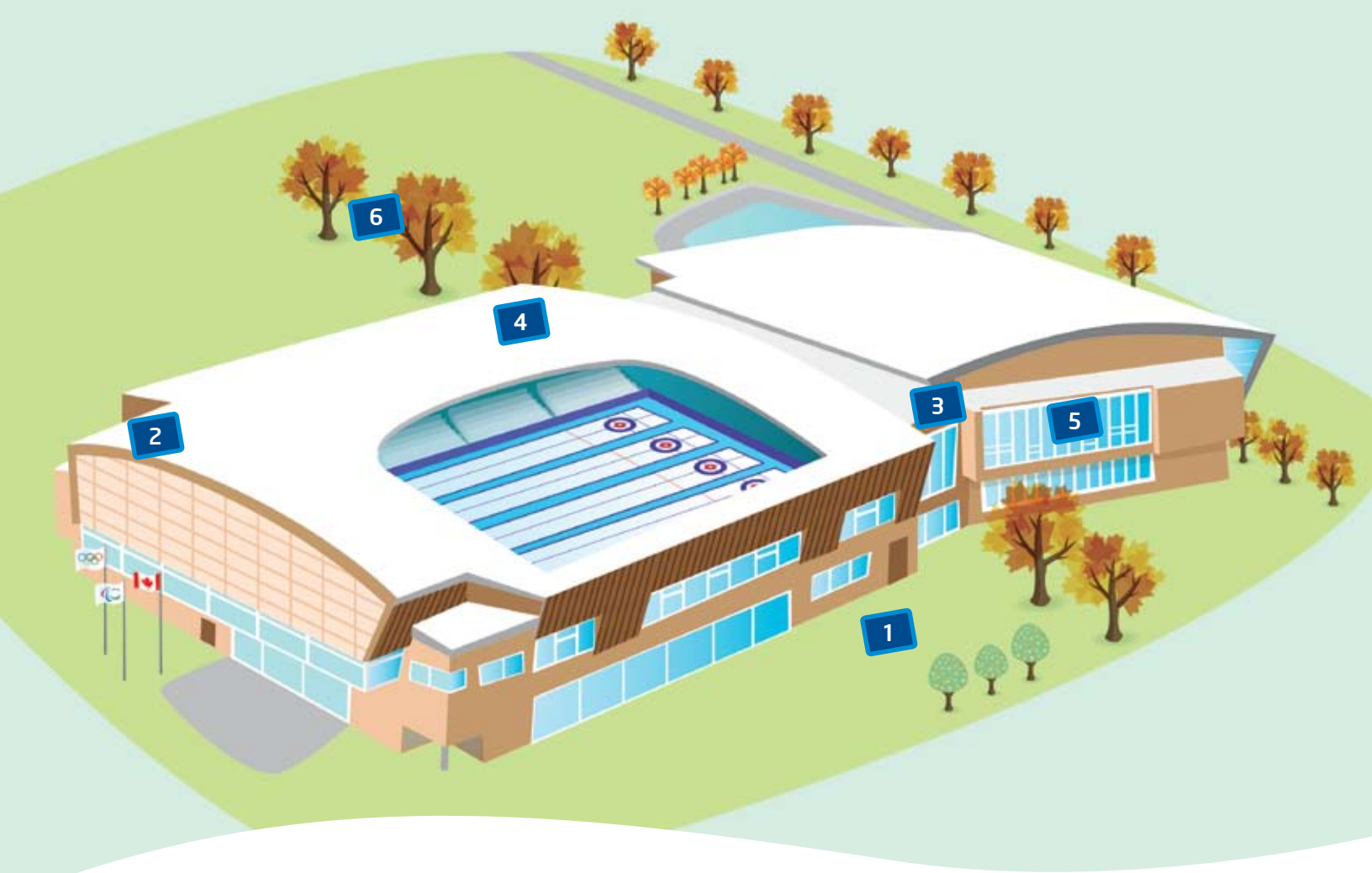
The 2010 Winter Games venues and villages are the largest group of simultaneously constructed, single-project, low-environmental-impact facilities in North America? *

Source:
Globe Foundation and World Green Building Council, 2009



Richmond Olympic Oval

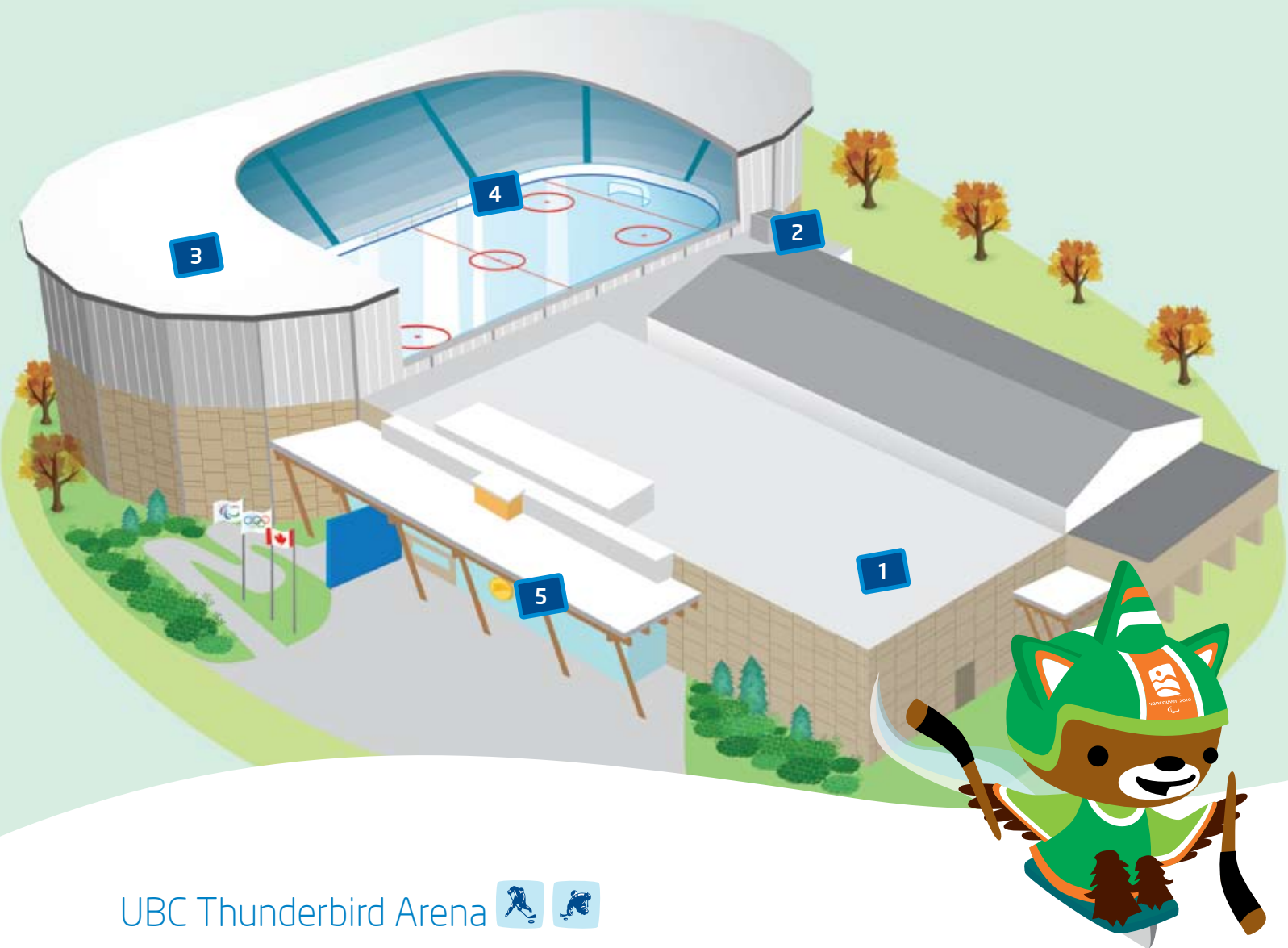
- 1 BC Pine-Beetle Wood Roof** — The Oval’s massive ceiling is made of salvaged British Columbia wood that was affected by a pine-beetle infestation. At a size of about 100 metres by 200 metres (2 hectares), the roof is believed to be the largest surface ever covered using the once-discarded wood. Showcasing use of this wood may encourage its application elsewhere and help mitigate the economic hardship the pine beetle epidemic has brought upon regional communities in British Columbia.
- 2 Rainwater Capture and Reuse** — Rainwater is collected from the Oval’s vast roof through an innovative collection system featuring original Coast Salish designs by Musqueam Nation artist Susan Point. Much of the captured rainwater flows into the building’s utility systems to supplement toilet flushing. The rest is stored in a pond in front of the Oval and used to irrigate surrounding trees and landscaping. Marsh plants in the rainfall collection pond act as natural purifiers, improving water quality in the pond and in the connected Hollybridge Canal.
- 3 Waste Heat Reuse** — Waste heat energy recovered from ice-making is captured and reused for other purposes in the building, including domestic hot water and heating/cooling systems. As the size of the Oval’s speed skating rink is the equivalent of six international hockey rinks, this recovered heat energy is considerable.
- 4 Green Buildings** — The City of Richmond is targeting LEED (Leadership in Energy and Environmental Design) “Silver” green building certification for the Oval, which will be a unique achievement for a facility of the Oval’s size and type.
- 5 Accessible Sport and Community Legacy** — After the Games, the Oval facility, which was designed with flexibility in mind, will be a training and competition facility for many Paralympic sports, including wheelchair rugby, wheelchair basketball and adaptive rowing. The Oval will also serve as a multi-sport and wellness facility, providing a recreation legacy that will benefit the health and wellness of the community.



Vancouver Olympic/Paralympic Centre



- 1 Smart Site Selection** — The new curling facility replaces an aging, existing community complex located at Hillcrest/Nat Bailey Stadium Park. The new complex is sited primarily on a former gravel parking area.
- 2 Waste Heat Reuse** — Waste heat from this venue’s refrigeration plant is captured and reused to heat other building spaces, the adjacent aquatics centre, and domestic hot water for the facility. Waste heat from the swimming pool area is also recovered through the aquatic centre’s ventilation system.
- 3 Rainwater Reuse** — Rainwater is collected and reused for flushing water-efficient toilets and urinals, reducing the amount of potable water used at this venue.
- 4 Green Buildings** — The City of Vancouver is targeting LEED (Leadership in Energy and Environmental Design) “Gold” green building certification for this facility, post-Games, once the conversion to legacy mode has been completed.
- 5 Accessibility** — This complex is accessible to persons with a disability. For example, the change rooms for the swimming pool at this venue (in post-Games legacy mode) will consist of screen walls rather than doors, making entry more accessible to all users, including persons who use a wheelchair.
- 6 Net-Zero Green Space Loss** — Net-zero green space loss has been targeted in the development of this venue. During the construction phase, trees within the venue construction area were salvaged and relocated to other sites within the park. In the post-Games period, when the venue is being converted to its legacy mode, demolished sites will be revegetated. As well, the existing community centre and pool will be demolished, salvageable materials recycled and the site remediated back to park space.



UBC Thunderbird Arena

- 1 Smart Site Selection** — Demonstrating smart site selection, this venue involved the redevelopment of an existing facility and included the refurbishment and reuse of several major components of an existing ice plant.
- 2 Waste Heat Reuse** — The venue’s use of an Eco-Chill system to heat the building, which recycles waste heat from ice refrigeration, minimizes energy consumption. Waste heat is used to preheat domestic hot water.
- 3 Green Buildings** — This venue incorporates green building design to a level that’s comparable to a highly sustainable industry practice for sport facilities.
- 4 Accessible for Sport** — Two of the three arenas at this venue are fitted with the Plexiglas boards required for ice sledge hockey, which makes this venue the only arena in Vancouver accessible to ice sledge hockey teams.
- 5 Aboriginal Art** — Aboriginal art created by Direction 7 from the Musqueam Nation, in the form of a large thunderbird carving, hangs at the entrance to the arena as part of the Vancouver 2010 Venues’ Aboriginal Art Program.



Olympic and Paralympic Village Vancouver

- 1 Smart Site Selection** — The village, which will be home to athletes and officials at Games time, was a catalyst for the redevelopment of a former industrial area, and included preserving the waterfront for public use; ecological restoration of the shoreline; reintroducing intertidal marine habitat and indigenous vegetation; eliminating previous on-site contaminants; and restoring a heritage building. The end result: a fully integrated, socially inclusive community that will, after the Games, be home to 15,000.
- 2 Energy Efficiency** — A Neighbourhood Energy Utility system uses heat captured from the sanitary sewer's main line to serve the village's heat and hot water needs. A Net-Zero Energy Building pilot project for one of the city's affordable housing buildings will include energy consumption monitoring, solar recovery, waste-heat capture and reuse and energy conservation standards above LEED.
- 3 Stormwater Management and Green Roofs** — Stormwater management initiatives include green roofs, bio-swales, permeable pavers, infiltration galleries, rainwater collection/reuse and surface drainage elements (minimal pipes). Green roofs are targeted for a minimum of 50 per cent of the total building footprint, providing natural insulation, stormwater management, habitat and opportunities for rooftop gardening.
- 4 Green Buildings** — The City of Vancouver is targeting Leadership in Energy and Environmental Design (LEED) "Gold" green building certification for all new buildings and the site's heritage Salt Building. For the venue's community centre, LEED "Platinum" is targeted.
- 5 Accessible Design** — Units will showcase universal design elements, such as wider doorways, hallways and stairs that are easily adapted for complete accessibility.
- 6 Community Benefits** — During construction, a community benefits agreement between the City of Vancouver, Millennium Properties (the village's developer) and a local non-profit society provided 100 jobs, \$750,000 in training and \$15 million in procurement for inner-city residents and businesses.
- 7 Aboriginal Art** — This venue will feature a selection of art showcased as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.
- 8 Legacy Housing** — Following the Games, the village will provide the Vancouver community with a legacy of 250 affordable housing units.
- 9 Sustainable Transportation** — The waterfront redevelopment comprises the newest section of the Seaside Greenway/Bikeway, part of Vancouver's 22-kilometre Seawall. Streets have been designed for pedestrians and bicycles first. Car co-op vehicles and electric hookups are accommodated in underground parking areas.



Cypress Mountain

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



Whistler Olympic/Paralympic Park



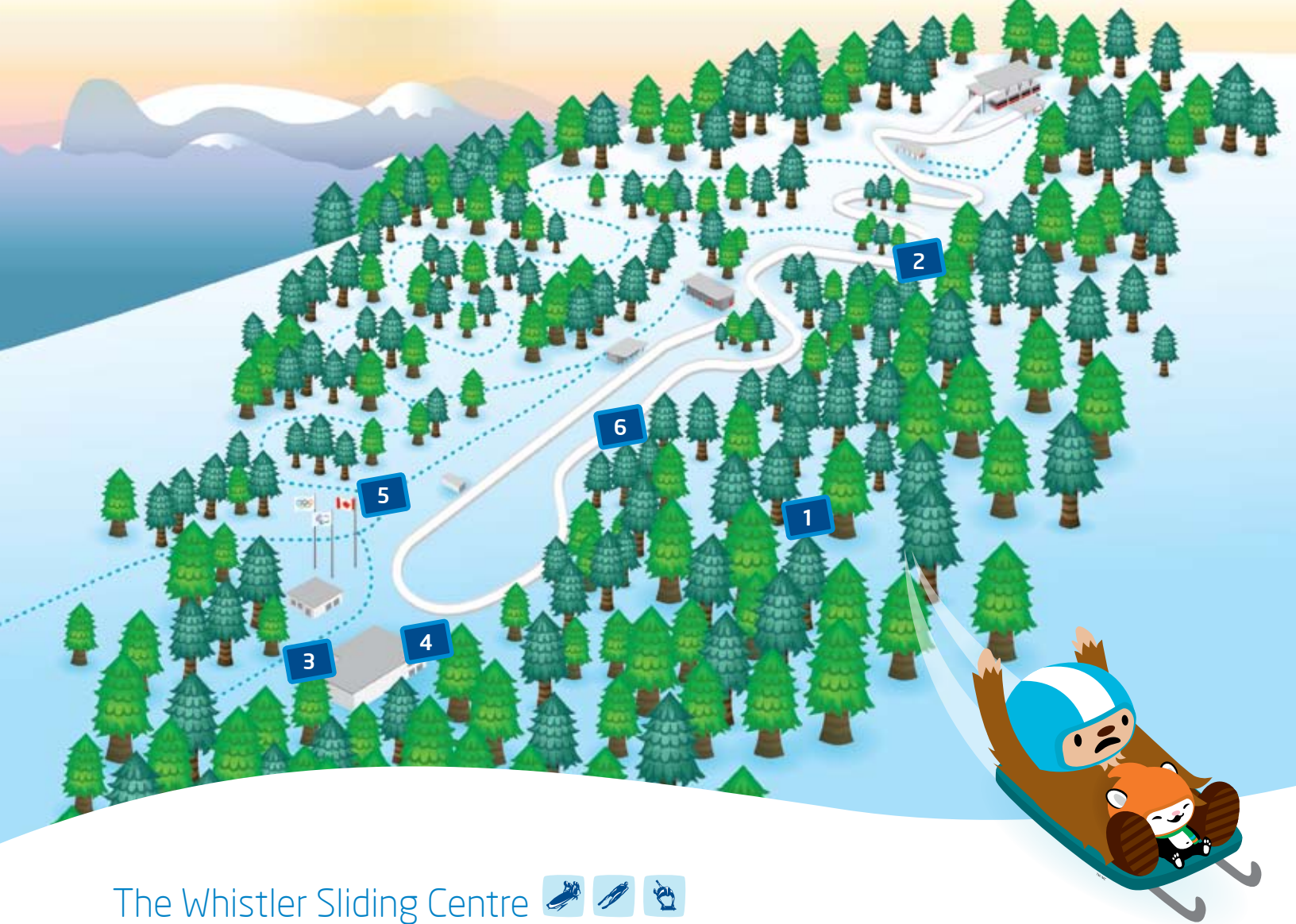
- 1 Smaller Footprint** — Thanks to careful planning, the footprint for Whistler Olympic/Paralympic Park is approximately 30 per cent smaller than the initial design. The venue layout was altered to avoid disturbing old-growth forest and wetlands and incorporates extended riparian buffer areas around streams and wetlands throughout the site.
- 2 Wood Waste Reuse** — Most of the wood waste from construction-phase site-clearing was reused either for temporary compound construction or to revegetate disturbed areas (for revegetation purposes it was composted on-site and reapplied with a wildflower seed mix).
- 3 Benefits for Aboriginal Communities** — Economic opportunities were realized by local First Nations communities; Squamish Nation- and Lil'wat Nation-owned companies were awarded contracts for trail development and building construction at this venue.

- 4 High Quality Wastewater** — An on-site wastewater treatment plant uses leading technology, including tertiary membrane filtration and ultraviolet disinfection to ensure high-quality discharge to local surface water.
- 5 Sport and Recreation Legacy** — With a total of approximately 50 kilometres of cross-country ski trails, Whistler Olympic/Paralympic Park will be a legacy for all to enjoy, including local residents, visitors and athletes (both at the recreational and high-performance levels).
- 6 Green Buildings** — VANOC achieved LEED (Leadership in Energy and Environmental Design) "Gold" green building certification for the on-site day lodge. Other buildings on the site also follow similar green building design principles.



Whistler Creekside

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



The Whistler Sliding Centre

- 1 Smart, Nestled Footprint** — Demonstrating smart site selection, this venue is located directly adjacent to already disturbed areas within a major ski area. The site was designed to minimize vegetation clearing and overall footprint.
- 2 Energy Efficiency** — Design of this venue focused on energy-efficient initiatives: trees retained throughout the site cast shade; a weather protection and shading system covers much of the track; and the track itself is painted white to minimize heat absorption. These conventions all help maintain track ice temperatures while minimizing energy demand on the refrigeration system.
- 3 Waste Heat Reuse** — Waste heat from the refrigeration plant is captured and reused to heat buildings on-site, with potential to provide additional heat for other uses in the future.
- 4 Green Buildings** — VANOC is targeting LEED (Leadership in Energy and Environmental Design) “Silver” green building certification for the refrigeration plant building. Other on-site buildings also follow similar green building design principles.
- 5 Wood Waste Reuse** — All wood waste resulting from site-clearing activities during construction of this venue was chipped and composted for reuse.
- 6 Sport and Tourism Legacy** — Athlete use, visitor tours, corporate rentals and other creative programming for the facility diversify Whistler’s sport and tourism offerings and provide assurance for the venue’s long-term operations and revenue-generation potential.



Olympic and Paralympic Village Whistler

- 1 Smart Site Selection** — The mountain village, which will be home to athletes and officials at Games time, provided the impetus to transform an old municipal landfill and recycling site into a sustainable neighbourhood designed to meet the needs of the local community and the environment.
- 2 Energy Efficiency** — The village’s construction includes the development of a community district energy system. The village’s primary heat source is from heat recovered from the municipality’s new wastewater treatment plant.
- 3 Stormwater Management** — An on-site wetland complex has been created for stormwater retention, treatment and habitat enhancement. Stormwater management initiatives also include net-zero drainage impact on the local Cheakamus River and use of roadside rain gardens in lieu of stormwater piping to bio-filter surface water and mitigate storm surge flows.
- 4 Green Buildings** — The village is part of a pilot project with the Canada Green Building Council to test the new LEED for Neighbourhood Development (LEED ND) green development standard. Site selection has minimized disturbance to the natural environment.
- 5 Legacy Housing** — After the Games, the village will provide the Whistler community with a legacy of affordable housing units for resident workers and a high-performance centre (a sport training facility associated with the on-site Whistler Athletes’ Centre).

Whistler Athletes’ Centre (WAC)

- 6 Legacy Facility** — The WAC will provide affordable post-Games accommodation for athletes, residents and visitors, including a lodge (with 100 hostel-style rooms) and 20 townhomes. It also includes a High Performance Centre (HPC); after the Games, the HPC will provide athletic training facilities for athletes and community residents.
- 7 Green Buildings** — VANOC is targeting LEED “Silver” green building certification for the HPC.
- 8 Energy Efficiency** — The WAC will connect to a district energy system developed for the village. Waste heat recovery systems will be installed in all accommodation buildings.
- 9 Accessible Design** — The WAC’s design has taken accessibility into account to ensure the venue meets the needs of athletes with various disabilities.
- 10 Aboriginal Art** — This venue will feature a selection of art showcased as part of the Vancouver 2010 Venues’ Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.



Introduction

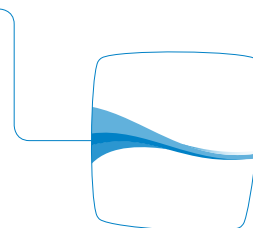
Sustainability at VANOC

Once again we have chosen the theme of Pathways and Footprints for this report to explain our approach to sustainability. Pathways are the processes, collaborations and actions we are pursuing to achieve our sustainability goals. Footprints are the marks, outcomes and deliverables we are making, both literally and figuratively, to deliver great Games. Some of our footprints are lasting legacies for communities and the Olympic and Paralympic Movements.

Our Pathways

VANOC's Sustainability Performance Objectives

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



1 Accountability

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

To consult with external groups affected by our activities

2 Environmental Stewardship and Impact Reduction

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

3 Social Inclusion and Responsibility

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

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

4 Aboriginal Participation and Collaboration

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

5 Economic Benefits

To demonstrate that sustainable innovation and practice makes good business sense

6 Sport for Sustainable Living

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

Our Footprint

In this report we have indicated our outcomes and deliverables from actions completed over the last year with a footprint icon.

About this Report

This is the fourth of five annual sustainability reports to be released in the Organizing Committee's life cycle. It covers the period from August 1, 2008 to July 31, 2009, coinciding with our fiscal year. In addition to documenting our sustainability performance during this period, this report continues to be a management and accountability tool that defines our sustainability objectives and describes our plans for achieving them. Producing these reports helps us better understand our strengths and weaknesses and identify areas and opportunities for improvement. For the VANOC team, this fourth report enables us to continue measuring our progress and to make adjustments as necessary. For the public, it offers a window into our activities and sustainability performance, and serves as a basis for constructive discussion and feedback.

VANOC is a project-based entity. We do not operate on an ongoing basis like other companies. Instead, we have a clearly defined beginning, middle and end. In the lifespan of our organization we transition from planning and design, to construction, operations, convening the Games, and then the decommissioning and wind-down phases. Since sustainability reporting is new for Games Organizing Committees, our goal has been to improve from report to report, and to meet our goal of consistent and transparent sustainability performance reporting, relative to the various phases in the life of the Games project. As we near the Opening Ceremony, this report places a particular emphasis on our cumulative performance over the past five years; it also focuses on the environmental, social and economic legacies we leave for communities and the Olympic and Paralympic Movements.

Our Reporting Scope

VANOC Sustainability Performance Reporting Boundaries

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

Areas where VANOC has direct control include:

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



Cypress Mountain



Whistler Creekside

Areas where VANOC has influence include:

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



Richmond Olympic Oval

Beyond VANOC's Scope

Two major transportation projects are being completed in the Games region: an upgrade of the Sea to Sky Highway between Vancouver and Whistler, and construction of a light rail rapid transit system (the Canada Line) between downtown Vancouver and Vancouver International Airport and the city of Richmond. These public infrastructure projects are funded and managed by different levels of government. They are outside VANOC's control and therefore beyond our sustainability reporting scope.

Global Reporting Initiative (GRI) Guidelines

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

For this fourth report, we have applied GRI Application Level "B+" requirements. We have also received third-party assurance, where an outside independent auditor has assessed the accuracy and authenticity of the information presented.

Report Contents

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

As noted earlier, we emphasized content that reflects decision making and the impacts and benefits over areas where we have direct authority and control. However, we also recognize that our organization can act as a catalyst of influence over other programs and activities. Thus, while this report focuses on performance, we also describe significant program interlinkages with partners, sponsors and stakeholders.

Recurring Report Elements

Sustainability Connection

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

Engaging Partners and Stakeholders

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

Sustainability Scorecard

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

Action Tracker

Found in each chapter, these sections summarize our 2008-09 goals, the progress we made on those goals and our goals for 2009-10.

Background

We provide supporting information to help explain the context and history of various topics.

Sustainability in Action

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

Challenges

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



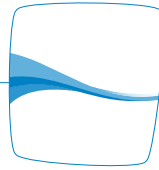
Olympic and Paralympic Village Vancouver



Olympic and Paralympic Village Whistler

OUR PATHWAY

To behave ethically, set measurable performance targets and communicate openly about our progress and challenges
To consult with external groups affected by our activities



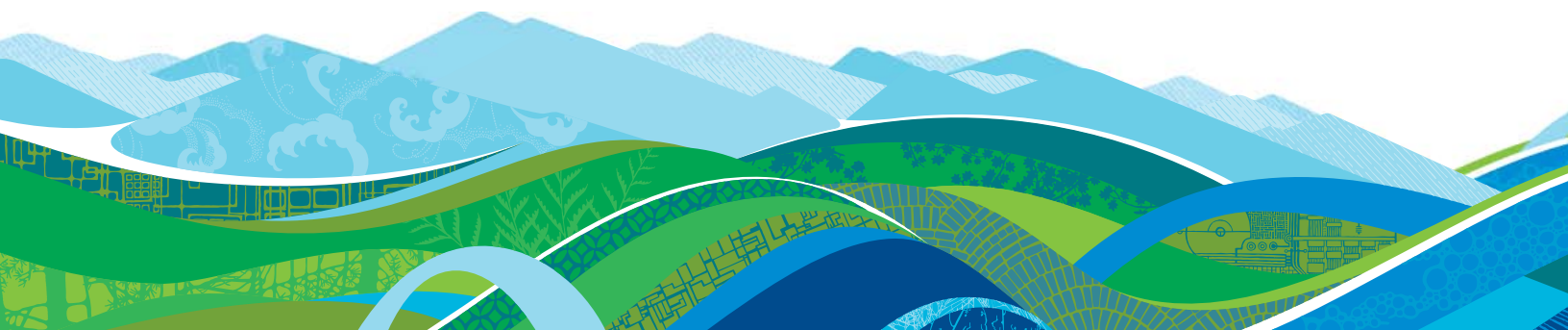
During the bid phase, the Vancouver 2010 Bid Corporation solicited input, expertise and support from the region's citizens through various means, including numerous meetings and voting processes. The result? The creation of a vision for the 2010 Winter Games that reflects broadly held public values,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

VANOC is accountable to a diverse mix of partners and stakeholders for delivery of the Games. Our partners include the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler (RMOW), the Four Host First Nations (FHFN), the Canadian Olympic Committee (COC), the Canadian Paralympic Committee (CPC), corporate sponsors and venue cities. Our stakeholders include residents of our host communities, citizens of British Columbia and Canada and a wide array of community and non-government organizations. We have a responsibility to be open and transparent in every aspect of our operations.

Accountability

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

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



Sustainability in Action

VANCOUVER 2010 SUSTAINABILITY REPORT HONoured

In April 2008, our second of five sustainability reports (*Vancouver 2010 Sustainability Report 2006-07*) was honoured with a Commendation for Innovative Reporting by Ceres (an independent network of investors and public interest organizations for sustainable prosperity) and the Association of Chartered Certified Accountants (ACCA).

The Ceres-ACCA North American Sustainability Reporting Awards are designed to highlight best practices in sustainability reporting. The 2009 competition included 97 accountability reports from Canada and the US. VANOC's was the first report by a project-based entity ever to be included in the rankings, and earned the distinction of being one of the top 19 sustainability reports in North America.

"Sustainability reporting takes disciplined goal-setting, monitoring and measurement by people throughout our organization. So all of VANOC contributed to this award," said Ann Duffy, VANOC's corporate sustainability officer. "Our reports enable people to see if we're doing what we said we would do. They also help us to improve as we go."



SUSTAINABILITY CONNECTION

Although separated in this report, our six sustainability performance objectives are interconnected. Our corporate Sustainability Management and Reporting System helps us ensure the connections between the social, economic, environmental, Aboriginal and legacy dimensions of the Games are recognized and addressed.

Our sustainability governance structure includes leadership and oversight at a policy level by a board of directors representing our key partners, and bimonthly input on plans and performance by the VANOC Board's Sustainability and Human Resource Committee (SHRC). Biannual feedback from the Board Advisory Committee on Sustainability Performance (BACSP) — made up of diverse external interests to provide strategic input and feedback to the VANOC Board — also informs our actions. Members of VANOC's Executive Team have regular oversight on VANOC's day-to-day sustainability plans and performance. Each member of our workforce, including both paid employees and volunteers, is invited to do his/her part to support our sustainability commitments. These elements combine to create an accountability framework for managing and evaluating our sustainability performance.

A Sustainability Governance

Sustainability is part of VANOC's mission, vision and values. It is present in all our planning and work, including the actions and decision making of the members of our workforce, board of directors and executive team. We abide by international standards for human rights and regulatory compliance and the spirit of the International Olympic Committee's (IOC's) Agenda 21 for sport and sustainable development. We also embed sustainable management policies and procedures into our work practices. Along the way, through monitoring and tracking, we report our performance to our leadership and stakeholders.

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

As of July 31, 2009, VANOC's Board of Directors had four committees, as follows:

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

VANOC does not have traditional shareholders. Our key partners have special mechanisms to provide input to VANOC's Board as identified in the 2002 Multiparty Agreement (MPA) for the 2010 Winter Olympic and Paralympic Games involving the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee and the Vancouver 2010 Bid Corporation (now VANOC). There are no special mechanisms for employees to provide input to the board. The MPA can be reviewed on our website at vancouver2010.com.

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

DID YOU KNOW?

VANOC provides opportunities for online feedback on sustainability and related performance via vancouver2010.com.



B Sustainability Management and Reporting

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

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

To fulfill the objective of maintaining transparency and open communication, VANOC committed to releasing five annual sustainability reports to track performance against management objectives we establish, control and influence.

The Global Reporting Initiative (GRI) G3 Application Level "C" requirements were applied to our first report, covering the 2005-06 period. GRI G3 Application Level "B" requirements were applied to our second report, covering 2006-07. We are targeting GRI G3 Application Level "B+" for this 2008-09 report and for our final 2009-10 report by seeking third-party assurance through an independent service provider. This is consistent with GRI G3 Application Level "B+" best practices in sustainability reporting worldwide, and is in alignment with our commitment to openness and transparency.

The AA1000 Accountability Principles Standard (AA1000APS) and the AA1000 Stakeholder Engagement Standard (AA1000SES) have guided our process for: identifying stakeholder groups for engagement, selecting issues to focus on and address in our sustainability reports and ensuring responsive means of feedback.

We also support research on broader regional and national impacts through our participation in the IOC's Olympic Games Impact (OGI) project. See vancouver2010.com/sustainability for more information.

BACKGROUND

VANOC's Sustainability Management and Reporting System (SMRS) Key Components

Corporate Sustainability Policy	6 performance objectives based on local bid commitments and global standards
System for Integrated Delivery and Cross-Organizational Responsibility	10 corporate-wide (implementing) procedures 7 environmental standard operating procedures Licensee Code of Conduct Supplier Code of Conduct Business plan, master schedule Sustainability deliverables and targets Communications and training
Annual Sustainability Performance Report	Key performance measures and outcomes; action tracker
External Board Advisory Committee on Sustainability Performance (BACSP)	Reports to the Sustainability and Human Resources Committee (SHRC) of the VANOC Board of Directors
Feedback	From partners and internal and external stakeholders
Monitoring	VANOC senior executive team, BACSP, SHRC, VANOC Board of Directors
Pre-Games and Games-Time Operating Support	Sport Events, venue operating plans, functional operating plans, job-specific and venue-specific training plans
Assurance	Annual stakeholder engagement Third-party assurance of final two (of five) annual sustainability reports
Communications	Stories, e-newsletter, website, presentations, workforce training, community outreach, athlete, youth and public engagement initiatives

Sustainability in Action

SPORT EVENTS GET SSET TO MAKE CHANGE

Sport events inspire and influence people all over the world, every day. But how can they help demonstrate smart event operations, engage people to live more sustainably, and even help to advance the global transformation towards sustainability?

Questions like these brought the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) together with the International Academy of Sport Science and Technology (AISTS). Based in Switzerland, AISTS is a centre of excellence for education and research in sport.



“By building and executing our own sustainability management system for the 2010 Winter Games, we’ve learned a lot about how to integrate sustainability into a sport event,” said Ann Duffy, VANOC’s corporate sustainability officer. “We wanted to find a way to distill that knowledge down and pass it along in an easy-to-apply format to other sport event organizers — be they large or small. Our partnership with AISTS provides the international reach and links to sports organizations required to do that.”

SUSTAINABILITY “HOW-TO” FOR SPORT ORGANIZATIONS

The two organizations combined their expertise to create a Sustainable Sport and Event Toolkit (SSET). Already in active use by development partners European Athletics and EventScotland and by the Swiss and Canadian National Olympic Committees, Speed Skating Canada and the International Cycling Union, among other sport federations, the SSET is a web-based, how-to guide offering know-how on incorporating social, environmental and economic sustainability into sport organizations and events. The goal is twofold: to produce sustainable operations and events, and to inspire athletes, sponsors and fans to do their part for a sustainable future.

“SSET benefits everyone in sports organizations and federations, including those without prior knowledge of sustainability, by giving them a simple and practical resource to follow,” explained Matt Dolf, assistant director, AISTS. “It applies to all sports and sport organizations of any size; whether that sport occurs in a venue or outdoors, the information is 97 per cent transferable.”

IOC A SUPPORTING PARTNER

With the International Olympic Committee as principal supporting partner, the SSET is a resource for National Olympic Committees, International and National Federations and bid cities. It consolidates management and sustainability practices and guidelines from leading global organizations such as the International Organization for Standardization, the Global Reporting Initiative and the British Standards Institute, into a simplified and practical application.

The toolkit comprises nine modules, including site selection and construction, venue management, supply chain, transportation, accommodation, marketing, and athlete and public engagement, each with an action-item checklist, suggested performance measures and examples. See sustainable-sport.org.



CHALLENGE

Why We Don't Have Targets for Some Measures

Some partners and stakeholders have asked us to define more specific and measurable goals and targets. Depending on the nature of the available data, we provide either quantitative information or qualitative information that is descriptive in nature. We can set targets where we have qualitative information to base it on — either from previous Winter Games reporting or available baseline information. But we cannot do it for all our sustainability goals.

For instance, in our bid to host the Games, we ambitiously set out to “strive for zero-waste Games.” We have defined a more specific target for this goal and are striving to divert 85 per cent or more of our Games-time waste from landfill. Throughout the project's seven years, we have applied zero-waste principles in all our construction, pre-Games operations and decommissioning activities.

In other areas, defining specific goals is more challenging, such as declaring what percentage of our procurement should be from inner-city or Aboriginal enterprises. This requires baseline information on marketplace size and capacity, which is neither readily available nor practical to generate in a timely or cost-effective manner. Thus, VANOC tracks the amount of our inner-city or Aboriginal-related procurement and works with partners such as the 2010 Commerce Centre (an initiative of the BC Olympic and Paralympic Winter Games Secretariat) to build a shared database of business enterprises with sustainability attributes that will support future target setting and business development.

BACKGROUND

Third-Party Assurance — Providing Credible Sustainability Reporting

On an annual basis, VANOC seeks input from stakeholders to gauge our performance against our plans and to help ensure our reports are valuable and timely tools which promote accountability. This stakeholder input has provided us with valuable insight that guides us in future reporting.

Along with stakeholder engagement, receiving independent assurance further builds credibility and transparency in sustainability reporting. In 2009, VANOC sought advice on assurance preparedness from Deloitte [a corporate sponsor] and retained an independent third party (PricewaterhouseCoopers (PwC)) to review selected performance indicators presented in our Sustainability Report 2008-09 to help ensure they are measured and reported fully and accurately.

Both stakeholder engagement and independent assurance are ways of holding VANOC accountable for our management, performance and reporting on sustainability. It helps others evaluate how well we have determined the key sustainability issues we need to address, how well we understand these issues, the basis for this understanding, and what we are doing to respond to them. Assurance is also used to evaluate the reliability of our sustainability performance information.

The needs and concerns of our stakeholders are central to this process. Stakeholder engagement and independent assurance are crucial so that stakeholders have an added level of confidence in the information contained in our sustainability reports.

Please see page 11 for the Independent Reviewer's Report

C Engagement and Input from Partners and Stakeholders

Engaging with the many different groups involved in the Olympic and Paralympic Games helps us better understand issues and create solutions. It can also lead to collaborations on shared goals. In identifying stakeholders for engagement, we either targeted individuals and organizations that have been involved with VANOC and are somewhat familiar with our sustainability activities, or we responded to requests from businesses, organizations or special interest groups to receive information on our sustainability programs.

VANOC's partners include:

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

For more information on VANOC's partners, please see vancouver2010.com.

VANOC's stakeholders include:

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

CHALLENGE

Getting the Sustainability Story Out

Throughout the year, VANOC has typically conducted more than 100 consultations and engagements on our sustainability program. Some of our stakeholders have asked why the public does not typically hear about the many innovations we've undertaken in pursuit of our sustainability goals.

Most people get information about the Games through mainstream media, but communicating sustainability information and stories through news media can be challenging. For one thing, such information seldom qualifies as "breaking news." This is because, by their very nature, sustainability projects and programs seek to address broad and multifaceted issues. Positive outcomes usually involve collaborations between diverse interests over long periods of time.

Through our stakeholder engagement efforts, VANOC receives regular exposure to a wide range of views and feedback, including those held by staunch critics, skeptics, cautious optimists and strong supporters. Taken together, the varied nature of all these perspectives consistently reminds us of the importance of providing balanced information about the progress we have made and the challenges we face in delivering on our sustainability objectives. That is why we communicate about our sustainability performance in a variety of ways, including technical reports, short stories, newsletters, public presentations, media releases, interviews and through our vancouver2010.com website. We also value the feedback we receive through our dedicated e-mail address: sustainabilityreport@vancouver2010.com

KEY STAKEHOLDER FEEDBACK ON THE VANCOUVER 2010 SUSTAINABILITY REPORT 2007-08

FEEDBACK	RESPONSE
Say more about legacies, both overall and for specific commitments	In this year's report, we provide information on our legacy initiatives related to venue construction, special projects, collaborations, new business practices and operations, as well as long-term benefits to local communities, sport or the Olympic and Paralympic Movements. See Appendix C
Provide information on lessons learned about designing and implementing sustainability programs, as this is a significant Games legacy	A summary of lessons learned will be included in VANOC's final 2009-10 report
Include more information on partner and sponsor involvement with sustainability commitments	We include information on our Vancouver 2010 Sustainability Stars program, an initiative recognizing Games-related sustainability innovations by sponsors, partners or VANOC that have generated positive economic, environmental or social outcomes
Liked frankness of CEO message. Would like it to be even franker, shorter and more to the point	The CEO letter is more succinct and clearly outlines the challenges we face as an organization
Focus more deeply on high-profile issues in the public and media eye	We continue to share the challenges we face in delivering outcomes as they relate to our sustainability platform
Provide more information on sustainability as it relates to the Paralympic Winter Games	We continue to report on sustainability initiatives related to both Olympic and Paralympic venues, as well as accessibility measures for people with disabilities. Our final report for 2009-10 will include performance on measures for both the Olympic and Paralympic Winter Games.
Appreciated the level of detail and metrics in the Environmental Stewardship chapter; would like to see more on CO ₂ emissions and VANOC's response, as well as green design and Leadership in Energy and Environmental Design (LEED) achievements	Measuring and reducing emissions is of primary importance. This year's report includes more information on our Carbon Management program. We provide an update on the progress of applying LEED targets to venues.
Would like more information on the role of Aboriginal collaboration.	We have included more information about the partnership between VANOC and the FHFN, and about their joint efforts to achieve unparalleled Aboriginal participation in the Games
Unclear as to whether some data in the Sustainability Scorecard was cumulative over time, or referred to the current year only	Our Sustainability Scorecard data is for the current year only. In specific instances we have also included cumulative information where relevant.

**KEY STAKEHOLDER FEEDBACK ON THE DRAFT
VANCOUVER 2010 SUSTAINABILITY REPORT 2008-09**

FEEDBACK	RESPONSE
Include more on the project-based nature of the Games	We have expressed the unique challenges of working as a project based entity in each of our sustainability reports. Our legacy initiatives, such as the SSET guideline (page 37), and Z2010 sustainable event management standard will serve as templates for future organizers incorporating sustainability into the planning and hosting of sport and other events. These resources speak to the construction, pre-Games operations, Games-time and dissolution-handover phases of the project.
Include info on Scope 3 carbon emissions and financial aspects of carbon management	<p>Scope 3 carbon emissions under the GHG Protocol constitute all the other indirect emissions that are a consequence of the activities of an organization but occur from sources not owned or controlled by the organization, and can include, for example, emission sources associated with corporate travel and employee commuting. While it is challenging to conduct a complete inventory analysis of these types of emissions, VANOC committed to offsetting corporate business travel over the seven-year project period, and encouraging all members of its workforce to embrace sustainable transportation measures whenever possible. Additionally, VANOC has produced a forecast* of its indirect footprint that includes the emissions from other Games-associated organizations, including sponsors, government partners and media partners. Assessing the financial aspects of carbon management is a complex, costly and time-consuming endeavour that VANOC will not be able to pursue.</p> <p>*VANOC has conducted two forecasts to estimate our actual inventory of emissions, targeted a minimum reduction of 15 per cent (over business as usual) and collaborated with ENGOs, including the David Suzuki Foundation and Offsetters (our carbon offset sponsor), to establish and implement a comprehensive program for offsetting direct and indirect emissions (Scope 1, 2 & 3).</p>
Include information on the H1N1 flu virus and how VANOC is planning for its impact	Given the prevalence of the H1N1 flu in fall 2009, we will include its impact on the Games in our final 2010 post-Games sustainability report, as the scope of this report covers the period from August 1, 2008 through July 31, 2009.
More on Canada's success at promoting diversity as a model for others	We report on diversity as it relates to our workforce and our initiatives around accessibility in the Social Inclusion scorecard and chapters 3 and 6 of this report.
More details on Buy Smart program success and engaging supply chains	We have included information about our Buy Smart program in Chapter 5. A final Buy Smart program case study will be available in 2010.
The report is too long and contains too much narrative	Yes, this report is slightly longer than last year's, as we include more background information for our new readers and generally expanded Games-time reading audience. We have also produced a shorter report called the Vancouver 2010 Sustainability Report Snapshot 2008-09 that provides an overview of our reporting year.
It would be appropriate for VANOC to recognize the VIK contributions of inner-city community organizations	We have included a recognition box in Chapter 5 to acknowledge our gratitude and appreciation for the contributions of, and collaborations with, the people and community organizations that have lent their time and expertise to the Games project.
Include more stories to communicate how VANOC leveraged behaviour change	We plan to have more information on this topic in Chapter 6 of the 2009-10 report, including a summary of our Games-time communications and public engagement activities.

D Ethical Business Practices

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

VANOC requires all directors and senior management to file, at least annually, a Declaration of Interest by Directors. This process identifies potential conflicts and sends a strong signal to the entire workforce about how we conduct business. As part of its transfer of knowledge exercise, VANOC will share this process for transparency with future Organizing Committees for the Olympic Games.


New members to the VANOC workforce are required to read and sign the VANOC Ethical Conduct and Conflict of Interest Policy; during orientation sessions, the importance of compliance with privacy laws is emphasized. In addition, new hires are required to complete ethics-based e-learning modules, reporting back to their respective managers upon completion.

ACTION TRACKER ACCOUNTABILITY

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
In the first quarter of 2009, convene Sustainability Management and Reporting System (SMRS) “management review” (including a review of performance reporting, stakeholder input and internal consulting review on compliance with legal and corporate requirements) with VANOC’s three sustainability governing bodies (executive team, Board Advisory Committee on Sustainability Performance, Sustainability and Human Resources Committee)	Completed in April 2009	Convene final SMRS management reviews in the last quarter of 2009 (November) and first quarter of 2010 (March)
Produce 2007-08 report and plan for the 2008-09 report, for release at Games time	2007-08 report produced and launched in January 2009 Conducted assurance readiness report-related exercise with Deloitte (a Games sponsor) in Q3 2009	Produce Games-time 2008-09 sustainability report and shorter “snapshot” report, and final 2009-10 report Complete assurance readiness exercise and secure independent assurance of 2008-09 and 2009-10 reports
Apply environmental Sustainability Standard Operating Procedures (SSOPs) to all activities from the pre-Games period through the end of decommissioning phase of project	Integrated environmental SSOPs into Environmental Management Plans for Venue and Village Operations	Conduct assessment of selected sites to ensure compliance with the seven Environmental Standard Operating Procedures in Q4 2009
Identify and report on sustainable legacy of the Games	Identified and reported on sustainability legacies — both tangible and business/process-related — in the 2008-09 report and snapshot	Develop consolidated summary of sustainability legacies

ACTION TRACKER


Sustainability Management and Reporting (SMRS)

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
Complete scheduled SMRS Internal Consulting reviews in 2008-09 (compliance with legal and corporate requirements)	See "Governance" Action Tracker	See "Governance" Action Tracker
Complete consultations with 26 of 52 Games functions (the other 26 functions were previously consulted in 2008) to finalize list of sustainability deliverables, gaps and opportunities	Consultations completed and recommendations reported to management Internal cross-functional working groups implemented recommendations	Reflect actions and outcomes of functional area initiatives and collaborations throughout the final report
Provide relevant sustainability performance data to socio-economic impact researchers	Provided input as requested	Provide input as requested
NEW — Work with the University of British Columbia (UBC) to fulfill VANOC's obligations to participate in the IOC's cross-Games research project on Olympic Games Impact (OGI) reporting	Draft OGI Report 1 completed by UBC in Q2 2009 (OGI Baseline Report completed by Fraser Basin Council in 2007) 	Release OGI Report 1 in Q4 2009; work with UBC to prepare and release OGI Report 2 in a timely manner following the Games

Engagement and Input from Partners and Stakeholders

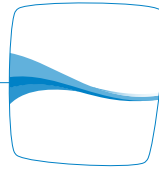
Obtain stakeholder feedback on completed 2007-08 report and our 2008-09 report template (VANOC's fourth report)	Completed (see page 40-41 outlining key feedback and our response)	To support our assurance process and the AA1000 Assurance Standard, obtain feedback from a panel of domestic and international stakeholders on draft 2008-09 and 2009-10 sustainability reports
Continue to engage partners and stakeholders on VANOC's sustainability performance and opportunities to collaborate on sustainability initiatives	Engaged with government partners, sponsors, sustainability practitioners, non-government organizations, community groups and the public on areas including carbon-neutral Games, job training, recruitment and procurement opportunities, showcasing sustainability innovations and impact management of Games-time operations	Engage partners, stakeholders and broader audiences on Games-time sustainability performance through various delivery and outreach initiatives, including communications, recognition, impact management and athlete and audience activation
Adjust stakeholder engagement approaches, as needed, to ensure continued improvement (refer to specific chapters for details)	Convened engagement specifically to include francophone partners, Whistler staff and Whistler-based community groups	See first goal above

Ethical Business Practices

Monitor new-hire completion of ethics-based programs in orientation training (for instance, reporting wrongdoing, complying with the VANOC Ethics Policy and privacy laws)	Managers monitored completion of ethics-based programs for new hires, including the reading/signing of VANOC's Ethical Conduct and Conflict of Interest Policy during orientation	Through the end of the Games, continue implementing ethics program with members of the VANOC workforce, including volunteers
Post third report of the activities of the ethics commissioner on VANOC's website	Prepared third, fourth and fifth ethics commissioner reports, which were posted on VANOC's website 	Ensure final reports of ethics commissioner activities are posted on website
Continue to monitor conformance with our corporate policies through internal audits and periodic surveys and reports by the chief legal officer	Ongoing monitoring completed	Continue quarterly survey of senior management team members; update and monitor Declarations of Interest by Directors

OUR PATHWAY

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



We are reducing our environmental impacts by:

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

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

Environmental!

Stewardship and Impact Reduction

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

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



Engaging Partners and Stakeholders

WHAT

Minimize the environmental impact of our venue construction program and operations

Improve our operational performance on climate change and waste reduction

Deliver long-term environmental legacies

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

WHO

BC-based and Canadian environmental non-governmental organizations

HOW

Discussions, meetings and workshops on environmental programs and environmental performance

SUSTAINABILITY CONNECTION

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

BACKGROUND

Environmental Sustainability: What's in Scope?

We measure and report on the environmental "footprint" of Games venues, sites, temporary structures and operations. Where VANOC is not the venue developer (as is the case at the Richmond Olympic Oval) but will be operating the venue at Games time, we report on our collaborations with those venue partners to achieve our shared vision of sustainability attributes. We also work with Games-time contractors, partners and sponsors to communicate best practices in sustainable operations (including waste management, energy conservation and environmental protection).

We do not measure or report on the environmental footprint of regional government infrastructure improvements undertaken in advance of the Games. These projects are not under VANOC's mandate and are being built to meet local requirements extending beyond the Games. However, Games participants also benefit from these infrastructure improvements.

A Biodiversity and Habitat

As our focus shifts from venue construction to operations, we remain committed to minimizing our footprint and maintaining the living ecosystems of British Columbia's rich coastal environment. To achieve this, we apply six steps in the planning, development and operation of our Games venues:

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

Bear Management and other Legacy Initiatives at Whistler

As part of our Bear Management Strategy, VANOC provided funding:

- to the Resort Municipality of Whistler (RMOW) in 2008, and to the RMOW and the District of Squamish in 2009, for a Bear Aware program delivery specialist to support Bear Smart education initiatives
- to support grizzly bear research to enhance grizzly bear recovery in the Sea to Sky corridor
- to the RMOW and the District of Squamish in 2009 for wildlife-proof community infrastructure improvements, which included the installation of wildlife-proof waste and recycling bins
- to a research team to implement wildlife management strategies at the Olympic and Paralympic Village Whistler site, including a bear aversion program to prevent bear-human conflict and to contribute to field research

BACKGROUND

Guiding Environmentally Responsible Behaviour

Through information and training, VANOC can ensure its workforce helps reduce negative environmental impacts, support preferred work practices and respond to workplace incidents.

VANOC's Sustainability and Environmental Management teams have implemented an integrated series of Games-wide standard operating procedures and guidelines, as well as customized Environmental Management Plans for every venue, facility and core service (such as transportation). These teams also conduct site inspections and provide training for workforce members and contractors. These activities collectively support consistent and responsible environmental behaviour.

For example, at Games time, there will be signage — for workforce members, spectators and contractors — informing them about how they can help meet our Zero Waste Challenge through efforts such as proper waste separation, following anti-idling practices when driving VANOC fleet vehicles and taking care in environmentally sensitive areas.



BACKGROUND

Identifying Species of Concern

The Global Reporting Initiative recommends using the International Union for the Conservation of Nature's (IUCN) Red List as the reference for identifying global species of concern. While this list has useful applications, VANOC found that its broad geographical orientation makes site-specific identification of at-risk species problematic. Given the biodiversity and range of habitats in the Games region, VANOC's environmental consultants (through the Environmental Assessment process) evaluated venue sites for at-risk species using British Columbia Conservation Data Centre (CDC) data. The CDC identifies species at risk using a more locally relevant lens according to bio-districts and biogeoclimatic zones.

Where at-risk species were identified to have potential to exist, VANOC conducted more in-depth studies to fully understand a venue's possible impacts. Where red-listed species had potential to exist, VANOC's environmental consultants conducted bio-inventories to determine actual presence. Where required, avoidance strategies were incorporated into venue design, and management and mitigation plans were developed and deployed in the field so as to prevent impact on key species.

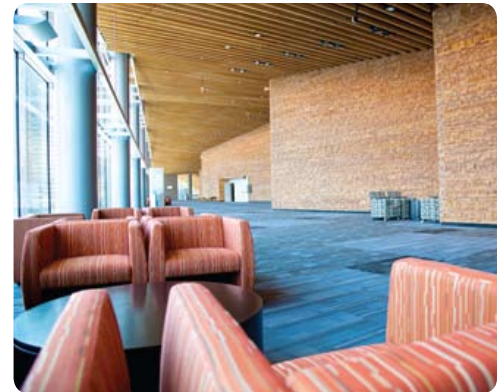


Build Green with Wood

Vancouver 2010 venues and villages were designed and constructed to showcase the use and application of wood products made from the forests of British Columbia and the Pacific Northwest. Cut and planed dimension lumber (including mountain pine beetle-affected lodgepole pine) and high-quality appearance-grade wood products from the dry interior of the province and the temperate rainforests along the Pacific Coast are profiled.

British Columbia is unique among the world's leading forest producers not just in the diversity and richness of its forests, but because 95 per cent of its land base is publicly-owned. The province has become a world leader in voluntary, third-party sustainable forest management certification, which demonstrates to customers that they are buying quality forest products that represent a sound choice for the environment. BC has more certified land than any other forest jurisdiction in the world. As of mid-2009, 53.8 million hectares (more than 132.8 million acres) of forest land in BC had been certified to at least one of three third-party certification programs — the Sustainable Forest Management standard by the Canadian Standards Association (CSA), the Sustainable Forestry Initiative (SFI) or the Forest Stewardship Council (FSC). Vancouver 2010 venues and villages feature wood certified under CSA, SFI or FSC standards for sustainable forest management.

To mitigate climate change, it is necessary to reduce greenhouse gas emissions and store more carbon. A healthy, sustainable forest can do both. Wood products continue to store the carbon absorbed by the trees, and the new forest once again begins absorbing carbon dioxide. A 2009 study by the Canadian Wood Council and FPInnovations-Forintek estimates that the total greenhouse gas benefit of this wood usage in 2010 Winter Olympic venues and villages is a reduction of 26,000 tonnes in CO₂ emissions.



B Energy and Climate Change

Managing the Carbon Footprint of the Games

Winter sports depend on snow and ice. They are particularly vulnerable to the effects of climate change, such as rising snow levels, receding glaciers and more variable weather conditions. At the same time, large sporting events like Olympic and Paralympic Winter Games use energy to heat buildings, make snow, freeze ice sheets and sliding tracks, run power equipment and transport a large number of people and goods — all of which generate greenhouse gas (GHG) or carbon emissions.

Since winning the right (in July 2003) to host the 2010 Olympic and Paralympic Winter Games, VANOC has focused on minimizing the carbon impact of these Games and using them to inspire broader awareness and action on climate change solutions.

CHALLENGE

Carbon Footprint — What is Included?

We divided our carbon footprint into two parts:

- 1 direct emissions from Games-related activities that are within VANOC's control, such as venue construction, operations, transportation and waste management
- 2 indirect emissions that are outside of VANOC's control, associated largely with air travel and accommodation at Games time by 2010 spectators, sponsors and partners and the media

Spotlight on the Vancouver 2010 Olympic Torch Relay

The footprint for the torch relay is estimated at 3,000 tonnes of carbon emissions. This includes emissions from all associated vehicle, marine, rail and air travel, plus celebrations, accommodations and, last but not least, the fuel required to keep the torch aflame. Carbon emissions created by the torch relay represent 1.1 per cent of the carbon footprint of the Games and will be offset as part of the direct footprint of the Games.

Through integrated transportation planning, VANOC, Coca-Cola, RBC and the Vancouver 2010 Integrated Security Unit have collaborated to improve the energy efficiency of their torch operations; accordingly, it is estimated that vehicle sharing on the relay will reduce these emissions by two-thirds.

DID YOU KNOW?

VANOC is offsetting direct carbon emissions from the Games and is providing interested Games partners, sponsors and spectators with an opportunity to voluntarily offset indirect emissions from their air travel and accommodation at Games time.

Emissions from Games-time air travel by Olympic and Paralympic athletes and officials are included in the direct footprint of the Games and are being offset by VANOC and Offsetters.

Sustainability in Action

KNOW, REDUCE, OFFSET, INSPIRE — BUILDING CARBON-NEUTRAL GAMES

“Climate change is an enormous threat, but it’s also an opportunity,” said Niclas Svenningsen, head of sustainable United Nations at the United Nations Environment Programme (UNEP). “The Olympic Games are one of the most high-profile events in the world. If it’s possible to demonstrate a carbon-neutral Games, it’s an opportunity to highlight to hundreds of millions of people what really can be done.”

The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) has embraced the opportunity — and the responsibility — to take action on climate change by aspiring to be a carbon-neutral Games. Through aggressive emissions reduction efforts and offsetting emissions that cannot be reduced or eliminated, VANOC will achieve a carbon-neutral direct footprint. In addition, VANOC invites partners, sponsors and spectators to help reduce the indirect footprint of the Games by offsetting a portion of their own Games-time travel.

“The first step is to have a basic understanding of what it’s all about and why it matters because people think, ‘Oh it’s such a big problem my little travel doesn’t matter at all,’” said Svenningsen. “And of course it is small parts all together that make up the solution.”

There are four steps to VANOC’s Carbon Management Program:

1 Know

In its seven-year lifespan, VANOC has had to know and measure its carbon footprint at the same time it has worked to reduce emissions as much as possible. While past Winter Games addressed Games-time emissions only, VANOC included emissions from its inception in September 2003 to the end of the Games in March 2010. In addition, VANOC has needed to identify those emissions under its direct control and those indirect emissions that are outside of its control but are still linked to the Games, such as spectators’ travel.

In 2007, the David Suzuki Foundation prepared, and PricewaterhouseCoopers reviewed, a preliminary carbon-emissions estimate working with the best information at the time. In November 2009, VANOC released an updated estimate developed by UBC’s Sauder School of Business based on operational plans at the end of July 2009. The 2009 Carbon Forecast predicts that since winning the bid in 2003, the Games will generate a total of approximately 268,000 tonnes of carbon emissions (CO_{2e}) — 118,000 tonnes of direct emissions and 150,000 tonnes of indirect emissions. This updated forecast reflects VANOC’s operational efficiencies and more accurate data on participants and spectators.

2 Reduce

Emissions reduction is the most important step of any carbon-management plan. VANOC focused on reducing emissions through transportation planning, efficient office operations, green venue design and construction, fleet vehicle management and power planning. VANOC estimates that green initiatives have reduced the carbon footprint of the 2010 Winter Games by 15 per cent, or 57,000 tonnes of carbon emissions over business as usual.

3 Offset

To reach its carbon-neutral goal, VANOC needed to offset those emissions it could not reduce. In June 2009, VANOC named Offsetters, a leading BC-based carbon asset management company, as a Games partner and supplier of high-quality carbon offsets. This partnership is an Olympic first. It means that Offsetters will offset direct emissions from the Games by investing in new clean-technology projects that remove or avoid an equivalent amount of emissions from the atmosphere.

“Not only do these offsets contribute to the impressive and inspirational goal of hosting a carbon-neutral Games,” said Dr. James Tansey, CEO of Offsetters. “They kick-start and showcase clean-technology projects that wouldn’t otherwise happen. By investing in offsets, VANOC is helping to grow the clean technology sector in BC and contribute to the shift from fossil fuels to cleaner energy sources.”

4 Enable and Inspire

In the fourth stage of its Carbon Management Program, VANOC invites partners, sponsors and spectators to offset their contributions to the indirect footprint of the Games. By November 2009, 26 organizations have joined VANOC’s Carbon Partner Program and many others are learning about it.

Our Carbon Strategy at a Glance

KNOW

how much carbon the 2010 Winter Games are emitting; publicly track and report on it

2007 & 2009 carbon forecast issued
Based on internationally recognized standards for carbon management

REDUCE

as many emissions as possible

Energy conservation integrated into planning and operations
Examples: reduced fuel use, lean technology choices and LEED

NEUTRALIZE BY OFFSETTING

direct carbon emissions that cannot be eliminated or reduced

Offsetters signed as the Official Carbon Offset Sponsor
Supplying offsets for direct emissions

ENABLE & INSPIRE FURTHER ACTION

use the 2010 experience to increase awareness of/participation in emerging solutions to climate change

Voluntary program for offsetting indirect emissions
Interested Games participants

BACKGROUND

Reduce . . . Reduce . . . Reduce: The Most Important Step

Our focus has been to reduce carbon emissions by not emitting them in the first place. Examples of where VANOC and our partners have focused our efforts include:

- strategic venue site selection; compact clusters of villages and venues have been built in Vancouver and Whistler to minimize energy and travel requirements
- innovative approaches to energy management featured at Games venues, including The Whistler Sliding Centre; such innovations include the harvesting and reuse of waste heat energy from ice refrigeration plants and the replacement of diesel generators with cleaner hydro power
- creating new community energy systems; these are increasing the total renewable energy that will be available to meet local demand at the Olympic and Paralympic Villages in Whistler and Vancouver
- placing an emphasis on “travelling smart;” expanded public transit during the 2010 Winter Games will reduce fuel use and carbon emissions.



DID YOU KNOW?

The 2010 Winter Games is the first Games to embrace the challenge of offsetting its carbon footprint for the entire duration of the Games planning period — from the early days in 2003, after Vancouver won the right to host the Games, through the close of operations, after the Games are over.

WHAT IS AN OFFSET?

A carbon offset is a carbon emission reduction, applied elsewhere, that provides “credit” to the purchasing organization and can be applied to reduce that organization’s carbon footprint.



Carbon offsets are not the sole solution to climate change but, used properly, they are a tool for fast-forwarding the transition to more sustainable energy. Offsets do two important things: (1) support the overall reduction of carbon emissions into the atmosphere, and (2) direct investment into the clean technologies of the future.

Table 1
Energy Consumption and GHG Emissions

	TOTAL VOLUME		ENERGY CONSUMED (gigajoules)		GHG EMISSIONS (tonnes CO ₂ equivalent)	
	2007-08	2008-09	2007-08	2008-09	2007-08	2008-09
DIRECT ENERGY CONSUMPTION						
Gasoline						
	litres	litres				
Fleet	335,588	440,048	11,544	15,138	799	1,048
Venue operation equipment	52,469 ¹	58,450	1,805	2,011	125	139
Diesel						
	litres	litres				
Fleet	-	15,893	-	590	-	44
Venue operation equipment	417,331	243,842	15,483	9,047	1,146	670
Stationary generators	-	122,045	-	4,528	-	335
Natural Gas Consumption						
	cubic metres	cubic metres				
Other facilities	92,174 ²	455,435	3,511	17,767	170	862
Propane Consumption						
	litres	litres				
Other facilities	4,172 ³	3,971	107	101	6	6
Venues	10,071	8,668	257	219	15	13
SUBTOTAL DIRECT ENERGY CONSUMPTION			32,707	49,399	2,261	3,117
INDIRECT ENERGY (IN KILOWATT HOURS)						
Electricity Consumption						
Venues	2,917,742	5,249,934	10,761	18,900	66	147
Villages	0	400,268		1,441		11
Other facilities	6,419,846	11,488,442	22,854	41,358	140	322
SUBTOTAL INDIRECT ENERGY CONSUMPTION			9,337,588	17,138,644	206	480
TOTAL DIRECT AND INDIRECT ENERGY CONSUMPTION AND GHG EMISSIONS			66,322	111,099	2,467	3,597

¹ Fuel use in 2007-08 has been adjusted to add unreported gasoline (52,469 litres) and diesel (286,587 litres) consumption through bulk fuel tanks at mountain venues. This increase in fuel use also increased the reported energy consumed and GHG emissions compared to information in our 2007-08 sustainability report

² Natural gas consumption for 2007-08 has been adjusted to include unreported gas used at the Fab Shop (1,530 GJ); this increase in natural gas use also increased the reported energy consumed and GHG emissions compared to information in the 2007-08 Sustainability Report.

³ Propane in 2007-08 consumed at Whistler facilities was incorrectly reported as natural gas; while the overall impact to energy consumed (GJ) and GHG emissions (tCO₂e) is immaterial, VANOC has made this adjustment for consistency in reporting.

Table 2
Significant Air Emissions in 2008-09

Source	Volume (L or m ³)	CRITERIA AIR CONTAMINANTS (KILOGRAMS)							
		HC	CO	NOx	PM**	PM ₁₀ **	PM _{2.5} **	SO ₂	VOC
Gasoline									
Vehicle fleet	440,048 L		32,049	1,746	41	40	19	11	1,790
Venue operations	58,450 L	195	6,417	412.8	7.98	7.93	3.45	1.18	185
Diesel*									
Vehicle fleet	15,893 L		47	48	7.9	7.9	6.7	2.6	22
Venue operations	243,842 L	211	1,043	3,096.8	188.6				
Stationary generators	122,045 L		1,903	8,835.6	621.1			581.06	721.3
Natural gas – building heating	cubic metres 455,435		621.8	373.1	56.8	56.8	56.8	4.4	40.8
Propane – building heating	12,639 L		13.3	23.2	1.2	1.2	1.2	0.1	0.6
TOTAL 2008-09		406	42,094	14,535	924	114	87	601	2,760

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

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

C Air Quality

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

As we plan for the Games, we are ensuring minimal negative impacts to indoor and outdoor air quality. We are achieving this by:

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

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

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

See Table 2 for reporting on significant air emissions.

BACKGROUND

What is LEED?

VANOC and many of our venue partners are using Leadership in Energy and Environmental Design (LEED) criteria to guide our building activities and reduce our environmental impact. This ensures buildings are designed, constructed and operated, both to reduce their overall environmental impact and for optimal occupant well-being. The Canadian LEED rating system is administered by the Canadian Green Building Council (CaGBC).

Under LEED, there are different levels of certification (Certified, Silver, Gold and Platinum) for different performance criteria, including site selection, water efficiency, energy, materials and indoor environmental quality.

Vancouver 2010 venue partners are pursuing LEED certification for the Whistler Olympic Park day lodge,*; the refrigeration building at The Whistler Sliding Centre; the Whistler Athletes' Centre; Canada Olympic/Paralympic Centre (otherwise known as Hillcrest/Nat Bailey Stadium Park); the Richmond Olympic Oval; and the Olympic and Paralympic Villages in Vancouver and Whistler. All facilities are targeting a minimum of LEED Silver certification. Most certifications are expected before Games time.

Both Olympic and Paralympic Village sites/developments are piloting a new LEED rating system for neighbourhood development. It focuses not just on single buildings, but on their integration with broader neighbourhood requirements for green space and other amenities.

* In December 2009, the Whistler Olympic Park day lodge building was certified LEED Gold.



D Water Quality and Conservation

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

In this reporting year we withdrew

Surface water*	189,702 m ³
Municipal water	461.17 m ³
Total water	190,163 m ³

* Surface water from: Madeley Creek at Whistler Olympic Park and Fitzsimmons Creek at Whistler Creekside were primarily used for snowmaking purposes, and were not significantly affected by our activities.



CHALLENGE

Safety First: For Competition *and* For Habitats

Convening alpine sport events in mountainous conditions is both exciting and challenging. On one hand, we want to ensure trails and race courses are safe, fast and optimal for elite competition. On the other hand, we want to ensure we tread lightly in and around Environmentally Sensitive Areas (ESAs). ESAs contain significant biodiversity and habitats, such as riparian areas along streams — an important habitat for organisms including fish, birds, frogs and vegetation.

Preparation for mountainous sport events involves snow clearing and snow management, including snow hardening. VANOC has created snow management procedures that define best practices for both managing snow and minimizing negative environmental impacts, and will continue to integrate best practices into all its alpine event planning. To avoid disturbing ESAs at Games time, signage will be posted identifying these areas to people working and moving in/around the venues and facilities.

E Waste Management

From January 1 through March 31, 2010, VANOC has a target of diverting from landfill at least 85 per cent of solid waste generated during all operations of the 2010 Olympic and Paralympic Winter Games. (To provide some regional context, Metro Vancouver currently achieves a rate of 50 to 55 per cent solid waste diversion from landfill (source: metrovancover.org). Our solid waste diversion target stems from a commitment we made when Vancouver bid to host the Games: to take on the Zero Waste Challenge.

VANOC applies a zero-waste integrated waste management strategy by working with sponsors, product suppliers, contractors and staff to strategically implement the following combination of activities and techniques during venue construction, Games planning and operations and in the post-Games decommissioning phase (listed in priority order):

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

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

Recycle — We aim to optimize all recycling options, including composting. Where possible, we source disposable products that fit into our recycling or composting waste streams.

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

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

Education and Communications — We aim to build awareness about the program by incorporating messaging into communication tools that target all groups attending or organizing the Games. These tools include guides, manuals, electronic communications, newsletters, team meetings, training sessions, announcements and signage.

Hudson's Bay Company Finds Sustainable Waste Solution for VANOC

One of VANOC's sponsors, Hudson's Bay Company, provided furniture and linen products for the athletes' villages. Initially this procurement was going to generate large amounts of polystyrene (foam) packaging waste. The result would have been extra waste, additional traffic, higher waste disposal costs and unnecessary greenhouse gas emissions to remove a waste that is not readily recyclable. Fortunately, Hudson's Bay Company was able to work with its suppliers to replace the foam packaging with easily compactable and recyclable cardboard and plastic films — waste products that are deemed acceptable according to VANOC's waste management program. Hudson's Bay Company has also committed to supplying all Games-time workforce uniforms in bulk packaging to further reduce waste generation. This initiative alone resulted in savings of almost \$61,000.

CHALLENGE

Waste Diversion in the Pre-Games Period

While we have been successful in diverting significant amounts of waste in the venue construction phase, our project is diverting less waste in the pre-Games operations phase. This is partly because VANOC has either limited or no control over many of the waste disposal contracts in this phase, as they are held by other companies. Additionally, it is costly to separate and collect every type of operational-based waste when volumes are so low, so VANOC has chosen to apply the majority of its waste management resources to its Games-time level of service.

We anticipate we will be able to achieve a higher diversion rate at Games time. At that time, VANOC will have more control through direct waste management contracts and decision making.

To help meet our Games-time target, VANOC will not only be monitoring contractor waste disposal, but we will be communicating with sponsors, partners, athletes, our own workforce members and spectators on how they can do their part by correctly disposing of waste.

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

Table 3
Solid Waste Generation and Disposal Activities in 2008-09

In 2008-09, we generated 3.8 metric tonnes of hazardous waste consisting of waste oil, oil filters, antifreeze and lead, all of which was recycled within British Columbia. This is accounted for in the data below.

2008-09 Waste Data¹

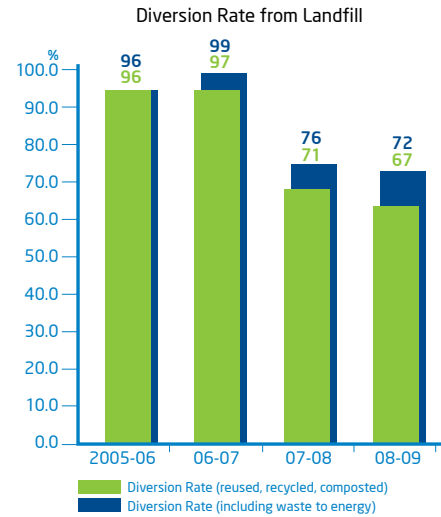
ACTIVITY	2008-09 METRIC TONNES OF WASTE GENERATED AND DIVERTED ²
Reuse (on-site) of materials for venue development ³	0
Recycling	712.2
Composting	21.9
Waste to energy	62.4
Disposal at standard landfill	114.9
Disposal at gas-to-energy landfill	191.5
Total Generation (metric tonnes)	1,103.0
Total solid waste reused, recycled or composted	734.2
Total disposed waste	368.8
Diversion rate	67%
Diversion rate including waste to energy	72%

¹ The above data is attributed to the following venues: RONA Vancouver 2010 Fabrication Shop (FAB Shop); Vancouver Olympic and Paralympic Centre; Vancouver 2010 Headquarters (VHQ); Uniform and Accreditation Centre — Vancouver; the Main Distribution Centre; the Doping Control Laboratory at the Richmond Olympic Oval; the Sea to Sky Volunteer Centre (in Squamish); Whistler Olympic/Paralympic Park (WOP); The Whistler Sliding Centre (WSC); the Whistler Athletes' Centre; Whistler Creekside (VANOC operations only); and VANOC's administration office in Whistler.

² Approximately 2 per cent of the total estimated weight is based on the number of bags collected by contracted cleaners. VANOC converts the number of bags to a weight, based on a pre-determined typical bag weight for each type of waste commodity.

³ In this reporting year, certain Games-related products and materials have been reused, both internally and externally (for example, through donations). There are inherent difficulties, however, in quantifying the weight identified in this category, as the cost and time required to do so would be substantial and is beyond the scope of typical waste management data tracking.

VANOC DIVERSION RATES 2005-09



ACTION TRACKER

Biodiversity and Habitat

GOALS FOR 2008-09

Continue to monitor sites for compliance with EA commitments during construction and operations

Pursue formal LEED certification applications for key buildings at Whistler Olympic/Paralympic Park, The Whistler Sliding Centre and Whistler Athletes' Centre

Develop venue-specific EMPs for Games-time operations, and overlay fit-out and decommissioning phases

Develop a wildlife legacy program to support research and recovery initiatives for species at risk of extirpation or extinction

PROGRESS IN 2008-09

Monitored sites for compliance, primarily through our third-party professional environmental monitors and confirmed compliance with EA operational commitments flagging issues and overseeing preventive or corrective action plans when required

Submitted LEED applications for all these buildings

Developed tested and revised venue-specific EMPs for Games-time operations for all competition venues for all phases of operations.
Implemented Sustainable Sport Event Guidelines at sport events

VANOC and BC Ministry of Environment collaborated to create a legacy fund for post-Games grizzly bear research and management that would expand on the research done for the Games; funding for this legacy project was not available in 2008-09 and the project will be revisited in 2009-10

GOALS FOR 2009-10

Continue to monitor sites for compliance during overlay fit-out, Games-time operations and decommissioning phases
Report on outcomes, challenges and lessons learned in all phases of operations with regard to compliance with environmental requirements, environmental monitoring and implementation of EMPs, Standard Operating Procedures and best practice guidelines

Update LEED certification results of VANOC venues

See goal above

Energy and Climate Change

Continue measuring and reporting on greenhouse gas (GHG) emissions reductions

Continue refining our GHG emissions forecast

Continue refining our reference scenario, which estimates GHG emissions that would occur in the absence of reduction initiatives — a "business-as-usual" estimate

Conclude our analysis of Games venues to identify potential improvements in operational energy efficiencies; work to implement recommendations

Develop a smart driving program for VANOC fleet vehicle drivers and Games transportation service providers (for instance, shuttles and motor coaches)

Initiate an energy conservation action program targeting VANOC workforce

Finalize our GHG offset program

Engage our partners, sponsors and the Olympic Family on GHG emission reductions efforts

Tracked and reported 2008-09 GHG emissions (see table 1)

Confirmed methodology and data sources for GHG emissions forecast

Refined our reference scenario

Worked with relevant venue owners/operators to implement recommendations for operational energy efficiency

Launched a Smart Driver in the City Program for fleet drivers and workforce in general aimed at contributing to VANOC's sustainability achievements in transportation

Launched an internal program in Q3 2008 to promote workforce energy conservation initiatives in and out of the workplace

Established a 2010 Winter Games offset target of 300,000 tonnes for direct and indirect emissions

Announced an official carbon offset supplier (Offsetters) to provide offsets for the 110,000 tonnes of direct VANOC carbon emissions

Designed a voluntarily carbon offset program to invite Games partners (corporate, government, sport, broadcast) and spectators to offset indirect emissions from travel to the Games

Update forecast and measure and report final reference scenario, GHG emissions and reductions
Report on outcomes, challenges and lessons learned regarding the Carbon Management Program

See goal above

Promote energy conservation through workforce initiatives such as venue and job training and Smart Driver Program


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

ACTION TRACKER

Air Quality

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
Continue to track and quantify air contaminant emissions and begin to track and report on related reductions from initiatives undertaken to protect air quality	Quantified and reported on air contaminant emissions (see table 2) and defined specific reduction initiatives	Continue to track and report significant air emissions and reduction initiatives
Conclude our analysis of completed Games venues to identify potential improvements in operational energy efficiencies and work to implement recommendations	Along with other initiatives to reduce GHG emissions: Worked to emphasize electric power versus carbon-based fuels for generators and temporary space heating	See goal above
Refine our transportation and power plans to increase efficiency and reduce emissions	Released a refined transportation plan that emphasizes mass transit, active transit and initiatives to reduce background traffic	
Continue to avoid use of toxic materials in venue development and employ best practices in indoor equipment operation to reduce potential indoor air quality impacts	Continued to avoid the use of toxic materials through a implementation of EMPs, SOPs, guidelines and our Buy Smart Program	See goal above

Water Quality and Conservation

Integrate best environmental practices for water quality protection and conservation in venue-specific EMPs for the overlay fit-out, Games-time operations and decommissioning phases	Completed EMPs for the overlay fit-out, Games-time operations and decommissioning phases 	Report on impacts, outcomes, challenges and lessons learned with regards to water conservation, maintenance of water quality and water use impacts
Continue integrating best practices into Games-time operational plans	Implement Sustainable Sport Event Guidelines	
Finalize our Games-time Integrated Snow Management Plan for relevant venues	Continued to work towards finalizing Snow Management contracts with service providers for main venues and including relevant information in final Games-time integrated snow management plans	Monitor snow management at fit-out, Games-time and decommissioning phases
Continue water quality monitoring programs at venue sites including monitoring related to use of snow-hardening additives For the Whistler Olympic/Paralympic Park wastewater treatment plant, track the quality of discharge and work with the facility operator to ensure discharge complies with regulations and requirements for protecting water quality and aquatic habitat in receiving waterway	Tracked and reported on water consumption and use and, where possible, ensured any discharge complied with regulations and requirements particularly for the Whistler Olympic/Paralympic Park wastewater treatment plant	See goal above

ACTION TRACKER

Waste Management

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
Finalize our Integrated Waste Management Plan, including assessment of financial and GHG-related impacts of waste disposal options and Games-time waste collection system	<p>Integrated waste management has been ongoing throughout all phases of the Games project</p> <p>Continued development of the Games-time waste management plans</p>	Report on outcomes, challenges and lessons learned while implementing VANOC's integrated waste management strategy.
<p>Support planning and operations to maximize the volume of material that can be reduced, reused, recycled or composted, emphasizing the priority hierarchy of the 3 Rs</p> <p>Develop and begin to implement policies and procedures specific to waste management that will apply to all our activities from overlay fit-out, through Games-time operations to decommissioning</p>	<p>Continued integrating waste minimization and waste impact reduction specifications</p> <ul style="list-style-type: none"> · at our offices and operational sites through a multi-stream recycling collection system. · through implementing Sustainable Meetings/Special Events Guidelines, Green Office Guidelines and Sustainable Sport Event Guidelines · through collaboration with specific sponsors and suppliers · through the development of fit-out, Games-time and decommissioning waste management procedures 	<p>Implement VANOC waste management plans and procedures for all streams and phases and monitor compliance</p> <p>Implement a communications strategy to promote Games-time waste management goals</p>
Through the procurement process, determine efficient routing and optimal disposal destinations for Games time	Initiated detailed waste management planning with Games-time service providers	Implement and monitor waste management strategy for all Games-time contracts, including data tracking and reporting
Support development of asset disposal plan for Games-related goods to minimize waste to landfill and benefit local communities	An asset disposal committee continued to determine post-Games use for VANOC assets; plans included an asset donation program where certain items are earmarked for community donation	See chapter 5

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%
Seconded	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

OUR PATHWAY

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



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

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

Aboriginal

Participation and Collaboration

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

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



Engaging with Aboriginal Partners and Organizations

WHAT

Aboriginal involvement in the Games planning, hosting and legacy creation

WHO

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

HOW

Regular meetings with the FHFN (biweekly/ weekly updates, regular subject-specific meetings, strategic planning, FHFN coordinators' meetings and presentations to the FHFN Board of Directors)

Meetings with the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK), the Métis National Council/Métis Nation of British Columbia (MNC/MNBC) and other local, provincial and national Aboriginal organizations (approximately 14 in reporting period)

Twenty-two meetings with Aboriginal employment and training organizations, government services and community groups to discuss VANOC and Aboriginal recruitment

Twenty-two conferences, presentations and events to provide information about Aboriginal participation in the 2010 Winter Games, including:

- 2008 North American Indigenous Games — Duncan, British Columbia (August 2008)
- Manito Ahbee Festival — Winnipeg, Manitoba (November 2008)
- Canadian Aboriginal Festival — Toronto, Ontario (November 2008)
- Assembly of First Nations Inter-Nation Trade and Economic Summit — Toronto, Ontario (March 2009)
- Aboriginal Hospitality Showcase for 2010 Sponsors — Vancouver, British Columbia (May 2009)
- two 2009 National Aboriginal Day events — Vancouver, British Columbia (June 2009)
- presentation to Greater Vancouver urban Aboriginal youth — Vancouver, British Columbia (July 2009)
- 2009 Assembly of First Nations Annual General Assembly — Calgary, Alberta (July 2009)

SUSTAINABILITY CONNECTION

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

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

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

BACKGROUND

Aboriginal Peoples in Canada

In Canada, the term Aboriginal is used to describe three groups of indigenous peoples: First Nations, Inuit and Métis. All three groups have distinct heritages, languages, cultural practices and spiritual beliefs. Aboriginal peoples represent three per cent of the Canadian population.

Aboriginal peoples are a prominent and integral part of Canadian history and culture, but they are also a thriving part of Canada's present and its future. Aboriginal peoples represent the fastest growing segment of Canada's population; approximately 50 per cent of the Aboriginal population is under the age of 25.

Sustainability in Action

FOUR HOST FIRST NATIONS: SHARING A LEGACY

In 1999, the IOC adopted Agenda 21: Sport for Sustainable Development, which includes an objective to “strengthen the inclusion of women, youth and indigenous peoples in the Games.”

The 2010 Winter Games will be held on the traditional and shared traditional territories of the Lil’wat, Musqueam, Squamish and Tsleil-Waututh First Nations — known collectively as the Four Host First Nations (FHFN). These nations have co-existed as neighbours for centuries, and have used and occupied the lands and waters of their traditional territories since time immemorial.



The Vancouver 2010 Bid Corporation (now VANOC) recognized early in the bid phase that the support and active participation of these nations would enrich the Games and the bid, and create lasting legacies for these communities. This relationship was recognized by the IOC as an important factor in Vancouver’s winning bid.

“The Four Host First Nations are proud of the role we’ve played in bringing the Games to our territories,” said Tewanee Joseph, chief executive officer of the Four Host First Nations Society. “We are Official Partners in the Games — a first for indigenous peoples in Olympic and Paralympic history. That’s important.”

In 2005, VANOC and the FHFN signed a protocol formalizing our commitment to work in partnership to ensure that the Games are successful, that FHFN communities benefit and that opportunities to participate are extended to First Nations, Inuit and Métis peoples across Canada.

An important benefit of the Games has been the creation of direct and indirect legacies. In November 2002, the Squamish and Lil’wat First Nations signed an agreement with the Province of British Columbia and the Vancouver 2010 Bid Corporation. The agreement, “Creating Shared Legacies from the 2010 Olympic and Paralympic Winter Games,” outlined a package of economic, cultural, sport and capacity-building benefits and legacies for the two nations.

It is important to note that some of the commitments made in the agreement were not contingent on Vancouver winning the bid, and would have been fulfilled regardless of the bid outcome. In 2003, the Vancouver 2010 Bid Corporation signed memoranda of understanding with the Musqueam and Tsleil-Waututh First Nations, outlining a commitment to work together to realize legacies for their nations. Legacy agreements with the Musqueam and Tsleil-Waututh were finalized with the Government of Canada in 2008.

For more information about the FHFN, please visit fourhostfirstnations.com.



A Partnerships and Collaboration

Even before the bid was won, VANOC and the FHFN worked together to achieve our shared goal of unprecedented Aboriginal participation in the Vancouver 2010 Olympic and Paralympic Winter Games.

In this reporting period, we have taken our partnership one step further. VANOC's Aboriginal Participation function and the FHFN have joined together to form one cohesive team that together delivers on our joint commitment to achieve unprecedented Aboriginal participation in the Games. This approach involves joint planning and decision making on initiatives and spending.

BACKGROUND

Working in Partnership

The FHFN and VANOC continue to build relationships with local, regional and national First Nations, Inuit and Métis organizations. This is done informally through meetings and engagement, and formally through the signing of memoranda of understanding (MOUs), memoranda of intent (MOIs) and statements of cooperation (SOCs).

Memoranda of Understanding

Formalizing relationships with the following national-level Aboriginal organizations:

- Assembly of First Nations
- Inuit Tapiriit Kanatami
- Métis National Council/Métis Nation British Columbia

Memoranda of Intent

Formalizing relationships with the following regional First Nations organizations across Canada:

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

Statements of Cooperation

Formalizing relationships with the following Aboriginal and non-Aboriginal technical organizations assisting in the delivery of unprecedented Aboriginal participation in the 2010 Winter Games:

- 2010 Legacies Now
- Aboriginal Peoples Television Network
- Aboriginal Sport Circle
- Aboriginal Tourism Association of British Columbia
- First Nations Employment Society
- Canadian Tourism Commission
- Vancouver Community College

B Sport and Youth

VANOC recognizes the central role sport plays in promoting health and wellness within Aboriginal communities. In supporting the development of talented Aboriginal athletes, and celebrating the achievements of past and present Aboriginal athletes, coaches and leaders, we are striving to increase Aboriginal sport participation — particularly among Aboriginal youth.

In this reporting period, we launched the second edition of our Find Your Passion in Sport poster series, which we introduced in 2007. We also continued development of the Virtual Aboriginal Sport Hall of Fame — a website celebrating the achievements of Aboriginal athletes and builders of sport, and foster greater awareness of Aboriginal sport in Canada.



CLARA HUGHES

DID YOU KNOW?

In January 2009, VANOC and the FHFN hosted an event at the Richmond Olympic Oval with Olympic champion speed skater Clara Hughes. Speaking to Aboriginal youth from the Metro Vancouver area and the Four Host First Nations, Clara shared her experiences as an athlete, and talked about what it took to win five Olympic medals and what continues to motivate her own pursuit of excellence. She encouraged the youth to pursue excellence in their own lives and follow their dreams — in sport and beyond.

In July 2009, a second event with Clara was held with Métis youth from across Canada.

What a fantastic way to bring in the new year with the Skate Day. I had the wonderful opportunity to share my love for skating and the Olympics with a huge group of Aboriginal youth of all ages. Having this opportunity to have competed, and to try to represent Canada once again on that Olympic stage, is something I can't help but share.

—Clara Hughes,
Olympic champion speed skater

Sustainability in Action

ABORIGINAL POSTER SERIES

Curler Travis Jones, alpine skier Sammy Kent and hockey player Leah Sulyma are the proud faces of the 2009 *Find Your Passion in Sport* poster series.

In March 2009, VANOC, in partnership with the Government of Canada and the Four Host First Nations, released three new posters in the series. They feature up-and-coming Aboriginal athlete role models from across Canada, and are part of a campaign to encourage greater participation in sport among Aboriginal youth.

"I think it's important because people need to see that when you put work into something, whether it's your own life or sport, you can succeed," said Sulyma of the poster campaign.

Jones, Kent and Sulyma were selected from among 90 Aboriginal athlete nominations received by VANOC.

THE ATHLETES



Travis Jones, curler, Métis

"I love the sport of curling because it combines both ability and strategy. It is a bit like chess, where you not only have to think about what your next shot will be, but also what your opponent is likely to do."



Sammy Kent, alpine skier, First Nations

"The one word that describes the feeling I get when I am skiing is happiness. The adrenaline that comes with the challenge and the speed feels so good. Being an athlete has taught me that _ in sport and in life _ it is extremely important to set goals and markers to attain your dreams. Never give up and never look back at what you could have done better or should have done differently."



Leah Sulyma, hockey player, Inuit

"I love the feeling of intensity [ice hockey] gives me. I can show the competitive side of my personality and do something passionate in my life. In college hockey, we must give 100 per cent day in, day out, whether we are in the classroom, on the ice or in the gym. I have taken this dedication and turned it into a key role for succeeding in my life."

More about the *Find Your Passion in Sport* poster series can be found on vancouver2010.com.

C Economic Development

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

Our Aboriginal Licensing and Merchandising Program is bringing global attention to Aboriginal artists and businesses, and is an investment in Aboriginal youth across Canada. One-third of VANOC's royalties from the sale of all products within the Aboriginal merchandise line benefit the Vancouver 2010 Aboriginal Youth Legacy Fund, which supports initiatives for Aboriginal youth in the areas of sport, culture, education and sustainability.

Aboriginal Recruitment Strategy

In the 2008-09 reporting period, we continued to implement our Aboriginal Recruitment Strategy by working to identify Aboriginal recruitment opportunities within VANOC. As part of our implementation strategy, we met externally with Aboriginal employment and training organizations, government service providers and community groups to facilitate employment and skill development opportunities within the Aboriginal community.

One of the organizations we work closely with is the First Nations Employment Society, which signed a statement of cooperation with the FHFN in April 2009.

We also looked beyond our organization to encourage our sponsors and partners to enhance their own Aboriginal recruitment strategies, and assisted some sponsors with their Games-time Aboriginal recruitment initiatives.

Percentage of VANOC paid staff who self-identify as Aboriginal	3%
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Percentage of VANOC volunteer applicants who self-identify as Aboriginal	2%
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Aboriginal Procurement and Business Development

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

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

DID YOU KNOW?


VANOC and the FHFN are working with Essential Skills for Aboriginal Futures to develop a technology training program that will develop essential workplace skills for up to 15 participants over 12 weeks. The enhanced skills will help candidates be more competitive when applying for Games-time technology and customer service positions within VANOC, as well as with its partners, sponsors and contractors.

Since VANOC was incorporated in September 2003, we have spent over \$56.7 million on Aboriginal businesses or individuals. This includes a wide range of goods and services, including everything from catering and cultural performances to high-end art and design, construction contracts and language translation services.

Sustainability in Action

2010 ABORIGINAL PAVILION

When the world comes to Vancouver for the 2010 Winter Games, they will experience the warmth and hospitality of the Four Host First Nations, on whose traditional and shared traditional territories the Games are being held.

The centrepiece of Aboriginal culture during the Games will be the 2010 Aboriginal Pavilion — an 8,000-square-foot facility that will celebrate the rich cultures and diversity of Aboriginal peoples (First Nations, Inuit and Métis) in Canada. 

The pavilion, which will open in February 2010, will be located on the plaza of the Queen Elizabeth Theatre in downtown Vancouver — within walking distance of BC Place and Canada Hockey Place. Centred on a 65-foot-high inflated multimedia sphere, the pavilion will use the latest technology to showcase the “best of the best” of Aboriginal art, business, culture and sport from every region in Canada. The pavilion will also include a trading post featuring a range of Aboriginal products from across Canada, and a reception hall where sponsors and partners can host private events.

“When people visit the pavilion, they will experience a feast of the senses,” said Tewanee Joseph, chief executive officer of the Four Host First Nations Society. “They will watch and listen to the top Aboriginal musicians; they will eat Aboriginal food and they can purchase artwork and authentic Aboriginal merchandise. People will be able to experience not only the traditional aspects of Aboriginal culture, but contemporary aspects as well.”

Special theme days will celebrate Aboriginal groups from all regions of Canada. Visitors will be entertained by live events including Inuit throat singing, Métis jigging, First Nations hoop dancing, as well as contemporary Aboriginal performances. Visitors will also experience a state-of-the-art multimedia show projected on the surface of the sphere itself — both inside and out.

“Our main goal is to let the world know that Aboriginal culture in Canada is very diverse and that we’re not all the same,” continued Joseph. “I think people will be blown away by what we have to offer.”



The 2010 Aboriginal Pavilion is a true celebration of the partnerships that have been brought together in the spirit of the Vancouver 2010 Olympic and Paralympic Winter Games. Our host First Nation partners have reached out to the Aboriginal peoples of Canada to join them in showcasing the best of themselves to the world through the Pavilion, demonstrating that these indeed are Canada’s Games.

—John Furlong,
Chief Executive Officer, VANOC



D Cultural Involvement

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


DID YOU KNOW?

More than 90 First Nations, Inuit and Métis artists from across Canada have produced art that will be showcased during the 2010 Winter Games. Their work is also showcased in *O Siyam: Aboriginal Art Inspired by the 2010 Olympic and Paralympic Winter Games*, a full-colour art coffee-table book. Available at vancouver2010.com/store.

Sustainability in Action

THE VANCOUVER 2010 VENUES' ABORIGINAL ART PROGRAM

"Our culture is thriving and we want to share it with the world," said Tewanee Joseph, chief executive officer and executive director of the FHFN Society.

A powerful way to celebrate the rich cultures and traditions of the Aboriginal peoples in Canada is through visual art. Together, the FHFN and VANOC are facilitating the ambitious Vancouver 2010 Venues' Aboriginal Art Program. By Games time, more than 30 works of original Aboriginal art will grace the 15 Olympic and Paralympic venues. 

"These works of art by some of Canada's most established and up-and-coming Aboriginal artists will be front and centre in our 15 Olympic and Paralympic venues and will remain there as a permanent legacy of the Games beyond 2010," said Dan Doyle, VANOC's executive vice president responsible for Aboriginal participation. "In some cases, these beautiful artworks are seamlessly integrated into the structure of the venue itself."

Contributing over \$2 million in commissions to both established and emerging First Nations, Inuit and Métis artists, the program will feature work that includes youth mentorship projects and traditional and contemporary textile art.

"At each venue, the first piece that a visitor will see is a welcome work by a Four Host First Nations artist," explained Joseph. "It welcomes them to the traditional and shared traditional territories of the FHFN, on which the Games are being held. And it provides a gateway to the other Aboriginal cultures in this country."

Internationally acclaimed Musqueam artist Susan Point's designs at the Richmond Olympic Oval are an early example of the Venues' Aboriginal Art Program. In addition, an entrance pole by Aaron Nelson-Moody of the Squamish Nation will greet visitors to the Whistler Olympic Park day lodge, along with the carved front doors by Lil'wat artist Bruce Edmonds.

The entrance to the UBC Thunderbird Arena is marked by a carved Coast Salish Thunderbird disc by Musqueam artist Joe Becker. "This is the kind of leg up that we need to promote our work," said Becker. "But it's also an opportunity to see all First Nations' art. It's important that we convey that we're cultural nations."

"Our lives today are rooted in traditions — we never forgot them — but we are also a contemporary, thriving people," said Joseph. "These works, in celebration of this historic world event, will represent our past, our present and our future."

THE SELECTION PROCESS

In July 2008, VANOC and the FHFN Society issued a request for expression of interest to Aboriginal artists and communities across the country. After receiving more than 150 responses, they worked with art experts to match interested artists with appropriate opportunities. Targeted requests for proposal were issued for about 30 projects, and an adjudication committee screened proposals and awarded more than 40 contracts to artists from across the country.

In addition to works from FHFN artists, the program includes First Nations, Inuit and Métis artists from every province and territory in Canada, including Brendalynn Trennert of Hay River, Northwest Territories; Alan Syliboy of Millbrook, Nova Scotia; Stephen Peltonen of Hearst, Ontario; Alano Edzerza and Kevin McKenzie of Vancouver, British Columbia and Jason Baerg of Toronto, Ontario.

"The 2010 Winter Games experience for the FHFN, and for Aboriginal peoples in Canada, is a real model," said Joseph. "If we're able to work together to celebrate our cultures at this world event, then indigenous peoples around the world should be able to do the same."

Most of the artwork will be installed in the venues by fall 2009. A commemorative book documenting the Vancouver 2010 Venues' Aboriginal Art Program is scheduled for release in late 2009.



E Awareness and Education

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

Table 6
Getting the Word Out about Aboriginal Participation in the Games

	2006-07	2007-08	2008-09
Number of page views on Aboriginal participation section of vancouver2010.com in this reporting period (includes FHFN section added in 2008-09)	52,337	24,465	43,769
Total number of individuals who have signed up to receive Aboriginal Participation information on vancouver2010.com	2,750	8,405	14,347
Sport Poster	20,000	n/a	66,000

CHALLENGE

Protesters

Peaceful protest is a way of life in Canada. We know that a global event on the scale of the Olympic and Paralympic Games provides a platform to raise awareness about a variety of specific causes and concerns. We also understand that there always will be Games critics, and we believe that everyone has the right to peacefully express their beliefs.

While protests are ordinarily conducted by a small number of individuals, they can be reported widely in the media, which can lead to the misperception that dissent is more widespread than it actually is.

As documented elsewhere in this section, VANOC and the FHFN have been communicating with Aboriginal groups and communities across Canada since the Games were awarded to Vancouver in 2003. Having engaged with tens of thousands of individuals and groups in this period, our experience has been that the large majority of Aboriginal peoples in Canada are supportive and excited about the 2010 Winter Games.





ACTION TRACKER

Partnerships and Collaboration

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
Continue implementing the VANOC-FHFN Protocol, including implementing a process for FHFN ticket allocation and Games-time accreditation	Continued developing strategies and defining protocol for FHFN participation in the Games including implementation of process for FHFN ticket allocation and Games-time accreditation	Continue implementing the VANOC-FHFN Protocol with a focus on Games-time initiatives
Continue working with First Nations, Inuit and Métis organizations to identify and maximize opportunities for Canada-wide Aboriginal participation in the 2010 Winter Games	Continued to build relationships with local, regional and national Aboriginal organizations including the formalization of relationships through signing of MOUs, MOIs and SOCs (see page 78)	Continue working with First Nations, Inuit and Métis organizations to maximize Canada-wide Aboriginal participation in the 2010 Winter Games with specific focus on participation in Torch Relays, the Vancouver 2010 Indigenous Youth Gathering and the 2010 Aboriginal Pavilion

Aboriginal Sport and Youth

Launch Virtual Aboriginal Sport Hall of Fame/Gallery	Completed construction of the Virtual Aboriginal Sport Hall of Fame (launch of the website to the public postponed) 	Launch Virtual Aboriginal Sport Hall of Fame
To encourage greater Aboriginal youth participation in sport, produce and launch a second series of inspirational posters	<p>Launched the second series of the Vancouver 2010 <i>Find your Passion in Sport</i> poster campaign series featuring three up-and-coming Aboriginal athletes from across Canada </p> <p>More than 66,000 posters were produced and distributed across Canada during the reporting period, including more than 16,000 schools</p> <p>Held two events for Aboriginal youth with Olympic gold medallist Clara Hughes; one event included youth from the FHFN and the Urban Native Youth Association; the other included Métis youth from across Canada; both events focused on encouraging youth to be active and follow their dreams</p>	Together with the FHFN, the Government of Canada, provincial and territorial governments, and other partners, host the Vancouver 2010 Indigenous Youth Gathering

Aboriginal Economic Opportunities


Continue implementing our Aboriginal recruitment and procurement strategies	<p>Implementation of Aboriginal recruitment strategy included:</p> <ul style="list-style-type: none"> · recruiting Aboriginal candidates for paid and volunteer positions · outreach to Aboriginal recruitment service providers and community groups · participation in seven career and hiring fairs <p>Implementation of Aboriginal procurement strategy including:</p> <ul style="list-style-type: none"> · sourcing goods and services from Aboriginal businesses · participation in six economic development workshops · outreach to Aboriginal economic development organizations 	Continue implementing our Aboriginal recruitment and procurement strategies
Facilitate outreach activities with Vancouver 2010 partners and sponsors to inspire them to adopt and/or enhance their Aboriginal recruitment and procurement strategies and activities	<p>Four events held to engage with 2010 partners and sponsors to share VANOC's Aboriginal recruitment and procurement practices and further advance Aboriginal economic development opportunities</p> <p>Six initiatives undertaken by 2010 partners and sponsors as a result of engagement with VANOC Aboriginal Participation and the FHFN, including programs to recruit Aboriginal employees as well as arts and culture initiatives</p>	<p>Engage with Vancouver 2010 partners and sponsors to inspire them to adopt and/or enhance their Aboriginal recruitment and procurement strategies and activities</p> <p>Support the FHFN in procuring materials, supplies and services and in recruiting for the 2010 Aboriginal Pavilion</p>

ACTION TRACKER

Aboriginal Economic Opportunities

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
<p>Further develop and implement the Vancouver 2010 Aboriginal Licensing and Merchandising Program to:</p> <ul style="list-style-type: none"> · promote new and existing Vancouver 2010 Aboriginal products · announce further details about the Aboriginal Youth Legacy Fund 	<p>Held fashion show in November 2008 to promote Vancouver 2010 Aboriginal merchandise</p> <p>Announced 2010 Legacies Now as trustee of the Vancouver 2010 Aboriginal Youth Legacy Fund</p> <p>Issued a request for proposal (RFP) for authentic Aboriginal products to be sold exclusively at the 2010 Aboriginal Pavilion</p>	<p>Continue promoting the Vancouver 2010 Aboriginal Licensing and Merchandising Program</p>
<p>NEW</p>	<p>Began construction of the 2010 Aboriginal Pavilion</p> <p>Developed initial operational plans for pavilion</p>	<p>Support the FHFN in delivering a successful 2010 Aboriginal Pavilion, including a business showcase, an artisan village, cultural performances and other activities</p>

Cultural Involvement

<p>Continue showcasing Aboriginal art and culture at VANOC events</p>	<p>Aboriginal culture was showcased through a number of events, including:</p> <ul style="list-style-type: none"> · Sport Events: participation included cultural performances, and the procurement of authentic First Nations carved paddles given as trophies for the 2009 Luge World Cup · announcement of 2010 Aboriginal Pavilion <p>Nine Aboriginal performers or groups were included in the 2009 Cultural Olympiad</p>	<p>Continue showcasing Aboriginal art and culture through pre-Games and Games-time cultural programming, including Cultural Olympiad, ceremonies and other events</p>
<p>Finalize inventory of Aboriginal artists and performers</p>	<p>VANOC and the FHFN completed an inventory of Aboriginal artists and performers from across Canada, which will be used to help program Games-time cultural performances</p> 	
<p>Identify FHFN cultural liaisons</p>	<p>FHFN cultural liaisons were identified to help facilitate engagement between the FHFN and VANOC on the Venues' Aboriginal Art Program, ceremonies, Cultural Olympiad, torch relays, the 2010 Aboriginal Pavilion and other cultural initiatives</p>	
<p>Finalize plan for Aboriginal participation in ceremonies</p>	<p>Completed initial plan for Aboriginal participation in ceremonies and began work with ceremonies producers on implementation</p>	
<p>Finalize implementation strategy for Aboriginal participation in the torch relays</p>	<p>Strategy for Aboriginal participation in the Olympic Torch Relay completed</p> <ul style="list-style-type: none"> · approximately 115 Aboriginal communities were included in the announcement of the Olympic Torch Relay route · in partnership with the FHFN, Assembly of First Nations, Métis National Council/Métis Nation British Columbia, Inuit Tapiriit Kanatami, the Aboriginal Sport Circle, the National Association of Friendship Centres and Aboriginal route/celebration communities, a call was issued for youth and elders to participate as torchbearers, youth flame attendants and elder fire keepers 	

ACTION TRACKER

Cultural Involvement

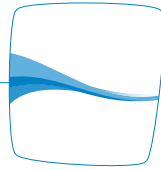
GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
Continue implementing the Vancouver 2010 Venues' Aboriginal Art Program, including issuing an RFP to prequalified artists	RFP to prequalified artists issued, which resulted in contracts to 96 Aboriginal artists from across Canada to produce artwork for the Vancouver 2010 Venues' Aboriginal Art Program	Continue implementing the Vancouver 2010 Venues' Aboriginal Art Program, including installation of art in venues, a gala auction and art market, and the launch of an art program retail book

Awareness of Aboriginal Peoples, Culture and Contribution

Continue taking steps to raise awareness of Aboriginal peoples, culture and contributions with the VANOC workforce and members of the general public through initiatives, including: <ul style="list-style-type: none"> · hosting a 2009 National Aboriginal Day celebration · creating a new FHFN section on vancouver2010.com · showcasing Aboriginal participation stories internally on VANOC intranet and externally on vancouver2010.com 	Participated in National Aboriginal Day events at the Vancouver Art Gallery and Trout Lake Community Centre Launched a new FHFN section on vancouver2010.com Showcased eight Aboriginal participation stories internally on VANOC intranet or externally on vancouver2010.com	Continue taking steps to raise awareness of Aboriginal peoples, culture and contributions through: <ul style="list-style-type: none"> · the 2010 Aboriginal Pavilion · fourhostfirstnations.com (website created in partnership between the FHFN and VANOC) · vancouver2010.com · the Virtual Aboriginal Sport Hall of Fame
Continue raising awareness of opportunities for Aboriginal peoples to participate in the 2010 Winter Games through a VANOC-FHFN Aboriginal Participation e-newsletter, vancouver2010.com and other initiatives Publish newsletter issues 3-7	Engaged with the Aboriginal community at events across the country, including: <ul style="list-style-type: none"> · Manito Ahbee Festival (Winnipeg) · Canadian Aboriginal Festival (Toronto) · AFN Annual General Assembly (Calgary) Published one edition of the VANOC-FHFN Aboriginal Participation e-newsletter, as well as a number of subject-specific fact sheets to communicate information about initiatives and opportunities VANOC and the FHFN sent out regular e-mail blasts to inform key stakeholder organizations and members of the Aboriginal community about upcoming opportunities	Continue raising awareness of opportunities for Aboriginal peoples to participate in the 2010 Winter Games through VANOC-FHFN publications, vancouver2010.com , e-mail blasts, events and other initiatives

OUR PATHWAY

To demonstrate that sustainable innovation and practice make good business sense



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

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

Economic Benefits

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

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



Engaging Partners and Stakeholders

WHAT

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

Share our Buy Smart program initiative with sponsors, government partners and future Games Organizing Committees

WHO

Corporate sponsors

2010 Commerce Centre

Sustainability practitioners

Community and environmental non-government organizations

VANOC suppliers (existing and potential)

Advocacy groups

HOW

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

SUSTAINABILITY CONNECTION

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

A Financial Performance

We report quarterly on our financial performance. Audited financial statements can be viewed at vancouver2010.com, including statements for the current year ending July 31, 2009.

We are committed to delivering the Games within a balanced budget. The global recession that began in late 2008 has, of course, had an impact on our operations and financial position. Nevertheless, we will only spend what we raise. The two budgets that are under our control:

- a venue development budget of \$599.8 million
- an operating budget of \$1.755 billion for programs and activities needed to prepare for and stage the Games

Public Funding for Venue Development

The Government of Canada and the Province of British Columbia have contributed directly to VANOC cash of up to \$580 million (\$290 million each) for venue development. We will not exceed approved levels of public investment in the Games. We have an additional \$11.8 million in the form of value-in-kind (VIK) from our sponsors and \$8 million contributed by BC Housing for social housing legacies. Construction of all venues was completed by February 2009 — in time to allow for testing and athlete-training opportunities.

The rationale for public investment in the 2010 Winter Games is that the Games will yield returns through the following:

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

Private Funding for Operations

Marketing revenues are generated by VANOC and the International Olympic Committee (IOC) from corporate sponsorships, ticket sales, broadcasting rights, licensing and merchandise sales. These revenues will be used to fund our \$1.755 billion operating budget.

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

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

CHALLENGE

Effects of World Economic Downturn

As our Games-time readiness planning ramps up, a growing number of milestones have been reached or are within sight. However, this has not been without its pressures — the global economic recession has made raising money from the private sector more challenging than ever. While Games revenue targets for sponsorship have been met and ticket sales to the public have proven successful, the revenue from sales involving more discretionary spending by business (such as advertising and signage) have been lower than expected.

By the end of July 2009, our venue development program was complete, the exceptions being the two athlete villages in Vancouver and Whistler and the Whistler Athletes' Centre, all due for completion in the fall of 2009.

"As we continue to work our way through a very difficult economic climate, we'll need to find new and additional resources and solutions to overcome the challenges that lie ahead," said John Furlong, the Chief Executive Officer of VANOC. "We will continue to look for efficiencies and remain fully committed to achieving a balanced budget . . . Our board continues to provide the valuable oversight and guidance that helps us navigate this phase."

The following tables illustrate year-end results for the fiscal 2008-09 reporting period. For completeness, we have also included cumulative results from the 2003-09 period. This financial information should be read in conjunction with the VANOC financial statements for the year ended July 31, 2009, available at vancouver2010.com. (Note that federal and provincial government partners have fiscal years ending March 31.)

Table 7A
VANOC Summary of Financial Results — Venue Development

A. VENUE DEVELOPMENT	FISCAL 2007-08 (\$000)	FISCAL 2008-09 (\$000)	CUMULATIVE 2003-09 (\$000)
Where our funding comes from			
Government contributions			
Government of Canada	70,650	18,535	279,700
Province of British Columbia	26,091	54,029	272,316
VIK transfer from operations, net	3,915	2,623	9,841
Investment and other income	940	241	3,363
Total	101,596	75,428	565,220
How we spend it			
Cypress Mountain	5,939	550	16,423
Vancouver Olympic/Paralympic Centre	15,495	7,846	39,585
Pacific Coliseum	6,772	800	18,202
Richmond Olympic Oval	11,746	9,414	63,508
Training venues	72	73	5,146
UBC Thunderbird Arena	2,289	714	37,993
Olympic and Paralympic Village Vancouver	—	—	30,000
Whistler Athletes' Centre	13,396	28,990	47,841
Whistler Media Centre	—	—	3,000
Whistler Creekside	6,348	2,395	29,438
Whistler Olympic/Paralympic Park	38,625	5,979	120,669
Olympic and Paralympic Village Whistler	—	—	29,000
The Whistler Sliding Centre	24,549	3,225	103,615
BC Place	300	—	300
Other	3,915	2,998	10,683
Interest and carrying charges	389	708	2,652
Total	129,835	63,692	558,055
Excess of revenues over venue development expenses	(28,239)*	11,736	7,165

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

BACKGROUND

Communicating with Integrity

We are committed to ensuring that the activities of the Games are communicated with accuracy, integrity and transparency. Sponsors and marketing partners are vital to the success of the Games and its associated legacies. With this comes our legal obligation to the IOC and our marketing partners to protect against unauthorized use of the Olympic and Paralympic brands in Canada. We adhere to the Government of Canada's *Olympic and Paralympic Marks Act, Trademark Act, Copyright Act and Competition Act*.

VANOC's challenge is to balance the engagement and excitement around the Games and its activities with the needs of communities and businesses, while ensuring responsible stewardship of the Vancouver 2010 brand. We have developed a *Real 2010: Protecting the Brand* booklet (outlining our commercial rights management policies), a Licensee Code of Conduct and a Supplier Code of Conduct, all of which are available at vancouver2010.com.

To ensure the consistency and integrity of all materials, our marketing and communications efforts are supported by comprehensive brand and graphics standards. In the 2008 calendar year, we focused our outreach with community and business organizations by informing them of the marketing communication rights and boundaries around the Olympic and Paralympic brands. We received 89 enquiries about and/or requests for use of our intellectual property. We also tracked 261 reported infractions of our intellectual property, 150 of which required further action. Going forward, we will continue to monitor marketing communications activities and respond to significant infractions.

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

Table 7B
VANOC Summary of Financial Results — Operations

B. OPERATIONS	FISCAL 2007-08 (\$000)	FISCAL 2008-09 (\$000)	CUMULATIVE 2003-09 (\$000)
Where our funding comes from			
Government contributions			
IOC contribution	19,135	179,774	292,596
IOC international sponsorship	10,465	55,373	75,799
Domestic sponsorship	99,865	126,432	371,147
Marketing rights royalties	(22,239)	(46,785)	(108,620)
VIK transfers to venues, net	(3,915)	(2,623)	(9,841)
Ticketing	153	183,565	183,719
Licensing and merchandising	3,745	9,401	18,971
Paralympic	364	37,263	37,627
Other income	14,708	86,908	104,579
Total	122,281	629,308	965,977
How we spend it			
Workforce and sustainability	20,785	23,614	81,477
Finance	13,623	21,209	84,722
Revenue, marketing and communications	20,042	31,551	72,216
Technology	51,081	128,888	219,919
Services and games operations	29,092	119,535	165,464
Sport and games operations	34,652	65,157	130,513
Foreign exchange (gain) loss, net	1,149	13,960	13,659
Total	170,424	403,914	767,970
Excess of revenues over venue development expenses	(48,143)*	225,394	198,007

* This excess is due largely to the timing of the receipt of venue development funds as compared to the timing of related expenditures.

B Buy Smart: Sustainable Purchasing, Licensing and Business Development

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

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

Compliance Activities by Country

Following the advice of stakeholders to track licensee compliance activities by country, VANOC worked with Intertek to analyze this information. In the 2008-09 reporting year, the licensee factories in the VANOC database were broken down by country, as follows:

Bangladesh	4	India	3
Cambodia	2	Taiwan	2
Canada	8	Vietnam	2
China	57	Total	79
Guatemala	1		

BACKGROUND

2010 Commerce Centre Business Network

The 2010 Business Network is a database of 4,000 companies that are interested in supplying the 2010 Winter Games with goods or services. Each company listed in the database has a profile — that may include its responses to Buy Smart program criteria on sustainability and Aboriginal participation. Currently the database boasts profiles for over 200 Aboriginal-owned businesses and more than 340 inner-city businesses. VANOC, its partners and sponsors and other members of the Games family have used the database to connect with suppliers providing a wide range of goods and services.

"Hundreds of millions of dollars are being spent by many buyers in and around 2010," said Brian Krieger, director of the 2010 Commerce Centre. "Our job is to connect the BC business community to Games-related opportunities."

CHALLENGE

Disclosing Factory Locations

In 2008, the Ethical Trading Action Group (ETAG) asked VANOC to disclose the locations of merchandise licensee factories. Certainly the trend is moving toward providing complete transparency to the supply chain assurance process. However, the disclosure of factory locations has proved challenging for many companies still intent on adhering to ethical sourcing practices, including VANOC.

VANOC's ethical sourcing program is a first for an Olympic and Paralympic Games. Our licensees range in size and market share, and compete with enduring manufacturers to find compliant factories and build the relationships needed to produce VANOC licensed merchandise. Several licensees were initially reticent to share factory location information for fear of larger competitors scooping them. As production timelines are tight, factories were also concerned about possible disruptions associated with interest groups and media visits.

Instead, with limited resources, VANOC invested in seeking advice and input from stakeholders, consultants and sponsor supply chain managers. All licensees are required to conduct and report to VANOC the results of both early screenings of compliant factories and regular on-site factory audits by an independent VANOC-approved auditing firm. We have also emphasized continual improvement of licensees' factories through corrective action planning and follow up between the licensee, factory, VANOC and the third-party auditor.

Among other programs, the 2010 Commerce Centre ran a series of workshops, the most popular being the 2010 Business Opportunities Workshop. As of July 2009, the workshop had been presented over 250 times across the province to 7,500 businesses, including 20 times on First Nations territories to Aboriginal business groups.

"It's terrific to supply something to the Olympic Games; it's a strong resumé builder," said Krieger. "But the real value is the relationships that develop as a result of the supply opportunity. Those relationships will keep your company going into the future."

Sustainability in Action

VICTORY BOUQUETS CHANGE LIVES

Margitta Schulz was a little frustrated as she listened to a 2010 Commerce Centre orientation session for prospective suppliers. What they were suggesting seemed impossible.

She was one of 50 florists interested in bidding on a prize contract for the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) — to make 1,700 victory bouquets to be presented to winning athletes during the Victory Ceremonies.

“The VANOC speaker was suggesting that we more or less bring people off the street to make these bouquets,” recalled the owner of Margitta’s Flower Boutique at Lonsdale Quay, in North Vancouver. “I thought: ‘What are they expecting from us? Florists don’t just walk off the street and do a good job. They need training.’”

But, as Schulz discovered, where there’s a will, there’s a way.

VANOC and the 2010 Commerce Centre encouraged the businesses to partner with non-profit organizations to create opportunities for people who might not otherwise benefit from the Games — a criterion of VANOC’s Buy Smart purchasing program.

Through the orientation session, Schulz met June Strandberg — and a dynamic partnership was born.

Strandberg is the executive director of Just Beginnings Non-Profit Society, a flower shop and floral design school for women with barriers to employment. Many of the students are recovering from addiction, leaving prison, exiting the sex trade or are victims of violence.

“When I saw June’s facility,” said Schulz, whose own flower boutique is tiny, “I thought, ‘Wow, this is just perfect.’”

The two women, with 100 years of floral design experience between them, combined forces and won the bid.

Strandberg will provide the production space and team of program graduates, as well as supporting senior designers. Schulz will contribute the business expertise to oversee the contracts and bill payments.

Another challenge the partnership faced was satisfying VANOC’s sustainability criteria for the flowers: certified organically grown, non-invasive and native to Canada. This was a problem. “Just about everything in the bouquet is grown here in the summer,” explained Schulz. “But not in February.” As well, the bouquets had to meet the design and durability expectations of VANOC’s design team.

After three months of design discussions with VANOC and extensive research, the group settled on locally grown greenhouse flowers and greens imported from sustainable farms in Ecuador. The air transportation associated with the imported flowers will be offset as part of VANOC’s carbon management program. Even the packaging and wrapping around the bouquets are sourced according to sustainability principals.

Strandberg, who for 14 years taught floral design in a women’s prison, knows the universal healing power of flowers. “The girl who once stood on the corner to make money for drugs, doesn’t have to do that anymore,” she said about a Just Beginnings student. “Now she works part time in a flower shop and she has her children back.”

She is one of the women who will create bouquets for the Olympic and Paralympic medal winners. “This is so far from where they’ve been,” said Strandberg. “Who would think they would end up so close to the podium?”



Sustainability in Action

VANOC BUYS SMART

An Olympic-sized shopping list and spending budget can have a big impact on the marketplace. With a tool like VANOC's Buy Smart program, this spending can also have a positive impact on entities that might not otherwise benefit from the Games — entities such as Aboriginal-owned companies and inner-city communities.

The Buy Smart program incorporates environmental, ethical, social and Aboriginal objectives into the Organizing Committee's purchasing and licensing decisions. It also links to the supplier database of the 2010 Commerce Centre. "The Buy Smart program aligns with VANOC's values and incorporates all of our objectives related to sustainability and Aboriginal participation," said Kevin Ducharme, VANOC's director of logistics planning and integration, and co-chair of the cross-functional Buy Smart steering committee. "It is more than just a guideline; we are accountable for it."

Buy Smart affects our purchasing decisions in two ways. First, VANOC's procurement scoring system evaluates the sustainability and Aboriginal participation attributes of prospective suppliers. When bidding on VANOC business opportunities, suppliers provide information on the following:

- their environmental programs
- whether they are Aboriginal-owned or employ Aboriginal people
- if they are based in one of Vancouver's three inner-city communities or employ inner-city residents
- whether they are owned by, or employ, persons with a disability
- other sustainability features

Second, the committee scrutinizes the available business opportunities to identify potential strategic opportunities to advance our sustainability goals. Both VANOC's manager for inner-city community benefits and its Aboriginal procurement specialist support the process by proactively matching purchasing and licensing opportunities with appropriate businesses or organizations.

The Buy Smart program has enabled us to award large contracts, such as trail construction at Whistler Olympic/Paralympic Park, which was suitable for collaboration between different suppliers. Also awarded have been smaller contracts, such as making victory bouquets for the Olympic and Paralympic Winter Games ceremonies, which is providing a Games-related opportunity to both a for-profit business and a social enterprise.

"Knowing that my product is travelling around the world and that somebody can appreciate it is really a great feeling," said Stewart Nahanee of the Squamish First Nation and owner of Cedars Us, a laser engraving and giftware business that won a contract to create 138 hand drums as athlete prizes for the Essent ISU World Single Distances Speed Skating Championships at the Richmond Olympic Oval in March 2009. "I wanted to be involved in the Olympics," he said. "So I started searching the Internet and I found the 2010 Commerce Centre. I registered online at the 2010 Business Network and have been going to the workshops."



C Sustainable Innovation and Practice

If sustainability is not practical, people won't embrace it. In this reporting year, we've identified sustainable innovations in a more comprehensive and practical way than we did in the past, in part due to the introduction of our Sustainability Star program, which is a recognition initiative that draws attention to Games-related sustainability innovations in a visual and thematic way. The idea was suggested by the 2010 Sponsor Sustainability Initiative, which, led by Teck, a Games sponsor, brings interested Games sponsors together to learn from each other and collaborate on sustainability initiatives. For a cumulative list of Sustainability Star innovations, please see Appendix E.

We also continue to track sustainability innovations associated with Games venues, villages and facilities (see Appendix C).

CHALLENGE

Telling the World About Our Stars

Communicating sustainability innovations during the Games may be a challenge. After all, most spectators, officials and the media will be seeking sports-related information. That said, we'll feature all our Sustainability Stars on vancouver2010.com and in media relations packages, plus we'll provide on-site signage and include information in Games-related tours and VIP programs. In addition, Vancouver 2010 sponsors and partners who are Sustainability Star recipients will be profiling their Games-related innovations throughout their Games-related marketing communications.



Star-Studded Games

VANOC celebrates leading examples of innovation in sustainability with the launch of the Vancouver 2010 Sustainability Star program. The program recognizes initiatives by Games partners, sponsors and VANOC that demonstrate positive and measurable social, economic or environmental impacts.



vancouver 2010™
Sustainability
Durabilité

Star Criteria

To qualify for a Sustainability Star, an innovation must:

- demonstrate two or more sustainability features (notable social, economic or environmental benefits)
- be directly linked to the 2010 Winter Games
- produce a measurable outcome
- meet one or more of the following:
 - new to the 2010 Winter Games region
 - new to the Olympic or Paralympic Games
 - significantly “scaled” up through the 2010 Winter Games and/or
 - created unique collaborations to introduce the innovation

The Sustainability Star is designed to showcase to Games-related sustainability innovations, and can be used on Games-related products and in advertising. The program, which will run until March 31, 2010, will put these innovations in the international spotlight in 2010, as Vancouver and Whistler welcome the world. During the Games, look for star signage at all competition venues, highlighting the sustainability efforts of Games partners, sponsors and VANOC.

Sustainability in Action

STAR JURY

A Sustainability Star jury, comprised of government partners, corporate sponsors, external experts and VANOC representatives, evaluates all applications for eligibility.

Michael Vance, general manager of policy and program development for the Resort Municipality of Whistler, is a member of the Sustainability Star jury. “It’s extraordinary, the initiatives that we’re seeing,” Vance explained. “What surprises me is the breadth of engagement in sustainability initiatives — all sparked by the Games. They are much more extensive than we were aware of.”

“We have a strong team of jurors who are very competent and experienced in the sustainability field,” noted Vance. “So those who have received the Star have done an exceptional job.”

Conflict-of-interest rules require jurors to withdraw from discussions and votes regarding projects with which they have a relationship, as was the case for Vance with the Olympic and Paralympic Village Whistler.

For Vance and his Whistler team, the Sustainability Star program helps raise awareness of ways to refine their approach to incorporating sustainability practices. “In Whistler, we look at what we’re doing for the Games as a change in the way we do business,” Vance explained. “We’re creating a sustainability filter in all that we do, not just for the Games but also for the way we will do business in the future.”



ACTION TRACKER

Financial Performance

GOALS FOR 2008-09

Reach 100 per cent of our sales revenue target

PROGRESS IN 2008-09

Reached 100 per cent of our sales revenue target



GOALS FOR 2009-10

No further action

Buy Smart: Sustainable Purchasing, Licensing and Business Development

Continue implementing ways to track the number and value of contracts with inner-city, Aboriginal or environmental attributes

Monitored the VANOC supplier database to ensure that businesses which meet Aboriginal or inner-city criteria are flagged and included in reporting on spending in those areas

Highlights included:

- a contract to produce 1,700 victory bouquets was awarded to a local social enterprise
- a contract to operate a Games-time Lost and Found Claims Centre as a social enterprise, which was awarded to a network of community groups

Report final number and value of contracts with inner-city or Aboriginal attributes

Continue providing advanced notice to the marketplace of procurement opportunities that are significant or have high sustainability and Aboriginal participation potential

The Buy Smart steering committee, including representatives of the 2010 Commerce Centre, continued to meet quarterly to review upcoming procurement opportunities and communicate relevant opportunities to businesses and community organizations

Monitor progress of Buy Smart contracts and communicate publicly at Games time

Continue monitoring licensee corrective action plans through follow-up factory audits

Continued implementing the Licensee Code of Conduct through follow-up factory audits and corrective action plans
Continued to report audits by country

Conduct final monitoring of licensee corrective action plans and follow-up factory audits

Evaluate selected suppliers according to our Supplier Code of Conduct, based on scale of product use and/or sustainability impact (impact on environment and priority groups)

With our sponsor, Deloitte, initiated assessment on selected suppliers

Complete assessments with selected VANOC suppliers

Test and improve verification protocols with selected suppliers on compliance with VANOC's Supplier Code of Conduct

Developed terms of reference (TOR) and an assessment guide for a pilot project to engage suppliers in the assessment of their compliance with the VANOC Supplier Code of Conduct



Refine assessment procedure, TOR and guidelines after completion of pilot assessments, and share program with future organizing committees

Share Buy Smart program lessons learned with Olympic Movement, and with sponsors and partners


Presented Buy Smart program to international audiences at two Sustainable Sport and Event Toolkit workshops in Vancouver and in Lausanne; and as part of a panel discussion at the 8th World Conference on Sport and the Environment
Continued to share Buy Smart model with sponsors through direct contact and shared resources



Prepare a final case study on the Buy Smart program (including lessons learned) as part of Games transfer of knowledge reporting and for the supply chain community in Canada

ACTION TRACKER

Sustainable Innovation and Practice

GOALS FOR 2008-09	PROGRESS IN 2008-09	GOALS FOR 2009-10
<p>Convene opportunities for interested government partners to share best practices in sustainable and Aboriginal procurement</p>	<p>Convened government partners conference</p>	
<p>Expand opportunities to participate in innovation recognition program to interested sponsors and partners</p> <p>Continue identifying Games-related sustainability initiatives for sponsors, while planning similar rollout to VANOC partners*</p> <p>Prepare a checklist for sponsors interested in aligning their sustainability efforts with VANOC's sustainability and Aboriginal participation initiatives*</p> <p>Implement program to profile screened sustainability innovations by partners*</p>	<p>Sustainability Star program was launched; jury awarded 32 stars </p>	<p>Convene Sustainability Star jury in September and November 2009 to award final Sustainability Stars</p>
<p>Profile sustainable innovations and stories at the 8th World Conference on Sport and the Environment, and through VANOC sustainability reports and VANOC-related communications</p>	<p>Profiled the Sustainability Star program and awarded the first stars at the 8th World Conference on Sport and the Environment and at VANOC's sustainability fair for workforce, sponsors and partners</p> <p>Communicated publically through two press releases about the Sustainability Star program in March and June 2009</p>	<p>Profile Sustainability Stars in Games-time communications, and provide VANOC partners and sponsors with tools to integrate messaging into their own Games-time communications</p> <p>Place signage in all venues to highlight Sustainability Star recipients</p>

OUR PATHWAY

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



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

Sport for Sustainable Living

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

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



Engaging Partners and Stakeholders

WHAT

Realize legacies from the sustainability program for the 2010 Winter Games

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

WHO

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

HOW

Workshops and consultations

Research

Special collaborations and initiatives

Sustainability report-related engagement sessions

Sustainability-related communications and publications to support outreach and education

SUSTAINABILITY CONNECTION

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

A Recreation and Sport Facilities

In this reporting year, we finished building or upgrading sports facilities that provide world-class fields of play for Olympic and Paralympic athletes in 2010. These facilities will also provide ongoing community benefits long after the 2010 Winter Games are over. Our venues have been designed to meet both the needs of athletes competing in 2010 and the ongoing need for community-based recreational sport opportunities for persons, both with and without a disability. VANOC also supported the efforts of the Canadian Olympic and Paralympic committees to promote sport throughout Canada. See Appendix C for a summary of the current sustainability and legacy attributes of our venues, villages and facilities, and how the venues will be operated after the Games.

Legacy operations of the three major sporting venues constructed for our Games — the Richmond Olympic Oval, The Whistler Sliding Centre and Whistler Olympic/Paralympic Park — are partially supported by a Games Operating Trust (GOT). Originally endowed with \$110 million, the GOT is now valued at \$99.74 million (as of December 31, 2008). (Due to the economic downturn, the value of the trust dropped \$10.26 million.) During the 2008-09 reporting period, the board of directors of the 2010 Games Operating Trust Society approved the distribution of \$9.46 million from the Legacy Endowment Fund to the owners and operators of these three venues to contribute to operations and capital maintenance during the pre-Games period.

DID YOU KNOW?

Sport venues used for the 2010 Winter Games will be used after the Games for a variety of purposes, including meeting spaces, tourism and hospitality facilities, and community recreation activities.

B Collaborations with 2010 Legacies Now

Vancouver's bid to host the 2010 Winter Games was inspired by the belief that Olympic and Paralympic Games lead to new partnerships that benefit communities long after the Games are over. To capture those longer term human and social legacies, 2010 Legacies Now was formed during the Vancouver Bid process. This non-profit organization works with community organizations, non-government organizations, the private sector and all levels of government to expand the legacy benefits of the Vancouver 2010 Olympic and Paralympic Winter Games to reach every region of British Columbia. Its purpose is to leverage the Games to provide longer-term value in the areas of healthy living, sport and recreation, accessibility, arts, literacy and volunteerism. Although inspired by the spirit and opportunities presented by the Games, the focus of 2010 Legacies Now is to create lasting benefits for communities and individuals throughout British Columbia. VANOC collaborates with 2010 Legacies Now on programs and projects for youth, the arts, Aboriginal peoples, inner-city residents and people with disabilities.

Some of the 2010 Legacies Now programs delivered to BC communities in partnership with the Province of British Columbia and other partners include the following:

Accessible Playgrounds — A partnership with the Province of British Columbia, Ronald McDonald House Charities of Canada and the Rick Hansen Foundation, this project will build accessible playgrounds in Vancouver, Richmond and Whistler to enable all children, including children with disabilities, to play side-by-side with their siblings, friends and families, including caregivers with disabilities.

Accessible Tourism — In partnership with tourism associations, the program helps tourism businesses improve accessibility and market BC as a premier travel destination for people with disabilities.

Action Schools! BC — Helps teachers and schools incorporate more daily physical activity and healthy eating lessons into classrooms.

Arts Partners in Creative Development — Helps British Columbia arts and cultural organizations to create new artistic works. This fund is a partnership with the Province of BC, VANOC, the Canada Council for the Arts, the Vancouver Foundation and the City of Vancouver.

Catalyst and Innovations — Funding programs which support arts and cultural organizations to develop, expand and showcase the arts.

Chill — From 2005-2008, Chill introduced inner-city youth to snowboarding, and taught life lessons while increasing self-esteem through sport.

Explorations summer camps — From 2005-2008, the camps provided British Columbia children in kindergarten through Grade 7 with opportunities to explore arts, sport and recreation through a summer camp experience.

Game Plan BC — Supports athletes in 17 Olympic and Paralympic winter sports with funding for coaching, training, competition, sport science and sport medicine.

Hosting BC™ — A partnership with Tourism British Columbia and the Province of British Columbia, this program provided communities throughout the province with funding to attract and host national and international sport events, and establish BC as a premier sport event destination.

LEAP BC™ — Offers resources and training for families and early learning practitioners to provide children from birth to age five with a strong foundation in literacy, physical activity and healthy eating, through fun activities and play.

Literacy Now Communities — Guides communities through planning processes to identify local literacy needs and ways to address them.

Measuring Up — Helps British Columbia communities assess and improve their accessibility for people with disabilities and others.

Parents as Literacy Supporters (PALS) — Gives parents new strategies to encourage learning in their preschool- and kindergarten-aged children.

Spirit of BC Community Committees — A network of more than 95 committees representing 200 communities across the province; promotes community innovation, pride and excellence, and creates lasting legacies for British Columbians leading up to 2010 and beyond.

BC Sport Participation Program — More than 200,000 British Columbians, including children and youth, people with disabilities, seniors and Aboriginal youth, in over 100 communities across the province participated in sport and recreation programs funded by the BC Sport Participation Program. The program is funded by the provincial and federal governments.

SportFit™ — Provides a fun, easy, interactive tool to get children and youth interested in physical activity through the discovery of new sports.

Volweb.ca™ — An online registration tool; connects volunteers with event organizations across British Columbia.

Zero Ceiling — A snowboard program for at-risk youth which offers personal development through adventure-based learning; Zero Ceiling also certifies youth to teach snowboard lessons, and offers other employment skills training.

Learn more about 2010 Legacies Now and the impact of these and other programs at 2010andbeyond.ca

C Culture and Education

The Vancouver 2010 Cultural Olympiad is a series of multi-disciplinary festivals and digital programs showcasing the best in Canadian and international arts and popular culture. Launched in 2008, this multi-year celebration featured an expanded program in 2009 (February 1 to March 21, 2009). The program will culminate with the 60-day Cultural Olympiad 2010 (January 22 to March 21, 2010).

In 2009, the Cultural Olympiad's digital edition (CODE) was launched. CODE's suite of digital programs have been designed as part of the Vancouver 2010 Cultural Olympiad to present works and engage audiences from across the country and around the world. It does this through the innovative use of digital media and platforms, building capacity and providing a legacy as we do so. Our goal is to encourage audiences and artists to connect, create and collaborate. Canada CODE (canadacode.vancouver2010.com) is a bilingual website that encourages Canadians to contribute their individual photos and text to create an online portrait of the country.

CODE Live

Through 2009, CODE Live has been actively planning a partnership that will bring co-presentations and works to the Vancouver 2010 Cultural Olympiad. Working with W2 and other organizations in the Downtown Eastside community, CODE Live aims to create a unique showcase for community-based digital works. In so doing, CODE Live will leave an important legacy for the community. In particular, we hope to see the mentors and advisors from the neighbourhood continue to facilitate future engagement and advance the use of digital technology in often overlooked community spaces.

The Canada CODE Sustainability Challenge

Sport. Culture. Sustainability. These are the three pillars of the 2010 Winter Games. Canada CODE brings all three together through a collection of special Canada CODE Challenges featuring a series of athletes whose challenges prompt reflection on issues of sustainability.

Look for these Sustainability Challenges at canadacode.vancouver2010.com:

Ray Zahab

Make a splash about water!



Karolina Wisniewska

What is your car alternative?



BACKGROUND

/EDU: Bringing Resources to Schools

/EDU is an online, interactive bilingual e-magazine and portal that provides education resources in the areas of sport, culture and sustainability. As the Canadian school portal for the Vancouver 2010 Olympic and Paralympic Winter Games, it enables teachers to find tools related to school curricula across Canada, and helps them discover ways to connect students to the 2010 Winter Games.

/EDU also provides opportunities for educators to showcase student, classroom, school and district projects. Every /EDU submission applicant receives a Vancouver 2010 certificate, which can be hung in a classroom or school display.

In addition, /EDU serves as a valuable professional online community inspiring teachers to share ideas, best practices and classroom resources. The University of British Columbia's (UBC) Faculty of Education facilitates this online forum, providing useful topics for discussion as well as suggesting new and relevant education resources in the areas of sport, culture and sustainability to bring into the classroom.

Bon Voyage Sumi

Vancouver 2010 Paralympic Winter Games mascot Sumi has been visiting schools across the country, inspiring students and educators to engage in the passion and spirit of the Paralympic Winter Games. Schools have been documenting their special activities with Bon Voyage Sumi through writing and photographs, and Sumi takes the stories of these adventures to friends at different schools. Sumi's adventures are also being posted on /EDU (vancouver2010.com/edu).

D Living More Sustainably

In addition to creating a legacy of new and more sustainable buildings, we believe the sustainability elements of the 2010 Winter Games can help create a human legacy — one in which people have a greater understanding of what sustainability means, and understand how their everyday actions make a difference locally and globally. We also believe it is important to use the spotlight of the Games to help raise awareness of the Vancouver 2010 Paralympic Winter Games, including the Paralympic Movement, its athletes and sports.

VANOC Workforce Involvement in Sustainable Living Initiatives and Programs

Our workforce is the heart of our organization, so we firmly believe in encouraging our staff to live and work in a healthy and sustainable manner. Their contributions to making their communities more sustainable bring personal fulfillment and create broader benefits. This belief in staff engagement has translated into a number of initiatives, such as:

- | | |
|---|--|
| an introduction to the VANOC sustainability program as part of all new employee and volunteer orientation programs | a no-smoking policy |
| a VANOC health and wellness program (including a fitness facility, fitness programs and an annual wellness fair) | a no-idling policy for all VANOC vehicles |
| workforce community volunteering and fundraising initiatives | guidelines for sustainable meetings and special events |
| a bicycle lock-up area and showers for cyclists | green office guidelines |
| a VANOC carpool program | barrier-free guidelines |
| a VANOC shuttle program | work practices, procedures and plans on key sustainability objectives |
| a transit pass program (with TransLink) | a Buy Smart steering committee (promotion of sustainable procurement) |
| a multi-stream office recycling program | a sustainability e-newsletter |
| an annual commuter challenge on Clean Air Day | annual formal engagement with workforce on sustainability performance and reporting |
| a sustainability fair for members of the VANOC workforce and Games partners, featuring sustainability highlights and initiatives by VANOC, sponsors and partners, | venue illustrations highlighting sustainability features of venues and villages |
| Greenie Awards and Great Plays that recognize VANOC's sustainability champions | sustainability themed mascot poses that can be incorporated into presentations or publications |
| "Did You Know?" (quick-fact communication nuggets) | participation in the Earth Hour global initiative to raise awareness of climate change |
| "Sustainability in Action" stories and a Sustainability Journey video | an energy conservation action program for workforce members to promote energy conservation initiatives for work and home |

BACKGROUND

Project Blue Sky (projectbluesky.ca)

Project Blue Sky is an online community designed to motivate people to fight climate change through increased physical activity and more sustainable travel. Developed by students in the Masters of Digital Media Program at the Centre for Digital Media in Vancouver, Project Blue Sky was built with the support of the Centre for Sustainability and Social Innovation at the UBC's Sauder School of Business and Offsetters, the Official Supplier of Carbon Offsets to the 2010 Winter Games.

Through Project Blue Sky, users can connect with their favourite Olympic and Paralympic athletes, challenge their friends and colleagues, tell their own stories and track their carbon emissions by logging the kilometres they walk, cycle or ride on public transit. Project Blue Sky's target is to collect one billion kilometres worth of carbon-cutting contributions by March 2010. An easy-to-use online "widget" records the number of kilometres individuals or groups contribute towards the target.

Leading the race for the Project Blue Sky team are some well known Canadian athletes and Olympians, including Olympic silver medallist Dave Calder (rowing); Olympic gold medallist Beckie Scott (cross-country skiing); Paralympic gold medallist Stephanie Dixon (swimming); professional trials rider Ryan Leech; and Sam Whittingham, a local cyclist with a global reputation for bike design who is a multiple world-record holder on a recumbent bike.

Sustainability in Action

ANIMATED ABOUT SUSTAINABILITY

What is sustainability? Communicating a complex notion that means different things to different people isn't easy. But in order to inspire action towards a more sustainable world, it's important to share experiences and ideas, locally and globally. The goal is to make communication simple and accessible without diminishing the importance of the topic.

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

As we explored ways to tell our sustainability story through video, we met three challenges. First, billions of people make up our multi-age, multilingual and multicultural Games-time audience. Second, our story is not one, but many. It is a journey composed of many short and long stories, each with its own intricacies, cast of characters, setbacks and successes. And finally, in order to have it seen as widely as possible we needed to keep it short — three-and-a-half minutes.

Our solution was to communicate without words using animation. This approach let us layer multiple stories within eight vignettes, while making good use of VANOC's textured brand elements. It also gave us license to tackle a serious and sometimes academic topic in a light-hearted way that offers the viewer many points of entry.

The video is designed to be watched several times with the opportunity to discover something new each time. A guide takes us on a journey from the Richmond Olympic Oval, through venues and operations in Vancouver and West Vancouver, and up the Sea to Sky Highway to Whistler. We see many things: rainwater captured for irrigation, Aboriginal art, reused waste heat, inner-city employment training, restored waterfront, composted wood waste and more — too much to absorb in one viewing.

A high-level storyboard is available for those who want to learn more about VANOC's sustainability journey at a glance. For those who want more detail, a comprehensive backgrounder provides in-depth information about each initiative depicted in the video.

The video also breaks into individual screen shots for use in other presentation formats. For instance, in its 2010 Winter Games documentary, the International Olympic Committee used images from the video to provide simple introductions to complex sustainability topics.

See what you discover when you take the *Vancouver 2010 Sustainability Journey*.



ACTION TRACKER

Culture and Education


GOALS FOR 2008-09

Relaunch /EDU in conjunction with the relaunch of the vancouver2010.com website


Expand feature programs and continue to highlight innovative classroom projects

Launch Cultural Olympiad 2009

PROGRESS IN 2008-09

/EDU was re-launched in 2009 

Expanded feature programs, including improvements to the site's resources section and enhanced search capabilities; continued to highlight classroom projects

Launched Cultural Olympiad 2009 

Launched Canada CODE to showcase a range of creativity and talent in Canada through the innovative use of digital platforms and media

GOALS FOR 2009-10

Continue highlighting innovative classroom projects and engage students and teachers from across Canada through /EDU

Launch the 2010 Cultural Olympiad

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

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

Living More Sustainably

Host the final Amazing Accessible Race for all VANOC staff to raise awareness of Paralympic sports and the day-to-day activities and challenges faced by persons with a disability

Continue running the Paralympic School Day program in October 2008, May 2009 and October 2009, including the launch and distribution of Paralympic School Kits to schools across Canada (fall 2008)

Hold a Paralympic media awareness session to provide the media with more information on the athletes, sports and classifications for Paralympic sport, and to give them the opportunity to try some Paralympic winter sports

Distribute Vancouver 2010 Ticket to Inspiration Program communications and application information to schools

Continue identifying Games-related sustainability initiatives for sponsors, while planning similar rollout to VANOC partners

Prepare a checklist for sponsors interested in aligning their sustainability efforts with VANOC's sustainability and Aboriginal participation initiatives

Implement program to profile screened sustainability innovations by partners

The final VANOC Amazing Accessible Race took place in June 2009, with 500 staff and partners participating

Vancouver 2010 Paralympic School Day program visited 31 Lower Mainland area and Sea to Sky corridor elementary schools, with a total of 10,500 student participants

Invited local school groups to attend two select Paralympic sport events and provided transportation grants to help offset the costs of attendance

Media awareness session delayed

Ticket to Inspiration information was distributed to schools in BC

See Chapter 5

Continue providing programming, such as the Vancouver 2010 Paralympic School Day Program and Bon Voyage Sumi, that raises awareness of accessibility and Paralympism to schools and media

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

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

See Chapter 5

ACTION TRACKER

Living More Sustainably

GOALS FOR 2008-09

With the Province of British Columbia and 2010 Legacies Now, seek agreement and funding to implement a sustainability program to engage the public, with a planned launch at the 8th World Conference on Sport and the Environment (March 2009)


In cooperation with external agencies, develop a set of guidelines for sustainable sport and events, and support implementation both internally and externally. Present findings and case studies at the 8th World Conference on Sport and the Environment in 2009

Continue to consult on and refine behaviour change legacy goals and key performance indicators for Sport for Sustainable Living


Host the 8th World Conference on Sport and the Environment in March 2009

PROGRESS WE MADE IN 2008-09

Original program scaled back due to the economic recession


Implemented a pilot youth engagement project with the *u-produce/u-reduce* digital video storytelling contest; 4 winning videos selected out of 20 submissions 

Supported select sponsor calls to action to reduce carbon emissions by increasing physical activity

Launched the *Vancouver 2010 Sustainability Journey* video to illustrate sustainability initiatives made by VANOC and its partners 

Presented Sustainable Sport and Event Toolkit seminars at the 8th World Conference on Sport and the Environment in Vancouver, and a special two-day workshop hosted by The International Academy of Sports Science and Technology in Lausanne; more than 150 individuals from sport, event planning, sustainability practitioners, government and business participated

Continued to consult on legacy goals and key performance indicators; they remain unchanged

Hosted a two-day conference in Vancouver attended by more than 700 participants from 93 countries 

GOALS FOR 2009-10

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

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

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

Share lessons learned with the Canadian Standards Association (CSA) and the Global Reporting Institute (GRI) on the development of Canada's first sustainable event management standard

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

Connect fans and spectators with sustainable lifestyle choices through Do Your Part messaging at Games-time in venues and Live Site

Appendices

- A List of Key Acronyms
- B 2008-2009 VANOC Sustainability Report Glossary
- C Sustainability Highlights of Venues, Villages and Other Facilities
- D Sustainability Legacies of the Vancouver 2010 Olympic and Paralympic Winter Games
- E Vancouver 2010 Sustainability Star Program
- F 2008-09 Global Reporting Initiative (GRI) and VANOC Customized Index



APPENDIX A

List of Key Acronyms

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

APPENDIX B

2008-09 VANOC Sustainability Report Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

British Columbia Conservation Data Centre (CDC): tracks species at risk in the Province, summarizing data on BC Environment's Red or Blue List. The Red List includes indigenous species or subspecies considered to be endangered or threatened. The Blue List includes data considered to be vulnerable because of characteristics that make them particularly sensitive to human activities or natural events. This more regionally-focused, comprehensive database offers more accurate, reliable and ultimately more meaningful inventories of at-risk species at VANOC's venue sites.

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

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

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

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

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

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

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

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

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

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

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

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

Environmental Assessment (EA): A process to predict the environmental effects of a proposed project throughout its life cycle (including construction, start up, operation and shut down) and to recommend ways to eliminate, minimize or mitigate those impacts. The *Canadian Environmental Assessment Act* requires that the federal environmental assessment process is applied when a federal authority is involved in a project. British Columbia's *Environmental Assessment Act* requires that certain projects undergo environmental assessment and obtain an EA certificate before they can proceed. Environmental, economic, social, heritage and health effects are all considered in the BC environmental assessment process.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Social Enterprise: The practice of operating a business to fulfill a social goal. Organizations that operate this way are also called social enterprises and may be for-profit or non-profit entities.

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

Stakeholder: A person or organization that has a legitimate interest in a project or entity. Stakeholder also refers to people who could affect, or are affected by, an organization's social, environmental and economic performance.

Stakeholder Engagement: Participation by stakeholders, often in an effort to provide input to decision making.

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

Sulphur Oxides (SO_x): Gases, including sulphur dioxide, produced during industrial processes and the burning of fossil fuels. These oxides contribute to air pollution, but are not greenhouse gases (GHGs).

Supplier Code of Conduct: This code helps ensure ethical, safe and healthy workplaces for people who supply products and services to VANOC.

Sustainability Attributes: The qualities or features of a location, building, product or service that make it perform better in relation to sustainability criteria, and that make it more attractive to buyers or users with sustainability objectives.

Sustainability and Human Resources Committee: This committee reviews VANOC's corporate sustainability performance (including the plans and performance of VANOC's Sustainability Management and Reporting System, SMRS) input from stakeholders and the Organizing Committee's annual sustainability report

Sustainability Management and Reporting System (SMRS): A performance-based system that defines an organization's sustainability objectives fosters an integrated approach to achieving them and provides transparent reporting to both internal and external audiences on results relative to sustainability-related bid commitments and corporate goals.

Sustainability Performance Objectives: An integral part of VANOC's strategic and business plans, these objectives are based on bid commitments, best management practices of other Organizing Committees, and input from sustainability experts and key partners and stakeholders. They define areas of focus for which VANOC is committed to generating material results.

Sustainable Purchasing: Involves the consideration of social, ethical and environmental criteria, in addition to other operational criteria, in the selection and monitoring of suppliers, contractors and licensees. In a social compliance program, the emphasis is on ensuring human rights and safe workplaces. VANOC's sustainable purchasing procedure includes sustainability and Aboriginal participation criteria in supplier/licensee selection and aims to extend business opportunities to traditionally disadvantaged groups.

Sustainability Standard Operating Procedures (SSOPs): These constitute the environmental procedures for all VANOC activities from the pre-Games period through the end of the decommissioning phase, which takes place following the conclusion of the Games. (See related definition.)

Vancouver 2010 Venues' Aboriginal Art Program: An initiative to showcase traditional and contemporary artwork by Four Host First Nations, Inuit and Métis artists from across Canada at every venue during the Games.

Vancouver 2010 Integrated Security Unit (V2010 ISU): Established to spearhead plans to maintain current levels of public safety, security and the right to peaceful democratic protest during the Games, this unit is led by the Royal Canadian Mounted Police (RCMP) and is integrated with the Vancouver Police Department, the West Vancouver Police Department and the federal Department of National Defence.

Venue City/Venue Cities: The term used by VANOC to refer either individually or collectively to the entities of the City of Richmond, the District of West Vancouver and the City of Surrey, hosting municipalities of Games competition and non-competition venues.

Verification Protocols: The method by which VANOC reviews information provided by suppliers to ensure they have accurately represented their sustainability attributes to us and our stakeholders.

Volatile Organic Compounds (VOCs): A group of carbon-containing gases and vapours released primarily by the evaporation of petroleum products, solvents, paints and other volatile compounds. VOCs react with nitrogen oxides (NOx) in the presence of sunlight to form ground-level ozone, an air pollutant and a key element of smog. Some VOCs are carcinogenic. VOCs, together with NOx, sulphur oxides, fine particulate matter and ammonia are the main air pollutants associated with smog formation.

Waste-to-Energy Facility: In Metro Vancouver, waste to energy refers to the combustion of carbon-based waste materials to produce steam, which, in turn, co-generates electrical and industrial process heat energy.

Zero Waste: The concept that all activities are designed to eliminate waste, and that any residual waste is recovered for use as inputs to other processes.

APPENDIX C

Sustainability Highlights of Venues, Villages and Other Facilities

SUSTAINABILITY HIGHLIGHTS

MOUNTAIN VENUES

Whistler Olympic/Paralympic Park

A harmonized provincial (British Columbia Environmental Assessment Office — BC EAO) and federal (Canadian Environmental Assessment Agency — CEAA) environmental assessment review was completed for the development of the core competition venue and legacy recreation trails.

Demonstrating smart site selection, this venue is located in a previously harvested forest area adjacent to a former mine; the site experiences significant commercial and public recreational use.

Venue development efforts succeeded in minimizing site disturbance and overall footprint, and include:

- an approximate 30 per cent reduction of the overall venue footprint compared to the initial design
 - design changes to avoid disturbing old growth forest and wetlands
 - significantly reducing (from initial designs) the number of stream crossings by roads and ski trails
 - extending riparian (buffer) areas help protect on-site streams and wetlands
 - designing the site to reduce vegetation clearing, which included preserving tree islands and soft edging
-

A venue layout design favouring natural land contouring and which minimized site grading and clearing requirements.

Thoughtful design efforts for trails focused on maintaining a balance of material that was cut and fill that was added, minimizing the import/export of fill and considering related environmental impacts (such as the transportation impacts on air quality).

Development of the core competition venue has affected approximately 1.8 hectares of in-stream and riparian habitat. With a goal of no net loss, VANOC has mitigated this impact by protecting extended riparian setbacks (beyond the required 15-metre and 30-metre setbacks, for example) totalling 32 hectares. This represents impact mitigation through habitat protection at a 16:1 ratio. In other words, for every hectare impacted, 16 hectares were protected.

Much of the wood waste from site-clearing during construction has been reused through:

- on-site reuse of vegetation debris for the construction of temporary operations compounds
 - innovative on-site composting to produce site green-up material (indigenous wildflower seed mixture was added to the composted wood waste and applied to disturbed soils at Whistler Olympic/Paralympic Park and The Whistler Sliding Centre for sediment and erosion control and revegetation)
 - the donation of pieces of large woody debris to regional stream habitat restoration projects
-

The construction of overlay compounds using wood waste, rocks and fabrics to facilitate natural detention helped avoid the need for the building of surface detention ponds.

An on-site wastewater treatment plant was built using leading technology (tertiary membrane filtration and ultraviolet disinfection) to ensure high-quality discharge to local surface water. This treatment plant will accommodate an average number of users in the pre- and post-Games periods. At Games time, and during other large events occurring at the site, temporary waste water collection infrastructure will be in place to accommodate higher site visitor numbers.

The site's Day Lodge building rated LEED Gold by Canada Green Building Council. Other on-site buildings adhere to similar green building design principles.

The day lodge has been built in accordance with 2010 Barrier-Free Venue Guidelines.

Both the Squamish and Lil'wat Nations participated in the venue's environmental impact assessment.

This project assured economic opportunities for members of both the Squamish Nation and Lil'wat Nation (via the Shared Legacies Agreement). Squamish Nation and Lil'wat Nation-owned companies were awarded contracts for trail development and building construction.

Design of the venue's legacy recreational trail network incorporates local First Nations interests, land use and cultural considerations.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

As members of the Whistler Legacies Society (WLS), which will own and operate the venue after the Games, the Squamish and Lil'wat Nations will be participating in ongoing decision making in their traditional territories. The WLS also includes representatives from the Resort Municipality of Whistler (RMOW), the Province of BC, the Canadian Olympic Committee (COC) and the Canadian Paralympic Committee (CPC).

With approximately 50 kilometres of cross-country ski trails, Whistler Olympic Park will be a legacy for the enjoyment of residents, visitors and athletes (both recreational and high performance) alike.

MOUNTAIN VENUES

The Whistler Sliding Centre

A federal (CEAA) environmental assessment review was completed for the development of this venue.

Demonstrating smart site selection, this venue is located adjacent to already disturbed areas, such as ski trails and parking lots within a major ski area.

The venue site was designed to minimize vegetation clearing and overall development footprint, and included the preservation of tree islands and soft edging.

All wood waste from site-clearing activities during construction of this venue was chipped and composted for reuse.

Design of The Whistler Sliding Centre focused on initiatives to minimize the refrigeration plant's energy use such as :

- Use of an ammonia refrigeration system — ammonia is one of the most energy-efficient refrigerants and it also produces no chlorofluorocarbons (which contribute to ozone layer depletion and global climate change)
- various energy-saving mechanisms (such as an economizer loop, an auto-purger and computer software that has been programmed for energy conservation management)
- tree retention to cast shade, along with a track shading and weather protection system which help to maintain track ice temperatures
- painting the track white to minimize heat absorption and maintain ice temperatures
- capturing waste heat from the refrigeration system which provides heating to the refrigeration building and the track lodge

VANOC is targeting LEED "Silver" green building certification for the refrigeration plant building. Other on-site buildings adhere to similar green building design principles.

The venue's track lodge and athlete start-house buildings are wheelchair accessible (this includes accessible washroom facilities).

In 2005, the first construction contract for this facility was awarded to Coastal Mountain Excavations Ltd., a local Whistler company.

The Squamish Nation and the Lil'wat Nation participated in the environmental impact assessment for the venue.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

As members of the Whistler Legacies Society (WLS), which will own and operate the venue after the Games, the Squamish and Lil'wat Nations will be participating in ongoing decision making in their traditional territories. The WLS also includes representatives from the Resort Municipality of Whistler (RMOW), the Province of BC, the Canadian Olympic Committee (COC) and the Canadian Paralympic Committee (CPC).

Athlete use, visitor tours, corporate rentals and other creative programming for the facility diversify Whistler's sport and tourism offerings and provide assurance for the venue's long-term operations and revenue-generation potential.

Whistler Creekside

A federal (CEAA) environmental assessment review was completed as part of the development process for this venue.

Demonstrating smart site selection, this venue is located on existing ski trails within a major ski area and uses existing ski hill infrastructure (including buildings, chairlifts and gondolas).

Alignments were changed in several areas of the men's and women's race courses to lessen the impact on streamside vegetation buffers, known as riparian areas.

Significant reductions were achieved in terms of the amount of riparian vegetation removed for the training and race courses, compared to the amount proposed/approved for clearing in the initial design plans and Environmental Assessment review. This included a 20 per cent reduction in clearing of old growth trees, a 95 per cent reduction in vegetation clearing in previously disturbed areas and a 78 per cent reduction in the vegetation clearing of previously undisturbed areas.

Proactive construction management helped avoid and minimize potential impacts to wildlife and aquatic and terrestrial habitat. For example, a tailed frog management plan was implemented during construction which guided the hand-salvage and relocation of hundreds of tadpoles and adult frogs to protect them from potential construction impacts.

A better permanent alignment has been secured for Boyd Creek in the Timing Flats finish area which will provide a protected riparian area for the venue after the Games, potentially improving the capacity for proper stream functions and improved habitat for tailed frogs.

For on-site earthworks, the top organic layer of soil was removed, stockpiled and then replaced following regrading.

All wood waste generated by construction of the race course was chipped and reused on-site for revegetation purposes.

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

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

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

This venue will provide a post-Games legacy of enhanced training, racing and recreational ski trails.

MOUNTAIN VENUES

Cypress Mountain

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

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

Demonstrating smart site selection, the freestyle skiing venue is located within the existing Cypress Mountain ski area, in a previously harvested forest

All wood waste generated from site-clearing activities was chipped and reused on-site for revegetation purposes

In summer 2007, VANOC, Cypress Bowl Recreations Limited and other stakeholders joined to salvage and relocate wetland plant species of local significance from the site of the venue's new snowmaking reservoir to nearby wetlands that will remain unaffected by construction. One year later, follow-up monitoring shows the plants are not only thriving, but they're playing host to rare insects and other wildlife.

During the venue construction phase, emphasis was placed on local employment.

As part of this venue's development, an Archaeological Overview Assessment was completed with First Nations.

Local First Nations worked with BC Parks on the Cypress Legacy Project, an initiative supported by the FHFN to create a lasting legacy in the park.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

CITY VENUES

Canada Hockey Place

Demonstrating smart site selection, this venue includes limited modifications to an existing facility (General Motors Place).

The ice surface will remain NHL-sized rather than being expanded to accommodate a larger Olympic-sized ice surface, resulting in both financial savings and conservation of natural resources.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Vancouver Olympic/Paralympic Centre

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the new curling facilities will replace an aging community complex located at Hillcrest Park/Nat Bailey Stadium. The new complex is sited primarily on a former gravel parking area.

The venue's development footprint was revised from early designs to reduce impacts on the landscape.

Following the Games, this venue is targeting net-zero green space loss through the revegetation of demolished sites in the conversion to legacy mode. Trees within the venue construction area were salvaged and relocated to other sites within the park. After the Games, demolished sites will be revegetated and salvageable materials recycled.

Waste heat from the refrigeration plant is captured and reused to heat other building spaces, the adjacent aquatic centre, domestic (hot) water and to run complex's air conditioning system. Waste heat from the swimming pool area is also recovered through the aquatic centre's ventilation system.

The use of ultraviolet disinfection for swimming pool water reduces chloramines, improves indoor air quality and reduces the demand on the aquatic centre's ventilation system.

Rainwater will be collected and reused for flushing low-flow toilets and urinals.

Some of this venue's components have been constructed using Forest Stewardship Council (FSC)-certified wood.

The City of Vancouver is targeting LEED "Gold" green building certification for this facility, post-Games, once the conversion to legacy mode has been completed.

No net loss of playing fields as a result of this site's redevelopment

The change rooms for the swimming pool (in post-Games legacy mode) will be screen walls rather than doors, making entry more accessible to all users, including persons who use a wheelchair.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

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

CITY VENUES

Pacific Coliseum

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

There has been only minimal increase to the percentage of impervious land surface on the project site after renovations.

Equipment upgrades, including energy-efficient fixtures, are expected to improve indoor air quality.

Arena seating was upgraded and the venue's old seats were auctioned off as a sport fundraiser.

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

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Richmond Olympic Oval

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, this venue was built on a previously disturbed site.

The Oval's massive ceiling is made of salvaged British Columbia wood that was affected by a pine beetle infestation. With dimensions of approximately 100 metres by 200 metres (two hectares), the roof is believed to be the largest surface ever covered using the once-discarded wood. Showcasing the use of the wood may encourage its application elsewhere and help mitigate the economic hardship the pine beetle epidemic has brought upon regional communities.

Rainwater from the Oval's massive roof will be collected and reused. Much of the collected water will flow into the building's utility systems to supplement toilet flushing. The rest will be stored in a pond in front of the Oval and used to irrigate surrounding trees and landscaping. Marsh plants in the rainfall collection pond act as natural purifiers, improving water quality in the pond and in the connected Hollybridge Canal.

Hardwood trees cut during site preparation have been salvaged and will be milled for use at the facility, be it as furnishings or for landscaping.

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

Waste heat energy recovered from ice-making will be captured and reused for other purposes in the building, including domestic hot water and heating/cooling systems. As the size of the Oval's speed skating rink is the equivalent of six international hockey rinks, this recovered heat energy is considerable.

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

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

The Oval's rainwater collection system features original Coast Salish designs by Musqueam Nation artist Susan Point (water flows over designs on concrete buttresses).

Signage used at the Oval demonstrates best accessibility practices. All signage is high-contrast and tactile, and includes Braille.

After the Games, the flexibly designed building will be repurposed as a multisport and wellness facility, providing a community health and recreation legacy. This venue will also be a training and competition facility for many Paralympic sports, including wheelchair rugby, wheelchair basketball and adaptive rowing.

UBC Thunderbird Arena

A non-government-regulated environmental assessment process, modelled on the federal (CEAA) review, was completed for the development of this venue.

Demonstrating smart site selection, this venue constitutes the redevelopment of an existing facility and included refurbishment and reuse of several major components of the existing ice plant.

The venue's use of an Eco-Chill system, which recycles waste heat from ice refrigeration to heat the building, will minimize energy consumption, as will the use of energy-efficient lighting. Waste heat will also be used to preheat domestic hot water.

This venue incorporates green building design to a level that is comparable to a highly sustainable industry practice for sport facilities.

The facility has been developed with a flexible design to accommodate varied and shifting uses.

Two of the three arenas at this venue are fitted with the Plexiglas boards required for ice sledge hockey, which makes this venue the only arena in Vancouver that is accessible to ice sledge hockey teams.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

A large thunderbird carving, created by Direction 7 from the Musqueam Nation, hangs at the entrance to the arena.

CITY VENUES

Trout Lake Centre (Training Venue)

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, this venue constitutes the redevelopment of an existing public ice rink attached to an existing community centre (the community centre will remain as such until 2010, with a potential rebuild planned for the post-Games period).

Following demolition of the existing ice rink, several older building components and mechanical equipment were relocated and are being reused at other parks and recreation facilities in Vancouver.

For every tree removed during venue construction, a minimum of two trees will be planted in and around the venue site. In addition, tree stumps and root wads were provided to Metro Vancouver for use in local stream restoration works.

The City of Vancouver is targeting LEED "Silver" green building certification.

Heat generated by the rink's refrigeration system will be used to preheat the facility's domestic hot water systems

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Killarney Centre (Training Venue)

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, this venue constitutes the redevelopment of an existing public ice rink facility, attached to a community centre and public aquatic centre. (Aquatic centre facilities will remain as they are.)

Diversion of 75 per cent of construction waste from landfill including the use of old concrete block walls as structural fill for new rink

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

At this venue, all washrooms will use water-saving, dual-flush toilets.

Several older building components and mechanical equipment from the existing facility have been relocated and are being reused at other parks and recreation facilities in Vancouver.

Heat generated by the rink's refrigeration system will be used to warm the spectator viewing area, change rooms and concourse, and to preheat water for the pool, providing energy savings of 40 per cent.

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

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Britannia Centre

Demonstrating smart site selection, this venue includes renovations to an existing ice rink.

Upgrades to the facility and equipment provide long-term recreational benefits for the community.

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

VILLAGES

Olympic/Paralympic Village Vancouver

A federal (Department of Fisheries and Oceans) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the village is a catalyst for the redevelopment of a former industrial area; this includes the ecological restoration of the shoreline and contaminated lands and the reduction/elimination of contaminants potentially entering the aquatic environment.

Development of the village includes the creation of significant wildlife habitat through green space and foreshore rehabilitation. This includes the reintroduction of an intertidal marine habitat, planting indigenous vegetation and overall restoration efforts.

A Neighbourhood Energy Utility will serve the village's space heat and hot water generation needs, using heat captured from the main line of the sanitary sewer.

A Net-Zero Energy Building pilot project for one of the city's affordable housing buildings will include energy consumption monitoring, solar recovery, waste-heat capture and reuse and above-LEED standards in energy conservation.

Stormwater management initiatives currently include plans for green roofs, bio-swales, rainwater collection and reuse and surface drainage elements (minimal pipes).

Green roofs are targeted for a minimum 50 per cent of the building's total footprint.

The village is part of a pilot project with the Canada Green Building Council to test the new LEED Neighbourhood Development (ND) green development standard.

The City of Vancouver is targeting LEED green building certification for all new buildings, The Community Centre as this venue is targeting LEED "Platinum" certification For all other buildings, the City is targeting LEED "Gold."

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

A community benefits agreement has been negotiated between the City of Vancouver and the Building Opportunities with Business Inner-City Society to provide 100 jobs, \$750,000 in training and \$15 million in procurement for inner-city residents and businesses.

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

Following the Games, the village will provide the Vancouver community with a legacy of non-market housing units.

VILLAGES

Olympic/Paralympic Village Whistler

A federal (CEAA) environmental assessment review was completed as part of this venue's development.

Demonstrating smart site selection, the village is being developed directly adjacent to already disturbed area (previously a municipal landfill).

The construction of the village includes development of a community/district energy system. The system's primary heat source will be waste heat recovered from the municipal waste water treatment system.

A wetland complex has been created on-site for stormwater retention, treatment and habitat enhancement. Stormwater management initiatives also include net-zero drainage impact on the local Cheakamus River.

The village is part of a pilot project with the Canada Green Building Council to test the new LEED Neighbourhood Development (ND) green development standard.

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

Following the Games, the village will provide the Whistler community with a legacy of affordable resident worker housing units and a High Performance Centre (a sport training facility associated with the on-site Whistler Athletes' Centre).

Whistler Athletes' Centre

The Whistler Athletes' Centre (WAC) will provide affordable post-Games accommodation options for athletes, residents and visitors (a lodge with 100 hostel-style rooms and 20 two- and three-bedroom townhomes). The WAC also includes a High Performance Centre which will provide athletic training facilities for athlete and community use after the Games.

The WAC was included in the federal (CEAA) environmental assessment process for the development of the Olympic/Paralympic Village Whistler Legacy Neighbourhood.

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

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

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

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

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

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

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

OTHER SITES

BC Place

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

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

Aboriginal art has been installed at the venue as part of the Vancouver 2010 Venues' Aboriginal Art Program, which includes traditional and contemporary artwork by Four Host First Nations, First Nations, Inuit and Métis artists from across Canada.

Main Media Centre

A provincial (British Columbia Environmental Assessment Office — BC EAO) environmental assessment review was completed for the expansion of this existing facility (Vancouver Convention and Exhibition Centre — VCEC). The facility's expansion, while not directly related to the Games, will facilitate the temporary overlay requirements for use as the Main Media Centre during the Games.

The building will be capped with a six-acre "living roof" featuring two dozen different coastal grasses providing habitat for birds and insects.

Some of the facility's environmentally responsible features will include the use of seawater as a geothermal source for heating and cooling and on-site grey and black water treatment that will provide irrigation water for the living roof during summer months.

Marine habitat skirt benches are built into the building's foundation, housing marine and intertidal species such as barnacles, mussels, seaweeds and ochre stars.

The VCEC is targeting LEED (Leadership in Energy and Environmental Design) green building certification and has an environmental operations program.

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

OTHER SITES

RONA Vancouver 2010 Fabrication Shop

Demonstrating smart site selection, the RONA Vancouver 2010 Fabrication Shop is situated in an existing facility renovated to meet current needs.

RONA and VANOC, in partnership with community organizations and partially funded by federal and provincial governments, deliver carpentry skills training and work experience to 64 urban youth, women and Aboriginal individuals at the RONA Vancouver 2010 Fabrication Shop.

Co-located at the RONA Vancouver 2010 Fabrication Shop is a construction-readiness program for 148 inner-city residents, delivered by the Vancouver Regional Construction Association in collaboration with Building Opportunities with Business Inner-City Society.

VANOC Campus 2010 (Office Headquarters)

Demonstrating smart site selection, Campus 2010 is situated in existing buildings renovated to meet VANOC's office space needs.

The Campus 2010 high-rise building received LEED "Gold" green building certification (LEED Commercial Interiors through the US Green Building Council).

Increased daylight and views which reduces energy use and is also linked to increased employee productivity and reduced potential health impacts related to artificial lighting and lack of natural light.

Use of low-emitting carpet systems, sealants, adhesives, paints and coatings provides a healthier work environment and decreases the potential health impacts associated with pollutant-emitting sealants & adhesives; reduces environmental impacts associated with more pollutant-emitting materials (such as volatile organic compounds); reduced material consumption and waste through tile carpet system (individual carpet tiles can be replaced as needed).

Energy-saving systems, fixtures and appliances: reduced lighting fixtures by 40–50 per cent, installed daylight and occupancy sensors for lighting control systems and energy-efficient lighting fixtures and bulbs.

Facilitation of alternative transportation for workforce, such as bicycle storage, showers, change rooms, priority parking for car/vanpools, peak hours shuttle to/from nearest SkyTrain station.

Comprehensive recycling program, including organic waste composting.

Four boardrooms at Campus 2010 are named after the Four Host First Nations and themed with their stories and artwork.

Note: The 2010 Barrier-Free Venue Guidelines have been referenced through the design process to ensure accessibility considerations are incorporated into the design of all Vancouver 2010 venues.

APPENDIX D

Sustainability Legacies of the Vancouver 2010 Olympic and Paralympic Winter Games *Cumulative to November 30, 2009*

VANOC's sustainability commitments and performance objectives support the values of the Olympic Movement and the International Olympic Committee's commitment to United Nations initiatives — such as Agenda 21 and the Millennium Development Goals — that seek to improve social, economic and environmental conditions.

Equally important is the fact that VANOC's sustainability program reflects the values and aspirations of citizens in the communities, province and country where the Games are being held.

Creating sustainability legacies required starting early and seeking opportunities and establishing partnerships along the way. At VANOC, we view sustainability legacies in three distinct ways:

- 1 HARDWARE: Physical infrastructure built for the Games — infrastructures that will continue to support community sustainability long after the Games are over.** These legacies include buildings (such as competition venues), athlete villages and other permanent installations that will provide lasting social, environmental, and economic benefits.
- 2 SOFTWARE: New approaches and ways of working on the Games that built capacity for engaging in solutions to local and global sustainability challenges.** These legacies include best practices and new ways of conducting Games business, and integrating sustainability considerations into decision making and the delivery of measurable social, environmental and economic performance outcomes.
- 3 RIPPLE EFFECT: Physical and/or capacity-building legacies, created by Games partners and sponsors, that leveraged the sustainability platform of the Games to realize greater overall value and impact over the long term.** These legacies were inspired by VANOC's commitment to sustainability but created by individual organizations and groups employing innovation and collaboration to create additional value on many different levels.

Under these three broad umbrellas, the following legacies have been realized to date:

HARDWARE: SUSTAINABLE BUILDINGS AND INFRASTRUCTURE

\$599.8 million from Games venue construction budget to build or upgrade facilities that provide long-term social, economic and environmental benefits. Leveraged an additional \$6.5 million in contributions for the 2010 Aboriginal Pavilion and cultural centre.

Highlights:

- 13 venues and 2 athlete villages designed for community use on a long-term basis by incorporating:
 - multi-purpose features with plans for legacy operation
 - accessibility standards for persons with a disability
 - green building standards
 - \$5.3 million contributed to upgrading existing community ice areas in Vancouver
 - 30 permanent works of Aboriginal art at Games venues
 - \$61 million for affordable housing legacies
 - 1,000 bed units in Whistler
 - 250 housing units in Vancouver
 - 156 housing units in other BC communities
 - \$250,000 contribution to Covenant House to support the creation of 32 permanent shelter beds for youth
 - Other contributions:
 - \$3 million (from Bell's Games sponsorship) towards the permanent Squamish Lil'wat Cultural Centre at Whistler
 - \$3.5 million for a Games-time 2010 Aboriginal Pavilion in Vancouver that will be converted into a permanent installation after the Games
-

SOFTWARE: NEW WAYS OF WORKING IN AN ORGANIZING COMMITTEE THAT BUILT CAPACITY FOR SUSTAINABLE SOLUTIONS

Formal agreements with the Four Host First Nations, in whose traditional territory the Games were held, recognize Aboriginal title and provide for unprecedented Aboriginal participation in all aspects of the Games, including planning, convening and legacy.

Highlights:

- International Olympic Committee (IOC) recognition of Aboriginal peoples as Games partners
 - Royalties from the sale of authenticated Aboriginal merchandise support an Aboriginal Youth Legacy Fund
 - \$56.7 million in economic opportunities for Aboriginal business
 - 100,000 Find Your Passion in Sport posters of Aboriginal athletes distributed across Canada
 - Aboriginal culture: a defining element of the 2010 torch relays
-

A sustainability governance model for a mega sport event organization that introduced an integrated Sustainability Management and Reporting System (SMRS) to foster cross-functional responsibility and public accountability for performance on sustainability objectives.

Highlights:

- Annual public reporting framework on sustainability performance aligned with recognized international standards for environmental management (ISO 14001), corporate accountability and stakeholder input (AA1000) and reporting on non-financial indicators under the Global Reporting Initiative (GRI)
 - 34 key performance measures
 - third-party assurance of select key performance data
 - third-party external advisory group to the VANOC Board on Sustainability Performance
 - A corporate business ethics policy and related program
 - Environmental policies and procedures for compliance, management and conservation
 - Barrier-free guidelines for accessible events and accommodation
 - A Buy Smart that program ensures sustainability attributes, ethical choices and Aboriginal participation are considered in procurement and licensing activities. Key tools include:
 - licensee and supplier codes of conduct
 - the 2010 Commerce Centre's (Province of BC) business network database of sustainable enterprises in BC
 - social compliance manual for licensees
 - Planning and accountability through ongoing stakeholder engagement:
 - specific stakeholder groups consulted include environmental non-governmental organizations (ENGOs), First Nations, inner-city groups, consortiums representing persons with a disability, the business sector and sustainability practitioners
-

SOFTWARE: NEW WAYS OF WORKING IN AN ORGANIZING COMMITTEE THAT BUILT CAPACITY FOR SUSTAINABLE SOLUTIONS

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

Highlights:

- 2010 venues and villages are the largest group of simultaneously constructed, single project, low environmental impact facilities in North America
(Source: *Globe Foundation and World Green Building Council, 2009*)
- All new construction for the Games was designed to:
 - incorporate practices and technologies that minimize environmental impacts by conserving biodiversity, energy and water; use low carbon and/or renewable energy; reduce waste and pollution; improve indoor light and air quality; and take advantage of local resources, innovation and business
 - meet, at a minimum, “silver” criteria under the Leadership in Energy and Environmental Design (LEED) building rating system
- A carbon management program with a carbon-neutral Games target that:
 - made the business case for, and achieved, a minimum 15 per cent across-the-board reduction in carbon emissions
 - included all aspects of the Games operations over a seven-year period, instead of only the 17-day Olympic Winter Games period
 - associated the travel of athletes and officials with the direct footprint of the Games
 - included public tracking and reporting on direct Games-based emissions as well as indirect emissions from Games-time travel by participants and spectators (an estimated total of 268,000 tonnes of carbon emissions after reductions)
 - Created an offset portfolio showcasing clean technologies key in transitioning to a low-carbon economy
 - Invited all Games partners and spectators to participate in a voluntary program to offset emissions from their travel to the Games region
- A Zero Waste challenge for integrated waste management
 - target: 85 per cent waste diverted from landfill at Games time
- Green event and green office guidelines
 - improve energy efficiency, reduce consumption and waste
- “Green Fleet” challenge for transportation management
 - VANOC Games-time fleet vehicles will feature lower emission vehicles (hybrid or other fuel management technologies)
 - Sustainable transportation guidelines, an anti-idling policy, a Smart Driver program and other management practices for reducing emissions through vehicle maintenance and route planning
- A Travel Smart strategy to reduce vehicle traffic at Games time via increased use of more sustainable transportation options including transit, ridesharing, vanpooling, cycling, walking and tele-working
 - 1.6 million Games tickets holders can access free public transit and travel smart to Games venues and events

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

Highlights:

- \$2 million from Bell’s Games sponsorship to support inclusion of inner-city businesses and residents in increased economic development opportunities in the pre-Games period
 - 500 training and employment opportunities and \$42.5 million in procurement opportunities for inner-city residents and businesses generated through new collaborations between business, government and community organizations
 - \$3 million in VANOC contracts with inner-city businesses and social enterprises
 - 200 individuals with barriers to employment were trained in carpentry, construction, customer service and materials handling through Games facilities and/ or supply channels
- 11,000 items valued at \$2 million were produced for the Games by carpentry trainees at the RONA Vancouver 2010 Fabrication Shop
- 1,700 Victory Ceremony bouquets are produced by women in transition through a small business/social enterprise partnership
- 50,000 Olympic and Paralympic event tickets made available to youth, families and others without the financial means to attend
- A VANOC community asset donation program
 - \$3.6 million in donated medical equipment for community health centres
 - 5,000 mattresses donated to target populations by Games sponsor Sleep Country Canada

Tackled the challenge of **demonstrating what sustainability means** in a sport event context to build increased awareness and action about sustainable solutions for business, communities and individuals

Highlights:

- Innovative communications tools
 - an animated video for multilingual audiences that provided a visual explanation of what sustainability meant in a Games context
 - a portfolio of 50 Games-related stories to provide short, concrete, human interest examples of “Sustainability in Action”
- A sponsor sustainability initiative
 - a sponsor-led group prompting collaboration between sponsors on sustainability initiatives
- A Sustainability Star recognition program (see Appendix E):
 - jury-recognized innovations by Games partners, sponsors and VANOC that demonstrate positive and measurable social, economic and environmental impacts
 - 62 innovations led by 2010 partners and sponsors that scaled up impact and value from the sustainability platform for the Games
 - includes new physical infrastructure, products, services, approaches and other innovations that will endure in the Games region and beyond
- Sustainability awareness and training programs for 1,400 VANOC staff and 25,000 volunteers
- Paralympic awareness programs to increase understanding of Paralympism and accessibility
- Games-based “Do Your Part” activation opportunities for interested youth, athletes, spectators and members of the public
 - video story telling contests
 - social media opportunities
- CODE LIVE — advancing engagement and the use of digital technology in overlooked community spaces

RIPPLE EFFECT: PHYSICAL AND CAPACITY-BUILDING LEGACIES CREATED FROM SUSTAINABILITY INITIATIVES BY GAMES PARTNERS AND SPONSORS

Other enduring sustainable innovations by partners and sponsors (see Appendix E)

Highlights:

- LearnIT — a toolkit to help teachers integrate technology into their classrooms (Nortel Networks)
- IP and wireless networks — 285 kilometres of fibre optics (Bell)
- BC Hydrogen Highway — showcasing hydrogen and fuel-cell technology (various partners)
- LiveSmart BC — inspiring carbon-smart choices (Province of BC)
- ActNow BC — encouraging healthy living (Province of BC)
- “Power the Games: Save Like a Champion”— an outreach program on energy reduction (BC Hydro)
- Waste diversion program — waste reduction initiatives and permanent bottle recycling plant (Coca-Cola)
- Locomotives that reduce air contaminants and GHG emissions (Canadian Pacific)
- Sustainability purchasing (ethical sourcing) program (Birks & Mayors)
- LEED business case for Hillcrest/Nat Bailey Stadium Park, now Vancouver Olympic/Paralympic Centre (various partners)
- Specialized applications for print, fax and copy (Ricoh)
- Energy efficient insulation products (Dow Canada)
- “Green” Vehicles (Transport Canada)
- Carbon partner program and Project Blue Sky (Offsetters and VANOC)
- Canada Line (Government of Canada, Province of BC and YVR)
- Net Zero Building (City of Vancouver and Millennium)
- Southeast False Creek Neighbourhood Energy Utility (City of Vancouver)
- Supplier Code of Conduct assessment program (Deloitte)
- 2010 Green Government Toolkit (Government of Canada)
- Sustainable hospitality services (Jet Set Sports)
- Energy and water efficiency operations at local brewery facility (Molson Coors)
- The Quicksider — a battery-operated electric delivery vehicle (Purolator)

Sustainability best practice and knowledge transfer

Highlights:

- Sustainable Sport and Event Toolkit (SSET) — Developed by VANOC and the International Academy for Sport Science and Technology (AiSTS), and the IOC and currently being applied by numerous sporting organizations and events
- Canadian Standards Association (CSA) ‘2010’ Sustainable Event Management Standard — VANOC’s Sustainability Management and Reporting System (SMRS) and the SSET is informing development of a new Canadian standard for event management
- University of British Columbia (UBC) Centre for Sport and Sustainability — UBC’s role as lead researcher for the IOC’s Olympic Games Impact (OGI) reporting project has led to the establishment of a new Centre for Sport and Sustainability in the School of Human Kinetics at UBC

Legacy of Safety Program

Highlights:

- First time an Olympic and Paralympic Games Organizing Committee partnered with the local health and safety regulator in its jurisdiction (WorkSafeBC) to develop a proactive health and safety program for all employees, volunteers and contractors
 - reinforced safety through defined requirements with all contractors and subcontractors,
 - provided awareness training to all employees and volunteers
 - comprehensive tracking system and database for transfer of knowledge to future Games/event organizers

2010 Legacies Now: Leveraging the Games for social sustainability

Highlights:

- First organization of its kind created before the Games to ensure social legacies were realized
- Exclusive focus on leveraging the Games to create sustainable social legacies in sport, healthy living, literacy, the arts, volunteerism and accessibility
- Ensuring the lasting benefits and impact of the Games go beyond the “bricks and mortar” legacies of new buildings and facilities
- Touched the lives of people in every community of British Columbia, partnering with more than 4,000 organizations province-wide
- After the Games, 2010 Legacies Now will continue to support organizations working to advance social change and innovation

Games-related medical equipment legacies

Highlights:

Donated medical equipment, valued at \$3.6 million, will remain in the region after the Games. Items include:

- 196 automated external defibrillators — devices which apply electric shock if an irregularity is detected in heartbeat (Medtronic)
- 25 cardiac monitors — devices which show the electrical and pressure waveforms of the cardiovascular system (Medtronic)
- A dental chair (Sinclair Dental)
- hoists — for lowering Paralympic or injured athletes into hot or cold water treatments (Shoppers Home Healthcare Centre)
- one 64-slice computerized tomography (CT) scanner — an X-ray machine that creates multi-dimensional computer images to diagnose internal injuries (General Electric)

APPENDIX E

Vancouver 2010 Sustainability Star Program

VANOC celebrates leading examples of innovation in sustainability with the Vancouver 2010 Sustainability Star program. The program recognizes initiatives by Games partners, sponsors and VANOC that demonstrate positive and measurable social, economic and environmental impacts.

To be awarded a Sustainability Star an innovation must: demonstrate two or more sustainability features (social, economic and/or environmental); be directly linked to the 2010 Winter Games; produce a measurable outcome; and be new to the Games region or the Games in general or significantly scaled up through the Vancouver 2010 Games. Unique collaborations may also be considered.

A Sustainability Star jury, comprised of government partners, corporate sponsors, external experts and VANOC representatives, evaluates all applications for eligibility. Conflict-of-interest rules require jurors to withdraw from discussions and votes regarding projects with which they have a relationship.

For many partners and sponsors, the Sustainability Star program helps raise awareness of ways to refine their approach to incorporating sustainability practices into their everyday business.

Below is a complete list of Sustainability Star recipients:

2010 Legacies Now

2010 Legacies Now is a not-for-profit organization that is leveraging opportunities associated with hosting the Games in Vancouver to create social and economic benefits in British Columbia. The first organization of its kind, 2010 Legacies Now was created during the Vancouver 2010 bid phase and has worked with over 4,000 partners and 400 communities to create legacies in sport and recreation, physical activity and healthy living, arts, volunteerism, literacy and accessibility.

Atos Origin Carbon Reduction

Atos Origin helps VANOC achieve its carbon reduction goals through in a number of ways. Reducing energy needs, Atos Origin selects computers which use 50 per cent less electricity than previous models. Reducing emissions from travel, Atos Origin provides journalists remote access to onsite information, provides broadcasters remote commentator information in real time as well as deploys an online volunteer portal.

BC Hydrogen Highway

The BC Hydrogen Highway is an intra-government industry initiative showcasing hydrogen and fuel-cell technology such as fuel-cell vehicles, fuelling stations and demonstration sites. Collaboration exists between administrations in Whistler, Victoria and the Lower Mainland, and at Vancouver International Airport. Partners include the Province of British Columbia, Natural Resources Canada, the Resort Municipality of Whistler, the District of West Vancouver, Port Metro Vancouver, General Motors of Canada, BC Hydro and the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC).



It's extraordinary, the initiatives that we're seeing. What surprises me is the breadth of engagement in sustainability initiatives — all sparked by the Games.

—Michael Vance, general manager of policy and program development for the Resort Municipality of Whistler, Sustainability Star jury member.

BC Hydro: "Power the Games: Save Like a Champion" Outreach

BC Hydro's outreach team tours the province this year to show British Columbians how they can contribute to a green Games legacy. With the Save like a Champion program, BC Hydro is challenging 210,000 people to join Team Power Smart by 2010 to set and achieve a 10 per cent conservation target. If this challenge is met, the electricity saved would be equivalent to the amount of electricity required to power 27 days of competition at the 2010 Winter Games.

BC Hydro's Green Energy Innovations

BC Hydro's Green Energy Innovations project supplies clean power to the 2010 Winter Games, including hydroelectricity, to replace a significant number of diesel generators.

BC Ministry of Healthy Living and Sport: ActNow BC

ActNowBC is an integrated provincial health promotion strategy encouraging people to eat healthier foods and be more physically active, stop smoking and make healthy choices during pregnancy. The Province of British Columbia's goal is to be the healthiest jurisdiction to host an Olympic and Paralympic Winter Games.

Bell's Contribution to the Squamish Lil'wat Cultural Centre (SLCC)

Bell's \$3 million contribution to the Squamish Lil'wat Cultural Centre (SLCC) enabled a unique collaboration between the peoples of the Squamish and Lil'wat First Nations, and helped to create a lasting legacy for all the people of British Columbia.

Bell's IP and Wireless Networks

Bell's IP and Wireless Networks created for the 2010 Winter Games have generated environmental, social and economic benefits for the region. The implementation of 285 km of fibre optics for the Games, in and between Vancouver and Whistler, has exceeded industry standards.

Bell Vancouver Agreement Donation

As part of Bell's commitment to VANOC and the Games, Bell donated \$1.5 million to the Vancouver Agreement. Together with the federal, provincial and municipal governments, Bell's financial commitment has been dedicated to the economic revitalization of the Downtown Eastside.

Birks & Mayors Sustainability Purchasing

Inspired by VANOC's Buy Smart Program, Birks developed and systematically deployed its own sustainability purchasing (ethical sourcing) program. Among the program's features is a Supplier Code of Conduct, which ensures safe and fair labour practices. Currently, all of Birks Vancouver 2010 merchandise is made in North America, the majority sourced and manufactured in Canada.

Bombardier: Olympic Torch

Bombardier partnered with VANOC to design and manufacture an Olympic Torch with a minimal environmental footprint. Ninety per cent of the materials used in torch production, including the sheet molding compound, were selected for their recyclability. The combustion system minimizes greenhouse gas emissions and both the aluminum from the cylinders and remaining fuel will be recycled. The torch is designed and assembled in Canada.

Buy Smart Sustainable Procurement: VANOC and 2010 Commerce Centre

The Buy Smart program, run by VANOC and the Province of British Columbia's 2010 Commerce Centre, uses the purchasing power of the Games to support ethical sourcing and enhance the social, environmental and economic performance of the Games and the Games supply chain.

Canadian Pacific Locomotives

Canadian Pacific will be using 20 GE Evolution(R) Series locomotives to move Games equipment and goods by train. These locomotives emit 42 per cent fewer nitrogen oxides, and 67 per cent less particulate matter, than existing locomotives. The locomotives are equipped with automatic engine start/stop devices to help reduce carbon emissions. On average, each train reduces the associated emissions of approximately 280 trucks from our highways.

Canadian Paralympic Committee and Petro-Canada: "It's The Real Deal" Paralympic Schools Program

This program is a free online resource for teachers. Designed by educators, for educators, it offers multimedia lessons, lesson plans and activities focused on the five core curriculum subjects at schools across Canada. This initiative provides Canadian students with an opportunity to learn more about the Paralympic Movement, athletes, sports and real life-challenges. Currently, more than 1,000 teachers across Canada are registered.

Canadian Paralympic Committee and WorkSafeBC: Speaker Series

WorkSafeBC and the Canadian Paralympic Committee have partnered to create a regional speakers' program where athletes talk to students and community groups about their lives, injuries and what they've overcome to become world-class athletes. These speakers offer their advice to workers who may consider themselves too vulnerable or inexperienced to demand changes at unsafe workplaces.

City of Vancouver: Host City Transportation Plan

The City of Vancouver's Host City Transportation Plan was developed to ensure sustainable and efficient transportation for residents, businesses, visitors and Olympic operations during the 2010 Winter Games. The plan includes dedicated pedestrian corridors, temporary secure bike parking, Olympic lanes and free streetcar transportation between Granville Island and the Canada Line Olympic Village Station.

City of Vancouver: LiveCity Yaletown

The City of Vancouver's David Lam Park Live Site (known as LiveCity Yaletown) will be using 100,000 square feet of 100-per-cent recycled tires for ground covering, a more sustainable choice than conventional concrete, asphalt or brick. After the Games, the rubber pavers will be reused for other projects in the city; they are produced by an Alberta company that recycles over six million passenger car tires annually from BC, the Yukon and Alberta.

City of Vancouver: Southeast False Creek Neighbourhood Energy Utility (SEFC NEU)

The NEU is a community energy system that will supply space heat and domestic hot water to all of Southeast False Creek greenhouse gas emissions will be reduced by more than 50 per cent by using sewage heat recovery and distributed solar energy. Residents will enjoy rate stability that outperforms conventional options. The NEU meets green building requirements for Southeast False Creek and is more cost effective compared to the use of distributed standalone green energy options.

City of Vancouver and Bombardier: The Olympic Line

A 60-day demonstration streetcar project will connect Granville Island and the new Canada Line's Olympic Village Station. The Olympic Line will be free to all riders during the Games. The demonstration is an opportunity to showcase the City of Vancouver's vision for the downtown streetcar, to inform the public and visitors and to generate interest and excitement from the business community and other future partners.

City of Vancouver and Millennium: Net Zero Building

The highest performing building at the Olympic and Paralympic Village Vancouver is the Net Zero Building, a 64-unit affordable housing block available to seniors after the 2010 Winter Games. On an annual basis, the building produces as much energy as it consumes through a significant reduction of energy loads coupled with an offsetting program that relies on renewable energy technologies and advanced energy systems.

City of Vancouver and VANOC: Venues and Training Facilities

In partnership with VANOC, the City of Vancouver has built three new Olympic and Paralympic Games sport venues (the Vancouver Olympic/Paralympic Centre, Trout Lake Centre and Killarney Centre) and renovated two aging facilities (Pacific Coliseum and Britannia Centre) for the Games. All facilities have been designed with community and barrier-free legacies as key priorities, and are built to a minimum of Leadership in Energy and Environmental Design (LEED) Silver.

Coca-Cola's Carbon Footprint and Offset Program

Coca-Cola's carbon footprint and offset program for the Games is a comprehensive initiative focused on smart transportation planning for the Olympic Torch Relay, the use of hybrid vehicles and energy efficient cold-drink equipment, and outfitting staff with uniforms made from recycled polyethylene terephthalate (PET) bottles, a type of plastic. Remaining emissions will be offset through recognized international Gold standard projects.

Coca-Cola's Sogo Active

Coca-Cola's Sogo Active is a national "active living" program that will award over 1,000 torchbearer spots in the 2010 Olympic Torch Relay to teenagers who demonstrate a commitment to adopting an active lifestyle. The \$5 million, five-year initiative is new to the Games and involves unique partners such as ParticipACTION and various experts across the country.

Coca-Cola's Waste Diversion Program

Coca-Cola's waste diversion program — a significant commitment by a worldwide partner for the Games, will ensure 95 per cent of waste materials will be diverted from landfill during the 2010 Winter Games. Recyclables, including shrink wrap and cardboard trays, will be returned to a recycling centre in Richmond, British Columbia, and 100 per cent of the plastic, single-serve beverage bottles consumed in Games venues will be collected and recycled.

Deloitte Assurance Readiness and Supplier Code of Conduct

Deloitte adapted an accountability framework for conducting third-party assurance on a project entity. The firm developed this assurance structure for VANOC's customized performance measures, such as metrics for Aboriginal participation, which are specific to the Games project and not part of Global Reporting Initiative (GRI) guidelines. Deloitte also designed an assessment program to evaluate the performance of VANOC's suppliers against VANOC's Supplier Code of Conduct.

Dow Canada Insulation Products

Dow Canada is helping VANOC achieve its goal of hosting carbon-neutral Games by providing energy efficient insulation materials. Dow's products provide leading economic and environmental benefits, which include long-term energy conservation and cost savings as well as optimal ice and indoor environments for athletes and spectators.

Government of Canada: 2010 Green Toolkit

The toolkit is an online resource for greening federal government operations in the Pacific Region and to leverage the 2010 Winter Games to accelerate green federal operations at Games time and beyond. It includes: existing green policies, green guides and best practices, guidance on how to promote sustainability in the workplace and how to implement these changes. Topics include: green procurement, zero waste, green meetings and green commuting. The toolkit has already been used by 45 federal departments and is available to 260,000 federal employees in both English and French.

Government of Canada, Province of BC, City of Vancouver and Vancouver Airport Authority: The Canada Line

The Canada Line brings rapid rail service from Downtown Vancouver to the City of Richmond and the Vancouver International Airport, adding 19 kilometres to the region's rapid transit network, including 16 new stations. The timing for the Canada Line will benefit visitors — both for the Games and in the long term — by providing a sustainable transportation alternative to carbon-intensive travel.

Homeless Partnering Strategy Funding for RONA Vancouver 2010 Fabrication Shop Participant Housing

The Homelessness Partnering Strategy (part of Human Resources and Skills Development Canada) has developed a pilot project using a new multi-department funding stream which supports the housing needs of RONA Vancouver 2010 Fabrication Shop training participants. This initiative is new to the Games and involves a unique partnership addressing supportive housing alongside job-skills training.

Jet Set Sports: Sustainable Hospitality Services

Jet Set Sports' sustainability program for its Games-time hospitality services includes sustainable sourcing, sustainable operations and social legacies. Uniforms, printed material and gifting are all sustainably sourced, inspired by VANOC's Buy Smart framework. Jet Set Sports is contributing \$1 million to VANOC's Celebrate 2010 donated ticket program and is hiring of over 400 staff from the Vancouver region. Athletes and members of the VANOC workforce will be educating and inspiring the Jet Set Sport staff and guests to reduce and offset their carbon footprints.

LEED® Business Case

VANOC, Environment Canada, Industry Canada and Canada Mortgage and Housing Corporation (CMHC) commissioned independent researchers Busby Perkins+Will and Stantec to conduct a LEED® Business Case for Vancouver Olympic/Paralympic Centre (the Games curling venue) and for future venues.

LiveSmart BC

LiveSmart BC is the Province of British Columbia's action plan for climate change, which aims to inspire residents to make carbon-smart choices at home, at work, on the road and in their communities.

McDonald's: Waste Diversion

Supporting VANOC's goal to divert 85 per cent of Games-time waste from landfill, McDonald's is committed to providing source separation of organics, waste and recyclables at its Games-time restaurant locations. The venue restaurants will be outfitted with energy-efficient lighting and equipment that will be reused at other locations after the Games. Ninety per cent of McDonald's packaging is made from renewable resources.

Millennium and City of Vancouver: Community Benefits Agreement (CBA)

The CBA was created to ensure that residents of Vancouver's inner city share in the economic benefits associated with the development of the Southeast False Creek neighbourhood. One hundred jobs at Millennium Water and nearby sites were created for Vancouver's inner-city residents, \$750,000 was allocated for training and employment support and \$15 million was allocated for inner-city businesses' procurement opportunities.

Millennium: Olympic and Paralympic Village Vancouver

Millennium is the company responsible for developing the Olympic and Paralympic Village Vancouver, aimed to certify under the new LEED for Neighbourhood Development pilot to LEED Gold certification. Situated in a restored former industrial site on False Creek in downtown Vancouver, the village will be the first phase of a model sustainable community known as Southeast False Creek. This project will transform a former brownfield site into a showcase of sustainable living.

Molson Coors Vancouver Brewery

Molson Coors has significantly increased its sustainability efforts and set targets for energy- and water-efficiency improvements at its Vancouver brewery. New initiatives include a partnership with BC Hydro to undertake a major energy efficiency upgrade; water capture and reuse projects; and a partnership with another Games sponsor, Offsetters, to assess the carbon footprint of the Vancouver brewery (which is now generating 50 per cent fewer GHG emissions than the company average).

Nortel* and Bell's IP network

Nortel's IP network equipment that Bell is deploying for the 2010 Winter Games offers low energy consumption, safe disposal at the end of a product's life and the efficient use of resources. The VANOC network will be the first-ever Games all-IP converged network involving less equipment to deliver equivalent or superior performance. Nortel also employs a best-practice e-waste program, which ensures that the majority of equipment used during the Games will be reused, with less than two per cent entering conventional waste disposal streams.

Nortel* and VANOC's Online Education Program (/EDU)

Nortel and VANOC's online education program (/EDU) have partnered to launch LearnIT — a toolkit to help teachers integrate the latest technology, such as rich audio and video content, in classrooms across Canada.

Offsetters and VANOC: Carbon Partner Program and Project Blue Sky

Offsetters and VANOC have created the 'Carbon Partner Program' (CPP), in which VANOC sponsors and partners have the opportunity to reduce their environmental impact during the 2010 Winter Games by measuring, reducing and offsetting their greenhouse gas emissions. In addition, Offsetters, Olympic athletes, VANOC and the Centre for Digital Media have created Project Blue Sky (PBS) to raise awareness about climate change. A digital platform connects users with their favourite athletes and tracks their carbon emissions reduced by logging activities such as biking, walking or taking transit.

Olympic and Paralympic Village Whistler

The Olympic and Paralympic Village Whistler, managed by a wholly-owned subsidiary of the Resort Municipality of Whistler, is being built under the new LEED system for neighbourhoods. Among its many attributes, the village includes affordable housing, an innovative energy system and storm water management.

Panasonic: Video Contest, Offsetting and Eco-Ideas Exhibit

Panasonic will be co-sponsoring a youth digital video contest, offsetting its 2010 Winter Games carbon footprint and creating an "Eco-Ideas" exhibit at the Games that communicates sustainability initiatives. Specifically, Panasonic will offset the 416 tonnes of carbon emissions it expects to generate from its Games-time operations. As part of its contribution to LiveCity Yaletown at David Lam Park, Panasonic is setting up three interactive stations (an Eco-Quiz, an Eco-Activity Stand and an Eco-Globe) to profile VANOC/Panasonic sustainability initiatives and engage Games enthusiasts.

* Please note that Nortel is now Avaya Inc. (Avaya).

Petro-Canada: Aboriginal Art and Community Engagement

As part of its Aboriginal Art and Community Engagement Initiatives, Petro-Canada commissioned Squamish Aboriginal artist Klatle-Bhi to carve a 25-foot totem pole as a legacy to the 2010 Winter Games. Showcasing Aboriginal culture, Petro-Canada has contributed to a feature at the Vancouver International Children's Festival, a ceremonial blessing at the 2010 Aboriginal Pavilion, storytelling at Petro Canada's Athlete Family and Hospitality Programs, and the production of an educational video for schools.

Province of British Columbia: International Media Centre

The Province of BC's sustainability strategy for this venue includes: a paperless press release distribution system which saves an estimated 1.5 metric tonnes of paper; an on-site, multi-stream waste management system which aims to divert 85 per cent of waste from landfill; and 1,500 media bags made from street banners formerly on display in the city.

Province of Manitoba: CentrePlace

CentrePlace is the Province of Manitoba's sustainable pavilion; located at the LiveCity Downtown celebration site, it will promote tourism, economic development, trade and immigration. The facility will also showcase Manitoba's leadership in battling climate change — and its goal is to be a carbon-neutral facility. The temporary structure has a translucent skin that is 100 per cent recyclable, while its roof and floor are made of sustainably-managed forests products. Underscoring its commitment to sustainability, the province is also planning to offset its 2010 Winter Games carbon footprint.

Purolator: Quicksider

The Quicksider is a battery-operated electric delivery vehicle — a first-of-its-kind for Canada's courier industry. The vehicle will reduce greenhouse gas emissions by approximately 99 per cent compared to a conventional curbside delivery vehicle. Purolator's Quicksider supports VANOC's commitment to minimize the 2010 Winter Games carbon footprint. Through the Games period, Purolator will be tracking Quicksider-related measureable outcomes, as far as kilometres driven and greenhouse gas emissions saved.

RBC's Sustainability Business Development

RBC's Sustainability Business Development series facilitates competitive bids for 2010 Winter Games business opportunities, incorporating price, quality and sustainability attributes. The program includes the "Demystifying the RFP Bid Process" workshop, RBC 2010 Legacies Now Speakers Series, and a 2010 Business Guide, created with the 2010 Commerce Centre.

Richmond Olympic Oval

The Richmond Olympic Oval, built by the City of Richmond with help from the Government of Canada and the Province of British Columbia, is best known for its one-of-a-kind "wave" roof made from pine beetle-salvaged wood. The multi-purpose centre for sport, recreation, health and fitness and meetings qualifies for LEED Silver building certification.

Ricoh's Specialized Applications

Ricoh's specialized applications for output devices (print, fax and copy) provide the economic and environmental benefits of reducing paper and energy consumption. These applications are new to the Games, have involved unique partners such as PrintAudit and DigitalStorefront and will be used on an unprecedented scale during the 2010 Winter Games.

RONA Vancouver 2010 Fabrication (Fab) Shop

RONA and VANOC have partnered with community organizations to establish the RONA Vancouver 2010 Fabrication (Fab) Shop in downtown Vancouver, where small wooden products are being built for Games venues. The shop also has a 30-week community-based carpentry training workshop and a paid work-experience program for 64 individuals faced with challenges entering the workforce. Trainees are recruited from Aboriginal peoples, inner-city residents, youth at risk, women at risk and new immigrants.

Sleep Country Canada: Mattress Donation

Sleep Country will be supplying beds for both villages during the 2010 Winter Games. After the Games, the company will donate all the mattresses, box springs and frames (approximately 5,000 sets) to charitable organizations throughout Sleep Country's 15-region chain. This initiative diverts waste from landfill and provides for communities in need.

Teck: Going for Gold

Teck's web-based Going for Gold program engages employees with Olympic and Paralympic ideals through positive action at home and at work in the areas of safety, volunteerism, health and wellness, community sustainability, innovation and productivity. Over 1,700 employees have participated in the challenge.

Teck: Metals for the Medals

Teck and the Royal Canadian Mint have collaborated to ensure the Vancouver 2010 Olympic and Paralympic medals contain recovered metal from electronic waste (also known as e-waste). Vancouver 2010 gold medals contain 1.52 per cent gold; silver medals contain 0.122 per cent silver; and the copper medals contain 1.11 per cent copper. Recovering electronic waste and diverting it from landfill mitigates the hazardous effect it has on our natural environment.

Transport Canada "Green" Vehicles

Transport Canada is deploying a number of advanced "green" vehicles that will be used by the department's safety and security inspectors working to support the 2010 Winter Games. On-road performance data gathered from this project will help assess whether emerging vehicle technologies can help build a cleaner transportation system for Canadians.

Vancouver 2010 Aboriginal Licensing and Merchandising Program

The Vancouver 2010 Aboriginal Licensing and Merchandising Program marks the first time an Organizing Committee has partnered with indigenous people to create an official licensed merchandising program. One-third of the royalties from the sale of these products will go toward the Aboriginal Youth Legacy Fund, which will support education, sport and cultural initiatives for Aboriginal youth across Canada beyond 2010.

Vancouver 2010 Olympic Torch Relay: Footprint Reduction

VANOC has risen to the challenge of making the Vancouver 2010 Olympic Torch Relay more sustainable by reducing the resources, emissions and waste footprint of the Torch Relay in simple but impactful ways. These initiatives include taking advantage of economies of scale for accommodation and transportation for the planning teams as well as recycling solutions for the torch.

VANOC: Asset Donation Program

A portion of the assets VANOC will take possession of in the post-Games period will be dispersed through a community donation program that supports VANOC and facilitates the donation of assets to individuals and groups from VANOC's priority populations. It also contributes to the creation of a Games-time legacy project by supporting the development of an inner-city social enterprise that provides training and employment to individuals with barriers to employment.

VANOC: Barrier-Free Guidelines

VANOC's barrier-free guidelines support social inclusion, both at Games time and after the Games. By increasing the accessibility of the venues and villages, the Games region is made more attractive to visitors, athletes, recreationists, residents and workers.

VANOC: Park and Ride Systems

VANOC's transportation planning includes a technology tool that will direct event attendees to their Departure Hub based on ticket purchases. Click and Park/Click and Ride system reduce event-related traffic congestion and greenhouse gas emissions, eases community impacts and creates economic efficiencies.

VANOC: Sustainability Management and Reporting System

VANOC's sustainability management and reporting system provides a corporate roadmap and series of performance reports to help the Organizing Committee's workforce and stakeholders plan, implement and assess environmental, social and economic performance for great Games with positive legacies.

VANOC: The Whistler Sliding Centre

VANOC's planning, construction and legacy arrangement for The Whistler Sliding Centre creates numerous benefits, including: a minimal environmental footprint, an energy efficient venue design, waste heat reuse from the refrigeration plant, targeting LEED Silver green building certification, wood waste reuse and a sport and tourism legacy.

VANOC and the Four Host First Nations (FHFN) Protocol

VANOC and the Four Host First Nations (FHFN) signed an historic Protocol on November 30, 2005, defining the relationship and commitment to work in partnership to achieve successful 2010 Olympic and Paralympic Winter Games.

VANOC and the Resort Municipality of Whistler (RMOW): Whistler Olympic Park

VANOC's planning and construction, paired with the Resort Municipality of Whistler's legacy use of the Whistler Olympic Park venue, creates numerous benefits, including: reducing the site's environmental footprint; reusing wood waste; issuing contracts to Aboriginal companies; protecting local surface water through high-quality wastewater treatment; creating a sport and recreation legacy; and targeting LEED Silver green building certification.

APPENDIX F

2008-09 Global Reporting Initiative (GRI) and VANOC Customized Index

SECTION	GRI	PAGE	SCORECARD
ACCOUNTABILITY			
Statement from the CEO about the relevance of sustainability to the organization and its strategy	1.1	5	
Description of key impacts, risks, and opportunities	1.2	Chapter 1	
Name of the organization	2.1	2, 137	
Primary brands, products and/or services	2.2	inside front cover	
Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	2.3	35, website	
Location of organization's headquarters	2.4	137	
Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	2.5	137	
Nature of ownership and legal form	2.6	website	
Markets served (including geographic breakdown, sectors served and types of customers/beneficiaries)	2.7	inside front cover	
Scale of the reporting organization, including: number of employees; net revenues; quantity of products or services provided	2.8	inside front cover	
Significant changes during the reporting period regarding size structure, or ownership, including: location of, or changes in, operations, including facility openings, closings and expansions	2.9	70	
Awards received during the reporting period	2.10	18, 34, 52	
Reporting period (such as fiscal/calendar year) for information provided	3.1	30	
Date of most recent previous report (if any)	3.2	30, 36	
Reporting cycle (annual, biennial, etc.)	3.3	30	
Contact point for questions regarding the report or its contents	3.4	137	
Process for defining report content, including: determining materiality, prioritizing topics within the report, identifying stakeholders the organization expects to use the report	3.5	31, 32	
Boundary of the report (e.g. countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers)	3.6	31, 32	
State any specific limitations on the scope or boundary of the report	3.7	31, 32	
Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations	3.8	n/a	
Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	3.9	31, 32	
Explanation of the effect of any re-statements of information provided in earlier reports and the reasons for such re-statement (such as mergers/acquisitions, change of base year/periods, nature of business, measurement methods)	3.10	13, 14, 15, 51	
Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	3.11	30, 31	
Table identifying the location of the Standard Disclosures in the report	3.12	133-135	
Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s)	3.13	36, 38	
Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy for organizational oversight	4.1	35	
Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, his/her function within the organization's management and the reasons for this arrangement)	4.2	35	
For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members. State how the organization defines "independent" and "non-executive." This element applies only to organizations that have unitary board structures.	4.3	35	
Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body. Include reference to processes regarding: the use of shareholder resolutions or other mechanisms for enabling minority shareholders to express opinions to the highest governance body; informing and consulting employees about the working relationships with formal representation bodies such as organization level work councils; and representation of employees in the highest governance body identify topics related to economic, environmental and social performance raised through these mechanisms during the reporting period.	4.4	35	
Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements) and the organization's performance (including social and environmental performance)	4.5	35	

ACCOUNTABILITY

Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics	4.7	35	
Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation. Explain the degree to which these: are applied across the organization in different regions and department/units, and relate to internationally agreed standards.	4.8	inside front cover 29	
Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles. Include frequency with which the highest governance body assesses sustainability performance	4.9	35, 36	
Process for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	4.10	12,36	
Explanation of whether and how the precautionary approach or principle is addressed by the organization	4.11	44	
Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses. Include date of adoption, countries/operations where applied, and the range of stakeholders involved in the development and governance of these initiatives (such as those involving multi-stakeholders). Differentiate between non-binding, voluntary initiatives and those with which the organization has an obligation to comply	4.12	35, 42	
Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues, or views membership as strategic	4.13	inside front cover	
List of stakeholder groups engaged by the organization	4.14	39	
Basis for identification and selection of stakeholders to engage	4.15	39	
Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	4.16	12, 39, 45, 60, 76, 89, 101	✓
Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	4.17	40, 41	
Percentage and total number of business units analyzed for risks related to corruption	SO2	42	
Percentage of employees trained in organization's anti-corruption policies and procedures	SO3	42	
Actions taken in response to incidents of corruption	SO4	42	
VANOC's Chief Legal Officer (CLO) oversees all policies and programs relating to corruption, anti-competitive behavior, compliance, non-discrimination, prevention of forced and compulsory labour, and complaints and grievance practices. VANOC is not involved in public policy development; tracking security practices is beyond VANOC's scope; and VANOC does not track violations of indigenous rights.	HR, SO DMA		
Annual Sustainability performance review by VANOC Senior Executive, Board and an external advisory committee	custom	12	✓
Number of identified infractions of VANOC ethics policy and program	custom	12	✓
Annual stakeholder review/satisfaction with sustainability reporting process	custom	12	✓
ENVIRONMENTAL STEWARDSHIP AND IMPACT REDUCTION			
Total energy consumed	EN3 EN4	13, 51	✓
Total water withdrawal by source	EN8	53	
Location and size of land used within or near protected areas and areas of high biodiversity value	EN11	13	✓
Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	EN12	46, 47	
Habitats protected or restored	EN13	Chapter 2	
Strategies, current actions and future plans for managing impacts on biodiversity	EN14	Chapter 2	
Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	EN15	47	
Total GHG emissions	EN16	13, 51	✓
Initiatives to reduce greenhouse gas emissions and reductions achieved	EN18	50	
NOx, SOx and other significant air emissions by type and weight	EN20	51	
Weight of solid waste diverted from landfill and relative percentage of total solid waste generated	EN22	13, 55	✓
Total number and volume of significant spills	EN23	13	✓
Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	EN26	Chapter 2	
Numbers of infractions and for value of monetary fines for non-compliance with environmental laws and regulations	EN28	13	✓
VANOC's executive vice presidents of Venue Construction, Workforce and Sustainability, Services and Games Operations and Sport and Games Operations oversee all policies and programs relating to environmental aspects: materials; energy; water; biodiversity; emissions, effluents, and waste; products and services; compliance; transport; and overall environmental performance.	EN DMA		
Composition of vehicle fleet, total number; percentage with lower emission features	custom	13	✓
Number of newly constructed Games sport venues and villages targeting LEED green building certification of Silver level or better	custom	13	✓

SECTION	GRI	PAGE	SCORECARD
SOCIAL INCLUSION AND RESPONSIBILITY			
Total workforce by employment type and region	LA1	70	
Percentage of employees covered by collective bargaining agreements	LA4	71	
Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	LA6	71	
Rates of injury, occupational diseases, lost days, and total number of work-related fatalities	LA7	71	
Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	LA13	14	✓
Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating and exiting	SO1	Chapter 3	
Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	EC7	70	
VANOC's executive vice presidents of Workforce and Sustainability and Revenue, Marketing and Communications oversee all policies and programs relating to: community; employment; labour/management relations; occupational health and safety; training and education; diversity and equal opportunity; investment and procurement practices; freedom of association and collective bargaining; and abolition of child labour; customer health and safety; product and service labelling; marketing; communications; customer privacy; and compliance.	SO, LA, HR DMA		
Number of completed accessibility design reviews	custom	14	✓
Number of training positions created and filled by priority populations as a result of collaborations with community organizations, industry, stakeholders and government partners	custom	14	✓
Number of VANOC jobs filled by priority populations through VANOC collaborations with community service providers, industry and government partners	custom	14	✓
Number of non-market housing units as a legacy from the Olympic and Paralympic Village Vancouver	custom	14	✓
Number of affordable beds (for resident workers) as a legacy of the Olympic and Paralympic Village Whistler	custom	14	✓
Number of workplace health and safety incidents reported to WorksafeBC	custom	14	✓
Number of Volunteers	custom	14	✓
Value of VANOC spending with inner-city businesses or organizations	custom	14	✓
Number of asset distribution transactions to priority population	custom	14	✓
ABORIGINAL PARTICIPATION			
Strategies to build Aboriginal participation awareness	custom	Chapter 4	
Initiatives and events to showcase and celebrate Aboriginal arts and culture	custom	15	✓
Value of VANOC spending with Aboriginal business and organizations	custom	15	✓
Initiatives to celebrate the achievements of Aboriginal Athletes	custom	15	✓
Value of 2010 Aboriginal Youth Legacy Fund	custom	15	✓
ECONOMIC BENEFITS			
Direct economic value generated and distributed	EC1	90-92	
Significant financial assistance received from government	EC4	90	
Policies, practices and proportion of spending on locally based suppliers at significant locations of operations	EC6	16	✓
Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement	EC8	61-62 90-92 Appendix D	
Programs for adherence to laws, standards and voluntary codes related to marketing and communications, including advertising, promotion, and sponsorship	PR6	91	
Number and percentage of suppliers that met Canadian human rights standards	HR2	16	✓
VANOC's Chief Financial Officer, and executive vice presidents for Revenue, Marketing and Communications and Venue Construction oversee all policies and programs relating to the organization's economic performance, market presence, and indirect economic impacts	RC DMA		
Number of audits of licensees and corrective action plans for continuous improvement	custom	16	✓
Number and value of Buy Smart Program contracts (sustainability and Aboriginal participation procurement program) and percentage of total value of VANOC contracts	custom	16	✓
Number of sustainability innovations identified (venues, villages and operations)	custom	16, Appendix E	✓
SPORT FOR SUSTAINABLE LIVING			
Number and types of initiatives to support sustainable living	custom	17, 104, 106	✓
Number and type of Paralympic outreach programs	custom	17, 104	✓

THE VANCOUVER 2010 OLYMPIC TORCH RELAY ROUTE

October 30, 2009 – February 12, 2010

PARCOURS DU RELAIS DE LA FLAMME OLYMPIQUE DE VANCOUVER 2010

Du 30 octobre 2009 au 12 février 2010



Sustainability Highlights of the 2010 Olympic Torch Relay

Minimizing the Operations Footprint: The torch relay planning teams at VANOC, Coca-Cola, RBC and the Vancouver 2010 Integrated Security Unit (V2010 ISU) have integrated their operations by staying at central accommodation hubs while on the road — reducing the number of staff required on the road by approximately 50 per cent. This means, by working together, they are using fewer resources overall than operating separately, the practice in past torch relays.

Transportation Efficiencies: The integration of the Olympic Torch Relay planning teams has also facilitated vehicle sharing — decreasing the number of operations vehicles from six to two. Thanks to integrated planning, this reduction results in two-thirds fewer greenhouse gas emissions than if each team operated separately.

Torch-Related Recycling Solutions: The 12,000 gas cylinders to light each torch, the fuel remaining in each torch and the boxes in which the torches are delivered are all being recycled.

Innovative Torch Design: In designing the torch, manufacturer Bombardier ensured that 90 per cent of the materials used in torch production, including the sheet molding compound, were selected for their recyclability.

Regional Procurement: The Olympic Torch was designed and assembled in Canada.

Aboriginal Participation: The 2010 Olympic Torch Relay route includes 119 Aboriginal communities.

Accessibility Options: Special attachments for wheelchairs and other alternative modes of transportation, such as bicycles, are enabling people with disabilities to fully experience the thrill of being a torchbearer. Torchbearer shuttles are able to accommodate wheelchairs.

Offset What Can't Be Reduced: VANOC, Coca-Cola and RBC are calculating the greenhouse gas emissions they cannot further reduce or eliminate and investing in clean energy projects that qualify as validated carbon offset projects. These include international gold standard projects and new BC-based projects that incorporate Canadian clean energy technology, enhanced environmental performance and strong economic development.

The way ahead

Please visit our website (vancouver2010.com) if you're interested in more information on any of the issues or activities described in this report.

In the past year, VANOC's progress on sustainability can be attributed to the efforts of many people, including members of our workforce, our board of directors, our government and Aboriginal partners, our host communities, our corporate sponsors and members of the Olympic and Paralympic Families. Our accomplishments and insights were also influenced by interested citizens who came forward, individually and in groups, to provide advice and remind us of our sustainability commitments.

We want to hear from you.

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

Ann Duffy
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