

Message from the CEO

I am pleased to introduce the 2009-10 report on the sustainability performance of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). This report, the last of five annual public reports, tracks our progress on VANOC's sustainability objectives between August 1, 2009 and April 30, 2010. In this report we again share our challenges and successes and tally the legacies associated with our sustainability commitments related to this vast project.

The 2010 Winter Games provided an unprecedented opportunity to show Canada and the world our people, culture, landscapes and hospitality. Our vision was to build "a stronger Canada whose spirit is raised by its passion for sport, culture and sustainability." So many people shared this vision, stepping up to give their very best. Equally, the excellence, triumph and heartache of world-class sport competition we witnessed was something that galvanized us all. The Cultural Olympiad lifted us, with a diversity of artistic and cultural talent from across Canada and beyond. And our commitment to sustainability inspired the VANOC team and our partners to deliver stellar Games, while conducting the work we had to do in a manner that left us all proud. We also shared our sustainability stories with the world, while leaving visible and perhaps not-so-visible legacies that contribute to communities and inspire the Olympic and Paralympic Movements.

Throughout the Games project, sustainability has — for Vancouver 2010 — meant striving to manage the social, environmental and economic impact and opportunities of the Games in ways that would create lasting benefits, locally and globally. Equally, the commitment and support of our partners, both large and small, was instrumental in reaching a new level of sustainability performance for Olympic and Paralympic Games. Each and every day on the road to 2010, sustainability endured as a core value, influencing the way we approached challenges, opportunities and decision making. It helped clarify expectations, allowed us to be responsive, invited partnerships and inspired innovation and participation. Our performance wasn't always perfect, but we believe we succeeded in raising the performance bar for future Organizing Committees.

Over the final months of operation we experienced extraordinary challenges, seeded valuable opportunities and generated some notable results that included:

- Adapting to the instability and delicate recovery of the Canadian economy, which added additional challenges to our ongoing goal of achieving a balanced budget — though in the end we adjusted Games-time operation plans and are in good stead to achieve our goal of a balanced budget.
- Addressing weather challenges. The impact of climate change and an El Niño winter led to the warmest weather on record for the month of February and early March. It challenged our ability to prepare fields of play for athletes in the Whistler venues and at Cypress Mountain. For safety reasons, we shifted competition schedules among some of our outdoor venues and refunded selected standing-room tickets for two particularly warm competition days at Cypress. Still, we managed to stage world-class competitions for the world's best Olympic and Paralympic athletes.



The commitment and support of our partners, both large and small, was instrumental in reaching a new level of sustainability performance for Olympic and Paralympic Games.

- Mobilizing a one-time workforce team of some 50,000 skilled and diverse individuals — affectionately known as “the Blue Jackets.”
- Collaborating with partners and community organizations to deliver secure Games while quietly protecting people and assets. No significant security breaches or incidents occurred during the Games.
- Working with a wide spectrum of individuals and organizations to create opportunities and benefits for people who might not typically benefit from a large event such as the Games. For example, through an initiative funded by sponsors, we distributed more than 50,000 tickets to residents in Inner City and First Nations communities. We also established a temporary Games-time shelter to avoid negative impacts on social housing. In this reporting year, \$2.7 million in spending was let to inner-city businesses and organizations and \$2.3 million with First Nations enterprises, while many Games assets were donated to community organizations locally and across Canada.
- Receiving a number of awards, together with our partners, for green buildings — venues that are being adapted for final use and transfer to local municipal governments and associated legacy societies with operating trust funds and management plans.
- Offsetting our direct carbon footprint of 118,000 tonnes thanks to a first-ever carbon offset sponsorship for an Olympic or Paralympic Games. We also supported carbon neutrality for Games athletes and officials and the torch relays while investing in BC-based, clean-energy projects that created economic development and job opportunities locally and nationally.
- Implementing and monitoring Environmental Management Plans for Games venues and facilities from the pre-Games period, through Games time and dissolution.
- Showcasing Aboriginal culture and art in the torch relays, ceremonies, medal designs and licensed merchandise of the Games. More than \$200,000 in anticipated contributions to the Aboriginal Youth Legacy Fund through our 2010 Aboriginal Licensing and Merchandise Program. An Aboriginal Youth gathering and Aboriginal Pavilion were Games-time highlights.
- Profiling 62 Games-based innovations by government and corporate partners to demonstrate solutions to local and global sustainability challenges through a Sustainability Star recognition program.
- Collaborating with the Canadian Standards Association to launch Z2010 — Canada’s first sustainable event management standard for business, culture and sport event organizers. Z2010 is based largely on VANOC’s Sustainability Management and Reporting System.
- Shining a spotlight on sustainability-oriented stories and innovations by profiling them at Games venues, sponsor-hosted events and with members of the domestic and international media.

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- Engaging athletes and Canadian youth on making lifestyle choices that promote sport and sustainable living through the torch relays, pre-Games video competitions, online (through initiatives such as Canada CODE and /EDU) and at the two athlete villages.
- Advancing a culture for sport and healthy living across the country for the benefit of future generations — never before has the value for sport been so widely acclaimed in our country.

To ensure accountability, the 2010 team conducted its work with a spirit of integrity and a track record for doing what was right. While this wasn't always easy, it has led to peace of mind — knowing that we did our very best to reach our sustainability goals, whenever and wherever possible. While others will assess the long-term impact of the Games, as they should, our five annual sustainability reports provide a clear window into what VANOC promised, what we had direct control over and, ultimately, how we performed. Collectively, these reports tell VANOC's sustainability story in its entirety.

Before closing, no look back at the Games would be complete without remembering Nodar Kumaritashvili, the luge athlete from the Republic of Georgia who died in a tragic accident at The Whistler Sliding Centre during training on the first day of the Games. The emotional impact of his death on the sport community and the public at large has been profound. Sport is exhilarating, especially where speed is involved. Nevertheless it is important for all sport organizations to focus continually on reducing the risks involved in their activities. Going forward, the International Federations and the International Olympic Committee will continue to assess sport facilities for optimum elite competition and safety . . . as is their practice.

The Olympic and Paralympic Games offer a unique opportunity to show the world what is possible when people and partners come together to realize a bold and daring vision. While Vancouver 2010 will be my best personal memory, my hope is that the 2010 Winter Games will forever be remembered as an extraordinary event in Canada's great history — an example of what is possible when Canadians come together to achieve a great good. Thank you Canada!

And we wish the very best to London 2012, Sochi 2014 and Rio 2016!



John A. Furlong
VANOC Chief Executive Officer

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The 2009-10 Reporting Year at a Glance

Our bid to host the Vancouver 2010 Olympic and Paralympic Winter Games included a commitment to make sustainability part of everything we did as an organization. We had six corporate-wide sustainability performance objectives. The following is a brief overview of our accomplishments towards those objectives in 2009-10. We also highlight the sustainability legacies we left for citizens in the communities, province and country where the Games were held. 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 2009-10 reporting year we:

- Released the 2008-09 and prepared the final 2009-10 VANOC sustainability report for publication.
- Engaged a third party to perform assurance on selected key performance indicators in our 2008-09 and 2009-10 annual sustainability reports.
- Convened an external panel of sustainability stakeholders to provide feedback on the draft 2008-09 and 2009-10 sustainability reports.
- Completed final internal SMRS management review.
- Continued implementing ethics programs and policies through Games time and the dissolution phases of operations.

Our Sustainability legacy and cumulative highlights/actions:

We created a sustainability governance model for a large sport event organization and introduced an integrated Sustainability Management and Reporting System (SMRS) to foster cross-functional responsibility and public accountability for performance on sustainability commitments and objectives. In this context, we:

- Developed an annual public reporting framework on sustainability performance aligned with recognized international standards for environmental management, corporate accountability and stakeholder input.
- Developed, in partnership with the IOC and the International Academy for Sport Science and Technology, a Sustainable Sport and Event Toolkit.
- Assisted in developing the Canadian Standards Association's Z2010 Sustainable Event Management Standard, a new Canadian standard for event management.
- Provided input into developing an international sector supplement on sustainable event reporting for the Global Reporting Initiative.

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

During the 2009-10 reporting year we:

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- Delivered Games that minimized the negative impacts on the environment.
- Continued monitoring and reporting on compliance with environmental assessment commitments through Games time and the decommissioning phases of the Games project.
- Implemented environmental management plans and monitored all venues, villages and facilities for environmental incident responses.
- Confirmed third-party-verified BC Clean Technology projects to offset direct emissions from the Games.
- Diverted 76.8 per cent of waste from landfill at Games time.
- Launched our carbon management program and reported on final outcomes.

Our Sustainability legacy and cumulative highlights/actions:

We set 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. Notable highlights included:

- Using \$599.8 million from the Games venue construction budget to build or upgrade facilities that provide long-term social, economic and environmental benefits.
- Confirming that our 2010 venues and villages are the largest group of simultaneously constructed, single-project, low environmental-impact facilities in North America.
- Launching a carbon management program with a carbon-neutral Games target that achieved a minimum 15 per cent across-the-board reduction in greenhouse gas emissions and establishing a legacy portfolio of clean energy technology projects through the Games carbon offset program.
- Created sustainable transportation guidelines, an anti-idling policy, a smart driver program and other management practices for reducing emissions through vehicle maintenance and route planning.

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 2009-10 reporting year we:

- Implemented a post-Games asset donation strategy.
- Distributed more than 50,000 Games tickets to those who would not otherwise be able to attend the Games through the Celebrate 2010 program.
- Worked with our partners to manage the Games-time impacts on our inner-city communities.

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- Released and implemented a refined transportation plan emphasizing mass and active transit and initiatives to reduce background traffic.
- Delivered accessible Olympic and Paralympic Winter Games.
- Provided a safe and meaningful Games experience for approximately 55,000 members of the Games-time workforce.

Our Sustainability legacy and cumulative highlights/actions:

We 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 this way, these groups could share in the economic and social benefits created by the Games. Notable highlights included:

- Funding of \$2 million from Bell's Games sponsorship that supported the inclusion of inner-city businesses and residents in increased economic development opportunities in the pre-Games period.
- Production of 11,000 Games-related items valued at \$2.3 million by carpentry trainees at the RONA Vancouver 2010 Fabrication Shop.
- \$5.7 million in procurement opportunities for inner-city residents and businesses.
- Production of 1,700 Victory Ceremony bouquets by women in transition through a small business/social enterprise partnership.
- Making 50,000 Olympic and Paralympic event tickets available to youth, families and others who would not otherwise have been able to attend the Games.
- A VANOC community asset donation program that included \$3.6 million in donated medical equipment.
- Partnering with the local health and safety regulator in our jurisdiction (WorkSafeBC) to develop a proactive health and safety program for all employees, volunteers and contractors — a first for an Olympic and Paralympic Games Organizing Committee.
- Implementing 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.
- Offering free public transit to Games venues and events to 1.6 million Games ticketholders and 50,000 accredited workforce members.

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 2009-10 reporting year, together with the Four Host First Nations, we:

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- Continued implementing the VANOC-FHFN Protocol with a focus on Games-time initiatives.
- Continued 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, hosted the Vancouver 2010 Indigenous Youth Gathering, launched the 2010 Aboriginal Pavilion and implemented a strategy for Aboriginal participation in the Olympic Torch Relay and Games ceremonies.
- Launched an Aboriginal Sport Hall of Fame Canada website celebrating the achievements of Aboriginal athletes and builders.
- Continued promoting the Vancouver 2010 Aboriginal Licensing and Merchandising program.

Our Sustainability legacy and cumulative highlights/actions:

We signed formal agreements with the Four Host First Nations, on whose traditional and shared traditional territories the Games were held, recognizing Aboriginal title and providing for unprecedented Aboriginal participation in all aspects of the Games, including planning, convening and legacy. Notable highlights included:

- Recognition of Aboriginal peoples by the International Olympic Committee (IOC) as Games partners.
- Royalties from the sale of authenticated Aboriginal merchandise supported the 2010 Aboriginal Youth Legacy Fund.
- \$59 million in economic opportunities for Aboriginal businesses.
- Distribution of 120,000 *Find Your Passion in Sport* posters of Aboriginal athletes across Canada.
- Showcasing Aboriginal culture as a defining element of the 2010 Olympic and Paralympic Torch Relays.
- 30 permanent works of Aboriginal art displayed at Games venues.
- \$3 million (from Bell's Games sponsorship) towards the permanent Squamish Lil'wat Cultural Centre in Whistler.
- A \$3.5 million investment in a Games-time 2010 Aboriginal Pavilion in Vancouver which, following the Games, was converted into a permanent installation for the Musqueam Nation.

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

During the 2009-10 reporting year we:

- Completed final monitoring of licensee factory audits and corrective action plans.
- Prepared a Buy Smart program case study that was included in the Games Transfer of Knowledge program.

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- Continued awarding Sustainability Stars through November 2009 which were profiled on the vancouver2010.com website and venue signage, and in Games-time communications.

Our Sustainability legacy and cumulative highlights/actions:

We leveraged Games requirements for sponsorship, construction, recruitment and procurement to enhance the sustainability performance of the Games and create economic and social benefits. This included:

- A Buy Smart program that ensured sustainability attributes, ethical choices and Aboriginal participation were considered in VANOC's procurement and licensing activities.
- A Sustainability Star program which recognized innovations by Games partners, sponsors and VANOC that demonstrated positive and measurable social, economic and environmental impacts (including new physical infrastructure, products, services, approaches and other innovations that will endure in the Games region and beyond).

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 2009-10 reporting year we:

- Engaged students and teachers through the pre-Games and Games-time periods online via the /EDU education portal on the vancouver2010.com website.
- Delivered the Cultural Olympiad 2010 and CODE programs
- Launched Ticket to Inspiration, a Paralympic Games attendance program for schools; distributed 30,000 tickets.
- Launched *Do Your Part*, a national sustainability youth video contest, and named the winners in February 2010.
- Promoted sustainability at Games time through athlete public service announcements, signage, and sustainability-related videos played on giant screens at sport venues and at athlete engagement kiosks at the athlete villages.
- Launched a video to raise awareness of Games attendees about the benefits of reducing and offsetting their carbon emissions.

Our Sustainability legacy and cumulative highlights/actions:

We tackled the challenge of demonstrating what sustainability means in a sport event context to build increased awareness about sustainable solutions for businesses, communities and individuals and encouraged action on local and global sustainability challenges. Notable highlights included:

- 13 venues and two athlete villages designed for long-term community use by incorporating multi-purpose legacy features, green building standards and accessibility standards for persons with a disability.
- Developing innovative communications tools, including an animated sustainability video, a portfolio of 50 Games-related stories and a carbon program animated video and web story.

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- Developing the Sustainability Star recognition program, an initiative prompting sustainability collaborations between sponsors (including new physical infrastructure, products, services, approaches and other innovations that will endure in the Games region and beyond).
- Developing sustainability awareness and training programs for 100 per cent of our Games-time workforce.
- Developing Paralympic awareness programs, for workforce members and spectators, to increase understanding of Paralympism and accessibility.
- Initiating Games-based "Do Your Part," activation opportunities for interested youth, athletes, spectators and members of the public.
- Creating CODE Live, a program that advanced sustainability engagement through the use of digital technology in overlooked community spaces.
- Developing, with the IOC and the International Academy for Sport Science and Technology, the Sustainable Sport and Event Toolkit (SSET), currently being applied by numerous sporting organizations and events.
- Aided by VANOC's Sustainability Management and Reporting System (SMRS) and the SSET, developing the Canadian Standards Association's Z2010 Sustainable Event Management Standard.
- Establishing a new Centre for Sport and Sustainability in the School of Human Kinetics at the University of British Columbia, inspired by UBC's role as lead researcher for the IOC's Olympic Games Impact (OGI) reporting project.
- 2010 Legacies Now, an organization that was created to support organizations working to advance social change and innovation.

