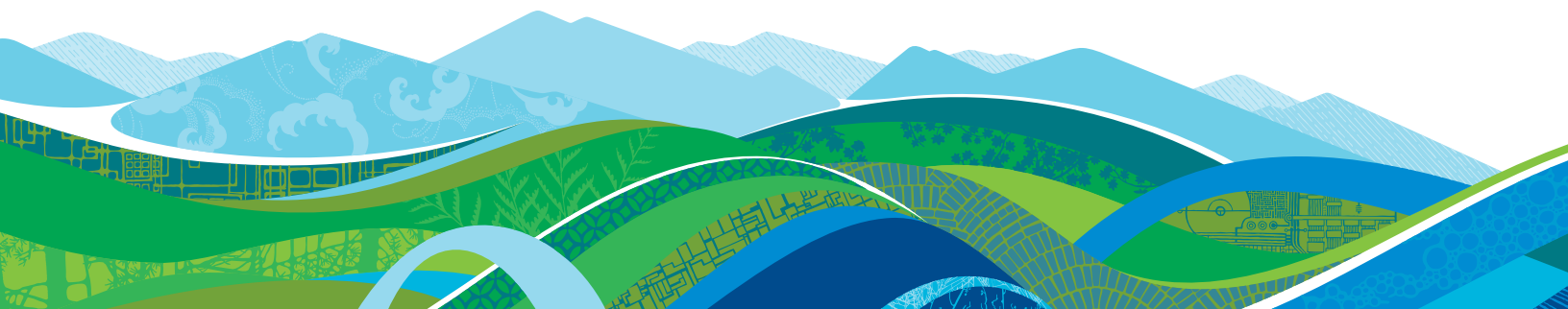




INTRODUCTION

Sustainability at VANOC

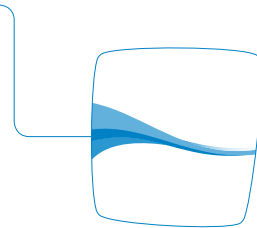
Once again we chose the theme of Pathways and Footprints to explain our approach to sustainability. Pathways are the processes, collaborations and actions we pursued to achieve our sustainability goals. Footprints constitute our marks, outcomes and deliverables, both literally and figuratively, made with the goal of delivering great Games. Some of our footprints are lasting legacies for communities, others for the Olympic and Paralympic Movements.



Our Pathways

VANOC's Sustainability Performance Objectives

Our corporate sustainability performance objectives were based on bid commitments, best management practices of other Organizing Committees, leading sustainability firms and input from sustainability experts, key partners and stakeholders. They were 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 indicate our legacy and cumulative highlights/ actions taken with a footprint icon.



About this Report

This is the fifth and final annual sustainability report to be released in the Organizing Committee's life cycle. It covers the period from August 1, 2009 to April 30, 2010 (unless otherwise noted) and documents VANOC's sustainability performance in the months leading up to Games time, through the Games period, and the majority of our decommissioning phase. This and the other four sustainability reports have served as both management and accountability tools — tools that defined VANOC's sustainability objectives and highlighted our achievements and challenges along the way. Producing these reports over the past five years helped us better understand our strengths and weaknesses while identifying areas and opportunities for improvement. For the VANOC team, this enabled us to make adjustments as we travelled the road to the Games while continuing to measure our progress. For the public and event planners, these reports have provided a window into our activities and sustainability performance that has provided a basis for constructive discussion and feedback.

VANOC was a project-based entity. It is not a long-standing organization, officially becoming a legal entity on September 30, 2003 (after Vancouver had won the right to host the 2010 Winter Games, on July 2, 2003) and dissolving officially on December 31, 2010. As such, our organization — from its earliest days — had a clearly defined beginning, middle and end. In VANOC's lifespan, we transitioned from planning and design, to construction, operations, convening the Games, and then decommissioning/wind-down. Since sustainability reporting was new for Games Organizing Committees, our goal was to improve from report to report, and to achieve consistent and transparent sustainability performance reporting vis-à-vis the various cycles of the Games project. As VANOC formally concludes its operations, this report places a particular emphasis on our Games-time performance and activities while reflecting on the lasting legacies of the Games project.

Our Reporting Scope

VANOC Sustainability Performance Reporting Boundaries

To stage the Games, VANOC collaborated with many partners, stakeholders and sponsors. To address any potential confusion around responsibility for projects that seem connected to the Games but were not managed by VANOC, we drew our sustainability reporting boundaries around those issues and activities where VANOC had direct decision-making authority. We measured what we could control and described what we could influence, especially where the impacts were significant.

Areas where VANOC had direct control include:

- Pre-Games and Games-related procurement
- VANOC transportation and fleet operations
- Health and safety of the VANOC workforce (including volunteers)
- VANOC's performance on agreements with the Four Host First Nations

continued on next page

CHALLENGE

The Final Report

As noted, this report covers the period from August 1, 2009 through April 30, 2010. This is the first time in our five-year reporting history that our sustainability report is not in concert with our fiscal reporting year. Our challenge was to produce a final report that examined both the Games period and the decommission phase of the Vancouver 2010 project while respecting the limitations of decreased capacity due to a diminished workforce and partners/sponsors who were concluding, or had already concluded, their Games-related projects. To ensure we could provide the best possible information and the most robust report, we looked at which date would best allow us to report on our Games-time experience — but at a point when the majority of the decommissioning work would be complete. We also considered the capacity of our workforce members to collect data before their employment with VANOC concluded. In some cases we have reported results that reflect our Games-time operations rather than the reporting end date. For example, we assessed our fleet composition as at January 31, 2010, when the fleet was largest, so that we could provide the best information on low-emission vehicles. Equally, we worked with Games sponsors BC Hydro and Terasen Gas to gather venue utility usage data for all venues through the end of their exclusive-use periods to ensure we tracked our energy use to the fullest. We've noted these exceptions in footnotes or other explanations. As with all our previous reports, our team of data owners and collectors have worked diligently to make this final report as meaningful, accurate and balanced as possible.

- VANOC's performance on bid-phase commitments relating to inner-city inclusion
- Pre-Games operations at Whistler Olympic/Paralympic Park and The Whistler Sliding Centre venues
- Games-time operations at all Olympic and Paralympic venues, villages and facilities
- Knowing, reducing and offsetting carbon emissions associated with VANOC's direct carbon footprint
- 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:
 - Canada Hockey Place
 - BC Place
 - Pacific Coliseum at Hastings Park
 - VANOC head office



Cypress Mountain



Whistler Creekside

Areas where VANOC had influence included:

- Regional transportation, involving collaboration with TransLink and BC Transit
- Raising awareness of sustainable lifestyle choices with Games spectators, sponsors, partners
- 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 used by Games participants for training (Britannia Centre, Killarney Centre and Trout Lake Centre venues)



Richmond Olympic Oval

Beyond VANOC's Scope

In the pre-Games period, two major transportation projects were 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 (known as the Canada Line) connecting downtown Vancouver to the Vancouver International Airport and the city of Richmond. These public infrastructure projects were funded and managed by different levels of government; as such, they were outside VANOC's control and beyond our sustainability reporting scope.

Similarly, indirect carbon emissions arising from the activities of Games spectators, sponsors, and partners were outside VANOC's control (see chapter 2 for more details).

Global Reporting Initiative (GRI) Guidelines

To direct us in deciding what to report, we used the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI) (globalreporting.org). We added custom performance measures to address issues relating to the unique dimensions of our organization/project — measures that would be meaningful in light of our commitments, goals, activities and stakeholders.

For this fifth report, we applied GRI Application Level "B+" requirements. We also received third-party assurance on some of our key performance measures, 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. We included information that is relevant and could reasonably be considered to influence the decisions of VANOC and impact its partners and stakeholders. To define what was material we looked at performance reports of other Organizing Committees (where they existed), referenced bid commitments and international standards, and consulted with our workforce and stakeholders.

As noted earlier, we emphasized content that reflected decision making, and the impacts and benefits in areas where we had direct authority and control. However, we also recognized that our organization could act as a catalyst of influence over other programs and activities. Thus, while this report focuses on performance, we also describe significant linkages with the programs of Games partners, sponsors and stakeholders.

Recurring Report Elements

Sustainability Connection

Each chapter of this report has a Sustainability Connection box that defines the connection between our sustainability initiatives and broader economic, environmental, social and cultural benefits.

Engaging Partners and Stakeholders

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

Sustainability Scorecard

In each section, the Sustainability Scorecard shines a spotlight on our performance on key measures in both qualitative and quantitative terms, a reporting feature that has enabled us to monitor, measure and evaluate our sustainability performance over time. In this final report we show the cumulative progress of our efforts over five years of sustainability reporting.

Action Tracker

Found in each chapter, the Action Tracker summarizes our 2009-10 goals and progress we made on those goals.

Background

Background boxes provide supporting information to help explain the context and history of select topics related to this report.

Challenges

Challenge sections explore, in a frank manner, some of the issues and matters that tested VANOC in this reporting period and the solutions we implemented.

NEW Legacy

In each Legacy section, we feature cumulative legacy highlights for each of our six performance goals and the actions we took in support of those goals.