



ACCOUNTABILITY

This chapter reviews VANOC's 2009-10 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

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 meetings and voting processes. The result? A vision for the 2010 Winter Games that reflected broadly held public values, including a commitment to incorporating sustainability principles into all aspects of Games planning and decision-making.

In delivering the Games, VANOC was accountable to a diverse mix of partners and stakeholders. Partners included 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. Stakeholders included residents of our host communities, citizens of British Columbia and Canada and a wide array of community and non-government organizations. At all times, VANOC worked steadfastly to uphold its responsibility to be open and transparent in all aspects of its operations.

VANOC's Legacy

We created a *sustainability governance model* for organizations responsible for delivering large sporting events. We also introduced an integrated *Sustainability Management and Reporting System (SMRS)* to foster organization-wide, cross-functional responsibility and public accountability for performance on sustainability commitments and objectives.

Cumulative Highlights/Actions:

- An annual public reporting framework on sustainability performance aligned with recognized international standards for environmental management (ISO 14001), corporate accountability and stakeholder input (AA1000), reporting on non-financial indicators under the Global Reporting Initiative (GRI). This included:
 - 34 key performance measures
 - third-party assurance of selected quantitative indicators
 - a third-party external advisory group that provided input to the VANOC Board on Sustainability Performance
- A corporate business ethics policy and program
- Environmental policies and procedures for compliance, management and conservation
- Barrier-free guidelines for accessible events and accommodation
- Planning and accountability through ongoing stakeholder engagement with environmental non-governmental organizations, First Nations, inner-city groups, and consortiums representing persons with a disability, the business sector and sustainability practitioners
- Development of a Sustainable Sport and Event Toolkit (SSET), in collaboration with the International Academy for Sport Science and Technology, an initiative supported by the IOC that is currently being used by numerous organizations hosting sport and other events (www.sustainable-sport.org)
- Assisted the Canadian Standards Association in developing the Z2010 Sustainable Event Management Standard, a new Canadian standard for event management which utilizes elements of VANOC's SMRS and SSET
- Providing input to the Global Reporting Initiative (GRI) international sector supplement on sustainable event reporting (due for publication in 2011)

SUSTAINABILITY CONNECTION

Although reported on separately in this report, our six sustainability performance objectives were interconnected. Our corporate Sustainability Management and Reporting System helped ensure the connections between the social, economic, environmental, Aboriginal and legacy dimensions of the Games were recognized and addressed.

Our sustainability governance structure included leadership and oversight at a policy level by a board of directors representing our key partners, and bi-monthly input on plans and performance by a Sustainability and Human Resources Committee (SHRC) of the VANOC Board. Biannual feedback from the Board Advisory Committee on Sustainability Performance (BACSP) — made up of individuals representing diverse external interests that provided strategic input and feedback to the VANOC Board — also informed our actions. Members of VANOC's executive team had regular oversight on VANOC's day-to-day sustainability plans and performance. As well, each member of the VANOC team, including both paid employees and volunteers, was invited to do his/her part to support our sustainability commitments. These elements, combined, created an accountability framework for managing and evaluating our sustainability performance.

A Sustainability Governance

Sustainability was ingrained in VANOC's mission, vision and values. It was 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 abided by international standards for human rights and regulatory compliance and the spirit of the International Olympic Committee's Agenda 21 for sport and sustainable development. We also embedded sustainable management policies and procedures into our work practices. Meanwhile, through monitoring and tracking, we reported our performance to our leadership team and stakeholders.

Oversight was 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 were fulfilled by two individuals. Members of the VANOC Board of Directors were not compensated and did not exercise management roles for VANOC.

As of April 30, 2010, VANOC's Board of Directors had four committees:

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

Unlike other organizations, VANOC did not have traditional shareholders. It had key partners, identified earlier, with special mechanisms available to them to provide input to VANOC's Board, as identified in the 2002 Multiparty Agreement (MPA) for the 2010 Winter Olympic and Paralympic Games. This document was signed by 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 (which later became VANOC). There were no special mechanisms for employees to provide input to the board. This agreement can be reviewed on VANOC's website at vancouver2010.com.

Meeting VANOC's sustainability commitments and outcomes was the responsibility of the entire organization and reflected in the performance plans of each and every VANOC employee.

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and values.

B Sustainability Management and Reporting

Our corporate Sustainability Management and Reporting System (SMRS) was, on a daily basis, the mechanism we used to put our Vancouver 2010 Bid Commitments and sustainability performance objectives into action. As already noted, VANOC was 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 addressed every aspect of our sustainability objectives and was based on the Environmental Management System model of the International Organization for Standardization (ISO 14001), though we 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 provided global guidance on applying accountability principles, engaging stakeholders with diverse interests and assurance on the information presented. Finally, for reporting, we drew on guidelines developed by the Global Reporting Initiative (GRI) — a global institution that has pioneered development of a widely used sustainability reporting framework. This framework has served as the foundation for many organizations to credibly measure and report their economic, environmental and social performance.

Our six corporate sustainability performance objectives were 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 meet the objectives of maintaining transparency and open communication, VANOC committed to releasing five annual sustainability reports to track the organization's performance against management objectives we established, controlled and influenced. This is our fifth and final report, covering the period August 1, 2009 through April 30, 2010.

Global Reporting Initiative (GRI) G3 Application Level "C" requirements were applied to our first report, covering the 2005-06 period, from August 1, 2005 through July 31, 2006. GRI G3 Application Level "B" requirements were applied to our second and third reports, covering the equivalent periods for 2006-07 and 2007-08. For the 2008-09 report and this 2009-10 report we applied GRI G3 Application Level "B+" requirements by seeking third-party assurance through an independent service provider. This is consistent with GRI G3 Application Level "B+" best practices in global sustainability reporting and was in keeping with our commitment to openness and transparency.

Also guiding our reporting were the AA1000 Accountability Principles Standard (AA1000APS) and the AA1000 Stakeholder Engagement Standard (AA1000SES) in identifying stakeholder groups for engagement, selecting issues on which to focus and address in our sustainability reports, and in ensuring feedback responsiveness. We also supported research on the broader regional and national impacts of the Games by participating in an IOC initiative known as the Olympic Games Impact (OGI) study.

BACKGROUND

VANOC knowledge transfer helps introduce new standards and guidelines

In the last fiscal year, VANOC collaborated with the Canadian Standards Association to facilitate a national engagement process involving the general public and the Canadian event sector, including those in sport, culture and business. The result was Z2010, Canada's first sustainable event management standard. Z2010, which builds on VANOC's SMRS and SSET, will be launched in 2010. For more information, please see www.csa.ca.

VANOC was invited to participate in a two-year process to create an international sector supplement to provide guidance on sustainable event reporting. VANOC's contribution to the international consultation was based on its five years of sustainable reporting experience, including application of GRI G3 guidelines. The new sector supplement is due for publication in 2011.



BACKGROUND

Studying the Impact of the Games

Aside from VANOC's own reporting, two independent studies examining the impact of the Games are in progress. They are:

Olympic Games Impact Study

The Olympic Games Impact study is an indicator-based analysis of economic, environmental and socio-cultural impacts which aims to provide a sustainability assessment of Olympic/Paralympic Games impacts on the Host City, Host Region and Host Country.

The International Olympic Committee requires such a study of all Games, necessitating that Games Organizing Committees contract an objective and independent research group to gather data based on a set of 126 sustainability indicators. These indicators are tracked over time to discern changes in the three variables (economic, environmental, socio-cultural) before, during and after the Games.

The University of British Columbia (UBC) was selected to lead the OGI study for the 2010 Winter Games.

OGI-UBC represents the first time an Organizing Committee has attempted to complete a full OGI study based on IOC requirements.

Additional information and published OGI reports prepared by UBC can be found www.ogi-ubc.ca

Joint Canada–British Columbia Socio-Economic Impact Study of the 2010 Olympic and Paralympic Winter Games

The Governments of Canada and British Columbia (each through their respective 2010 secretariats) have jointly commissioned a longitudinal study of the socio-economic impact of hosting the Vancouver 2010 Olympic and Paralympic Winter Games, including measuring the results of Games-related investments.

The study, which runs over five years, will examine eight topic areas: economic development, business development, employment, social development, environmental sustainability, arts and culture, sport development and tourism. Aboriginal participation will also be examined, though as a special area of focus within each topic area.

PricewaterhouseCoopers (PwC) has been commissioned to carry out the study. The firm will produce a series of annual reports, along with a final report. Prior to beginning work on the data reports, a framework report was delivered in March 2009. It outlines the economic and social indicators to be examined and the methodologies used in collecting data for the study.

These reports can be found at:

www.2010wintergamessecretariat.com

www.canada2010.gc.ca/docs/index-eng.cfm

BACKGROUND

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

Corporate sustainability policy	Board-approved commitment and governance for VANOC's 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)	Reported to the Sustainability and Human Resources Committee (SHRC) of the VANOC Board of Directors
Feedback	From partners, internal/external stakeholders
Monitoring	By members of VANOC's senior executive team, the BACSP, the SHRC and the VANOC Board
Pre-Games and Games-time operating support	Sport Events (also known as pre-Games Test Events), venue operating plans, functional operating plans, job- and venue-specific training plans, Games-time procedures, guidelines and resources
Assurance	Annual stakeholder engagement Third-party assurance of final two (of five) annual sustainability reports
Communications	Stories, vancouver2010.com website, presentations, workforce training, community outreach, initiatives to engage athletes, youth and the general public

C Engagement and Input from Partners and Stakeholders

Engaging the many different groups working with VANOC to stage the 2010 Winter Games helped us better understand issues and find solutions. It also led to collaborations on shared goals. In identifying stakeholders for engagement we either targeted individuals and organizations that were involved with VANOC and familiar with our sustainability activities, or we responded to requests from businesses, organizations or special interest groups that had expressed interest in receiving information on our sustainability programs.

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VANOC's partners included:

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

Please see vancouver2010.com for more information on VANOC's partners.

VANOC's stakeholders included:

- 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)

KEY STAKEHOLDER FEEDBACK ON THE DRAFT VANCOUVER 2010 SUSTAINABILITY REPORT 2009-10

FEEDBACK	RESPONSE
This final VANOC report is comprehensive and captures the broad mandate of striving to convene sustainable Games with legacies in a way that reflects the majority of interests by stakeholders. This report is responsive to input given previously.	Thank you. We appreciated receiving positive feedback for our efforts.
The final VANOC report should talk about the issues of scope that arose, i.e., issues related to spheres of “control” and “influence.” It would be helpful to indicate who is responsible for those topics which fall outside VANOC’s “control,” but which are clearly in the public eye as part of the Games’ impact (e.g. Sea to Sky Highway, social housing).	The scope and boundaries of our report are explained on pages 24 and 25 have remained consistent throughout this project. Areas that are beyond VANOC’s scope are identified.
VANOC’s scope needs to be mentioned in several places in the report, not just chapter 1.	We felt it best to keep our scope definition in the same section as previous reports to ensure consistency. We also remind readers of specific areas of focus for VANOC in each chapter.
Would like to see the report use more common language that would speak to “the average person” or others who could use the information more practically.	Sustainability reporting is technical. While we have tried to make this and previous reports relevant to our stakeholders, there are some technical requirements the report must also meet. We include a glossary of terms in each report.
The report could describe the other complementary reporting that will be undertaken by partners (government).	We have included information on major Games-related studies, also providing web links so readers can access this information. Other studies include the Olympic Games Impact study (www.ogi-ubc.ca) and a joint federal/provincial socio-economic impact study commissioned by the governments of Canada and British Columbia, at: www.2010wintergamessecretariat.com/ www.canada2010.gc.ca/docs/index-eng.cfm
It’s important to extend VANOC’s reporting into the organization’s dissolution phase, otherwise many significant impacts remain undocumented.	As a project with a finite end date and an organization that dissolves at the end of the year, well after the Games, we were not able to capture the entire dissolution phase in this report. We selected the reporting period end date of April 30, 2010 to enable us to produce a timely report while capturing a significant portion of the decommissioning phase. Long-term impact reporting will be continued by OGI and the federal/provincial socio-economic impact study.
There should be more challenge boxes and more in the text on challenges and how they were addressed.	We addressed challenges without repeating those we examined in previous reports. In some cases those challenges may have been resolved or did not extend into this reporting year. As a result of stakeholder input, we added challenge boxes around topics including producing a final report, waste, energy and climate and authentic Aboriginal products.
The report is too long to serve as a meaningful accountability tool.	As the final sustainability report, we recognized we had much to cover in this shortened reporting year and wanted to be as thorough as possible.

D Ethical Business Practices

Being an accountable organization involves grounding all internal and external practices and behaviours in an ethical foundation. For us, this included adopting a VANOC Ethics Policy — one that incorporated both the IOC's Code of Ethics (see [olympic.org](#)) and well-established local practices and requirements. VANOC's chief legal officer instituted processes to ensure all new employees reviewed the ethics policy upon commencing work at VANOC, monitored compliance with this policy and tracked the organization's reporting on wrongdoing policy (which included a whistle-blowing procedure). Together, these policies ensured members of the VANOC workforce engaged in relationships that were ethical and transparent, and helped assure the public of our integrity. In addition to these measures, VANOC's Board of Directors appointed an independent ethics commissioner to provide guidance, opinions and recommendations, as necessary, on matters relating to the ethics policy.

VANOC required that all directors file, at least annually, a *Declaration of Interest by Directors*. Senior managers were also required to file such documentation, only once, in 2008, though with a requirement that they proactively update their original filing if their circumstances changed. This process identified potential conflicts while sending a strong message to the entire workforce about how VANOC conducted business. As part of its transfer of knowledge exercise, VANOC has shared this process for transparency with future Games Organizing Committees.

All members of the VANOC workforce were required to read and sign the *VANOC Ethical Conduct and Conflict of Interest Policy*. During orientation sessions for new employees, the importance of this policy was underscored, as were provincial laws governing privacy and the protection of personal information. As an additional step, new hires were required to complete ethics-based e-learning modules, informing their respective managers upon completion.

ACTION TRACKER

Sustainability Governance

GOALS FOR 2009-10

Convene final Sustainability Management and Reporting System (SMRS) management reviews in the last quarter of 2009 (November) and first quarter of 2010 (March)

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

Conduct assessment of select venue and village sites to ensure compliance with seven environmental standard operating procedures in Q4 2009

Develop consolidated summary of sustainability legacies and "lessons learned"

PROGRESS IN 2009-10

Final SMRS management review conducted in Q2 2010 to capture performance in the dissolution phase

2008-09 Sustainability Report and snapshot launched in Q1 2010; final 2009-10 report launched in 2010.

Assurance readiness exercise completed in August 2009; independent reviewers' reports were included in the 2008-09 and 2009-10 reports

Assessment completed in Q4 2009; adjustments were made to ensure compliance with VANOC's environmental regulations, commitments and corporate environmental standard operating procedures

Sustainability legacies were included in the 2008-09 and 2009-10 reports; lessons learned in the final year were documented and presented to IOC- and IPC-led observer programs during the Games, and at the Olympic Movement Debrief in Sochi, Russia; results are also outlined in this final 2009-10 report

Sustainability Management and Reporting (SMRS)

Reflect actions and outcomes of functional area sustainability initiatives and collaborations throughout the final report

Developed and then delivered sustainability training and communications to members of the VANOC workforce

Monitored and supported Games venue teams on environmental requirements and incidents

Tracked and reported on pre-Games, Games-time and post-Games performance in this final 2009-10 report

Provide input as requested on federal/provincial socio-economic impact study

Worked with PricewaterhouseCoopers (PwC) to provide data related to sustainability performance

Release OGI Report 1 in Q4 2009; work with the University of British Columbia to prepare and release OGI Report 2 in a timely manner following the Games

Released OGI report 1 in 2009 and will release report 2 in 2010; reports can be found at [ogi-ubc.ca](#)

Share lessons learned with the Canadian Standards Association (CSA) and the Global Reporting Initiative (GRI) on the development of a sustainable event management standard

CSA and VANOC collaborated on the development of Z2010, a Canadian Sustainable Event Standard as a legacy of the 2010 Games for Canadian sport event organizers

Provided input to the GRI Sustainable Event Supplement

ACTION TRACKER

Engagement and Input from Partners and Stakeholders

GOALS FOR 2009-10

PROGRESS IN 2009-10

To align with internationally recognized standards on corporate accountability and stakeholder input (AA1000 Assurance Standard), obtain feedback from a panel of domestic and international stakeholders on draft 2008-09 and 2009-10 sustainability reports

Summary of stakeholder feedback on draft 2008-09 report was included on page 41 of the 2008-09 report; summary of stakeholder feedback on the draft 2009-10 report is included on page 33 of this report

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

Engagement was completed (see chapter 6 for more information on public engagement activities)

Ethical Business Practices

Through the end of the Games, continue implementing ethics program with members of the VANOC workforce, including volunteers

Delivery of the ethics program continued through the close of the Games via:

- orientation sessions for new hires
- an e-learning ethics policy module for new hires
- a requirement that all new hires read and sign VANOC's ethics policy

VANOC's wrongdoing reporting procedure was expanded to include Games-time volunteers; information was provided to them through notices posted in workforce break areas and in their information packages

Ensure final report of ethics commissioner activities are posted on website

Completed ethics commissioner's report for period March 1, 2009 to September 1, 2009; no consultation by VANOC with ethics commissioner occurred during this period

Posting of report to VANOC website was not completed because VANOC website is no longer being updated

Continue quarterly survey of senior management team members; update and monitor *Declarations of Interest by Directors*

Survey of senior management regarding compliance completed in Q4 2009 for report to Audit Committee on December 14, 2009

On May 31, 2010, final survey completed with remaining senior managers for report to Audit Committee at its meeting in early June 2010.

Declarations of Interest by Directors completed in 2009; exceptions included two directors, whose declarations were received in 2010

VANOC's procurement team was provided with updates about entities in which directors declared an interest