



# SOCIAL INCLUSION and Responsibility

This chapter reviews VANOC's 2009-10 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

## 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 meant that VANOC considered the needs and interests of its workforce, contractors, athletes and members of the Olympic and Paralympic Families, as well as our Games sponsors and partners (including government, First Nations and sport partners). It also meant we considered the needs and interests of external groups affected by our activities. We were particularly aware of the possible impact of our activities on socially or economically disadvantaged communities that, often, do not typically benefit from mega events such as Olympic and Paralympic Games. Consequently, we sought input on our social inclusion programs and activities from a wide range of stakeholders. Where appropriate or possible we included groups affected by our activities in our decision-making processes. We also adhered to recognized global standards for corporate social responsibility.

## 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 members of the VANOC workforce

### HOW

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

### SUSTAINABILITY CONNECTION

Social inclusion is vital to 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, however, no matter how it is defined, inclusive access to the economy, community life and a safe and well-functioning environment is essential to its sustenance.



## VANOC's Legacy



*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 the economic and social benefits created by the Games.*

### Cumulative Highlights/Actions:

- 13 venues and two athlete villages designed for community use on a long-term basis
  - multi-purpose features with plans for legacy operation
  - accessibility standards for persons with a disability
  - green building standards
  - \$5.3 million to upgrade existing community ice areas in Vancouver
  - \$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 shelter beds for youth
- \$5.7 million in VANOC spending with inner-city businesses and social enterprises
- 220 individuals with barriers to employment trained in carpentry, construction, customer service and materials handling
- more than 11,300 items valued at \$2.3 million produced for the Games by carpentry trainees at the RONA Vancouver 2010 Fabrication Shop
- 1,750 Victory Ceremony bouquets produced by women in transition through a small business/social enterprise partnership
- In the pre-Games period, \$2 million from Bell's Games sponsorship was used to support inclusion of inner-city businesses and residents in increased economic development opportunities:
  - 500 training and employment opportunities and \$42.5 million in procurement opportunities for inner-city residents and businesses generated through new collaborations involving business, government and community organizations
  - More than 56,000 Olympic and Paralympic event tickets distributed to youth, families and others who would not have otherwise been able to attend the Games
  - Medical Equipment Legacy of \$3.6 million in donated medical equipment for local health clinics that included:
    - 196 automated external defibrillators and 25 cardiac monitors (Medtronic of Canada)
    - one dental chair (Sinclair Dental)
    - hoists for lowering Paralympic or injured athletes into hot or cold water treatments (Shoppers Home Health Care centre)
    - one X-ray machine that creates multi-dimensional computer images to diagnose internal injuries (GE)
  - Community Asset Donations: VANOC assets valued at more than \$1.1 million were distributed throughout the Games region in collaboration with the Network of Inner City Community Services Society (NICCSS) and Sea to Sky Community Services Society (SSCSS). Donations included fabric and banners, commercial kitchen equipment, office supplies, linens and 1,000 beds for low-income housing residents in Vancouver, Squamish and Whistler. Another 4,000 beds were donated to target populations across Canada.
  - First time an Olympic and Paralympic Games Organizing Committee partnered with the local health and safety regulator in its jurisdiction (in this case WorkSafeBC) to develop a proactive health and safety program for all employees, volunteers and contractors. This program:
    - reinforced safety by defining the safety requirements for all contractors and subcontractors and providing awareness training to all employees and volunteers
    - included a comprehensive tracking system and database for transfer of knowledge to future Games/event organizers
    - included donated medical equipment valued at \$3.6 million that was earmarked to remain in the region following the Games)
    - A TravelSmart, strategy to reduce vehicle traffic at Games time through the increased use of more sustainable transportation options including transit, ridesharing, vanpooling, cycling, walking and tele-working. A key component of the strategy was free public transit for 1.6 million Games ticketholders and all Games-accredited personnel.

## Celebrate 2010

Following up on one of the commitments made when Vancouver bid to host the Games, the Celebrate 2010 ticket program was created by VANOC and its partners; it was created so people who might not have the financial means to purchase Games tickets could share in the dream of attending the 2010 Winter Games.

VANOC worked with a range of partner agencies and community organizations, including BC Housing, the BC Non-Profit Housing Association, the United Way of the Lower Mainland, Kids Up Front, the Four Host First Nations Secretariat and the Spirit of BC Committees, supported by 2010 Legacies Now, to ensure fair distribution of Celebrate 2010 tickets to children and families, residents of Vancouver's inner city, Aboriginal peoples, persons with a disability and new immigrants.

The Celebrate 2010 initiative made tickets available to all Olympic and Paralympic sport events, in addition to Olympic ceremonies (opening, closing and victory ceremonies) and the Opening Ceremony of the Paralympic Winter Games.

Celebrate 2010 was supported by VANOC marketing programs and included a significant contribution by Jet Set Sports, a Vancouver 2010 sponsor and the official Hospitality Services provider of the Games. Beyond this funding contribution, the success of the Celebrate 2010 program was attributed to the willingness of more than 300 community organizations to coordinate and facilitate the attendance of Celebrate 2010 ticket recipients.

## Celebrate 2010 By the Numbers

- Overall distribution: 50,000 tickets, 50 per cent for Olympic events, 30 per cent for Olympic Victory Ceremonies and 20 per cent for Paralympic events
- Geographic distribution: 46,000 tickets were distributed throughout Greater Vancouver and the Fraser Valley, 2,000 in the Sea to Sky corridor and 2,000 in other parts of BC and Canada
- 24,000 tickets distributed to Vancouver's inner-city residents through more than 65 organizations
- 6,000 tickets distributed to Aboriginal peoples through more than 55 organizations

During the Games, in addition to managing distribution of 50,000 tickets through our Celebrate 2010 initiative, our Celebrate 2010 team received ticket donations from sponsors and the general public. We used our community networks to distribute 6,000 donated tickets, usually on short notice. The team's efforts helped VANOC ensure seats were filled and that more people with limited financial means could attend a Games event.



To see the young smiles and excitement on the faces and in their memories really touched me. Here is a group of children getting to see an Olympic event in their own city with a lot of their friends and, better yet, they absolutely loved it. I know the geographical location of [your] school and the challenges you have, but for this one day the kids' spirits were alive, their problems were gone and they were safe and smiling from ear to ear.

— Excerpt from a letter from a Coast Mountain Bus driver who transported 21 inner-city children to a speed skating event

## A Inner-City Inclusive Commitments

When Vancouver was bidding to host the 2010 Winter Games, there was public concern in the city about the impact the Games could have on vulnerable populations. Many of these populations — socially and economically disadvantaged communities — are situated in 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 founded on community input and an independent assessment of the impact of major international events on socially and economically vulnerable communities. For purposes of the statement, “inner city” refers to the Downtown Eastside, Downtown South and Mount Pleasant. A copy of this statement is available at [vancouver2010.com](http://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 shared accountability for implementing the ICI commitments with its three government partners. Close to half the ICI commitments could be delivered directly by VANOC. The rest required broader community and government collaboration. Many commitments, such as those pertaining to civil liberties and accessible Games, described objectives that could be applied to the entire Games region.

**Table 7**  
**VANOC Actions on ICI Commitments (Cumulative from 2003 to April 30 2010)**

COMMITMENT	ACTION TAKEN TO DATE
Accessible Games	Barrier-free venues and operations Accessible workplace Accessible website
Affordable Games Events	100,000 tickets available for \$25 each Ticket to Inspiration Program distributed 30,000 tickets to 195 groups to attend Paralympic Winter Games events (including inner-city schools) Celebrate 2010 program distributed 50,000 Olympic and Paralympic event tickets to those who would not otherwise be able to attend; more than 24,000 tickets distributed to organizations serving Vancouver’s inner-city residents An additional 6,000 tickets were distributed to inner-city community organizations as a result of last-minute ticket donations received during the games
Affordable Recreation and Sport	Contributed \$100,000 to support implementation of recommendations made by the ICI Recreation and Sport Table Made contributions of \$2.5 million for reconstruction of a rink at Trout Lake Centre and \$2.5 million for refurbishment of a rink at Killarney Centre (\$5 million total) Made a \$325,000 contribution for upgrades and equipment for the rink at Britannia Centre and provided 2,400 Paralympic Games tickets and 2,400 Sport Event tickets to the Britannia Community Services Centre Society for distribution to its community members Developed and implemented strategy for post-Games asset distribution, which included sport and other equipment Operators of 2010 Winter Games temporary hostel (see “Housing” below) donated 294 single beds, mattresses and associated linens to five summer camp organizations that serve Lower Mainland children and families with financial constraints and/or disabilities Donated executive speaker fees to inner-city youth sports organization (\$20,000 total) Supported Aboriginal youth and sport programs and spearheaded two <i>Find Your Passion in Sport</i> poster series campaigns featuring up-and-coming Aboriginal athletes Supported urban Aboriginal community events
Business Development	Spent a total of \$5.7 million with inner-city businesses and organizations With Network of Inner-City Community Services Society (NICCSS) developed a community-operated Games-time Lost and Found Claims Centre that also served as a distribution channel for VANOC and partner items earmarked for donation to community groups
Civil Liberties and Public Safety	Liaised with Vancouver 2010 Integrated Security Unit (V2010 ISU), which was led by the RCMP Completed Game Plan 2008 and 2009 open houses 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

Cultural Activities	<p>For Cultural Olympiad 2010 we used 18 inner-city venues (for 2009 festival, 17; for 2008, 14) and collaborated with 21 inner-city organizations (for 2009 festival, 12; for 2008, 15); 5 of these organizations also provided a venue (for 2009 festival, 4; for 2008, 8)</p> <p>Supported 2008, 2009 and 2010 Chinese New Year celebrations in the city of Vancouver</p> <p>The Cultural Olympiad's digital edition (CODE) collaborated with W2 and other Downtown Eastside organizations to create a showcase for community-based digital works during the Cultural Olympiad 2010</p>
Employment and Training	<p>\$2 million from Bell's Games sponsorship supported economic revitalization, which included inner-city businesses and residents</p> <p>267 training positions were created and 220 were filled</p> <p>In RONA Vancouver 2010 Fabrication Shop (Fab Shop):</p> <ul style="list-style-type: none"> <li>· created 64 carpentry training positions for individuals from priority population groups — 64 positions filled; 13 graduates were hired full-time at the Fab Shop</li> <li>· 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</li> <li>· collaborated with the Government of Canada through its Homelessness Partnering Strategy to facilitate a pilot project providing housing and living support for RONA Vancouver 2010 Fabrication Shop carpentry trainees</li> </ul> <p>A customer service training program was developed and subsequently delivered to 15 inner-city residents in partnership with the community and the Hudson's Bay Company; 8 graduates hired by Hudson's Bay Company</p> <p>A material handler training program was developed and subsequently delivered in partnership with the community to 40 inner-city residents; 9 graduates hired full-time with VANOC's Logistics team</p>
Environment	<p>Games-time planning included best practices in the 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 affiliated with the Olympic and Paralympic Village Vancouver</p>
Financial Guarantees	<p>Published quarterly financial statements through VANOC's website, <a href="http://vancouver2010.com">vancouver2010.com</a></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 did not negatively affect access to health and social services</p>
Housing	<p>Contributed \$30 million to the City of Vancouver toward post-Games legacy of 250 affordable housing units from Olympic and Paralympic Village Vancouver</p> <p>Made a \$250,000 contribution to the creation of 32 new shelter beds for youth at Covenant House</p> <p>Secured an operator for a temporary hostel and contributed \$200,000 to provide more than 300 beds to ensure Games visitors did not impact availability of low-income and social housing (there was no visitor demand for this resource in December 2009 or January 2010, and limited demand in February 2010)</p> <p>Liaised with government partners to ensure no low-income housing was included in the list of Olympic Family or partner accommodation</p>
Input to Decision Making	<p>Ensured VANOC's Board of Directors and working groups were representational</p> <p>Ensured 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 of inclusion; a manager of inner-city community benefits; an Aboriginal recruitment specialist; an Aboriginal procurement specialist; an Aboriginal business development and partnerships specialist; a project manager for the 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</p> <p>Collaborated with Disability Advisory Committee and AccessWORKS</p> <p>Collaborated with Tradeworks Training Society, ACCESS, the YWCA and BC Construction Association's ISTEP Program in the delivery of the RONA Vancouver 2010 Fabrication Shop carpentry program</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</p> <p>Input gathered through Game Plan 2008 and Game Plan 2009 public open houses, hosted in collaboration with the City of Vancouver, V2010 ISU and other Games partners in venue communities</p> <p>Collaborated with the City of Vancouver, the Vancouver Police Department and V2010 ISU to review inner-city Games impacts at meetings in the inner city</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</p>
Transportation	<p>Collaborated with government partners and industry via an Olympic and Paralympic Transportation Team (OPTT) to minimize community impacts while meeting Games-related needs</p> <p>OPTT released the Host City Transportation Plan in three phases</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</p>

## B Employment and Training

VANOC's commitment to host Olympic and Paralympic Winter Games that were socially inclusive called for having a workforce that reflected Canada's diversity. To achieve this goal we developed a recruitment strategy that was implemented with assistance from our community partners. Collectively, we engaged the many community services and programs to deliver activities that created awareness and increased accessibility to jobs, training initiatives and volunteer opportunities.

A summary of VANOC's employment and training initiatives can be found in [Table 7: VANOC Actions on ICI Commitments](#)

### Legacy Plans for RONA Vancouver 2010 Fabrication Shop

The RONA Vancouver 2010 Fabrication Shop, commonly known as the Fab Shop, opened in November 2007. For two years it was home to an Industry Training Authority-certified carpentry training program for four separate groups of 16 individuals (64 in total), each of whom had experienced difficulties integrating into the workforce prior to the program. In the course of their training and work experience, these participants produced over 11,300 wooden items (such as ski racks, warming huts and chairs for Games judges) at a value of over \$2.3 million. Fifty-one participants (80 per cent) completed the program and 37 (58 per cent) achieved Level 1 of the four-year Red Seal carpentry qualification. These high levels of success encouraged VANOC and its community, government and business partners to pursue a legacy operation for the Fab Shop.

One key to the Fab Shop's success has been the existence of a "real work" environment, where participants could take pride in the quality and utility of the items they produced. Another key to the Fab Shop's success was that it provided each program participant with long-term training — an average of six months — in a supportive, continuous environment.

To provide stability for this social enterprise, business partners are being sought who can commit to purchasing wood products from the legacy Fab Shop. These business partners would assume the role that VANOC played — as the pre-determined buyer of everything produced by Fab Shop participants. Net profits from the sale of wooden items produced would be augmented by government training funds and philanthropic donations to support the training and work experience opportunities.

The Fab Shop legacy plan has the support of the Tradeworks Training Society ([www.tradeworks.bc.ca](http://www.tradeworks.bc.ca)), one of the community organizations consistently involved with the Fab Shop, as well as government providers of training funds, business interest from crown corporations and municipalities and the philanthropic intent of various Games sponsors.

### Lost and Found Claims Centre

In February 2009, the Network of Inner City Community Services Society (NICCSS) was awarded the contract to operate the 2010 Olympic and Paralympic Games Lost and Found Claims Centre. This was the first time a Games Organizing Committee outsourced this service to a community non-profit agency. In February 2010, NICCSS hired seven full-time paid staff, three part-time staff and four volunteers to work at the Centre (three staff were male; 11 staff were female, mainly inner-city residents from a pre-employment bridging program for women). In seven weeks of employment, staff rotated through all of the Centre's functions, learning such skills as inventory control, data entry, call centre responsibilities and direct customer retail service — all valuable skills and experience for their resumé's.

The Claims Centre received a total of 5,231 items (including more than 500 umbrellas, 220 prescription glasses, more than 260 mobile phones and/or cameras and 1,800 items of clothing, including many single gloves). At the end of the project, 4,080 items were unclaimed; they were turned over to NICCSS and donated to other non-profit organizations or sold to raise funds for an Early Childhood Education Centre in the inner city.



## C Business Development

To provide goods and services for the Games, VANOC's goal was to engage businesses, organizations and social enterprises from its priority populations. Typically, these businesses were based in the inner city; alternately, they were or owned by, or employed, inner-city residents or persons with a disability. Businesses owned by or employing Aboriginal people are reported in Chapter 5.

During the last reporting year we:

- Contracted with the Network of Inner City Community Services Society to manage the Lost and Found Claims Centre at Games time. NICCSS trained and hired inner-city residents and persons with a disability to staff the operation. The society was also confirmed as VANOC's community asset donation partner for post-Games equipment and supplies.
- Contracted with Starworks Packaging and Assembly, a local social enterprise created to hire people with developmental disabilities to perform light labour and assembly work on Games-related projects.
- Contracted with a joint venture between Margitta's Flowers and Just Beginnings Flowers to produce more than 1,750 victory bouquets for medal-winning athletes at the Games. Just Beginnings Flowers is a social enterprise that provides floral design training, work experience and job placement in the floral industry for people with barriers to employment, including single parents, women who have experienced violence in their lives, persons returning from prison and those recovering from drug and alcohol abuse.
- Asset Donation: VANOC assets, valued at more than \$1.1 million, have been distributed throughout the Games region in collaboration with NICCSS and Sea to Sky Community Services. Examples of items donated to social enterprises include fabric and banners (to Common Thread), commercial kitchen equipment (to Potluck Catering) and 1,000 beds (to low-income housing residents in Vancouver, Squamish and Whistler).



## D Accessibility

For VANOC, accessibility involved addressing the physical barriers to participation to allow the fullest community participation in the Games, so that the broadest number of people could benefit. This was reflected, for example, in VANOC's hiring and purchasing procedures.

Our approach to accessibility focused on:

**Barrier-free venues** — To deliver an accessible Games experience, VANOC ensured barrier-free access for persons with a disability at all venues and facilities.

**An accessible workplace** — Renovations to VANOC's head office included accessible design features to provide a comfortable work environment for employees with a disability.

**An accessible Games website** — Where practical and possible we added options to our [vancouver2010.com](http://vancouver2010.com) website to meet the needs of those with visual impairments.

**VANOC Accessibility Group** — A cross-functional group of VANOC staff met quarterly with a barrier-free design consultant to ensure our practices and procedures took into account the needs of persons with a disability.

Integrated planning ensured that accessible venues and services were part of the 2010 Winter Games experience. While the main focus was on the physical accessibility of venues and facilities, other services were made available, including assistive hearing devices and live audio description for the Opening and Closing Ceremonies of the Paralympic Winter Games (a Paralympic Games first). Accessible seating was well used, particularly during the Paralympic Games period.

### BACKGROUND

#### Wheelchair Access to Ski and Snowboard Events

To make it possible for wheelchair users to attend ski and snowboard events, a snow sled towed by a snowmobile was retrofitted so it could transport wheelchair users uphill to accessible seating in the stadium. The sled was tested by VANOC's barrier-free consultant and members of the Disability Advisory Committee. In this way, many wheelchair users were able to enjoy the ski and snowboard events of the 2010 Winter Games.



### CHALLENGE

#### Access to Games Venues

During the Olympic Winter Games, access points at several venues were situated some distance from public transit locations. For ticketholders and workforce members with mobility challenges, VANOC offered accessible drop-off locations, an accessible shuttle service from key SkyTrain stations, wheelchair loans and golf cart shuttles to make venue access easier. Information on venue accessibility was also communicated by phone and through two Games-related websites, [vancouver2010.com](http://vancouver2010.com) and [travelsmart2010.ca](http://travelsmart2010.ca).

## 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 integrated the RCMP with the Vancouver Police Department, the West Vancouver Police Department and the federal Department of National Defence. The role of V2010 ISU was to provide for security and public safety in and around Games venues, Live Sites (large public areas for celebration) and other Games sites in Metro Vancouver, Whistler and throughout the Sea to Sky corridor. Local security forces, such as the Vancouver Police Department, remained responsible for regular policing within their various jurisdictions — such as the inner city. Visit [v2010isu.com](http://v2010isu.com) for more information.

At the root of security planning were two overarching 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 situated near Olympic or Paralympic venues

V2010 ISU received overwhelming support from Canada's law enforcement community. More than 1,700 officers from 118 Canadian provincial, municipal and Aboriginal law enforcement agencies, wearing their respective uniforms, joined more than 4,000 RCMP and 4,800 Canadian Forces members from across Canada. Together, they provided security services for the Olympic Games. Additionally, approximately 4,800 private security personnel provided screening services at venues. For the Paralympic Games, 750 police officers and 500 Canadian Forces personnel, mainly from BC, provided security services. At the close of the reporting period for this report, the 2010 Winter Games constituted the largest domestic security operation ever undertaken in Canadian history.

Integrated Public Safety (IPS) was established to develop plans for Games-time emergency preparedness. IPS, created under the auspices of the Provincial Emergency Program, of the Province of British Columbia, included groups such as the British Columbia Ambulance Service (BCAS), local fire and police departments and Vancouver Coastal Health.

### Transportation Management to Reduce Community Impact

The 2010 Winter Games integrated transportation plan was developed by the Olympic and Paralympic Transportation Team (OPTT) made up of representatives from VANOC, the City of Vancouver, the Resort Municipality of Whistler, TransLink, BC Transit, BC's Ministry of Transportation and Infrastructure, and the Vancouver 2010 Integrated Security Unit. Planning was also supported by other Games partners, including Transport Canada and the municipalities of Richmond and West Vancouver.

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

*continued on next page*

### CHALLENGE

#### Protecting Everyone's Rights

The 2010 Winter Games were a celebration of sport, culture and sustainability. Inside venues, this celebration took priority over all other commercial, political or other messaging. VANOC had a contractual obligation to the International Olympic and Paralympic committees to maintain venues free of advertising or other commercial or political promotion.

VANOC also had an obligation to protect the nearly \$1 billion investment made by Games sponsors against unauthorized commercial association by third parties that did not pay for the right to commercially associate with the Games. In the years leading up to the Games, we took many steps to ensure the public was well informed about our obligation to protect Games sponsors and our thresholds.

In public spaces, the security forces of the jurisdiction in question (for example, the Vancouver Police Department in Vancouver or the RCMP in Whistler) accommodated peaceful public demonstrations while ensuring other personal rights and freedoms were maintained throughout the Games. Beyond ticketed Games venues, VANOC had no interest, obligation or authority to prevent political or anti-Games expression.

During the 2009-10 reporting year, the OPTT completed the final phase of its planning and communicated information out to residents and stakeholders in the Games region about the impact of 2010 Winter Games Ceremonies and the arrival of the Olympic Flame on transportation in Vancouver. This information outlined planned temporary street closures to facilitate the movement of athletes, performers, media and spectators.

The Games integrated transportation website, at [travelsmart2010.ca](http://travelsmart2010.ca), helped visitors and residents alike learn how to reduce traffic congestion at Games time through measures such as public transit, walking or cycling to work, tele-working or adjusting work hours to avoid peak Games-time travel times.

Transportation planners set the lofty goal of achieving, at a minimum, a 30 per cent reduction in vehicle use in the Games region during the Olympic Games. The purpose of this reduction was to ensure athletes, officials, Games enthusiasts and local residents could move efficiently and without delay. Consequently, Metro Vancouver and the Sea to Sky corridor saw record numbers of people walking, cycling and taking transit. Vehicle use decreased by an average of more than 35 per cent each day. TransLink, the public transit operator in Metro Vancouver, moved an average of 1.5 million people per day during the Olympic Games period, an increase from 730,000 trips per day; BC Transit, the public transportation provider in the Sea to Sky corridor, saw five times the ridership on its system over normal winter levels.

To provide local businesses and residents with the tools and information necessary to have a successful and rewarding Olympic and Paralympic experience VANOC created a specialized team that focused solely on those stakeholders, the Operations Engagement Team (OET).

Beginning in December 2008, OET and its partners worked with businesses, resident associations and property management companies to share Games-related information and identify potential issues, impacts and solutions from Games events and operations.

One means the OET and its partners used to accomplish this objective was, in 2009, to continue hosting Game Plan meetings in local communities to ensure businesses and residents located in close proximity to Games venues had all the information and resources they needed to make informed choices so they could be adequately prepared for "business as unusual" in the pre-Games and Games-time periods.

To communicate with these stakeholders, the OET provided up-to-date information and resources through a Game Plan newsletter and lists that included frequently asked questions (FAQs) and key dates to note. Residents and businesses were also invited to contact members of team by phone or e-mail.

At Games time, OET staff focused their efforts on communicating messaging about smart transportation options and liaising with local community members and business to resolve issues and impacts.

Metro Vancouver and the Sea to Sky corridor saw record numbers of people walking, cycling and taking transit.

## F A Good Place to Work

During the Olympic Winter Games, VANOC engaged a total workforce of more than 21,000 paid staff, volunteers and select contractors. An additional 25,000 contractors helped stage the Games. During the Paralympic period, VANOC's workforce totalled 9,800 (paid, volunteer and contractors)

By April 30, 2010, our reporting end date, VANOC's volunteer program had concluded and the total in-house workforce had decreased significantly. Remaining staff and contractors completed final reports, decommissioned and restored venues and sites, and finalized financial and legal matters.

VANOC's workforce was the heart of the organization. Throughout the Games thousands of "Blue Jackets" played a significant role in producing an extraordinary Games experience for all client groups.

### Workforce Diversity, Training and Development

The recruitment strategy developed to support VANOC's mission, vision and values stated 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 at February 12, 2010, our total paid workforce consisted of 4,367 people — 50 per cent women and 50 per cent men (of those who indicated gender in a voluntary survey). 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).

**Table 8**  
**Total Games-Time Workforce (Vancouver and Whistler)**  
**by Employment Type, as at February 12, 2010**

Contractor (including embedded, sponsor, etc.)	763	3%
Co-op/Intern	143	1%
Full-Time	1,331	6%
Part-Time/Term	195	1%
Temp	1,578	7%
Secondee	356	2%
Volunteer	17,273	80%
<b>GRAND TOTAL</b>	<b>21,639</b>	<b>100.0%</b>

To the men and women in the Blue Jackets, you are the undisputed heroes of these Games. The class of 2010. A perfect team — you have behaved with great dignity, poured your hearts and souls into every task. You smiled, you cheered and you filled the hearts of our visitors with friendship and good will. For many of you who toiled behind the scenes, no thanks will ever be enough. You took on a stubborn mountain with all your might. The result: Blue Jackets — 1, Cypress Mountain Weather — 0. You were tested again and again and reminded us all every day that there is no force that can sustain itself against the full thrust of a determined human heart. May your contribution here be worn as a badge of honour for the rest of your lives. For you have — through your service — defined for all to see what it is to be a proud, generous Canadian.

—John Furlong,  
VANOC CEO, in his speech at the Closing  
Ceremony of the XXI Olympic Winter Games

### DID YOU KNOW?

The VANOC Beyond 2010 program offered paid staff a variety of options to facilitate their transitions into life post-Games. Programs included financial seminars and training, career workshops, life transition workshops, outplacement assistance and a resource library.

## 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. Throughout the pre-Games and Games-time periods we continued meeting with representatives of all organizations that could potentially impact the Games.

All unions that were members of the BC Federation of Labour were invited to attend open sessions with VANOC — both to receive Games-related information and to provide a forum for questions. We also met with all the local unions that represented employees within our venues.

Overall, this approach — of open communication and continuous dialogue — resulted in positive relationships that yielded an absence of labour-related issues/challenges at Games time.

The VANOC workforce was not unionized. However, some of our workforce included secondees from provincial partner organizations that were unionized. Additionally, contracted workers at many venues were unionized, with more than 12 unions represented.

## Workforce Health and Safety

VANOC was committed to ensuring the highest standards of health and safety for all employees, contractors and volunteers. This was achieved through a safety management and performance reporting systems that was based on Provincial law in BC. The law follows the International Labour Organization (ILO) code of practice, on Recording and Notification of Occupational Accidents and Diseases that was developed for the reporting, recording and notification of workplace accidents. Equally, another core VANOC objective was to provide a legacy of safety — not only for Canada but for future Games held in other parts of the world.

Until Games time, the VANOC Joint Health, Safety and Wellness Committee met monthly to communicate and consult on issues that could affect the health, safety and wellness of all VANOC workforce members. At Games time, each venue team met twice daily, during which time venue safety representatives communicated with representatives from each Games functional area, on issues related to the health, safety and wellness of the workforce members working at a given venue. Through these measures, 100 per cent of workforce members were represented.

<sup>1</sup> For VANOC "incidents" refer to injuries requiring reporting to WorkSafeBC; injuries include minor accidents and illnesses that can be attributed to the workplace.



During the reporting period, 829 injuries to VANOC employees, volunteers and contractors were reported. Of these, 49 incidents required reporting to WorkSafeBC. Rates of workforce injury or days lost were not available in this reporting period because we did not track the hours worked by external contractors during the Games (contractors comprised over 15,000 members of the workforce).

We did not track occupational disease or absentee rates.

While no fatalities occurred as a result of any workplace injury or illness attained through the course of employment occurred during the reporting year, two Games-time workforce members did pass away during their shifts due to what was later confirmed as natural causes. As well, we acknowledge the unfortunate death of luger Nodar Kumaritashvili, of the Republic of Georgia, who was tragically killed in an accident on the first day of the Games in a training event. Athletes are not considered "workers" under the *British Columbia Workers Compensation Act* and therefore not included in our reporting totals.

## ACTION TRACKER

### Employment and Training Opportunities

#### GOALS FOR 2009-10

Complete feasibility study for post-Games legacy operation for RONA Vancouver 2010 Fabrication Shop carpentry training

#### PROGRESS IN 2009-10

A social enterprise model was defined whereby a wood fabrication business would provide the “real world” work environment in which to offer carpentry training and work experience to marginalized populations

Net profits from the sale of wooden items produced would be augmented by government training funds and philanthropic donations to support the training and employment opportunities

Business partners are being sought who can commit to purchasing wood products from the legacy Fabrication Shop over a number of years to provide stability for the social enterprise

Report cumulative outcomes of training and employment programs

Completed results reported in Table 7: VANOC Actions on ICI Commitments on pages 65 and 66

Deliver Material Handler Training Program to 20 inner-city residents and facilitate interviews for available positions with VANOC

An additional 20 material handlers were trained in Q4 2009; all trainees were given the opportunity to interview for VANOC positions, nine were hired

### Business Development

Continue to identify sub-contracting opportunities for priority population businesses and social enterprises

Investigate the feasibility of Network of Inner-City Community Social Services Society's (NICCSS) support for VANOC's asset donation program (to plan for the post-Games donation of equipment and supplies)

Implement asset donation strategy, and track and report outcomes

Example: executed a contract with Starworks a social enterprise for people with developmental disabilities (see page 68)

Confirmed NICCSS as the VANOC's community asset donation partner. Also confirmed Sea to Sky Community Services Society as an asset donation partner in Sea to Sky corridor

VANOC directed sponsor and other Games participant donation inquiries to NICCSS.

Asset donation strategy implemented; manager of community benefits, on VANOC's Logistics team, led the asset donation program; 4,080 unclaimed Games-time Lost and Found Centre items were turned over to NICCSS for donation/sale to support community programs in the Downtown Eastside. Outcomes were reported to April 30, 2010.

### Accessibility

Deliver accessibility messaging in all volunteer training materials and spectator messaging

Accessibility messaging and information was included in all sections of volunteer training

Information sheets for each venue, including detailed accessibility information for spectators, were posted on [vancouver2010.com](http://vancouver2010.com) website

Deliver accessible services to customer groups for both Olympic and Paralympic Winter Games

The following accessible services were delivered at Games time:

- accessible seating options
- accessible washroom facilities
- dog relief areas for assistance/guide dogs
- accessible shuttle service where travel over significant distances was required
- wheelchair loans
- assistive hearing devices
- sign language interpretation for Opening and Closing Ceremonies
- live audio description service in English and French for Paralympic Opening and Closing Ceremonies

Once Games-time overlay construction is complete, engage barrier-free design consultant to conduct accessibility tours for all venues

36 accessibility walkthroughs were completed with the barrier-free design consultant covering all Olympic and Paralympic venues prior to the Games period

A number of venues (ROO, UBC, CYM, STA) were also reviewed by the Disability Advisory Committee

## ACTION TRACKER

### Safe Places to Live

#### 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 Vancouver 2010 Integrated Security Unit (V2010 ISU) and Integrated Public Safety (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

Conduct Games-time data collection and assumption validation for transportation functions

Implement transportation operating plans at Games time

#### PROGRESS IN 2009-10

During the reporting period, five Game Plan meetings were held in addition to more specific client group meetings (such as businesses) in the inner-city communities

Worked with V2010 ISU and IPS teams to conduct final community meetings

The "people first" concept was integrated into job-specific training for all front-line venue staff and volunteers

Completed; worked with partners to share results

In October 2009, announced second phase of transportation plan, with third phase announced in January 2010

Implemented plans and communications strategy to engage the public to "travel smart"

## A Good Place to Work

Continue to deliver wellness program to workforce

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

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

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

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

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

Implement Games-time safety performance reporting processes

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

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 portal online

Wellness program delivered to VANOC workforce through January 31, 2010

Completed volunteer training program that included general orientation, venue- and job-specific training; at venues, venue teams also received additional job-specific related training in areas such as the "people first" protocol, safety and environmental/spill response procedures

Completed coaching, facilitation and workshops for leaders and teams

Offered workshops focused on post-2010 career opportunities for VANOC workforce; open house sessions included career fairs, featured employers, featured employment agencies and featured educational opportunities

Open communication and continuous dialogue led to positive relations and therefore an absence of labour-related issues/challenges during the Games

Legacy of Safety training was delivered to all workforce members as part of Creating Team 2010 orientation sessions, venue- and job-specific training and supervisory training

Games-time safety performance reporting process developed in conjunction with VANOC's Risk Management team and maintained by the central safety team

Games-time venue safety plans were developed and implemented by nominated venue safety representatives for all Games-time venues

As part of overall safety audit program, conducted audits of construction activities at all Games-time venues

Guidelines for scheduling work activities developed in conjunction with the Canadian Society for Exercise Physiology and included in event training

Getting Games Fit program developed in conjunction with the Canadian Society for Exercise Physiology and rolled out to all volunteers online through the On Your Mark portal