

vancouver 2010



STAGING THE OLYMPIC WINTER GAMES KNOWLEDGE REPORT

VANCOUVER 2010
Staging the Olympic Winter Games
Knowledge Report

September 2010



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Note that figures are expressed in Canadian dollars (CAD) unless otherwise indicated.





INTRODUCTION

VANOC'S STRATEGIC PLAN ACHIEVED



EVERY JOURNEY BEGINS WITH A VISION OF THE DESTINATION.

It is the vision which ultimately motivates and inspires us, moves us to confront and overcome the unexpected, and drives us across the finish line. At the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), our journey involved more than a decade of planning and organizing to stage the XXI Olympic Winter Games (February 12–28, 2010) and the X Paralympic Winter Games (March 12–21, 2010). It was a journey that, from the earliest days, began with the compelling belief that if we could bring the Games to Vancouver, they would become “Canada’s Games,” a unifying, seminal event for the entire country that would leave sustainable legacies.

To achieve this vision VANOC needed to commit to a robust and comprehensive strategic plan. VANOC’s strategic plan established the foundation on which the entire project would be based. It was a plan that:

- grounded all our actions;
- focused our energy, activities and team on what was most important;
- guided our decision making at all stages of the Games project; and
- served as a communications tool to create a common understanding of our direction and objectives. This, in turn, empowered and motivated every member of the VANOC team.

Our strategic plan, rooted in commitments we made in the Vancouver 2010 Bid Book, included the organization’s vision, mission, values and seven strategic objectives; for each strategic objective, there were clear performance outcomes.

VISION

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

MISSION

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

VALUES

Team | Trust | Excellence | Sustainability | Creativity



IN SUMMARY:

STRATEGIC OBJECTIVES:

- Customer objective (Canadian public): Engage the nation by sharing the journey to create a [distinctly] Canadian Olympic and Paralympic experience
- Customer objective (Athletes and other participants): Create the conditions that will provide an extraordinary experience for athletes and all Games participants
- People/Culture objective: Build a team that passionately lives [its] values in order to achieve extraordinary performance
- Partnership objective: Take responsibility for successful relationships with all of our partners in order to optimize their participation, contribution to and legacy from Canada's Games
- Financial objective: Generate sufficient revenue and manage costs and risk in order to ensure a positive financial legacy
- Internal and Shared Business Processes objective: Be a disciplined and entrepreneurial organization with sound business processes, controls and tools that enable us to effectively manage the business
- Sustainability objective: Manage the social, environmental and economic impact and opportunities of our Games in ways that will create lasting benefits, locally and globally

Committing to “touching the soul of a nation” and “inspiring the world” were ambitious, even lofty goals that some believed impossible to achieve. Vancouver 2010 is proof that strong leadership coupled with passionate commitment to a clear vision can make all the difference in achieving success — even in the face of compelling adversity.

With the Games now behind us, prevailing opinion from VANOC’s many partners and participants — including athletes, spectators, the media, sponsors, government and Aboriginal peoples — is that VANOC successfully delivered on the promises made in the Vancouver 2010 Bid Book, while realizing the vision, mission and strategic objectives we’d established. The result: stellar Games that will be fondly remembered by Canadians and Games enthusiasts worldwide, and that ushered in a new Canadian era. We are today a stronger Canada — a sentiment succinctly captured in remarks by Stephen Harper, Prime Minister of Canada, the day after the Olympic Winter Games closed:

“Mark my words, some day historians will look back at Canada’s growing strength in the 21st century and they will say that it all began right here, on the West Coast, with the best Winter Olympic Games the world has ever seen.”

It was a sentiment also shared by VANOC CEO John Furlong in his farewell speech at the Closing Ceremony of the Olympic Winter Games the night before, witnessed by 60,000 spectators at BC Place and on television by a global audience of billions:

“I believe we Canadians tonight are stronger, more united, more in love with our country and more connected with each other than ever before. These Olympic Games have lifted us up. If the Canada that came together on opening night was a little mysterious to some, it no longer is. Now you know us, eh.”

Finally, in order to touch the soul of a nation and inspire the world, VANOC upheld the vision of the Bid Corporation to ensure unprecedented Aboriginal participation in these Games. By working with the Four Host First Nations and other partners, we exceeded our expectations: Aboriginal participation became one of the defining and most celebrated elements of the 2010 Winter Games.

This report explores how the VANOC team delivered on its many commitments by examining each of the strategic objectives and highlighting some of our key achievements, challenges and lessons learned, and Games firsts and legacies. This report contains only a small fraction of VANOC’s Olympic Games Knowledge Management (OGKM) learnings. A wealth of additional information and transfer of knowledge (TOK) materials are available in the 100 functional and program Games Knowledge Reports and supporting Games tracker materials, found on the IOC’s OGKM extranet site. Key facts and figures about each of the Vancouver 2010 functions can be found in Appendix 3.



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ENGAGING A NATION &
INSPIRING THE WORLD



2.1 WHAT WERE CANADA'S GAMES?

From the earliest days, the Vancouver 2010 project was grounded in the belief that the Games, though they were taking place in Vancouver, Whistler and the surrounding area, were the Games of the entire country — that they were Canada's Games. With this belief came the understanding that VANOC would engage the entire country, both in the time leading up to the Games and at Games time. Canadians would help make us successful in warmly and memorably celebrating the Games and welcoming the world. Canada's Games was a key part of our strategy to engage Canadians and inspire the world.

The Canada's Games initiative was a powerful and unique opportunity to build the nation and to create cultural and social change. Hosting an event solely focused on a British Columbia-based audience would have been a missed opportunity to use the power of the Games to unite a country, to instill national pride, to change stereotyped images and — ultimately — to inspire the world. For VANOC, Canada's Games was about more than delivering events over the 27-day Games period; the Games were about increasing, engaging and inspiring Canadians while encouraging lasting legacies for future generations. This was especially important considering that a 2005 Ipsos-Reid survey of Canadians found that 83 per cent of Canadians viewed the Games as a source of national pride, and that — nationally — the top two measures of successful Games were increased tourism and increased international recognition.

From the outset, the "Canada's Games" strategy made VANOC unique, in that typically an Organizing Committee's primary domestic audience is the Host City and surrounding region. Despite the challenges and degree of difficulty inherent in engaging an entire country — especially one as vast as and regionally diverse as Canada — VANOC believed the Games could be a nation builder and invested accordingly.

The Canada's Games initiative was a powerful and unique opportunity to build the nation and to create cultural and social change.

VANOC's mission and vision statements, detailed earlier in this report, also underscored the profound and significant impact we wanted Canada's Games to have on Canada and its future.

To engage the entire country, and ultimately the world, VANOC adopted a national approach on most initiatives and partnerships, including those formed with governments and the Domestic Broadcaster (the Canadian Olympic Broadcast Media Consortium, CTV). By positioning Vancouver 2010 as a national project rather than a local one, VANOC was able to attract commercial and non-commercial partners that were willing to invest financial and human resources on the basis of this vision. VANOC attained unprecedented domestic sponsorship levels — success that can be directly attributed to Canada's Games and its ability to leverage funding.

This Canadian approach began early and extended to VANOC's domestic sponsorship program, resulting in partnerships with some of the largest and most iconic companies in Canada that had a presence in communities across the country. By engaging companies from one end of the country to the other, all Canadians would be touched by the Games through these sponsors. Our domestic sponsors included companies such as Bell (telecommunications partner), the Hudson's Bay Company (general retail merchant), RBC (investment/retail banking), General Motors (vehicle supplier), Petro-Canada (oil and gas partner) and RONA (home improvement partner).

VANOC's Canada-wide approach also included partnerships with Indigenous peoples — a first in the history of the Olympic and Paralympic Games. The Four Host First Nations, on whose traditional and shared traditional territories the Games were held, worked in partnership with VANOC to engage the Aboriginal peoples of Canada — the First Nations, the Inuit and the Métis — through formalized agreements and targeted initiatives. The unprecedented level of Aboriginal participation in the planning, staging and hosting of the Games was a difference-maker for the Games while also leaving lasting legacies for Aboriginal peoples and all of Canada.

Games awareness was generally high across the country, rising steadily through the pre-Games period as national programs were launched and Canadian winter sport athletes achieved successes in major national and international competitions. A concerted media campaign by our domestic broadcaster helped increase awareness and interest in the Games and Canadian athletes. Ultimately, awareness was replaced by full engagement in all corners of the country.

As the Games drew closer, the Olympic Torch Relay became a powerful communications tool and community relations initiative for VANOC, with a carefully planned route that brought the Olympic Flame to within an hour of 90 per cent of the Canadian public. Additionally, programs such as the Cultural Olympiad and an initiative to engage Canada's provinces and territories (the Contributing Province/Territory Program) provided opportunities for governments outside British Columbia to get engaged in the Games and to support the Canadian team in return for a modest financial investment.

Finally, and perhaps most importantly, VANOC held the firm conviction that Team Canada's Games-time performance would have the most significant impact on whether Canadians deemed Games a success. As such, VANOC provided significant financial and strategic support to an initiative known as Own the Podium 2010.



The unprecedented level of Aboriginal participation in the planning, staging and hosting of the Games was a difference-maker for the Games while also leaving lasting legacies for Aboriginal peoples and all of Canada.

Launched in 2005, Own the Podium 2010 (OTP) was also a national initiative supported by all of Canada's winter sport organizations and major funding partners, including Sport Canada and many members of our corporate family — led by Bell, the Canadian Olympic Committee, the Canadian Paralympic Committee and VANOC. OTP was designed to ensure every possible measure of support was provided to help Canada's winter athletes win the greatest number of medals at the Olympic Winter Games in Vancouver, and to place in the top three nations in the gold medal count at the Paralympic Winter Games.

Ultimately, VANOC's "Canada's Games" strategy was fully delivered, and the mission to touch the soul of the nation was realized. Most Canadians watched CTV and the Olympic Media Consortium's coverage, celebrating together every time a Canadian athlete stepped onto the podium — which was often, given that Team Canada finished third in the overall medal count but won the most gold medals. This included greatly coveted gold medals in women's and men's ice hockey.

Delivering, with equally impressive results, was Canada's Paralympic team, which finished in the top three countries at the Games — proudly showcasing the athleticism and inspiring stories behind Paralympic sport.

The four most watched programs in Canadian television history all occurred during the Games.

2.2 DESIGN AND GAMES BRANDING INSPIRED BY ICONIC CANADIAN ELEMENTS

Certain iconic and highly visible brand elements served to connect both Canada and the world to the Vancouver 2010 brand, fostering excitement and a deeper understanding of the Games and the values associated with the Games project. These brand elements included the Olympic and Paralympic emblems, mascots, torches, medals and "Look" of the Games.

GAMES EMBLEMS

In a national television broadcast, Vancouver 2010 introduced its new Olympic emblem to the world in 2005. This symbol was a contemporary interpretation of the traditional inukshuk, a stone sculpture used by the Inuit of Canada as a directional landmark across the northern Canadian lands of snow and ice. Over time, the inukshuk has become a representation of hope, friendship, hospitality, and — in VANOC's case — teamwork. Consisting of five stone-like formations depicted in vibrant colours found in both the natural features of the Vancouver-Whistler region and across Canada, the Official Emblem of the Vancouver 2010 Olympic Winter Games showed the deep connection between Canadians and their breathtaking environment. Known as *Ilanaaq* — the Inuit word for friend — the emblem was selected from more than 1,600 entries from every region of Canada by an international judging panel.

The design of the Vancouver 2010 Paralympic Emblem reflected a key objective of the Organizing Committee: to create a distinctive and powerful visual identity for the Paralympic Games that also reflected the unique spirit and values of the Paralympic Movement. At the same time, the Paralympic emblem *Athlete Becomes Mountain* — viewed around the world — needed to meet the goals of inspiring and welcoming athletes and spectators to Vancouver and Whistler in 2010 for an extraordinary Paralympic Winter Games experience. The emblem served as the companion to the 2010 Olympic Winter Games emblem. Together, the two symbols represented an integrated approach to staging spectacular Games.





MASCOTS

The Olympic mascots, Miga and Quatchi, and Paralympic mascot, Sumi, each embodied an Aboriginal story or legend and paid tribute to “creatures” typically associated with the Games region. Introduced to Canada and the world on November 27, 2007, all at the same time, the mascots (and a mascot sidekick named Mukmuk) were designed to meet several important objectives. In short, they needed to: appeal to children from all over the world; represent the people, geography and spirit of British Columbia and Canada; and personify the values and essence of the 2010 Winter Games. The mascots were a huge success, and immensely popular from the very beginning. In the first six months following their unveiling they made 136 appearances (more than 20 per month), while a special mascot portal on the vancouver2010.com website saw 1.8 million page visits over the same period.

LOOK OF THE GAMES

VANOC’s distinctive Look was designed to create — both at the venues and in the Games region — a memorable visual experience for athletes, spectators and the international broadcast audience. On September 17, 2008, just one day after the Closing Ceremony of the Beijing 2008 Paralympic Games — its first official day as the “next Games” — VANOC unveiled its new graphic identity. The new graphic built on the original colour palette of predominantly blues and greens found in the Games region and was an intricate and colourful layering of many illustrated textures drawn from Canada’s natural and urban environments and rich cultural diversity. From banners to in-venue signage, to postcards, workforce uniforms and building wraps, the Vancouver 2010 graphic identity became one of the most iconic elements of the Games experience.

TORCHES

The Olympic and Paralympic torches, described in detail in the torch relays section, represented the iconic Canadian winter while showcasing some of the best technology by iconic Canadian companies.





MEDALS

The weighty Olympic and Paralympic medals (among the heaviest in history) were designed with a compelling modern Aboriginal motif to honour Aboriginal peoples in Canada. The dramatic form of the medals was inspired by the ocean waves, drifting snow and mountainous landscape found in the Games region and throughout Canada. The blueprints for the medals were based on two large master artworks from which each of the medals was uniquely hand-cropped. Like every athlete's journey, every medal is one-of-a-kind — yet connected through one shared story. The master artworks were created by Corrine Hunt, a Vancouver-based artist of Komoyue and Tlingit heritage. Hunt chose the orca whale as the motif for the Olympic medals, and the raven as the motif for the Paralympic medals; the orca and raven are iconic figures in Aboriginal tradition and story-telling. Making the medals was a two-year project because of their uniqueness. It was a collaborative effort between Hunt, Omer Arbel (an internationally renowned industrial designer), the Royal Canadian Mint (official supporter in the minting of circulation, precious metal and base metal numismatic and bullion coins product/service category), Teck (official mining and metals provider) and VANOC's in-house design team.

GAMES MOTTO

Another element that defined Vancouver 2010, at the same time serving to reinforce the notion of Canada's Games, was the Games motto: *With Glowing Hearts/Des plus brillants exploits*. Launched in September 2008, these powerful words — known to all Canadians as excerpts from *O Canada*, the Canadian national anthem — are now forever linked to Olympic and Paralympic athletic achievement, the 2010 Winter Games and Canada. The significance of the motto, and its connection to the Games and Canada, was captured in a remark by IPC President Sir Phillip Craven at the time of the launch: ***"The 2010 Winter Games motto will evoke the emotion and pride that everyone feels when performing at their best. The motto captures the warm and welcoming spirit of the Host Nation and it promises to the world that the extraordinary achievements of all athletes will be honoured and celebrated."***

Together these iconic design and brand elements, coupled with other brand, communications and marketing initiatives, served to increase public awareness of signature VANOC initiatives and helped ensure the success of the Canada's Games strategy.

The dramatic form of the medals was inspired by the ocean waves, drifting snow and mountainous landscape found in the Games region and throughout Canada.

**WITH GLOWING HEARTS/
DES PLUS BRILLANTS
EXPLOITS**

... THE LONGEST DOMESTIC RELAY IN OLYMPIC HISTORY

2.3 ENGAGING CANADIANS FROM COAST TO COAST: THE TORCH RELAYS

One of the most pivotal momentum-builders in any Olympic or Paralympic Games is the torch relay. As signature events, both the 2010 Olympic and Paralympic Torch Relays were designed to create excitement, build momentum and engage Canadians in Vancouver 2010.

OLYMPIC TORCH RELAY

The journey of the Olympic Flame to British Columbia (BC) and the start of the Vancouver 2010 Olympic Winter Games began on October 22, 2009 in an historic ceremony rooted in Greek tradition. After a customary relay through Greece, the Hellenic Olympic Committee (HOC) officially handed the Flame to VANOC on October 29 at a ceremony in Athens, Greece. From Athens the flame travelled on a Canadian government aircraft to Victoria, BC, the relay's starting point.

On October 30, from Victoria, the Vancouver 2010 Olympic Torch Relay — the longest domestic relay in Olympic history — began its 45,000-kilometre, cross-Canada journey. Visiting 1,037 communities and places of interest, the Olympic Flame was carried by 12,000 torchbearers, en route to Vancouver, Host City, and the Opening Ceremony at BC Place.

A highly strategic route plan was critical in ensuring the greatest number of Canadians experienced the torch relay. Planning began in earnest in 2006, when members of VANOC's Torch Relay team began meeting with governments, tourism partners and community stakeholders to consider the route. The advice and counsel these partners shared helped shape the relay into the inclusive and expansive experience that resulted.

Engaging local communities was also a significant part of the relay's success in contributing to Canada's Games. Momentum and excitement about the 2010 Winter Games grew dramatically as the Olympic Flame travelled across Canada, celebrated at every turn through strong partnerships with regional governments and local task forces, and generating grassroots excitement and awareness in the communities the relay touched.

Engaging the Aboriginal peoples of Canada was also a key strategy for the torch relays. The Olympic Torch Relay route visited 118 Aboriginal communities and included more than 600 Aboriginal torchbearers. First Nations youth from across Canada were selected to take on the role of "Flame Attendants," requiring that they travel with the torch from start to finish, ensuring the flame was always lit. Special flame-lighting ceremonies and elder blessings took place across the country in Aboriginal communities, providing some of the most memorable relay moments.



Also key to engaging Canadians was an inclusive and inspirational torchbearer selection process. Working with the relay's sponsors, the process was open to all Canadians, but particularly those committed to living more active, environmentally friendly lives, or who were inspired to create a better Canada. Torchbearer application programs were available online and run by presenting sponsors Coca-Cola and RBC.

More than 12,000 people participated in the relay. In addition to public programs, through which 8,500 torchbearer spots were filled, about 30 per cent of relay spots were allocated to groups who were critical to the success of the relay and the 2010 Winter Games. Signature sponsors Coca-Cola and RBC also offered torchbearer programs with unique themes; details are included in the Torch Relay Games Knowledge report.

The most visually iconic element of the relay, the torch itself also served to engage the nation — both through its design and construction. The almost-one-metre-long torch was inspired by lines carved in the snow by skiers “shushing” down mountains and the undulating beauty of the snowy Canadian landscape. Key to the torch's curved, modern design was a robust technology created by Canadian company Bombardier, also a Games sponsor, enabling the flame to endure the rugged and varied temperatures and conditions of its 45,000-kilometre journey during a Canadian winter.

Finally, the modes of transportation selected — more than 100, including land-, air- and water-based methods — illustrated, and indeed celebrated, how Canadians overcome winter and travel across the vast country landscape that is Canada. The Olympic Flame was carried by torchbearers using modes of transport employed both in the past and in the modern era by Canada's many cultures; each mode of transport, vested with a special story, was featured at a significant place along the route, reflecting the vastness that is Canada.

PARALYMPIC TORCH RELAY

The Paralympic Torch Relay was recognized as a key vehicle through which Canadians would engage in and become further inspired by the spirit of the Paralympic Games. Taking place from March 3 to 12, 2010, the relay was a 10-day journey to nine Canadian cities. It celebrated the endless possibilities of the human spirit and the world's top winter Paralympians.

Planning of the Paralympic Torch Relay was largely integrated into overall relay planning, with a significant focus naturally falling after the conclusion of the Olympic Torch Relay.

The relay also included a lighting ceremony that could be repeated in separate cities on each day of the relay, so the team was not obliged to fly the flame on a chartered plane.

Torchbearer positions were available through a public torchbearer application program, managed by the Province of British Columbia and open to all Canadian residents. Key partnerships helped ensure maximum visibility for the relay across the country; the relay was presented by Coca-Cola and RBC, supported by the Government of Canada and the Province of British Columbia.

Much like the Olympic Flame, its Paralympic equivalent was carried in a torch designed to inspire the nation. Made of curved steel in a blue hue, symbolizing the colour of deep ice in winter, the torch was designed and manufactured by Bombardier with external branding and colours unique to the Vancouver 2010 Paralympic Winter Games.



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2.4 GAMES CEREMONIES: SHOWCASING CANADA TO THE WORLD

The Opening and Closing Ceremonies of any Olympic or Paralympic Games are events of both personal and historic importance. They call upon the best in us and illuminate our collective humanity. In its ceremonies, VANOC's goal was to create events that honoured the historic importance of gathering the world's people together in peace, that respected ceremonial protocols of the International Olympic and Paralympic committees, and that joyously celebrated the Olympic and Paralympic Movements and the presence of the world's finest athletes.

OLYMPIC OPENING AND CLOSING CEREMONIES

Early in the project, VANOC determined the most important audience for the Opening and Closing Ceremonies was the domestic audience — that by engaging and delighting Canadians from coast to coast to coast, the country would further embrace the Games. To ensure the ceremonies provided truly "Canadian" content, Canadian cultural practitioners were invited to take part in a series of symposium sessions for their views on how best to portray Canada to the world. Participants with diverse backgrounds, hailing from all parts of Canada, took part — greatly informing next steps in ceremonies development.

The cultural makeup of Canada is diverse and extremely complex, offering inherent challenges in presenting a program that accurately portrayed Canada and was acceptable to its various constituency groups. That complexity is rooted in Canadian history and tradition, and includes Aboriginal peoples and culture, the French/English duality and the cultural diversity associated with Canada's multicultural population. Throughout all Vancouver 2010 ceremonies, careful attention was paid to ensure the many regions and peoples of Canada were well represented.

It was also determined that Canadian talent should be used in the ceremonies, though the entertainers selected were also celebrities known in the US and international entertainment industry. Even if the talent selected was well-known outside Canada, it was important to select Canadian talent for a global audience which may not have otherwise known the difference.

The Canadian public reacted extremely positively to the Opening and Closing Ceremonies, as did the world. Given the wide and complex diversity of the Canadian population, the positive reviews were seen as extraordinary. The success of the 2010 Winter Games Ceremonies can be attributed to diligent research and preparation efforts by the executive production team, and the close collaboration with broadcasters, media and key VANOC functions.

OLYMPIC OPENING CEREMONY:

"We are an idea in the process of being realized/we are young/we are cultures strung together then woven into a tapestry/and the design is what makes us more than the sum total of our history/we are an experiment going right for a change/with influences that range from a to zed/ and yes we say zed instead of zee/we are the true north/strong and free/and what's more/is that we didn't just say it/we made it be ."

With these words from a powerful contemporary ode on patriotism, Canada welcomed the world's best winter athletes to Vancouver and the Opening of the 2010 Olympic Winter Games. The Opening and Closing Ceremonies team was led by David Atkins as executive producer and artistic director, who produced the ceremony with a Canadian and international artistic team.

The night's celebrations began with a daring jump by a snowboarder through a giant set of Olympic Rings, engaging the audience in a dramatic countdown to the start of the ceremony. As an estimated global television audience of up to three billion watched, members of the Four Host First Nations — the Lil'wat, Musqueam, Squamish and Tsleil-Waututh First Nations, on whose traditional and shared traditional territories the Games were held — welcomed the world to the Vancouver 2010 Olympic Winter Games.

Surrounded by four welcome totem poles, one for each of the Four Host First Nations, more than 300 young First Nations, Inuit and Métis performers danced in an unprecedented gathering of Aboriginal youth from every region and language family within Canada, sharing their rich and diverse culture with each other and the world.

More than 2,600 athletes from 82 National Olympic Committees entered the stadium, each led by its country's flag-bearer. All were greeted warmly by the audience. Not surprisingly, the Canadian team received a particularly enthusiastic welcome.

With the theme "landscape of a dream," the audience was transported across Canada, from the Prairies to the peaks of mountaintops, the depths of the ocean, and through its varied seasons, as BC Place transformed into different landscapes through images projected onto all surfaces — including the building's roof fabric, stages, screens, and members of the audience (dressed in white). Poetry recited throughout the ceremony added depth to the show.



Out of deep respect for Georgian Luge athlete Nodar Kumaritashvili, who died as a result of injuries sustained in a tragic training accident earlier in the day at The Whistler Sliding Centre, the Opening Ceremony was dedicated to his memory. Flags were lowered to half mast, the Georgian National Olympic Committee and its athletes wore black armbands and a black mark on the Georgian flag symbolized their mourning. In their remarks, VANOC CEO John Furlong and International Olympic Committee (IOC) President Jacques Rogge made statements about the tragic circumstances of that day and expressed their sincere condolences. Following President Rogge's speech, Her Excellency the Right Honourable Michaëlle Jean, Governor General of Canada, officially declared the XXI Olympic Winter Games open. Following this declaration, eight notable Canadians carried the Olympic Flag into BC Place.

The ceremony concluded with the lighting of the Olympic Cauldron. As four well-known stars from the Canadian sport world passed the flame to each other, a contemporary, multi-legged cauldron emerged from the stadium floor and was lit, marking the official start of the Games. To ensure the Olympic Flame burned for the full 17-day Games period, an external cauldron was then ignited by Wayne Gretzky, a Canadian hockey icon, who carried the flame from BC Place to the Jack Poole Plaza (on Vancouver's waterfront) and a second Olympic Cauldron — a replica of the one just unveiled at BC Place. Framed by the mountains and the waters of Burrard Inlet, this second Olympic Cauldron — which continues to reside at its Vancouver waterfront home — will serve as a lasting legacy of the 2010 Winter Games and the late Jack Poole, VANOC chairman, who was instrumental in bringing the Games to Vancouver..

OLYMPIC CLOSING CEREMONY

Canada bid adieu to the world's best winter athletes, ending 17 days of thrilling athletic achievements and rousing displays of patriotism with a spectacular Closing Ceremony full of energy and a tongue-in-cheek homage to Canadiana.

Relaxed and joyous, reflecting the celebratory atmosphere that is a hallmark of the end of the Games and the incredible achievements of the athletes, the Closing Ceremony began with a dramatic countdown by more than 1,000 snowboard-bearing youth chanting "Vancouver," who then slammed down their snowboards in domino fashion — forming the countdown numbers and the iconic words "strong and free" from *O Canada*, Canada's national anthem. Then, more than 2,600 Olympians entered the indoor stadium all together, "one nation of athletes."

During the ceremony, Vancouver 2010 volunteers, many, who worked tirelessly for years before the Games, were recognized in a tribute to their ranks — 18,500 strong — for being part of the team, welcoming the world to British Columbia and making Canada's Games the success they were. The night also featured the official handover of the Olympic Flag by Vancouver's mayor to the mayor of Sochi, Host City of the XXII Olympic Winter Games in 2014; in addition to the official flag handover, a program lasting eight minutes, developed by the Sochi 2014 team, showcased the best of Russian culture and sport.



The most emotional moment of the night came as the tens of thousands of spectators watched as the Vancouver 2010 Olympic Cauldron flickered and was extinguished by falling artificial snow in the stadium. Outside, on Vancouver's waterfront, Olympic fans gathered at the legacy cauldron as it was simultaneously extinguished.

The Closing Ceremony was a deliberately over-the-top representation of some of Canada's most iconic and lampooned cultural imagery, highlighted by singing and dancing performers dressed in the red serge uniforms of the Royal Canadian Mounted Police (RCMP), tabletop hockey players, voyageurs, lumberjacks, dancing canoes, flying maple leaves, giant inflatable beavers, moose and more.

PARALYMPIC OPENING AND CLOSING CEREMONIES

The Paralympic Ceremonies were regarded as an overwhelming success, providing wonderful bookends to the Vancouver 2010 Paralympic Winter Games experience. The official post-Games Paralympic report includes a detailed summary of the Paralympic Opening and Closing Ceremonies.

VICTORY CEREMONIES AND THE IN-VENUE EXPERIENCE

In the early planning stages, VANOC recognized that its Victory Ceremonies — an umbrella term that included both the Flower and Medal Ceremonies — were not only required elements, but also provided an invaluable opportunity to further engage and inspire the country in the Games and in celebrating athlete achievements. VANOC also recognized that focusing on the quality of sport production in the venues would provide a more enjoyable and engaging atmosphere, not only for the athletes and officials, but for all spectators — either watching in person or on television. By focusing on the sport production aspects, VANOC's goal was to make the entire Games experience of attending a sport event — from start to finish — unforgettable, engaging, educational, inspirational and fun.

Beginning two-and-a-half hours before, and continuing for one hour after the competition, a team from VANOC's Sport Production function ensured each element at the competition venues, villages and medal plazas contributed to the Games experience and intensified the drama of the sport events themselves and the Victory Ceremonies that followed. Sport production was unique at each venue, based on the sport and the spectators in attendance. The experience continued inside the venue with descriptive and informative live announcements about the competition in progress, video programming, music and scoreboard messages.

At certain locations, sport-specific experts were hired to tailor the experience. At the ice hockey venues, for example, only the very best professional announcers (from the National Hockey League) were selected. Meanwhile, at Cypress Mountain, venue for freestyle skiing and snowboard events, DJs were required to have a minimum of five years of snowboard event/music experience before the Sport Production team would even consider interviewing a candidate.





Adding to the overall experience was roaming “atmosphere” talent that performed both outside and inside the venues, members of the community recruited through an audition process. Also contributing to the Sport Production team’s success were the efforts of the lead music director, who researched music for all sports and countries participating at the Games and developed the largest music library in Olympic history.

OLYMPIC VICTORY CEREMONIES

Victory Ceremonies were specifically planned to provide maximum exposure for medal-winning athletes and to ensure the public could share in the celebrations — both for those watching in person and on television. BC Place was home to Vancouver-based Victory Ceremonies and featured 12 well-known Canadian headline performers as part of the Vancouver 2010 concert series, presented by Games sponsor Bell. In the period between the Opening and Closing Ceremonies, the venue was transformed specifically for the Victory Ceremonies; medal presentations and entertainment took place against a backdrop featuring the dynamic blue and green Games palette, within a specially built concert bowl.

Consistent with the goal of celebrating Canada’s Games at every opportunity, each of the Vancouver-based Victory Ceremonies began with a 30-minute show featuring content associated with a specific province or territory designated as host for the day; arrangements were negotiated under the Contributing Province/Territory Program.

In Whistler, the great outdoors provided a spectacular winter backdrop for nightly Victory Ceremonies paying tribute to medal-winning Olympians, with a lineup of top North American acts. The 15 headliners, which included a combination of well-known Canadian and US talent, performed for one night apiece from February 13 to 27 during the 2010 Olympic Winter Games at the Whistler Medals Plaza, a world-class outdoor amphitheatre built specifically for the nightly events and the Closing Ceremony of the 2010 Paralympic Winter Games.



2.5 ENGAGING AND ENTERTAINING: THE CULTURAL OLYMPIAD

The Cultural Olympiad highlighted some of the most dynamic talent from all regions of Canada and around the world — attracting more than two million people to performances and exhibitions, and millions more through the online digital program, a National Presentation and Touring Program and television broadcasts. The Cultural Olympiad was presented in partnership with more than 60 arts and cultural organizations; hundreds of performances and exhibitions captured the diversity, vitality and spirit of adventure that defines Canada's arts and culture scene.

The Cultural Olympiad was particularly adept at bringing together the nation and the world through use of technology and the internet. The Cultural Olympiad's digital edition, CODE, used web-based platforms to extend the celebration, inviting audiences across the country and around the world to connect, create and collaborate.

The Cultural Olympiad team overcame a number of challenges in developing its extensive programs, including the need to foster better awareness and understanding of its initiatives; the complexity of managing multiple funding partner relationships; managing the expectations of regional/national arts and culture groups; and the need to raise additional public and private sector funding.

The Cultural Olympiad team achieved its objectives in a number of ways, including developing and building partnerships and collaborations with arts and cultural organizations and a strategy that included co-producing/co-presenting. The team also placed significant emphasis on its strategy to engage audiences early in the Cultural Olympiad, hosting festivals in 2008 and 2009, in addition to 2010. This approach also enabled the team to develop programs that would leave lasting community and partner legacies. Also key to the program's success were a commitment to national engagement and "Canada's Games," and a strong infrastructure of public funding.





2.6 ENGAGING THE NEXT GENERATION OF GAMES ENTHUSIASTS

Early on in Games planning, a well-planned and delivered Vancouver 2010 education program for teachers and students at all levels was deemed critical in engaging national and international audiences of younger generations. As the core of VANOC's education program, vancouver2010.com/EDU was the hub of a substantial online network of Olympic and Paralympic education programs, resources and activities for teachers and students of all ages, including schools, colleges and universities. Better known as /EDU, this web portal connected teachers and students from across Canada to the Vancouver 2010 Winter Games — and to each other as a national education platform.

2.7 CAPTURING THE MEDIA'S ATTENTION

The power of the media was instrumental in engaging the nation and inspiring the world through both the electronic and print mediums. An integrated approach between press and broadcasters and the appropriate VANOC functions was essential in ensuring the successful delivery of worldwide Games print and television coverage.

VANOC set out to deliver state-of-the-art facilities so the media could share the Games experience with a global audience. The International Broadcast Centre (IBC), located in a new addition to the Vancouver Convention Centre, was home to some 7,000 accredited broadcasters and technicians who produced live television and radio coverage. Located on Vancouver's urban waterfront with a dramatic mountain backdrop and spectacular harbour views, the international award-winning facility offered broadcast members more than 500,000 square feet (46,450 square metres) of highly flexible meeting space, unparalleled technical service and culinary excellence.

At the Main Press Centre (MPC), known as Canada Place and located adjacent to the IBC — in the original Vancouver Convention Centre facility, constructed earlier in the decade — services were provided for approximately 2,800 of the accredited Olympic written and photographic press.

Collectively, both facilities were known as the Main Media Centre.



2.7 CAPTURING THE MEDIA'S ATTENTION (CONTINUED)

The Whistler Media Centre (WMC), located at the Whistler Conference Centre in the heart of Whistler's town centre, was located within 17 kilometres of all Whistler competition venues. The WMC's primary function: to serve as the Whistler base for the official broadcasters, while offering additional services to the written and photographic press

The Olympic News Service (ONS) was responsible for the collection, production and distribution of a wide range of news and information for the Olympic Family, though the accredited press was the primary audience. The distribution of news articles, results, event previews, reviews, flash quotes and press conference highlights, in addition to a wide range of background information (including athlete biographies, historical results, facts and figures, and details on the various sports and disciplines), were all readily available to the news media.

The communications needs of the world's media were also met by the VANOC Media Relations team, which served as a single point of contact between the Organizing Committee and the local, national and international media while supporting VANOC's objectives.

Overall, VANOC's reputation remained strong. National support and Games awareness remained high leading up to the Games. Regular monitoring of public opinion and support across Canada was undertaken at strategic intervals in the project. Additionally, VANOC staged many community activities to further engage the nation and support the Canada's Games strategy. These activities ranged from countdown events to "booster" programs, pre-Games special events and, as Games time approached, a resident and business engagement/awareness program.

The Media Relations team worked diligently to anticipate issues; its successes, and VANOC's, can largely be attributed to strong collaboration and working relationships with partners and media, and a commitment to openness and transparency. Another reason for this success: at Games time, there was a commitment to proactively engage members of the media on both positive and negative topics, and to be accessible and accountable at all times.



CREATING AN EXTRAORDINARY
& MEMORABLE EXPERIENCE FOR
ATHLETES & ALL GAMES PARTICIPANTS

For 27 days in 2010, Olympic and Paralympic athletes from around the world came to Canada in search of excellence. Some took home medals, others left with profound memories. All showcased the values of excellence, friendship and respect that are hallmarks of every Olympic and Paralympic Games.

Recognizing that first and foremost the Games are about the best athletes competing on the field of play, VANOC established the important goal of creating conditions that would provide an extraordinary experience for 5,500 Olympic and 1,350 Paralympic athletes and team officials.

This section of the report summarizes some of the ways our planning contributed to achieving this key objective. Highlights of the history-making athletic and unique behind-the-scenes moments from the 15 Olympic and five Paralympic sports, the medallists, the rivalries, the upsets and the human stories that represent the Olympic and Paralympic spirit at its best are captured in *With Glowing Hearts/Des plus brillants exploits*, the official commemorative book of the Games — included in the Official Report boxed set.

3.1 SPORT VENUES: COMPLETED EARLY

In keeping with the Vancouver 2010 Bid commitments, the goal of VANOC's venue construction program was to complete competition sites as early as possible to reduce risk, build confidence the Games would be delivered on time and maximize athlete training and testing opportunities. VANOC met its objectives and completed the projects on time and on budget, finishing the Whistler-based competition venues two years before the Games, while the last of the Vancouver competition venues was completed just one year from Games time.

Planning and construction of these venues demonstrated what can be achieved through great partnerships. The dedication of the construction companies and their workers, and the strong support from the Government of Canada, the Province of BC and our sponsors helped deliver our venue program on time and on budget.

With an investment of \$580 million by the governments of Canada and British Columbia, VANOC worked with local partners to help deliver a venue program that would: provide spectacular theatres for sport in 2010; leave both summer and winter sport, community and recreational legacies after the Games concluded; and have sustainable footprints, including green buildings designed to conserve natural resources, such as water and energy.

Some Vancouver 2010 venues already existed long before the Games bid and only required temporary development; others had to be constructed or renovated by VANOC and/or our partners before Games-time improvements could be made. The list below details the venues constructed by partners with a financial contribution from VANOC and those constructed or renovated by VANOC's Venue Construction team:



VENUES CONSTRUCTED/UPGRADED BY PARTNERS (WITH VANOC CONTRIBUTION)

- UBC Thunderbird Arena — ice hockey and ice sledge hockey
- General Motors Place — ice hockey (note: funds for this venue were drawn from the Games operating budget, not the venue construction budget)
- Richmond Olympic Oval — speed skating
- Olympic and Paralympic Village Whistler — athletes' village
- Olympic and Paralympic Village Vancouver — athletes' village
- Trout Lake Centre — training for figure skating
- Killarney Centre — training for short track speed skating
- Britannia Centre — training for ice hockey
- BC Place — Olympic Games: Opening and Closing Ceremonies, Nightly Victory Ceremonies; Paralympic Games: Opening Ceremony

VENUES CONSTRUCTED/UPGRADED BY VANOC

- Vancouver Olympic/Paralympic Centre — curling and wheelchair curling
- Whistler Athletes' Centre — high-performance training centre, located at the Olympic Village Whistler complex
- The Whistler Sliding Centre — bobsleigh, luge, skeleton
- Whistler Olympic/Paralympic Park — Olympic: biathlon, cross-country skiing, Nordic combined, ski jumping; Paralympic: biathlon, cross-country skiing
- Cypress Mountain — freestyle skiing and snowboard
- Whistler Creekside — Olympic and Paralympic alpine skiing
- Pacific Coliseum — figure skating and short track speed skating

* Venue fact sheets are available in Appendix 3

Once the venues were built, the Overlay team then developed the temporary infrastructure required to stage Sport Events (Test Events) and the Games, including installing trailers, tents, temporary seating, fencing, temporary power and cabling, completing site works and coordinating supplier upgrades.

Ultimately, both the Venue Construction and Overlay team objectives and targets were met and the programs were delivered on time and on budget. We achieved our goal of offering a spectacular field of play for the athletes and optimum conditions for all participants — including spectators, members of the media and officials — to enjoy the excitement of the competition.



3.2 OUTSTANDING EXPERIENCES FOR ATHLETES AND OFFICIALS

The sport program for the 2010 Winter Games was designed to deliver a dynamic environment of excellence for Olympic and Paralympic athletes and officials, and to create a legacy of winter sport in Canada.

Working collaboratively with the IOC, IPC, and International Federations (IFs) in the years leading up to the Games, VANOC delivered competition venues and fields of play that met or exceeded expectations. The only venue where the field of play was consistently at risk was Cypress Mountain (venue for the freestyle skiing and snowboard competitions). This was the case at Games time, when the warmest February weather in Vancouver's recorded history forced VANOC to continuously adapt and improvise at the venue; this included bringing snow and straw bales in from elsewhere, and working 24 hours a day at Games time to create a field of play that was of Olympic calibre.

VANOC maintained a strong relationship with the IFs, communicating regularly through a number of different channels. Generally speaking, at the venue development stage the greatest asset provided by the IFs was expertise. This was critical to ensuring the best possible field of play, which also meant not compromising on design. IFs played a critical role in ensuring that sport needs were always met, particularly when VANOC was navigating through budget pressures at the venue development stage.

All venues and fields of play were tested in advance of the Games through a comprehensive Sport Event (Test Event) program. After six years of planning, Sport Events helped VANOC learn and understand how its planning assumptions would operate in reality. Sport Event scheduling was specifically developed to create "clusters" that would test the operation of more than one event simultaneously, in addition to testing operational readiness and confirming service levels. The VANOC team learned many valuable lessons from the Sport Event experience, updating its Games-time plans accordingly.

For the Games, VANOC designed the sport schedule to be flexible, accommodating for delays and postponements that are natural occurrences in any outdoor winter sport competition. Appendix 4 details the delays and postponements for the Vancouver 2010 Olympic and Paralympic Winter Games.



3.4 STRONG ANTI-DOPING PROGRAM AND MEDICAL SERVICES

Part of creating an extraordinary athletic competition at the 2010 Winter Games included delivering a state-of-the-art doping control program to ensure all athletes competed on a level playing field. To combat doping at Vancouver 2010, a comprehensive anti-doping education program was offered to all athletes in advance of the Games. The numbers of urine and blood sample tests were also significantly increased from previous Games. VANOC operated, in conjunction with the World Anti-Doping Association (WADA), a full-service drug testing lab at the Richmond Olympic Oval (speed skating venue) during both the Olympic and Paralympic Games.

VANOC undertook planning to ensure the athlete and participant experiences were supported by a comprehensive medical services program that — effectively and efficiently — met their needs. Athlete Stations, staffed by physicians, nurses and First Aid providers, were established at all competition and training venues and equipped with the appropriate equipment, supplies and medications; these stations offered emergency care, primary care and sport medicine treatments. Similarly, Spectator Stations at all competition and non-competition venues for non-accredited personnel — staffed by physicians, nurses and First Aid providers — were available for workforce, volunteers, sponsors, media and the Olympic and Paralympic families.

3.5 EFFICIENT, RELIABLE TRANSPORTATION

The best possible experience for athletes and all Games participants was heavily reliant on a well-organized and dependable transportation system. Transportation planners were charged with one of the most complex and critical elements of the Games. Planners set the major goal of achieving at least a 30 per cent reduction in vehicle use during the Olympic Winter Games period to ensure athletes, officials and others could get to their events on time and that local residents could move about efficiently.

The plan was challenging and aggressive — and ultimately the core strategy worked extremely well. During the Games period, Metro Vancouver and the Sea to Sky corridor saw record numbers of people walking, cycling and taking transit, and an overall reduction in vehicle use. In particular, vehicle use was reduced by an average of more than 35 per cent each day. In addition, TransLink, the public transit operator in Metro Vancouver, moved an average of 1.5 million people per day during the Games, an increase from 730,000 trips per day over normal levels, while BC Transit, the public transportation provider in the Sea to Sky corridor, saw five times the ridership on its public transit system over normal winter levels.

An Olympic and Paralympic Transportation Team (OPTT) was formed early to develop and execute the Games-time plan. The team included representatives from VANOC, the City of Vancouver, the Resort Municipality of Whistler, TransLink, BC Transit, the BC Ministry of Transportation and Infrastructure and the Vancouver 2010 Integrated Security Unit (V2010 ISU). Planning was also supported by other partners, including Transport Canada and the municipalities of Richmond and West Vancouver.

Early on, the OPTT set out to design a plan that ensured safe, reliable accessible travel, made the best use of existing transportation networks, reduced vehicle traffic and



created legacies of sustainable transportation choices. The plan was designed to adapt easily to changing pressures and was largely based on the need to transport athletes, officials and all Games participants safely, reliably and efficiently throughout the Games region while considering the transportation needs of local residents, businesses and visitors.

Public transit in all key areas needed to be significantly increased to ensure easy and convenient travel options, so walking and cycling was encouraged. In Vancouver, public transit was considerably expanded throughout the region, while in Whistler and the Sea to Sky corridor, transit service more than tripled during the Olympic Winter Games period. The public was asked to help reduce pressure on the system where possible through efforts including leaving vehicles at home, relying on public transit to get from place to place, walking or cycling, ridesharing or carpooling. Two key messages emphasized by VANOC and its partners were “TravelSmart” and “Know Before You Go.”

Finally, there was a concern that the newly introduced full-body scans and body searches, plus carry-on restrictions would impact the successful and timely movement of passengers into and out of the airport, especially on March 1, 2010, the day after the Closing Ceremony of the Olympic Winter Games. The airport team, in a true spirit of partnership, did an amazing job of successfully moving 37,000 departing Games participants and carrying 57,000 pieces of luggage — providing customers with a positive final Games experience as they left Vancouver.

3.6 NO-FAIL, ACCURATE INFORMATION SYSTEMS

Games information systems were critical to staging the best possible Games — both at competition and non-competition venues. At the hub of the OCOG’s technology efforts was VANOC’s Information Systems team, delivering both Games management systems (used during the Games for operations) and business systems (used primarily in Games planning and administration). Systems originated from a number of different sources, including Atos Origin, an IOC Top Sponsor; competitive procurement processes; in-house development; or they were acquired through the IOC Transfer of Knowledge program.

With a goal of delivering a flawless performance, both internal and external partnerships were crucial to the VANOC technology team’s work. In addition to collaborating with many of the Organizing Committee’s 52 other functions to deliver more than 65 systems, the team also worked closely with other Games partners and sponsors including RBC (official investment/retail banking partner), Avaya (official Supplier of Converged Network Equipment, Bell Canada (exclusive Telecommunications Partner) and Tourism BC. Systems that would typically take years to implement in another corporate environment were built in only months at the Organizing Committee.

The Timing, Scoring & Results team ensured event results were accurate and made available to the world through timing and scoring systems (timing equipment, scoreboards and sports boards), on-venue results systems, information diffusion systems, TV graphics feeds, print distribution services and results data capture and distribution.

Information Diffusion Systems provided data and information to various applications, such as Info2010 (Games intranet), the Commentator Information System, Printed Reports Distribution and the Internet and Olympic Data Feeds.

These activities were provided mainly through Atos Origin and Omega, both TOP sponsors with excellent Olympic and Paralympic event backgrounds, and were supported by a number of other sponsors, including Panasonic, Samsung and Ricoh. VANOC's role was primarily one of oversight, coordination and testing.

3.7 SECURITY: DISCREET AND WHOLLY EFFECTIVE

Security at the Games was deemed to be an essential element that also needed to be discreet and entirely effective so all athletes and Games participants could be at ease and enjoy a worry-free experience.

VANOC's Security Integration team was the primary link to Games security planning. The team worked in close collaboration with national and local public safety authorities, known collectively as the Vancouver 2010 Integrated Security Unit (V2010 ISU) to coordinate overall planning.

The Games ran smoothly, without any major security incidents. While media interest in the V2010 ISU budget and security operations was a focal point leading up to the Games, security was not an issue for the media or stakeholders once the Games began, with many stakeholders even commenting that their security experience/interaction was largely positive. The ISU security team's officers, gathered from across Canada, helped deliver a hospitable welcome to our many guests — fully embracing the Organizing Committee's goal of creating a warm atmosphere of sport and celebration.

3.8 CELEBRATION SITES ENHANCE THE GAMES EXPERIENCE

One of the most memorable and lasting emotional images of the 2010 Winter Games continues to be the huge crowds of people celebrating in the streets of Vancouver, Whistler and other Canadian cities and towns — a phenomenon that created a positive and celebratory atmosphere during the entire Games period. It seemed like Canadians everywhere went outside to express their joy in any way they could. The celebration venues and sites, along with major road closures, helped attract the public to downtown Vancouver and Whistler Village, in what is regarded as a very successful celebration program.

Communities in and around the Metro Vancouver and Whistler areas also embraced the Games spirit, seizing the opportunity to create celebrations and hosting/showcasing sites — in addition to proposing and hosting a number of Celebration/Live Sites. This resulted in a Games first, with Vancouver 2010 becoming the first Winter Games to see the development of multiple community Celebration Sites/Live Sites and Pavilions.



3.9 CONTRIBUTING TO THE GAMES-TIME ATMOSPHERE: TEAM CANADA'S SUCCESS

Team Canada's successes at Vancouver 2010 were closely followed by 33 million Canadians who cheered on the home team through every twist and turn as the team set a new all-time Canadian record at an Olympic Games. The team captured 26 medals — including 14 gold medals, the highest number of gold medals Canada has ever won at any Games, and the most gold medals ever won by any nation at an Olympic Winter Games. Canadian success and the prevailing good-natured, international ambience triggered unprecedented spirit in the venues and on the streets. There was an atmosphere of happiness and friendship that engulfed the area — everyone was smiling. Canadians embraced everyone regardless of the colours they were wearing.

3.11 EXCELLENT SPECTATOR SERVICES

The spectator experience was approached as a holistic, end-to-end experience. The Event Services team was responsible for planning, monitoring and sometimes making corrections in real-time to the overall spectator experience and worked with a number of functions to ensure a positive experience.

An example of a key tool used by many functions to convey necessary information to those attending the Games was the *Vancouver 2010: Official Spectator Guide*. This publication offered practical information on venues, transportation and key messaging (Arrive Early, Go Car-Free, Dress Appropriately, Have Your Tickets Ready, Prepare for Security Screenings and Accessibility) that would enhance the overall Games visitor experience. A complimentary copy of this publication was included in all ticket packages; the publication was also available for free download at vancouver2010.com and through a mobile application, which was the top application downloaded in Canada on iTunes during the Olympic period.

MANY FUNCTIONS CONTRIBUTED TO EXTRAORDINARY GAMES

A number of VANOC functions, including Accreditation, NOC/NPC Services, Food and Beverage, Logistics, Press Operations, Broadcast Integration and Ticketing also played an integral role in delivering the best possible Games experience to athletes, spectators and all Games participants included in the many and varied Vancouver 2010 customer groups. More information about their contributions can be found in the Function Games Knowledge Reports.





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PARTNERSHIPS

WORKING TOGETHER
TO DELIVER SUCCESS

Effective and close working relationships with the myriad of local, national and international partners were critical to the success of Vancouver 2010. Early on, the VANOC team recognized strong partnerships were instrumental — both at home in engaging Canadians and abroad in extending the worldwide reach of the Games. As such, each and every member of the VANOC team was vested with the responsibility for building the necessary relationships and partnerships in their respective areas to ensure success — not only at Games time, but in all our efforts in the pre-Games period.

VANOC applied the concept of partnership in the broadest possible sense — meaning that customers (such as spectators and the Canadian public) and suppliers of goods and services were also considered valued partners. Partners were engaged in venue construction, service and product supply, providing critical Games facilities and related infrastructure and delivering key programs such as the Cultural Olympiad, Live Sites and Ceremonies.

These partnerships were based on achieving mutually beneficial objectives. However to justify the partnerships, beyond contributing to the success of the Games, it was important that Games partners also see the real and tangible benefits and return on investment so they could commit fully to and justify the partnership. To build the relationship and trust, VANOC freely and regularly shared information with its partners and regularly and publicly recognized our partners.

We strongly believe it is because of each and every one of our partners' contributions that we were able to effectively respond to a myriad of challenges — big and small. Ultimately, our partners were key contributors to achieving our mission and vision.

STRIKING EARLY PARTNERSHIPS

In bidding to host the Vancouver 2010 Olympic and Paralympic Winter Games, the Vancouver 2010 Bid Corporation built relationships with a number of key Games partners that would be enhanced throughout the life of the Games project.

At the very core, this included relationships with the:

INTERNATIONAL OLYMPIC COMMITTEE AND EXTENDED OLYMPIC FAMILY —

VANOC enjoyed and nurtured a close working partnership with the International Olympic Committee (IOC) and extended Olympic family. The expertise of both the IOC Coordination Commission members and the IOC administration team was extremely valuable. When the economic downturn forced budget cuts, the IOC worked directly with VANOC to thoroughly review the Organizing Committee's budget to determine where IOC-required elements could be reconsidered or delivered in ways that achieved similar results at a lower cost. Through many Coordination Commission visits and meetings, VANOC, the IOC and the extended Olympic Family worked together to review service levels and find creative solutions that enabled VANOC to deliver extraordinary Games. Because of the strong partnership developed with the IOC, and the IOC's expertise, VANOC was able to much more easily weather the challenges associated with the global economic downturn.

INTERNATIONAL PARALYMPIC COMMITTEE AND EXTENDED PARALYMPIC FAMILY —

The close partnership developed with the International Paralympic Committee (IPC) was also extremely valuable and is fully detailed in VANOC's 2010 Paralympic Winter Games final report. Early relationships were also established with a number of other key Games partners through specific agreements.



MULTI-PARTY AGREEMENT PARTNERS

Partners involved in Vancouver's bid to host the 2010 Olympic and Paralympic Winter Games signed a comprehensive Multi-Party Agreement (MPA) specifying how each partner would contribute to a successful Winter Games. This marked the first time such an accord was finalized as part of an Olympic bid. This agreement involved 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 VANOC. The MPA established a clear understanding of the roles and working relationships of all the parties and the contractual arrangements between them. It also addressed a range of issues including financial contributions, legal responsibilities and sport legacies of the Games. MPA partners, and highlights of their Games-related contributions, included the:

- **Government of Canada** — As an equal partner with the Province of BC in the funding of the venue construction program, the Government of Canada established itself early as a critical Games partner. The cross-Canada infrastructure and services it was able to provide were integral to staging the Games. More than 27 federal departments provided critical Games-related services, including meteorological services; customs and goods handling; and translation and language services (to ensure a fully bilingual Games). The Government of Canada was also instrumental in ensuring safe and secure Games — both in the funding it committed to Games-related security initiatives and for the leadership role it provided in bringing together the RCMP and other security agencies in the Vancouver 2010 Integrated Security Unity (V2010 ISU) that united the police, military and security forces in working together to deliver secure Games. Other highlights of VANOC's multi-faceted partnership with the federal government included support for the Own the Podium 2010 program, the torch relays, the Vancouver and Whistler Live Sites and the Opening and Closing Ceremonies.
- **Province of British Columbia** — The Province of British Columbia was an equal partner in funding the venue construction program and, from the bid phase, was closely involved in almost all aspects of staging the Games. The Province designed and executed many programs that raised awareness and support for the Games throughout BC, including the Sea-to-Sky Highway improvement project — a project not planned specifically for the Games, but that was integral to Games-related transportation plans. When the effects of the economic downturn became fully apparent, the Province provided additional funding to ensure an adequate contingency and to support programs such as the Opening Ceremonies and Look of the Games. At Games time, the Province also hosted the International Media Centre for unaccredited media. The Province also made important Games-related contributions towards 2010 Legacies Now; a legacy endowment fund for venue operating costs; security and medical services; Paralympic Games operations; and grants for local government and First Nations legacies and sport development. The Province of BC also spearheaded completion of the Canada Line (a new 19-kilometre rapid transit line connecting downtown Vancouver to Richmond and the Vancouver International Airport) with the Government of Canada and other partners. Though not a Games-specific project, the Canada Line was integral to the success of the Games transportation plan.



- **City of Vancouver** — The City of Vancouver (COV) was the lead on the construction of the Olympic/Paralympic Village Vancouver and upgrades to numerous competition venues within the city realm. COV ensured a municipal bylaw program was in place to allow for certain critical Games programs such as brand protection, overlay and the delivery of the Homestay Program. City staff worked closely with VANOC's Operations Engagement Team to ensure residents and businesses impacted by the Games would have the necessary information they needed, and that appropriate solutions could be found where possible. The COV team also worked closely with us on transportation-related matters, messaging and road closures at Games time. Perhaps most significantly, the City of Vancouver delivered a highly effective Live Sites program that created a festive and celebratory atmosphere throughout the city and was a lead partner in the complex city transportation system.
- **Resort Municipality of Whistler** — As home to half the events of the 2010 Olympic and Paralympic Winter Games, Whistler-Blackcomb (designated the Host Mountain Resort) and the Resort Municipality of Whistler (RMOW) played an essential role in ensuring athletes and Games participants enjoyed the best possible Games experience. VANOC partnered with the Resort Municipality on initiatives including creation of the Whistler Medals Plaza and the Whistler Athletes' Centre — a high-performance legacy training facility. Much like the City of Vancouver, the RMOW was critical to the design and success of the local transportation program to move people to/from venues and within the village, and was also the lead on construction of the Olympic/Paralympic Village in Whistler.
- **Canadian Olympic Committee** — VANOC worked closely with the Canadian Olympic Committee (COC), a private, not-for-profit corporation and major private sector funder of high-performance sport in Canada, on many facets of the Games. This included collaborating on education initiatives through /EDU (VANOC's educational portal) to increase awareness of the Olympic Movement; working together to recruit and coordinate the participation of Canadian Olympians in the torch relay; and working together to ensure the success of Canada's Olympic hopefuls through the Own the Podium 2010 program. With Vancouver 2010 now concluded, the COC will spearhead management of existing sponsor relationships that extend through London 2012. The COC will also play a key role in working with the University of British Columbia to ensure delivery of the final Olympic Games Impact study report.
- **Canadian Paralympic Committee** — The close partnership developed with the Canadian Paralympic Committee is fully detailed in VANOC's 2010 Paralympic Winter Games final report.



AGREEMENT AND PARTNERSHIP WITH THE FOUR HOST FIRST NATIONS

The Organizing Committee worked closely with the Lil'wat, Musqueam, Squamish and Tsleil-Waututh First Nations, known collectively as the Four Host First Nations (FHFN), to achieve unprecedented Aboriginal participation in the planning and hosting of the Games. The Four Host First Nations were recognized as official partners in the 2010 Winter Games, marking the first time in Olympic and Paralympic history that Indigenous peoples were recognized in this way. As the Games were staged on the traditional and shared traditional territories of the FHFN, the scope and depth of VANOC's partnership with the Nations was extensive, including a legacies agreement and memoranda of understanding (MOUs) during the bid phase, and a more formalized protocol agreement — signed on November 30, 2005. This protocol celebrated the relationship between VANOC and the FHFN, and a mutual commitment to work in partnership to achieve successful 2010 Winter Games. It marked the first time an Organizing Committee entered into such a partnership with Indigenous peoples.

The Protocol supported shared collaboration to:

- Increase opportunities to showcase art, language, traditions, history and culture
- Promote Games-related skills development and training related to the Games
- Build lasting social, cultural and economic opportunities and benefits
- Improve health and education and strengthen communities through sport, economic development and cultural involvement
- Create a sport legacy for youth
- Increase participation in arts festivals and events
- Increase participation in Victory Ceremonies and Games Opening and Closing Ceremonies

Although VANOC's partnership with the Four Host First Nations was largely comprised of programs rather than major infrastructure, a number of facilities were constructed by the FHFN — both temporary and permanent — that added to the success of the Games, including a 2010 Aboriginal Pavilion (in Vancouver) and a Cultural Centre (in Whistler). Notably, the FHFN played a leadership role in the successful delivery of the torch relay program and Aboriginal participation in the ceremonies.

OTHER GOVERNMENT PARTNERS

Many other governments joined in the staging of the Games, providing funding, facilities and services. These included provincial and territorial governments from across Canada signed through VANOC's Contributing Province/Territory Program (CPTP). They also included municipal governments in the Games region that were designated as Venue Cities, including the City of Richmond, the District of West Vancouver and the City of Surrey. VANOC struck agreements with each government to ensure it received recognition for its contribution and had the opportunity to celebrate the Games with its citizens. At Games time, each provincial and territorial partner had its own day at the Games, an opportunity to showcase that unique region of Canada by leveraging the communications power — and audience — of the Games. A full list of other governments that partnered in Games planning and delivery is included in the report appendix.



CORPORATE SPONSORS

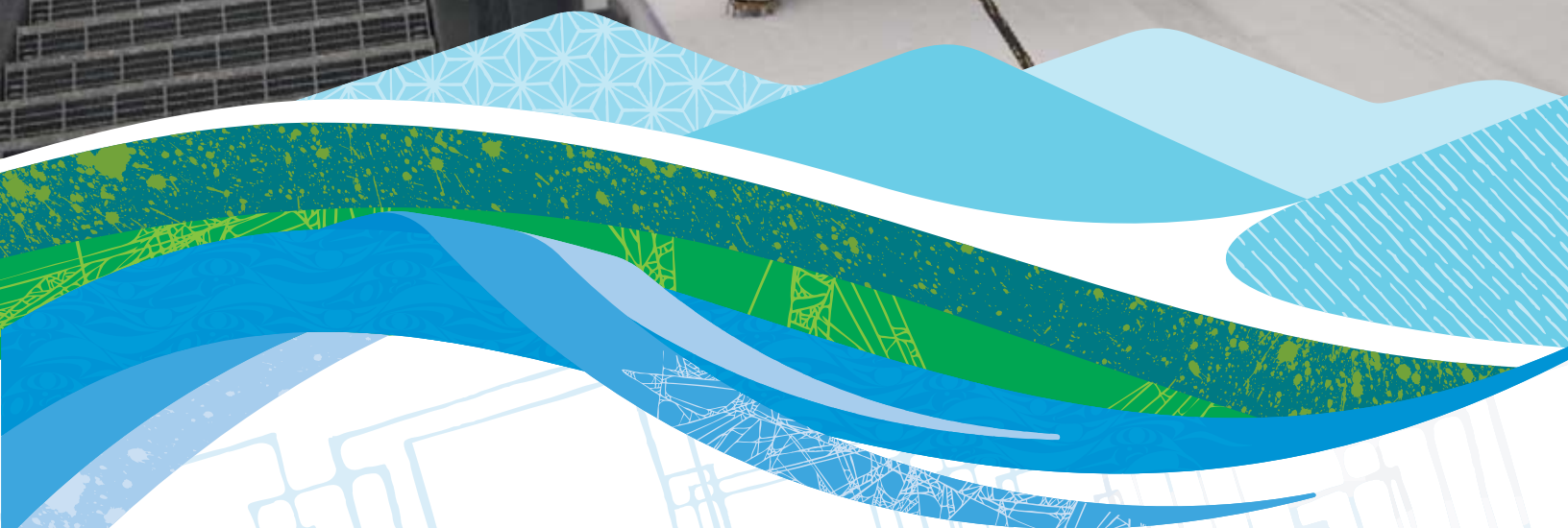
The Olympic and Paralympic Winter Games could not take place without sponsors. VANOC's marketing program focused on building mutually rewarding partnerships with shared values to generate sufficient revenue to host successful Games and to support the Own the Podium 2010 program. In addition to the direct revenue generated by sponsors, each sponsor's products, technology and expertise were vital to the success of the 2010 Winter Games. VANOC's highly successful corporate sponsorship program secured more than \$750 million in revenues for the staging of the Games. See Appendix 1 for more information on VANOC's domestic partners. Corporate sponsors also supported their Games engagement with comprehensive activation programs that promoted and raised awareness of their involvement and of the Games in general. These partnerships extended the Games reach far beyond VANOC's scope and were a major factor in the successful engagement of the entire country in the Games.

See appendix 6 for complete sponsorship overview.

OTHER MEMBERS OF THE VANCOUVER 2010 FAMILY

In addition to those partners already identified, many others were engaged in delivering the Games. A useful way to consider the many partners involved is to look at the many Games-related customer groups, including: the National Olympic and Paralympic committees; workforce; spectators; domestic dignitaries; members of the press and broadcasters; and the international sport and Paralympic sport federations.

VANOC had a cross-functional team that focused on the customer experience, identifying the specific needs and any potential issues or factors which could positively or negatively impact the experience of any specific customer in any of these groups. Understanding the customer experience early and identifying potential "derailers" and "delighters" enabled VANOC to articulate a common understanding of the Vancouver 2010 service standard and experience, and to develop early contingency plans. This greatly assisted the Organizing Committee when it needed to adapt to fluid and challenging economic circumstances associated with the global economic downturn, in working within existing partner relationships and in developing new partnerships.



A WINNING TEAM
PEOPLE AND CULTURE

Unquestionably the most critical success factor in bringing the VANOC mission and vision to life was the Games-time workforce team of more than 55,000, including 3,500 paid staff, 25,000 volunteers, 15,000 contractors and 13,000 ceremonies participants. The team, affectionately referred to as the “Blue Jackets,” were our greatest ambassadors and helped make the athletes, the country and the Games shine with glowing hearts.

Throughout the project, John Furlong (Chief Executive Officer) was instrumental in building and motivating the VANOC team. Many have commented that John is an extraordinary and passionate leader with an obsessive work ethic, and an ability to inspire others through his storytelling and readiness to make meaningful connections with the team at all levels.

From the bid phase, it was recognized that building the right VANOC team and culture was key to achieving our strategic plan. Intrinsic to that culture were the five VANOC values (team, trust, excellence, sustainability, creativity); they shaped the character and personality of the VANOC team, setting the tone for how the team worked together, with external partners and the public. VANOC’s values provided a guide for hiring members of the workforce; potential employees were matched against the values to ensure they would be the right fit for the team. A common set of values is critical in building a high-performance team because it aligns everyone with the organization’s approach to decision-making and serves as a foundation for integrity and trust that is critical to effectively performing in times of stress — both in the lead-up to the Games and at Games time.

The “One-Team” concept extended far beyond the Blue Jackets. The Blue Jackets were also supported by an extended VANOC team of proud Canadians who cheered on Canadian athletes and proudly helped visitors whenever possible, helping them make the most of their Games experience.

FEEDBACK ABOUT THE TEAM

From athletes, Games spectators and visitors alike, among others, feedback was overwhelmingly positive. We heard consistently how hospitable and welcoming our Vancouver 2010 volunteers were, that they were ever-present — and always with a smile — even if it was raining and they had been standing outside for many hours. Two other factors attributed to the team’s success were its cultural diversity and the volunteers’ sheer determination to make the 2010 Winter Games a resounding success.

5.1 BUILDING THE VANOC TEAM

The recruitment strategy developed to support VANOC’s mission, vision and values states that “in our quest to build a stronger Canada and successfully deliver the Games, we will recruit locally and nationally a diverse workforce, providing access to opportunities for all Canadians.”

VANOC’s commitment to host Olympic and Paralympic Winter Games that were socially inclusive meant also building a workforce that reflected Canada’s diversity. To achieve this goal, we developed a recruitment strategy and implemented it with our community partners. We engaged many community services and programs to deliver activities that created awareness and increased accessibility to jobs, training initiatives and volunteer opportunities.

VANOC also deliberately hired people with previous Games and sport event experience from around the world, placing them in leading roles within the organization; these team members were recruited early, in the project’s planning phase, so they could share their expertise and contribute to planning for the best possible Games experience.



The team, affectionately referred to as the “Blue Jackets,” were our greatest ambassadors and helped make the athletes, the country and the Games shine with glowing hearts

The VANOC workforce was the heart of our organization. Looking after our workforce was always an ongoing VANOC concern — particularly given the short-term, fast-paced nature of the project. To deliver an extraordinary Olympic and Paralympic Winter Games experience, every member of the VANOC team required the necessary support to do outstanding work. One way we tried to achieve this was by making VANOC a rewarding place to work and volunteer.

The VANOC team worked hard and played harder. “Extracurricular” activities included competitive road hockey tournaments and charity auctions, bake sales and staff barbecues. Regrettably, in the six-month period before the Games, the VANOC team also came together in suffering the loss of two of its visionaries.

Jack Poole, chairman of the VANOC Board of Directors, and the Vancouver 2010 Bid Corporation, succumbed to a valiant battle with pancreatic cancer on October 23, 2009. An accomplished businessman, Jack was celebrated for his extraordinary efforts to successfully bring the Games to Vancouver. In 2006, his contributions to his community and his country were recognized when he received the Order of Canada, the country’s highest honour, for lifetime achievement.

Leo Obstbaum, VANOC’s design director, died suddenly on August 20, 2009. Sorely missed by his many colleagues and friends in Vancouver and around the world, Leo’s spirit and daring inspiration touched absolutely everything at VANOC, including the Games mascots, Look, torches, medals and uniforms. Because of him, memories of Vancouver 2010 and its graphic identity will live on for generations.

5.2 WORKFORCE PROGRAMS

Once employees were successfully recruited to the VANOC team, they took part in a variety of workforce programs that were instrumental in building, managing, retaining — and ultimately dissolving — the organization. Examples of programs included:

- **New employee and volunteer orientation:** New employee orientation was supported organization-wide as an important part of on-boarding. Orientation continually evolved, adapting to the business and operational needs of the organization. This program was critical — not only for sharing important information with new team members to help ensure their on-the-job success, but also to inspire them and reaffirm their decision to join VANOC.
- **Benefits and Retention:** VANOC provided market-competitive salaries and a well-rounded benefits program (offered through an outsourced provider) for its full-time staff. A completion incentive motivated staff to remain at VANOC through the end of their contracts
- **Legacy of Safety Program:** Awareness training focused on creating a safe and healthy workplace and a safety-conscious workforce.
- **Employment contract end date/exit process:** Until fall 2009, the vast majority of VANOC’s paid workforce had contracts that ended with the close of the Olympic Games (they did not carry through to the Paralympic Games or the dissolution phase). Due to continually revised headcount assumptions, however, it was not until September 2009 that contract extensions were offered to employees. At the end of their contracts, a straightforward exit process was used to guide workforce members through their final requirements and entitlements prior to their departure from VANOC. Customized checklists, referred to as “passports,” ensured all technology was returned to the organization, any remaining expenses were claimed and TOK report deliverables were completed; once these requirements were met, employees could then officially depart the organization and receive their final pay and record of employment.



To deliver an extraordinary Olympic and Paralympic Winter Games experience, every member of the VANOC team required the necessary support to do outstanding work.

- **Outplacement program:** With a small budget, the “Beyond 2010” program was an Olympic/Paralympic first, providing a full-service model for outplacement and post-Games transition. It included coaching, workshops, career advisors, career fairs, a dedicated website and other resources. While outplacement was the primary component of Beyond 2010, the program took a more holistic approach to post-Games life, providing guidance in areas such as life- and career-related decision-making, managing the emotional letdown that occurs for many employees in the aftermath of the Games and staying connected to Games colleagues and friends.

Specific Games-time training programs and publications were developed for paid and volunteer workforce members that covered orientation, customer service, leadership, job- and venue-specific training. These programs were primarily delivered at training facilities and on-venue, though an online training site (e-learning) was used to deliver training to volunteers through the “On Your Mark” extranet, while other training materials were delivered electronically.

VOLUNTEER PROGRAM

From the day it was officially launched on February 12, 2008, marking two years until the opening of the 2010 Olympic Winter Games, the volunteer program was a resounding success. Inspiring applicants from across Canada about volunteer opportunities was paramount, so it was extremely encouraging for the entire VANOC team that there was immediate and significant interest in volunteering with the Games. A cross-Canada tour to recruit volunteers, scaled back somewhat from original plans because of budget constraints, resulted in overwhelmingly positive feedback about the experience — and in VANOC’s efforts to involve all Canadians in “Canada’s Games.” Ultimately, VANOC received more than 77,000 applications; 85 per cent were from Canadians across the country, with the remainder from 140 countries around the world.

At Games time, and in the lead-up to the Games, the volunteer program ran better than ever expected. There was almost no attrition and the majority of volunteers completed their assigned shifts as scheduled. One group of volunteers, called Club 99, was located in the Lower Mainland; each day these volunteers were on shifts that required they take a two-hour bus trip, in each direction, to/from Whistler. VANOC expected many dropouts in this group, but the team creatively scheduled Club 99 members so they had some extra time off. As a result, there were almost no dropouts.

The once-in-a-lifetime Blue Jacket experience was contagious; at public events with special guests in attendance, Games volunteers often received as much applause — and often more — as athletes and dignitaries.

With the Games experience now in the rear-view mirror, the hope is that the history, values and spirit of the Games have created a passion for volunteerism in BC and Canada. Working with 2010 Legacies Now, VANOC created a database of volunteers who consented to having their contact information passed on to other community-based organizations seeking volunteers. Ideally, this will result in thousands of “new” volunteers taking on a wide range of roles at future events in British Columbia and elsewhere in Canada, resulting in a positive and enduring Games legacy.

Volunteer training began at the volunteers’ first interview sessions, with an orientation featuring videos, graphics, stories and fun, Games-related facts. Subsequent training introduced and emphasized the concept of “Service Excellence” as both a VANOC/Vancouver 2010 expectation and philosophy. In leadership training, the focus was on how leaders could demonstrate this service excellence by example. In job-specific training, functional areas were asked to share with volunteers what service excellence represented to that specific area.





DELIVERING A
BALANCED BUDGET



The financial strategic objective was established because all Games stakeholders recognized the importance of fiscal responsibility. It was clear that in the Canadian environment the Games would not be considered a success if they were not managed effectively and within budget parameters.

At every stage of the VANOC life cycle, delivering both a balanced budget and extraordinary Games was a top priority for the Organizing Committee and its partners. We discovered, however, that at times these objectives appeared contradictory. Managing budgets required changes to service levels that would impact the overall Games experience for certain groups of participants and stakeholders. However, our strategic objectives enabled us to make many decisions on how to best allocate the financial resources in a way that would allow us to achieve the Games vision and mission.

By summer 2010 it was being forecast that the \$1.9 billion Games Operating Budget would be delivered on target and that a balanced budget would be achieved — in other words, that operating revenues would equal expenses. A balanced budget coupled with the unprecedented success of our revenue generation program puts VANOC in good stead to achieve its financial strategic objective of generating sufficient revenue and managing costs and risk to ensure a positive financial legacy.

Of the seven strategic objectives, this financial objective became the most challenging and difficult to manage because VANOC built its venues during one of the most expensive construction periods in the history of Western Canada and British Columbia. The organization then went into the final 18 months of the Games project as the greatest international economic downturn in generations occurred. The global recession increased risks and created additional challenges and complexity — not only for VANOC, but for all our partners, sponsors and suppliers. It required that we make difficult decisions; examine everything we were doing to ensure it was truly necessary to delivering the Games; do some things differently than originally planned; adjust budgets; closely monitor risks; and secure additional revenue. Ultimately, rigorous budget management, early completion of the venue construction program and successful sponsorship and early revenue generation enabled VANOC to better weather the economic storm. We must compliment our staff, who faced difficult — and at times frustrating — conditions, triggered by the worst recession in memory.

At every stage of the VANOC life cycle, delivering both a balanced budget and extraordinary Games was a top priority for the Organizing Committee and its partners.

6.1 VENUE CONSTRUCTION

The \$599.8 million Venue Construction program was delivered on time and on budget. This program covered the building of new venues and upgrades to existing venues. Funding for the Venue Construction Budget was provided by the Government of Canada and the Province of British Columbia, each contributing \$290 million, Value In Kind (VIK) from the operations budget (valued at \$11.8 million) and other revenue that was raised, totalling \$8 million. The Venue Construction Budget was distinct and separate from the Games Operating Budget of \$1.9 billion used to stage the Games.

Effective management of the venue construction program was the result of good design, strong relationships with partner organizations and governments, constant and creative cost control in an exceptionally challenging environment and strong project management. Project scope was monitored to ensure it did not grow, and changes were made as budget circumstances dictated. The majority of construction work was completed at a time when the escalation of construction costs exceeded one per cent per month. This challenging environment required that procurement methods be adapted from the traditional bidding process to ensure good value.

6.2 REVENUE PROGRAMS

The Games Operating Budget was financed by a variety of revenue sources, primarily from the non-government sector — international revenues from the IOC that included TOP partners and the worldwide sale of Games television broadcast rights and domestic (Canadian) revenues that included sponsorship, ticketing and licensing and merchandising programs. The VANOC team developed and managed over 30 diverse revenue programs, each valued at more than \$1 million. Examples of the largest revenue programs managed by VANOC are detailed as per below.

6.3 UNPRECEDENTED DOMESTIC SPONSORSHIP

Sponsorship support for the 2010 Winter Games is one of the VANOC's major success stories. The unprecedented national corporate support for the 2010 project set a new benchmark for Canadian sponsorship programs that enabled VANOC not only to meet its sponsorship revenue target, but to exceed it. VANOC's domestic sponsorship program consisted of:

- Six (6) **Tier I National Partners** that contributed between \$50 million and \$200 million
- Ten (10) **Tier II Official Supporters** that contributed between \$15 million and \$49 million
- Thirty-four (34) **Tier III Official Suppliers** that contributed between \$3 million and \$14 million
- VANOC also had three (3) **Official Media Suppliers** that each contributed between \$3 million and \$14 million in VIK advertising space in newspapers

Paramount to our success was the ability to begin selling all levels of the sponsorship program early. VANOC was in the market with Tier I proposals six years from Games time (G-72), and with Tier II and Tier III proposals five years out (G-60). Additionally, by adhering to investment thresholds and carefully managing the acquisition of VIK to ensure it was budget-relieving, VANOC's sponsorship sales team was able to achieve its investment with a relatively small number of partners. Had the team accepted less value for each sponsorship, more deals would have been required, which would have diluted the Olympic and Paralympic brands through saturation.

The unprecedented national corporate support for the 2010 project set a new benchmark for Canadian sponsorship programs that enabled VANOC not only to meet its sponsorship revenue target, but to exceed it.

6.4 A TICKETING PROGRAM THAT EXCEEDED REVENUE TARGETS

Ticketing revenue was another large and successful program that generated more than \$230 million in revenue as interest in tickets was extraordinary. According to early public polling, three out of every four Canadians (75 per cent) believed that attending the 2010 Winter Games would be “the experience of a lifetime.” This mindset held steadfast when tickets went on sale, with demand far exceeding supply.

Details of the ticketing program were announced in early October 2007; tickets were sold in phases, with the first phase taking place from October through December 2008. Every step of the ticketing program was designed to be simple, fair and accessible for all. Ticket prices were established based on market research, extensive internal and external reviews of our draft plan and a review of the Salt Lake 2002 and Torino 2006 ticketing plans.

More than 100,000 VANOC tickets were available for \$25 and half of all Vancouver 2010 tickets were priced at \$100 or less. We sold tickets a few months earlier than previous Games and coupled the program with a comprehensive communications plan. (Securing early ticket sales reduced our revenue risks and also enabled us to adjust the sales model if necessary).

In the Phase 1 period alone, Olympic enthusiasts submitted more than \$345 million in requests for tickets; 120 of 170 ticketed sessions were oversubscribed because demand exceeded the tickets available.

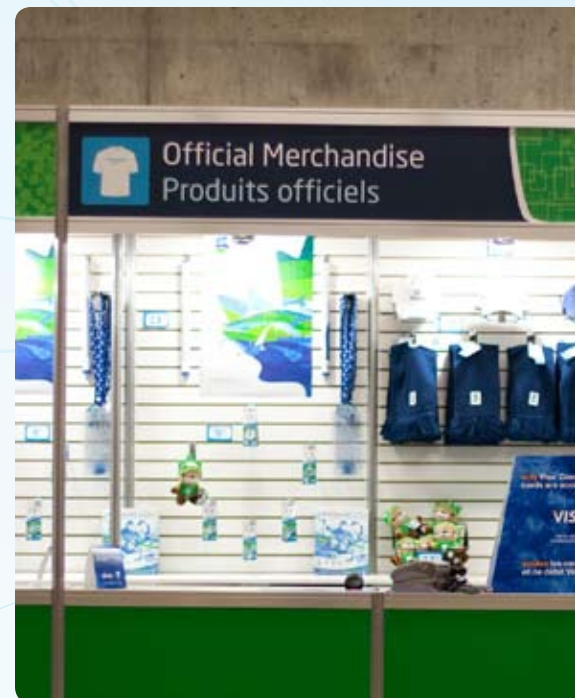
VANOC also introduced other innovative ticketing initiatives, including a fan-to-fan marketplace (where fans could resell tickets online) and a ticketing auction program.

6.5 AN INNOVATIVE LICENSING AND MERCHANDISING PROGRAM

VANOC’s licensing and merchandising program included more than 45 licensees that produced a wide range of different products available in over 1,600 retail stores, 400 Hudson’s Bay Company stores across Canada, a 20,000-square-foot Olympic Superstore (located within the Bay’s flagship location in downtown Vancouver) and seven additional locations of The Olympic Store. The mascot program sold more than 2.6 million units. One of the most memorable merchandising programs was the Red Mitten campaign that saw Canadians (and our international friends) wear their hearts on their hands; more than 3.5 million pairs of red mittens were sold.

VANOC Licensing also developed an authentic Aboriginal product program that saw one-third of the proceeds from the sale of Aboriginal merchandise applied to an Aboriginal Youth Legacy Fund (an initiative supporting Aboriginal youth sport and cultural development) and projects that increased awareness and understanding of Aboriginal peoples in Canada and their rich contributions to Canadian life.

In the Phase 1 period alone, Olympic enthusiasts submitted more than \$345 million in requests for tickets; 120 of 170 ticketed sessions were oversubscribed because demand exceeded the tickets available.



6.6 DISCIPLINED EXPENSE BUDGET MANAGEMENT

The Games are an expensive and complex endeavour. One of the key management challenges is first to identify and quantify revenue estimates. When the scope of work required to deliver the Games is established, it must be feasible within the revenues available. For VANOC, effective expenditure management came from careful alignment with scope and constant reviews to adjust for changing circumstances or facts. Senior management facilitated the appropriate allocation of financial resources — a careful balance among numerous competing interests.

The majority of VANOC's expense budget was comprised of Games-related staffing and the purchase of goods and services to support Games-time operations. VIK from sponsors represented approximately 25 per cent of VANOC's purchasing budget.

Each function had a budget that was aligned to its operational plan; these budgets, in turn, were consolidated into the VANOC Games Operating Budget. The purpose of this structure was to build accountability and ownership for the budgets at all levels of the organization. To support this approach, VANOC's Finance team provided resources and tools to enable the functions to successfully manage their budgets, risks and contracts efficiently and effectively. For example, electronic reporting provided timely, complete and accurate financial information.

At the start of the project three major business plan/budget reviews were planned; the downturn in the economy, however, increased the frequency and intensity of budget reviews. In 2008 and 2009, the Executive Team led several VANOC-wide budget review exercises where every function's scope, budget and headcount numbers were considered. The goal was to have a realistic and achievable VANOC operating budget with funds and resources appropriately allocated, and all funding gaps and potential savings identified and addressed. Potential savings included simplifying programs and introducing innovative ways to deliver programs more cost-effectively while ensuring all challenges and risks were understood and managed appropriately.

As part of the review process, alternate delivery models and scenarios were also evaluated. As difficult decisions and tradeoffs were made, we consulted with our partners and the VANOC Board of Directors to ensure the consolidated VANOC budget, contingency plan and risk profile were appropriate. Every decision considered our seven strategic objectives and what was in the best interests of the Organizing Committee and our partners. We also worked with our partners to identify additional sources of revenue.

There were significant operational uncertainties in the procurement area. The downturn in the economy came at the same time as VANOC was procuring over \$1 billion in Games-time goods and services. This significantly impacted Games suppliers and how we could proceed with procuring necessary goods and services. The fixed dates of the Games meant it was impossible to pause to assess the impacts of the changed economy. Procurement had to continue so the Games could be delivered on time. In many cases the costs of goods and services increased and the number of competitors decreased, placing added strain on budgets. This required that the VANOC team enhance its procurement, contract negotiation and due-diligence processes to effectively manage both credit and performance risks. In many cases, budgets had to be adjusted as well.

This approach of disciplined budget management proved effective. At the time of writing, VANOC is on track to achieve a balanced budget. The 2010 financial statements will be posted on the vancouver2010.com website in November 2010.

6.7 ENTERPRISE-WIDE RISK MANAGEMENT

Any project of the size and complexity of an Olympic and Paralympic Games is inherently exposed to a variety of risks. For VANOC, our risks included:

- Financial Risks: These included revenue-related risks (that sufficient revenue would be generated and collected), cash flow and foreign exchange risks and the risk of unanticipated or escalated expenses/costs.
- Operational/ Performance Risks: VANOC was at risk for unforeseen conditions, such as major business interruptions, weather-related hazards or major perils impacting VANOC, or its partners' abilities to fulfill contractual obligations.
- Reputation Risks: VANOC's reputation had to be maintained to the highest possible standard to give confidence to its partners, sponsors and other stakeholders, and to maintain the public's trust. Reputational risks included factors such as Games-related civil commotion or a media scandal.

The Organizing Committee had a low tolerance for these kinds of risks, so they were carefully managed and monitored by VANOC and our partners. To facilitate the effective identification, treatment and monitoring of all the risks VANOC faced throughout the project, an Enterprise-Wide Risk Management (ERM) program was implemented. VANOC is the first OCOG to have implemented a true ERM framework where risk identification and management/mitigation were embedded in the corporate culture and vocabulary, and everyone on the team understood they were risk managers with their own areas of responsibility.

A key element of the ERM Program was the Risk Register, where risks were identified, prioritized and managed. Initially the Risk Register focused primarily on risks associated with the venue construction projects and pre-Games functional risks. However, as construction risks were "retired" — as projects were completed — the functional risks became increasingly focused on Games time. Risk Registers were also created for each of the Sport Events. When venue operations began, Venue Operating Risk Registers were also created — initially for the nine competition venues and the five major non-competition venues, but as Games-time approached, also for the training venues and support facilities.

VANOC's risk profile was also a key consideration in effectively managing both the revenue and expense budgets, including the central project contingency fund. The ERM program was a key planning tool that channelled into our contingency planning, operational readiness, crisis management and internal audit programs.



SOUND BUSINESS
PROCESSES

As a project-based entity with a short life cycle that evolved from bid, to Organizing Committee to dissolution in 10 years, VANOC needed to implement simple yet effective systems, processes and controls to effectively manage both the day-to-day business of the Organizing Committee and Games-time deliverables.

Initially, as a start-up organization, many of VANOC's priorities focused on developing and implementing the corporate infrastructure required to support efficient and effective daily operations and support the design and construction process. This included developing policies and procedures, major financial and information management systems and the accompanying business processes in key areas. Considerable effort was also put into effectively communicating policies and processes to the entire team. As systems and processes were developed, there was always a tension between the goals of achieving appropriate levels of control and discipline to deliver the project on time and on budget while allowing the organization to remain entrepreneurial and nimble.

The Games project and the organization's short lifespan also proved challenging because so many activities were concentrated in a short window of time — essentially the last six years of the project. As such, the team had to simultaneously implement the required project and risk management controls and tools; complete Games-time operations planning; complete several rounds of budget management reviews; undergo constant change as the organization grew from a small team to over 50,000 at Games time; move from a function-focused organization to venue-focused teams in 2009; transition from the Olympic to Paralympic Winter Games in 12 days; and, following the Games, quickly downsize and rapidly wind up and conclude operations.

The VANOC team spent more than six years planning for a 60-day event, taking into account the duration of Cultural Olympiad events in addition to the Olympic and Paralympic winter sport programs. This section will highlight some of the key integrated planning processes implemented during this period. This example coupled with the information found in the Financial Objective section (Section 6) illustrates how the strategic objective of being “a disciplined and entrepreneurial organization with sound business processes, controls and tools that enabled us to effectively manage the business” was achieved.

ORGANIZATION START-UP AND PLANNING (2003–05)

This phase of the Games project ran from the time of the Organizing Committee's incorporation until mid-2005. During this phase, VANOC's Executive Team was hired, venue construction began, marketing activities were initiated and early major sponsors were signed. Other developments in this stage of the project included: establishing the Olympic Winter Games emblem and furthering the Vancouver 2010 brand; initiating operational planning at a high level; planning and launching marketing activities; implementing major business systems, including those related to the OCOG's financial and human resources (e.g. acquiring and implementing our financial systems, implementing the internal audit program); and developing, establishing and communicating the majority of VANOC's corporate policies and procedures. Foundation planning culminated with the completion of Version 1 (V1) of the VANOC business plan.



STRATEGIC AND BUSINESS PLANNING (2005–07)

In this phase of the Games project, the Executive Team developed the strategic plan that would guide VANOC through the remaining planning phases. As part of this overall process, the organization's 52 functions confirmed their scope of work and developed function business plans outlining their services, key delivery strategies, risks, and planning assumptions, working with the Finance and Workforce teams to develop budget and staffing plans that aligned with their business plan deliverables and services.

Subsequent cross-functional reviews identified interdependencies, gaps, duplications or inconsistencies, and assisted in resolving issues. The next step was to create the consolidated VANOC budget, contingency plan and risk profile, identify overall priorities, and check that the plan would enable the Organizing Committee to deliver on its strategic plan. Ultimately, these activities supported the next version (V2) of *VANOC's Business Plan and Games Budget*, a lengthy document released publicly by the OCOG in May 2007 (G-33), concluding this strategic and business planning phase.

During this phase, VANOC team members also attended the Torino 2006 Games (G-48) to experience the Olympic and Paralympic Winter Games, enabling the testing and further refinement of key planning assumptions. An extensive Torino 2006 debrief session, held in July 2006 (G-43), also yielded valuable insights that proved greatly beneficial in developing VANOC's plans and budgets.

DETAILED OPERATIONAL PLANNING (2007–09)

In this phase of the project, detailed operational plans were developed for the 35 Games-time operational functions (a number that would grow to 52 by Games time) to confirm how the functions and venue teams would operate from January to March 2010. This included developing our service level planning and defining the "derailers" and "delighters" for each of the major customer groups, and developing 1,500 Games-time policies and procedures. Because each function had interdependencies with many others, it was crucial that different planning processes, such as headcount, technology, fleet vehicle needs' assessments, service levels and operating plans, were optimized to identify and address any gaps or overlaps.

These Games-time planning activities were coordinated against an Operations Planning Road Map that flowed naturally into the Command, Control and Communications activities as the Games approached.

Regular financial review sessions were also held with every Games function, with three VANOC-wide detailed reviews of plans and budgets. Through these review sessions, planning and budgeting assumptions were challenged to ensure every expense was justifiable, realistic and consistent across functions, and that opportunities to make adjustments or achieve savings were identified and addressed.

Also in this phase of the project: the initial Sport Events (Test Events) took place; venue development/construction was largely complete; non-competition venues were secured; marketing activities continued in an effort to sign up additional Games sponsors; the ticketing program was launched; VANOC's workforce grew significantly; and volunteer recruitment began.

THE VENUIZATION PROCESS (2009–10)

During this phase, VANOC shifted from a functional-based organization to one focused on venue operations. Detailed venue operation plans were developed, tested and refined based on learnings from Sport Events (Test Events) and other developments as the project evolved. Venue walkthroughs and simulation exercises ensured planning was complete. Staff moved into venue teams.

Significant Games-time risks which could not be fully mitigated were identified and 24-hour Games-time contingency plans were developed, as were an IT disaster recovery plan and pre-Games and Games-time crisis management plans. Games-wide dress rehearsals were subsequently held. C3 principles and the Main Operations Centre communication model were tested.

In the final year before the Games, the operations structure changed to one of a Main Operations Centre Executive that would meet twice weekly and a group of operational vice-presidents and customer owners who would meet weekly to discuss outstanding operational issues. At this point in the project, issues were tracked centrally and each key operational function prepared a dashboard of key activities, milestones, and issues.

GAMES READINESS EXERCISES INCLUDED:

DATE	EVENT	TESTING OBJECTIVE
November 2008 to August 2009	Tabletops	Exercise Bronze and function, venue team, cross-functional and partner tabletop exercises
February 2009	Exercise Silver	Emergency preparedness scenarios.
March 2009	Sport Event cluster	Communication flows into and out of MOC.
October 2009	Venue simulations	Venue team communications, team building, practice responses to specific scenarios
October and December 2009	Technical rehearsals	Overall readiness of Technology for Games time, including MOC-Technology connection
November 2009	Exercise Gold	Emergency preparedness scenarios, external communication and central command structures (FCC and MOC testing)
December 2009	Games-wide simulations	Test decision-making and issue escalation/notification, GCO/MOC testing and some external partner MOC-level communication flows
February 2010	On-venue rehearsals	Test Venue Emergency Response Plans and real-time activities (e.g. competition and emergency evacuation rehearsals on-venue)

WIND-UP AND DISSOLUTION (MARCH 2010 AND AFTER)

A preliminary wind-up plan was prepared in fall 2008, with detailed planning completed in fall 2009 to identify work that required completion and/or transfer to others before workforce members exited the organization. The goal was to complete the transfer of knowledge and financial and operational wind-up deliverables efficiently and effectively.

In fewer than three months, the organization was rapidly reduced from more than 1,500 project staff to about 50 staff, with the expectation that 99 per cent of the dissolution plan should be completed within six months of the conclusion of the Games.



SUSTAINABLE GAMES
WITH LASTING LEGACIES



Throughout the project sustainability, for Vancouver 2010 and the Organizing Committee, 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. At the same time, 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.

Sustainability legacies at VANOC can be viewed in three distinct ways:

- **Physical infrastructure built for the Games that, long after they are over, will continue to support community sustainability.** These legacies include buildings such as competition venues, athlete villages and other permanent installations that will provide lasting environmental, social and economic benefits;
- **New approaches and ways of working on the Games that built capacity for engaging in solutions to local and global sustainability challenges.** These legacies include best practices and new ways of conducting the business of the Games to integrate sustainability considerations into decision making to deliver measurable social, environmental and economic performance outcomes.
- **Physical and capacity-building legacies created from sustainability and/ or corporate social responsibility (CSR) initiatives** by Games partners and sponsors that leveraged the sustainability platform of the Games to “scale up” value and impact. These legacies were inspired by the Games’ commitment to sustainability but created by individual organizations and groups that used innovation and collaboration to create additional value at a variety of different levels.

Every day on the road to 2010, sustainability endured as a core value, influencing the way VANOC approached challenges, opportunities and decision making. It helped clarify expectations, allowed us to be responsive, invited partnerships and inspired innovation, participation and fostered many significant legacies. Our performance wasn’t always perfect, but we believe we succeeded in meeting our bid commitments related to sustainability and legacy while raising the performance bar for future Organizing Committees. Highlights of sustainability-related achievements and Olympic and Paralympic firsts and lasting legacies include:

- 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 such a large event. 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.

- Receiving a number of awards, together with our partners, for green buildings — venues 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, 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.
- Partnership with the FHFN who were recognized as official Games hosts and partners. Formalized collaboration with the Aboriginal peoples of Canada — First Nations, Inuit and Métis in planning and delivery of key programs.
- The medal designs, Aboriginal Licensing Program, Torch Relays, an Aboriginal Youth Gathering/Ceremonies participation and the 2010 Aboriginal Pavilion, all Games-time highlights. (See Aboriginal Participation TOK for more details.)
- 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. We also utilized storytelling in multiple channels (web, video, presentations, interviews) to increase awareness and understanding about sustainability challenges and achievements.
- Using Games-wide targets for green building construction, carbon management and waste reduction to drive higher levels of environmental innovation and performance across all aspects of the Games.
- Leveraging 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.
- Engaging athletes and Canadian youth in 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 Canada.



To ensure accountability, the 2010 team conducted its work with a spirit of integrity and a track record for doing what was right. This was not always easy, but provided peace of mind — knowing 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, 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. Additional information on our sustainability initiatives can be found in the *Vancouver 2010 Sustainability Report 2009-10* and the Legacy Report (also included in this Official Report package).

IN CLOSING

In February and March 2010, Canada welcomed the world's best athletes to the Vancouver 2010 Olympic and Paralympic Winter Games. For a long time, Canadians had dreamed of welcoming the world's athletes to Vancouver and Whistler with the goal of staging stellar Games that would touch the soul of the nation and inspire the world by creating an extraordinary Olympic and Paralympic experience with lasting legacies.

In all their glory, the 2010 Winter Games were Canada's Games. Beyond showcasing outstanding athletic and cultural performances, the Games inspired people of all ages, promoted community celebration and pride, fostered unity, embraced diversity and instilled a genuine belief in global friendship and peace. They inspired 33 million Canadians to become nation builders, champions at home and at play — and better citizens of the world. We touched the soul of the nation and engaged and inspired the world.

Vancouver 2010 created a lifetime of memories for athletes and spectators alike. Of stunning achievement and defeat on the field of play. Of friendships forged. Of communities and a country coming together to welcome the world. Of the unprecedented participation of indigenous peoples in Olympic and Paralympic Winter Games in what has been described as the "world's biggest potlatch." And, of tragic loss. Beyond the celebration of sport and culture that inspired a nation and a world, Vancouver 2010 was about so much more.

The Games have left real and tangible legacies for communities in the Games region, the Province of British Columbia and Canada. This includes inspiring the next generation of Canadian athletes, world-class venues, renewed appreciation for the power of sport, a new-found cadre of volunteers and spirit of volunteerism, and an overall sense of fulfillment in what has been achieved — and a job well done. The power and longevity of these and other Games legacies, too many to list here, is immeasurable.

Integral to the success of the Games, and a legacy unto themselves, are the many partnerships that were formed and the multitude of partners that came together to ensure success at Games time. Working together, milestones were met, hurdles overcome and actions taken, always with the Games mission and vision as the destination.

Beyond showcasing outstanding athletic and cultural performances, the Games inspired people of all ages, promoted community celebration and pride, fostered unity, embraced diversity and instilled a genuine belief in global friendship and peace.



IN CLOSING (CONTINUED)

The VANOC team is proud to have contributed to the Olympic and Paralympic movements and achieved our strategic plan, along with many Games firsts, for example:

- Vancouver 2010 marked the first time Indigenous peoples and their traditional territories were recognized as official partners by the IOC and the Organizing Committee
- Vancouver 2010 marked the first time Olympic ice hockey was played on NHL-sized ice
- Vancouver 2010 marked the first time ski cross was part of the Olympic Winter Games sport program
- Vancouver 2010 marked the first time the majority of Games publications were delivered electronically
- Vancouver 2010 was the first Games to create a separate organization (2010 Legacies Now) to ensure social legacies were realized
- Vancouver 2010 was the first Games to be fully embraced on digital platforms, with online and mobile coverage breaking all Olympic records and digital coverage reaching unprecedented levels for Winter Games, accounting for around half of the overall broadcast output from Vancouver
- Vancouver 2010: the first Games to be broadcast in high definition and with 5.1 surround sound, offering first-class picture quality and an excellent viewer experience
- VANOC was the first Organizing Committee to launch two ticket reselling initiatives, the fan-to-fan marketplace and the partner-to-partner marketplace
- For the first time in Olympic history, some of the most coveted items used during the Games, such as the medal podia, ice hockey pucks and ski gates, were made available for purchase by the general public via an online Vancouver 2010 auction

The Games were about celebrating the best that Canada had to offer, of realizing a daring, compelling vision and showcasing the values of excellence, friendship and respect. Vancouver 2010 promised to be an inspiring and inclusive celebration of sport, culture and sustainability with a distinctly Canadian flavor. For 17 days in February 2010, and 10 days in March, the world came together in a celebration that captured the essence of Canada — a nation that embraces innovation and diversity, respects nature and welcomes winter with youthful energy. Vancouver 2010 was an invitation to everyone to discover the very best in themselves, to dream bigger, reach further and leave something lasting behind. With the Games now behind us, it's fair to say, quite simply, mission accomplished.

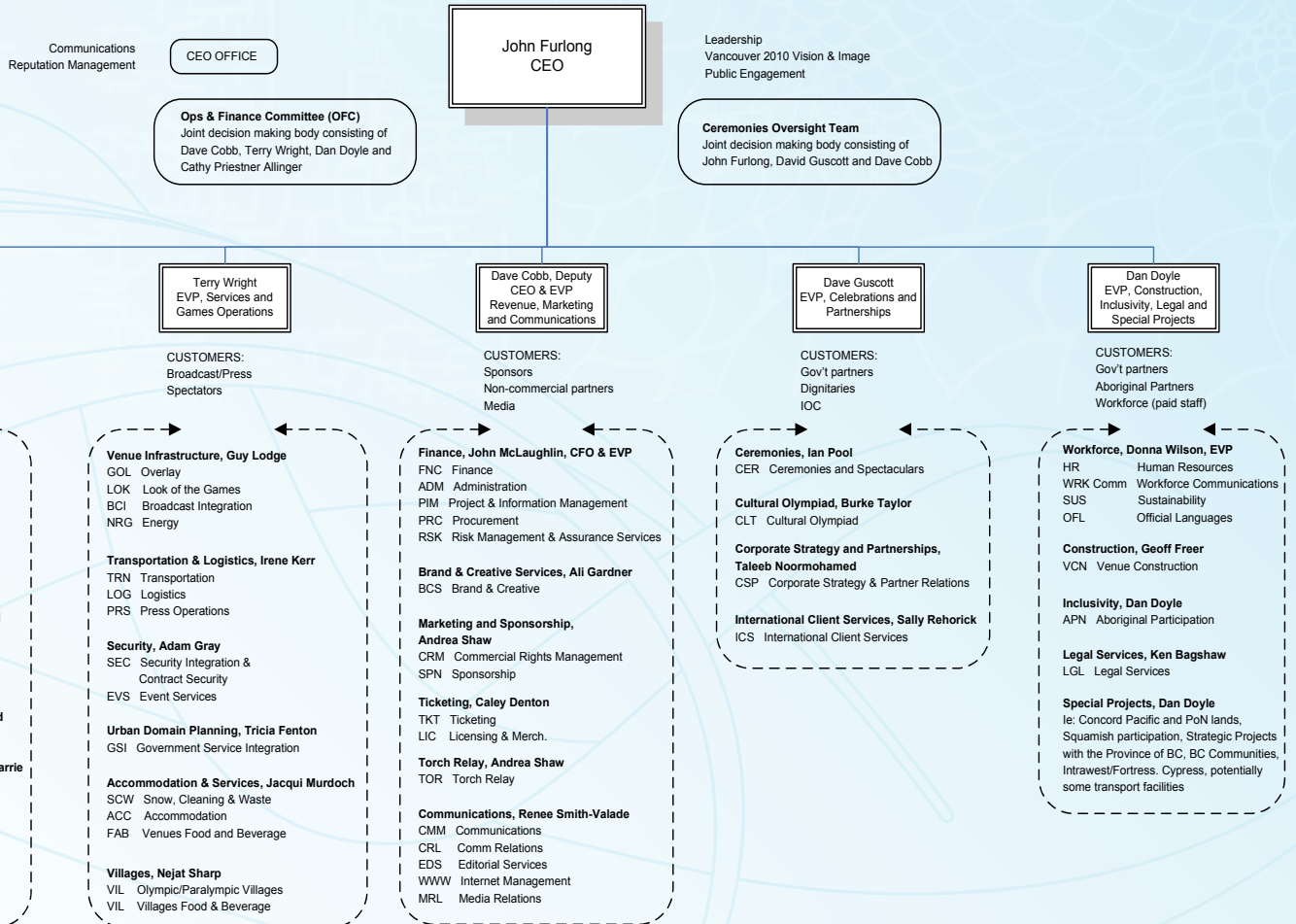
The Games were about celebrating the best that Canada had to offer, of realizing a daring, compelling vision and showcasing the values of excellence, friendship and respect.

APPENDICES



1. VANOC ORGANIZATIONAL STRUCTURE

FALL 2009



2. FUNCTION SUMMARIES INCLUDING KEY FACTS AND FIGURES

VANOC had 52 teams with specific deliverables and scope of responsibility. These teams were called functions. The function summaries and key facts and figures are highlighted in this section. Functions are listed in alphabetical order.

ABORIGINAL PARTICIPATION

Aboriginal Participation was responsible for the overall planning and integration of Aboriginal elements into the Games, including the delivery of VANOC obligations to the Four Host First Nations (FHFN), supporting the FHFN Secretariat, enhancing opportunities for Aboriginal participation, liaising with the broader Canada-wide Aboriginal community (First Nations, Inuit and Métis), reporting on Aboriginal partnerships and participation in the Games and securing partnership funding for major projects from governments and sponsors.

Key facts and figures:

- Shared Legacies Agreement with Squamish and Lil'wat Nations, Bid Corporation and Province of BC in 2002 with the following legacies:
 - Province donated 300 acres of land for economic development
 - \$2.3 million for skills and training
 - \$500,000 naming and recognition project
 - \$3 million contribution to Squamish Lil'wat Cultural Centre
 - \$6.5 million for legacy housing
 - Over \$50 million in contracting opportunities for the Aboriginal community (e.g. building the Nordic venue)
- \$3 million for Aboriginal Youth Sport Legacy Fund for youth across BC
- Memoranda of Understanding (MOUs) with the Musqueam and Tsleil-Waututh nations and the Vancouver 2010 Bid Corporation, signed in 2003, led to the following legacies:
 - \$500,000 in legacy contributions from VANOC to both the Musqueam and Tsleil-Waututh
 - \$20 million in legacy contributions from the Government of Canada to each nation
- Protocol Agreement signed with the Four Host First Nations which were recognized as Official Partners by VANOC and the IOC
- 23 formalized collaboration agreements signed with Aboriginal peoples and organizations across Canada
- \$59 million in contracting opportunities to Aboriginal business. More than 300 Aboriginal businesses participated in VANOC procurement and FHFN Artisan Villages.
- 22 Games licensees participated in the Aboriginal Licensing and Merchandising Program

- 118 Aboriginal communities on Torch Relay route. More than 600 Aboriginal people participated, including 12 Aboriginal Youth Flame Attendants
- 2010 Indigenous Youth Gathering held for 16 days during the Games, involving 300 Aboriginal youth from across Canada who also performed in the Opening Ceremonies
- 2010 Aboriginal Pavilion — open during the Olympic Winter Games period, with over 215,000 visitors, 290 media and 232 performances
- Aboriginal Youth Legacy Fund created as part of the Organizing Committee's licensing program.

ACCOMMODATION

Accommodation managed the allocation of 13,500 hotel rooms in the Lower Mainland and 3,500 hotel rooms in Whistler. The team provided support to lodging facilities, IOC, IPC, rights-holding broadcasters, press agencies, IFs and IPSFs through the operation of help desks in hotel lobbies or at the Venue Operations Centre (at the Paralympic Family Hotel) or at the Main Help Desk (at the Main Media Centre); secured and managed workforce accommodation, including managing rooming lists and providing 24/7 management and front desk services at facilities (e.g. cruise ship, university, temporary modular housing).

Key facts and figures:

- Allocated 12,033 hotel rooms in Vancouver and 2,959 rooms in Whistler during the Olympic period
- Allocated 151 rooms in Vancouver and 544 rooms in Whistler during the Paralympic period
- Held 275 contracts with hotels, apartments, houses and other lodging facilities
- Held 972 Accommodation Allocation Agreements with clients

ACCREDITATION

Accreditation registered and identified all potential participants at the Olympic and Paralympic Winter Games. Eligible individuals were identified by issuing Olympic and Paralympic Identity and Accreditation Cards (OIAC/PIAC). These cards (OIAC/PIAC) were assigned the appropriate access privileges to allow those individuals to perform their official Games-time roles.

Accreditation also worked with federal government agencies on security background checks, entry procedures and other required documentation. The function produced supplemental access control devices for use on the field of play and other restricted access areas. Accreditation planned and managed Accreditation Centres and facilities located in Vancouver and Whistler.

Key facts and figures:

- 128,988 applications for Olympic Games accreditation
- 44,588 applications for Paralympic Games accreditation
- 96,428 participants accredited at the end of the Olympic Games
- 26,931 participants accredited at the end of the Paralympic Games

ADMINISTRATION

The Administration function was responsible for facilities management (e.g. space planning, building operations, parking, cleaning), administration services (e.g. ordering catering and office supplies and making travel arrangements) and health and safety/emergency preparedness at the Vancouver and Whistler headquarters.

Key facts and figures:

- Managed the two Vancouver-based VANOC headquarters (HQ) buildings, comprising over 200,000 square feet
- Managed VANOC's Whistler headquarters building, comprising 4,500 square feet
- Vancouver HQ accommodated 2,000 people
- Whistler HQ accommodated up to 42 people

ANTI-DOPING

The Anti-Doping function was responsible for delivering a state-of-the-art doping control program at the 2010 Winter Games to protect the rights of every athlete to compete on a level playing field and develop and implement pre-Games information and awareness initiatives to ensure athletes were well educated about doping control protocols and the values of doping-free sport.

The program included Games-time testing programs and the operation of a World Anti-Doping Agency (WADA)-accredited anti-doping lab at Games time.

Key facts and figures:

- 14 doping control stations during the Games
- 2,000 doping controls conducted during the Olympic Games

- 425 doping controls conducted during the Paralympic Games.
- Doping control conducted at all but one Sport Event (Test Event).

BRAND AND CREATIVE SERVICES

The Brand and Creative Services (BCS) function: developed, managed, and promoted the Vancouver 2010 brand; developed and produced Vancouver 2010 Games design and creative (emblems, Look of the Games, mascots, torch, medals, advertising creative, videos, uniforms, etc.); provided creative consulting and services (including design, print production, advertising creative, video and photography) for all VANOC functions; conducted market research/testing; selected and managed key creative collaborators (e.g. advertising creative agency, video production personnel, photographers, printers and market research company); and was responsible for Games-time production of commemorative books and videos.

Key facts and figures:

- 1,014 medals created, each with a unique design
- More than 2,000 unique creative projects in four years
- Created and produced 12 national campaigns and 11 local/regional campaigns in three years
- Produced 29 videos in four years with a team of two dedicated video production staff
- Designed and produced 357 publications

BROADCAST INTEGRATION

Broadcast Integration (BCI) was responsible for ensuring VANOC delivered its contractual obligations to the International Olympic Committee (IOC), Olympic Broadcasting Services Vancouver (OBSV) and rights-holding broadcasters (RHBs) to the required levels, both in the planning and operational stages. BCI was the primary liaison between the Host Broadcaster, OBSV, RHBs and VANOC, ensuring the appropriate planning, preparation and provision of the facilities and services required for the operation of the Olympic Broadcast system and Rights Holders. Broadcast Integration was also responsible for leading the negotiation of the Host Broadcast Agreement with OBSV for the Paralympic Games, and the sale of Paralympic Broadcast Rights to potential RHBs as well as for cost recovery from customer groups.

Key facts and figures:

- Live Coverage of all Olympic Winter Games events with over 900 hours televised
- Supported 7,000 Accredited Broadcasters

- 20 Rights-Holding Broadcast entities representing over 90 countries worldwide
- Two broadcast centres — International Broadcast Centre in downtown Vancouver (31,000 square metres of space) and Whistler Media Centre (3,000 square metres) in Whistler Village

CEREMONIES

Planned and delivered the Olympic and Paralympic Opening and Closing Ceremonies, and the IOC Session Opening Ceremony, included hiring a producer, representing the producer's interests to other OCOG functions, ensuring producer was aware of OCOG requirements, processes, policies and that scope of work was delivered within allotted timelines and budget.

Key facts and figures:

- 3 billion viewers watched the Opening Ceremony of the 2010 Olympic Winter Games
- Opening Ceremony had more than 2,050 volunteers ranging in age from 18 to 80
- Most volunteers rehearsed 21 days, at a minimum of four hours per day
- The biggest prop in the Olympic Opening Ceremony was a Kermode spirit bear measuring 16 metres high and weighing 900 kilograms
- To light the Olympic Ceremonies required 1,054 intelligent lighting fixtures, 572 standard fixtures, 1,296 LED screen tubes, 28 follow spots and five lighting desks
- Rigging the Olympic Ceremonies involved 360 roof rigging points, 1.8 kilometres of trussing and 60 automated winches for flying performers and scenic elements.
- Audio consisted of 25,000 kilograms of speakers and 5,000 in-ear monitors for performers
- A total of approximately 100,000 kilograms was suspended from the air-supported roof of BC Place

COMMERCIAL RIGHTS MANAGEMENT

Key activities of Commercial Rights Management (CRM) included market monitoring (ambush marketing, counterfeit sales, and unauthorized ticket reselling), managing outdoor advertising compliance program, monitoring for commercial branding/sponsor conflicts at pre-Games events, delivering a clean-venue mandate at Games time, implementing preventative and educational strategies to prevent ambush marketing, delivering client services to government partners, and managing marks usage for all core user groups.

Key facts and figures:

- Processed 3,250 cases; 98 per cent of these cases were fully resolved. The remaining 2 per cent will likely be deemed of minimal commercial harm
- Processed 5,500 instances of Games partners using sport and athlete imagery in Olympic and Paralympic marketing and communications creative
- Registered approximately 185 marks (includes Section 9 official marks, trademarks and copyrighted marks) and approximately 420 domain names
- Seized approximately 35,000 counterfeit items
- Approximately 20 per cent of cases required the services of legal counsel to assist in resolution, but primarily for the purposes of follow-up correspondence
- Six cases have been brought to legal action

COMMUNICATIONS (INCLUDING MEDIA RELATIONS, COMMUNITY RELATIONS AND EDITORIAL SERVICES)

The Media Relations team provided a single point of contact between VANOC and the local, national and international media while supporting VANOC's objectives through proactively identifying media opportunities/issues, managing public affairs issues, providing messaging and coaching to spokespersons, coordinating with Press Operations on media services and managing the distribution of information.

The Community Relations team was responsible for community outreach, public engagement, "booster" programs, pre-Games special events and the mascot program. Key activities included facilitating and partnering on outreach, communication and 2010 information training initiatives with VANOC's many partners. CRL also provided communication services, strategies and execution for many VANOC functions. In 2008 two Operations Engagement Teams were created to support the Metro Vancouver and Sea to Sky regions

Key facts and figures:

- 2005 — 59 press releases
- 2006 — 100 press releases, 40 issues notes / key messages documents
- 2007 — 130 press releases, 80 issues notes / key messages documents
- 2008 — 143 press releases, 90 issues notes / key messages documents
- 2009 — 213 press releases, 120 issues notes / key messages documents
- Commissioned five bi-annual tracking studies to track national awareness of Canada's Games.
- developed 20 advertising campaigns

- More than 800 live mascot appearances seen by more than one million people in Canada and those in seven other nations.
- Operations Engagement Team outreach to 300 businesses in Sea to Sky corridor
- 20 countdown milestone events, both annually (February 12 and March 12) and on key dates (2010 Days, 1,000 Days to go, 100 Days to go)

The Editorial Services was responsible, in collaboration with Brand and Creative Services, for the writing, editing, print production coordination and printing of all VANOC publications (both hard copy and electronic). EDS was a centralized service provider to VANOC functions, providing effective, accurate and timely delivery of publications within the available budget.

Key facts and figures:

- More than 200 publications identified, tracked and produced
- Edited six commercial publications, generating revenues of more than \$1 million

CORPORATE STRATEGY AND PARTNER RELATIONS

The Corporate Strategy and Partner Relations function was responsible for managing relationships with VANOC's government partners, building and preparing the domestic dignitary program, strengthening political relationships at all levels, and liaising with federal, provincial and municipal governments on funding opportunities (e.g. Contributing Province/Territory Program). Corporate Strategy and Partner Relations also planned and delivered of an International Dignitary Program (IDP) and the Flag Program, as well as protocol planning and coordination with Canadian government partners and the Four Host First Nations

Key facts and figures:

- Serviced 22 domestic partners
- Approximately 3,000 flags were used during the Olympic and Paralympic Games

CULTURAL OLYMPIAD

The Culture and Celebrations function was responsible for planning and presenting an innovative and accessible Olympic and Paralympic arts and cultural program, festivals, and education program. The program included three festivals of contemporary arts and popular culture to achieve broad community participation with a multi-faceted program of performances, exhibitions, new media creations and online connections. Working in partnership with the arts community, the Cultural Olympiad team also collaborated with the federal, provincial and territorial governments to highlight some of the most dynamic talent from all regions of Canada and around the world. In addition the program extended nationally through touring programs and web-based activities such

as CODE, the Cultural Olympiad's digital edition. The function was also responsible for all aspects of programming, commissioning, contracting, producing, presenting, marketing, logistics, fundraising associated with the Cultural Olympiad festivals.

Key facts and figures:

- Presented 1,031 performances and 48 exhibitions by national and international artists
- Used over 60 venues plus 43 outdoor art display spaces such as billboards, transit shelters and subway station walls
- Commissioned 21 world and Canadian premieres by leading national and international artists
- Presented in partnership with 76 arts and cultural organizations, four municipalities and four First Nations
- 193 separate projects in all disciplines
- 281,293 unique visitors to the /EDU site

EVENT SERVICES

The Event Services function provided spectator marshalling and pedestrian flow, ticket taking, ushering, spectator information services, lost and found, access monitoring and accreditation interpretation at all competition and training venues, media centres, airport, Olympic Stadium and the Whistler Celebration Site."

Key facts and figures:

- Games time staff :
- 71 Central Team (Function Command Centre, Main Operating Centre, Oversight)
- 47 Venue Managers and Deputy Venue Managers
- 22 Sector Coordinators
- 236 Supervisors
- 497 Event Staff
- 435 Team Leaders (Volunteers)
- 4,010 Hosts (Volunteers)

FINANCE

The Finance function was responsible for five distinct areas of work: Corporate Finance, Revenue Finance, Venue Finance, Budget Management and Value in Kind Management.

Corporate Finance provided centralized services including: financial accounting, payroll, accounts payable, accounts receivable, financial reporting, financial and business systems, cash flow management, treasury, audits, tax planning, and foreign exchange management and budget management and contract management services.

Revenue Finance managed the revenue of \$1.9 billion and budget management developed, managed and executed the expense budget of \$1.9 billion (excluding VIK) and the Financial Plan.

Venue Finance was responsible for managing the Venue Construction budget, which was separate from the Operational budget. The Venue Finance team managed both the expense and revenue sides.

Key facts and figures:

- Revenue and expense budgets of \$1.9 billion
- 32 revenue streams in excess of \$1 million
- Value in Kind valued at \$136.6 million for top sponsors and \$320.4 million for domestic sponsors
- 400 revenue contracts/agreements
- 2,900 budget line items
- 1,000 venue construction procurement contracts

FOOD AND BEVERAGE

Food and Beverage was responsible for delivering a variety of food and beverage products to Games customers at all venues that were creative, offered value for money, were of consistent quality, and could be served efficiently and timely. Deliverables included: mandatory catering for workforce, athletes and team officials, technical officials, media lounges only and Olympic Family (where VANOC assumed the costs for foodservice) and user-pay catering for media, sponsors, hospitality and spectator concessions (where VANOC facilitated retail services but did not providing any of these services).

Key facts and figures:

- 1.2 million workforce meals (includes Ceremonies and Transport)
- 8,500 athlete meals on-venue
- 25,650 Olympic Family meals
- 250,000+ contractor Meals
- 2 million bottles of Dasani Water

GOVERNMENT SERVICE INTEGRATION

This function was responsible for operational integration with government partners; Master Planning Program development and implementation; Public Engagement/ Operational Engagement program strategy; Property Acquisition; Games-client Property Program; Master Permitting Program; and Service Agreements.

Key facts and figures:

- Secured 106 support facilities / properties required for functions' operations

- Established a common permitting approach across six jurisdictions and 17 functions
- Established service levels and scope of work involving five functions and three primary municipalities
- Engaged stakeholders including an estimated 400–500 residential businesses
- Tracked 147 Games-related, unaffiliated Activations in Metro Vancouver and 54 in the Sea to Sky corridor impacting Urban Domain and VANOC operations and requiring integration into an overall operations plan. (These numbers do not include Venues, Support Facilities or Essential Services).

INTERNATIONAL CLIENT SERVICES

Key responsibilities included the provision of language services (including both professional and volunteer interpretation); Olympic Family-accredited seating and lounges; overseeing Olympic Family arrivals and departures; Village mayors; recruitment and selection of ICS volunteers; job- and venue-specific training; and ICS Volunteer management and retention.

Key facts and figures:

- 940 Olympic and 358 Paralympic volunteers
- Conducted 13 venue protocol and 11 language services training sessions
- Conducted 50 ICS training sessions
- 119 responses to an on-line language test
- 897 responses to the language self-evaluation form and questionnaire

INTERNET MANAGEMENT

Responsible for creating, implementing and maintaining the content that supported vancouver2010.com. The end-to-end solution was delivered by a cross-functional Internet group (Internet Management and Internet Technical) in conjunction with key partners, such as Bell. This function was also responsible for other official online communications, including social media channels (Facebook, Twitter, etc.).

Key facts and figures:

- More than 3,700 downloads (PDFs, etc.)
- More than 300 feature stories
- More than 98 videos
- More than 8,000 images
- More than 368 FAQ items

LEGAL

The Legal Services function provided legal services to all VANOC functions. Primary clients included: Rights Management (commercial and non-commercial), Brand and Creative Services, Accommodation, Procurement, Service Operations (e.g. Village Services), Venue Management, Sponsorship and Licensing, Olympic and Paralympic Torch Relays (including Community Celebrations), Logistics and Government Services Integration (including delivery of municipal services during Games time and property acquisitions), Technology (one lawyer dedicated), Overlay, Transportation, Sport, Ceremonies (Opening, Closing and Victory), Cultural Olympiad, Agreements related to government (all levels) Financial Contributions, Sustainability, litigation, organizing issues that affected the Paralympic Games, Finance department (all aspects) and the VANOC Board Chair (providing corporate secretarial support for the Board of Directors).

LICENSING AND MERCHANDISING

The Licensing and Merchandising function was responsible for generating VANOC revenues primarily by licensing rights to third parties who wished to use the VANOC and COC brands to sell official Games products, and managing VANOC's internal gifting acquisition, ordering and distribution program.

Key facts and figures:

- LIC revenue target: \$57 million
- Other revenue target: \$4.1 million (\$3.1 million torches, \$650,000 staff store and sales, \$350,000 memorabilia auction program)
- Red Mittens: a remarkable 3.5 million pairs sold, which generated more than \$14 million for Canadian athletes
- 48 licensees

LOGISTICS

The Logistics function was responsible for managing specific assets and materials of the Olympic and Paralympic Games through the life cycle of the commodity, including material planning, receipt, storage, distribution/deployment at venues and the recovery and disposal of these items. Assets included standard Furniture, Fixtures & Equipment (FF&E), sport equipment for venues and Rate Card FF&E for customers. Materials management services included: warehouse operations, customs and freight forwarding and traffic and distribution. Venue Logistics had central responsibility for venue-based logistics activities and management of venue access by delivery/service vehicles through centralized processes, including management and maintenance of the Master Delivery Schedule.

Key facts and figures:

- Approximately 7,000 item numbers
- Main Distribution Centre: 400,000 square feet, operational G-16 months through G+3 months
- \$11 million in asset disposal revenue achieved

LOOK OF THE GAMES

Look of the Games was responsible for creating a memorable visual experience for athletes, spectators and the international broadcast audience through the integrated application of Vancouver 2010 Look treatments to Games venues.

The function led a unified approach to deliver a seamless application of "One Look" to the venues and the greater Games environment, define standard levels of service to ensure a consistent application approach from one venue to another. Look was also responsible for applying Look Treatments to 19 core venues (9 competition and 10 non-competition venues). Look was responsible for all project phases.

Key facts and figures:

- Used 63 kilometres of fence fabric
- Created 3,729 paper banners
- Created 21,436 vehicle graphics
- 126 ice graphics were developed
- 12 venue towers built

MEDICAL SERVICES

The Medical Services team planned and delivered excellent medical and health care services for the Games, leaving sustainable legacies for sports medicine and sports and health science locally and nationally while minimizing any impact on the existing public health care system.

Key facts and figures:

- 44 dedicated ambulances
- 2 critical care helicopters
- 803 Olympic volunteers
- Chiropractic services were offered for the first time at an Olympic or Paralympic Winter Games

NOC/NPC SERVICES

NOC/NPC Services (NCS) was the primary liaison and single point of contact between VANOC and the National Olympic Committees (NOCs) and National Paralympic Committees (NPCs). The function represented VANOC at NOC and NPC association meetings, coordinated all incoming official NOC/NPC visits, and managed daily communication and issue resolution with each NOC and NPC.

Key facts and figures:

- Hosted 128 NOC and 34 NPC visits
- Delivered Games-time services to 82 participating NOCs and 44 NPCs
- Recruited, trained and managed 786 volunteers
- Published 14 NOC and 13 NPC newsletters
- Presented progress reports on behalf of VANOC at ANOC GA, 8 EOC continental meetings and 3 PASO General Assemblies.

OFFICIAL LANGUAGES

Official Languages worked with all relevant areas at the Organizing Committee to deliver its services in a manner that fulfilled the obligations of the Olympic Charter (article 19), the Multiparty Agreement (MPA) and the convention signed between the Organisation internationale de la Francophonie (OIF) and VANOC. The team also provided English and French translation services.

Key facts and figures:

- Translated a total of 5,542,530 words
- Six official appearances in front of Senate and House committees (in Ottawa) on official languages, two studies by Canada's Official Languages Commissioner and more than 10 reports to the federal Games Secretariat
- Held 10 meetings with francophone communities in Canada to provide information and engage them in the Games.

OLYMPIC AND PARALYMPIC VILLAGES

The Olympic and Paralympic Villages function was responsible for village planning and oversight of the development and implementation of all operations, services, temporary facilities and equipment required to operate the Olympic and Paralympic Villages. The team was divided into seven key areas: administration, rooms, support services housekeeping, operations, Village Plaza and Events and food and beverage.

Key facts and figures:

- Village operations: 24 hrs/day for 53 days
- Olympic Village Vancouver population: 2,730
- Olympic Village Whistler population: 2,850
- Paralympic Village Vancouver population: 350
- Paralympic Village Whistler population: 1,050

OVERLAY

The Overlay function was responsible for the design, procurement, delivery, maintenance and decommissioning (removal and remediation) of the temporary infrastructure required to stage the Games, including sourcing and installing trailers, tents, temporary seating, fencing and site adaptation. The Overlay program was built on six distinct project phases, including development, design and integration, procurement of commodities, installation/fit-out, maintenance of temporary infrastructure, transition and removal.

Key facts and figures:

- covered 47 competition, non-competition, training and support facilities
- 40 commodities contracts worth \$90 million
- 9,500 m² dining/double-decker tents and 82,985 m² of single-level tents
- 250 sea containers
- 550 trailers
- 180 wax cabins
- 8,000 items created by the RONA Vancouver 2010 Fabrication Shop, including all podia
- 39,000 minor signs, 550 major signs and 600 road signs created

PARALYMPIC PLANNING

The Paralympic Planning function was responsible for ensuring the alignment of planning for the Paralympic Games in conjunction with Olympic Games planning; promoting accessibility; increasing awareness of the Paralympic Movement; and leading the organization through transition planning from Olympic to Paralympic Games.

Key facts and figures:

- 125 Paralympic Games-specific awareness events, presentations, and speaking engagements
- 30,000 Paralympic Games tickets distributed to school groups through the Ticket to Inspiration program

- 73 Paralympic School Days completed over seven months; 27,500 students reached through this program; 900+ schools, representing every province and territory in Canada, received Paralympic School Day toolkits.
- 85 Paralympic athlete appearances coordinated through Paralympic Planning
- 100 schools across Canada reached through the Bon Voyage Sumi program
- 29,280 spectators participated in Play Like a Paralympian sport demonstration areas at all competition venues during the Paralympic Games
- Completed 238 repairs and provided 114 pieces of orthotic/bracing equipment during the Paralympic Games

PRESS OPERATIONS

The Press Operations function was responsible for planning, preparation and provision of services required for the efficient and professional operation of the accredited written and photographic press, their technical and support staff and non-rights-holding broadcasters during the Olympic and Paralympic Games. Delivery of this scope of work included the operation of the Main Press Centre, Venue Media Centres, Photo Services Centre, the Olympic News Service (ONS) and services for the accredited press.

Key facts and figures:

- 2,803 Olympic and 483 Paralympic accredited written and photographic press and non-rights holding broadcast organizations
- 44 private offices at the Main Press Centre
- 529 press accommodation contracts
- 13 publications for press clients
- 5,479 items published in English and French on Info2010, including 3,154 flash quotes produced by Olympic News Service

PROCUREMENT

The Procurement (PRC) function was responsible for the acquisition of a wide range of goods and services required for the Games at the right place, quality, time and total cost through the application of ethical, professional and transparent processes.

Key facts and figures:

- Awarded 2,016 contracts and 5,452 purchase orders
- Total value committed: \$1,585,006,424.00
- Average number of contracts per contract administrator: 184
- Average value contract committed: \$455,000
- Average number of total transactions per PRC employee: 365

PROJECT AND INFORMATION MANAGEMENT

The Project and Information Management function was responsible for VANOC-wide strategic planning, business planning, dissolution planning, pre-Games IOC Games Coordination liaison (planning IOC Coordination Commission and Project Review Meetings), management and finance committee reporting, project management, OGKM and Transfer of Knowledge programs, information management, records and archiving management.

Key facts and figures:

- 243 Freedom of Information requests between 2004 and 2010
- 376 unsolicited creative proposals received, responded to and catalogued
- 460 linear feet of active records in open shelving
- 540 boxes of inactive business records by end of Games-time
- 1,400 boxes anticipated by end of dissolution phase
- 77 team collaboration sites / 788GB of storage space
- 69 SNOW sites/5,104 external users / 50GB storage space
- 135 research requests annually
- 45 OGKM workshops
- 88 Milestones, 488 Deliverables and 967 Key Actions in the Master Schedule
- 52 Function Business Plans prepared
- 116 Games Knowledge Reports prepared

RISK MANAGEMENT AND ASSURANCE SERVICES

The Risk Management and Assurance function was responsible for establishing and maintaining an Enterprise Risk Management system, purchasing/maintaining all VANOC insurance policies, internal audit and internal consulting engagements, determining insurance requirements in contracts and agreements, loss-control activities at venues during Games time and venue safety.

Key facts and figures:

- 25 internal audit reports produced
- 8 internal consulting review reports produced
- 24 Games-time contingency plans coordinated
- Risk Registers developed and maintained for each of 14 permanent construction projects, each of 52 functions, each of 20 Sport Events (Test Events), each of 24 competition and major non-competition venues

SECURITY INTEGRATION

The Security Integration function was responsible for working in close collaboration with the national and local public safety authorities operating as the Vancouver 2010 Integrated Security Unit (V2010 ISU) to coordinate overall security planning. As the primary liaison interface between VANOC functions, V2010 ISU and Vancouver Integrated Public Safety (IPS) for all security and public safety matters, Security Integration ensured integration was maintained between the VANOC Main Operations Centre (MOC) and V2010-ISU Integrated Command Centre (ICC) at Games time.

Key facts and figures:

- Asset Protection coverage of 27 Olympic venues from fit-out to dissolution, including Paralympic Games and Transition where applicable
- Number of Hand Held Magnetometers purchased: 1,320
- Certified Vendors (as of November 2009): 24

SNOW REMOVAL, CLEANING AND WASTE

The Snow Removal, Cleaning and Waste (SCW) function was responsible for the planning, coordination, tender negotiation and contract management necessary to deliver snow management (removal, transportation, replacement), cleaning; waste collection/processing and temporary toilet pumping services at venues and villages. The function also worked with external stakeholders and municipalities to ensure that a 'no gaps' approach was considered for the areas immediately outside Games venues for snow clearing on access, cleaning of common spaces, litter abatement and waste management.

Key facts and figures:

- diverted approximately 3,000 tonnes out of an estimated 3,960 tonnes or 75 per cent of waste management from landfill
- executed 109 agreements for services at Games venues
- highest snowfalls on record for Whistler and Cypress in November 2009; second highest snowfall season in Whistler with 5,000+ trips to snow dumps
- Over 6,000 waste bins, 213 pieces of snow equipment, 440 snow shovels
- 5,500+ cubic yards of sand and salt used
- 2,000+ portable toilets

SPONSORSHIP SALES AND SERVICING

Responsible for managing all international and national sponsor partnerships. This included ensuring all contractual deliverables were met along with comprehensive marketing, hospitality operations planning services. Also managed sponsor conferences, recognition programs, venue tours and special projects. Sponsorship Sales worked with most functional departments in helping obtain budget-relieving VIK in exchange for sponsor rights and benefits.

Key facts and figures:

- 66 sponsors in four tiers generating approximately \$1 billion in operating revenue
- \$756.8 million raised in domestic sponsorship
- 3,000 hospitality rooms and related function space allocation

SPORT

The Sport function consisted of three departments: Competition Management, Sport Services and Sport Production. Competition Management was responsible for the development and management of the Field of Play (FOP) within the rules of each International Federation or International Paralympic Sport Federation.

The Sport team was responsible for 15 Olympic disciplines with a program of 86 medal events over 17 days of competition and five Paralympic sports with a program of 64 medal events over a period of 10 days.

Sport Production was primarily responsible for developing an unforgettable experience for guests at Vancouver 2010 venues included responsibility for flower, victory and team welcome ceremonies.

Key facts and figures:

- Procurement and management of over \$3 million in sport equipment
- Planning and executing all 17 Sport Events (Test Events)
- Trained and managed over 4,000 volunteers
- 84 medal trays, 1,200 flower bouquets used in 86 Victory Ceremonies and 70 Flower Ceremonies
- 70 nightly Victory Ceremonies for Olympic Games and 44 for the Paralympic Games
- 35 scheduled Olympic Team Welcome Ceremonies and 28 scheduled Paralympic Team Welcome Ceremonies
- 1,600 songs were compiled (the equivalent of 91 CDs), with songs covering 11 genres, the largest library in Games history

SUSTAINABILITY

Sustainability was responsible for monitoring, measuring and reporting VANOC's performance on six corporate sustainability objectives that were derived from bid commitments, previous Games experience, responsible business practice, and input from VANOC partners, sponsors and key external stakeholders. Key activities included supporting governance, compliance, operational performance, public reporting, communications, risk management and revenue generation.

Key facts and figures:

- Led development and delivery of the first triple bottom line sustainability program for integrated management of the social, economic and environmental impacts and opportunities for an Olympic and Paralympic Winter Games and legacies.
- Established a strategic framework for delivery of VANOC's sustainability program based on high performance in four key areas
- Established a sustainability governance and management system for the VANOC Board of Directors and Executive based on incorporating 6 sustainability performance objectives
- Delivered five annual sustainability reports

TECHNOLOGY (INCLUDING THE FOLLOWING FUNCTIONS: INFORMATION SYSTEMS, INTERNET, TIMING, SCORING & RESULTS AND TECHNICAL INFRASTRUCTURE)

The Information Systems team was responsible for the identifying, selecting, procuring and implementing all systems used in the planning and executing of the Games. The function was divided into two main departments: Games Management Systems used during the Games for operations, and Business Systems used primarily in the planning and administration of the Games.

The Internet technical team was responsible for: planning, designing, building, securing, launching and maintaining the internet platform, applications and features that make up the vancouver2010.com website; planning, supporting sales and delivering online revenue generation and website sponsorship activities; managing brand, security, performance testing and integration of online partners and third-party providers; and managing 24/7 operations and incident response for vancouver2010.com

The Timing and Scoring, Results function, working closely with Atos Origin and Omega, provided timing and scoring systems (timing equipment, scoreboards and sports boards), on-venue results systems, information diffusion systems, TV graphics feed, print distribution services and results data capture and distribution. Information Diffusion Systems, and providing data and information to various applications such as Info2010 (Games intranet), Commentator Information System, Printed Reports Distribution, and the Internet and Olympic data feeds.

Key facts and figures:

- 30 business systems live and projects completed
- Managed over 60 systems
- Our developers designed 341 reports for the Core Games System applications during two years of operations
- 19 other Games Management Systems operational
- 4,004 unique users of the Core Games Systems
- 5,500 internal and 5,749 external users of our Intranet and Extranet
- 83 million monthly unique visitors on internet (previous record of 70 million set by Beijing 2008)
- 76 per cent of Canadians with internet access and over 50 per cent of all Canadians visited vancouver2010.com during February 2010 (19,001,700 out of 25,086,000)
- 20 per cent of North Americans with internet access visited vancouver2010.com during February 2010 (50,678,257 out of 252,908,000)
- 4.8 per cent of people worldwide with internet access visited vancouver2010.com during February 2010 (83,079,110 out of 1,733,993,741)
- 8.7 million visits to the mobile version of vancouver2010.com
- 1.1 million Facebook fans (previous record of 320,000 fans set by Beijing 2008)
- More than 1.25 million downloads recorded for the official mobile spectator guide, which for 10 days of the Games was the No. 1 free app in Canada
- 14,000 followers on twitter.com/2010 Tweets
- 1.7 million views of daily host videos (1.1 million on vancouver2010.com, 600,000 on YouTube channel)

TICKETING

Ticketing was responsible for the marketing, sale and distribution of tickets to all Olympic and Paralympic events and ceremonies.

Key facts and figures:

- Printed 1.65 million souvenir tickets (1.5 million Olympic, 80,000 Paralympic, 70,000 Dress Rehearsal) and 980,000 thermal tickets (800,000 Olympic and 180,000 Paralympic)
- Printed 200,000 envelopes (same envelopes used for both Olympic and Paralympic Games)
- 235+ Specialty Clients serviced
- 18,731 Olympic and 1,356 Paralympic ticketing pin (mascot w/ tickets) and lanyard sets and were sold
- 3,260 commemorative books, *With Glowing Hearts/Des plus brillants exploits*, were sold with tickets

TORCH RELAY

The Torch Relay function was responsible for planning and delivering the national torch relay programs that engaged and inspired Canadians. During the Olympic Games period, the torch relay team maintained the back-up flames for the Cauldron and finalized preparations for the Paralympic Torch Relay.

Key facts and figures:

- 45,000-kilometre Olympic Torch Relay
- More than 12,000 Olympic and 600 Paralympic torchbearers (among 100 different stakeholders)
- 189 Olympic community celebrations (with signed celebration agreements through managed task forces) and 13 Paralympic celebrations
- 1,036 Olympic communities (with signed 'parade style' agreements)
- 130 Aboriginal community 'ceremonies', including 11 Aboriginal flame creations for the Paralympic Games
- 108 vehicles with mobile services across the country

- 140 Olympic VANOC staff and 100 Olympic presenting partner staff
- 40 ISU security staff at any one time (four teams of 40 servicing entire relay)
- 106-day Olympic Torch Relay, 10-day Paralympic Torch Relay
- Nearly 4,000 media involved in covering the relay as it moves across Canada
- 24-hour relay on final day of the Paralympic Torch Relay

TRANSPORTATION

The Transportation function was responsible for planning and implementing systems and programs for the transport of people to and from every Olympic and Paralympic Games venue, facility and related site. VANOC was responsible for developing and providing appropriate transportation systems (e.g. bus management and fleet vehicle program) to meet the needs of specific client groups and collaborate with external stakeholders and authorities to deliver spectator transport. The Transportation function also included coordination with the Arrivals and Departures airport team.

Key facts and figures:

- Total Olympic fleet: 4,629
- Total Paralympic fleet: 1,500
- Total Olympic vehicle access and/or parking permits issued: 25,851
- Total Paralympic vehicle access and/or parking permits issued: 10,891
- Sea to Sky permits issued: 50,209
- 1,259 Olympic coaches, transits and vans
- 277 Paralympic coaches, transits and vans
- 9,704,537 litres of fuel used by TRN operated buses and fleet
- 3,649 T3 reservations
- 65+ kilometres of Olympic Lanes in Vancouver

VENUE CONSTRUCTION

Venue Construction was responsible for the planning, construction and delivery of all competition venues, training venues and athletes' villages required for the Olympic and Paralympic Winter Games — on time and on budget and consistent with VANOC's values and pre-existing commitments.

Key facts and figures:

- Delivered \$599 million venue capital construction program for both competition and non-competition venues in Whistler and Vancouver.
- Delivered all the competition venues one year (6-12 months) prior to the Games in time to conduct Sport Events so operational refinements could be made.
- Constructed five new venues in Vancouver (Vancouver Olympic/ Paralympic Centre, UBC Thunderbird Arena, Richmond Olympic Oval, Killarney Centre (arena), and Trout Lake Centre (Arena),
- Upgraded three venues in Vancouver (BC Place, Pacific Coliseum, and Cypress Mountain)
- Three new venues were constructed in Whistler (Whistler Sliding Centre, Whistler Olympic Park, and Whistler Athletes Center)
- One venue was upgraded to Olympic competition standards in Whistler (Whistler Creekside)

VENUE MANAGEMENT

Venue Management was responsible for leading the planning and operations of competition, non-competition and training venues for Sport Events (Test Events), and the Olympic and Paralympic Games.

Responsibilities included: developing and implementing a coordinated venue planning process; leading and promoting the "venuization" process; recruiting and training Venue General Managers and their support teams; leading development of venue-specific operating plans; arbitrating between stakeholders and prioritizing their needs within the venue; building the venue team culture; developing common planning tools that facilitated communication and integration between functions and with external stakeholders; managing the relationship with venue owners, including negotiating venue use agreements; planning and conducting venue operational readiness exercises; and operating Venue Communications Centres.

Key facts and figures:

- Managed nine competition venues, three training venues and nine non-competition venues
- 212 Games-time volunteers

WORKFORCE

The Workforce function was responsible for recruiting, training, managing, retaining and exiting around 3,500 paid staff and 25,000 volunteers required to stage the Olympic and Paralympic Winter Games.

Key facts and figures:

- Staffing growth by year, month:
 - Average of 10 per month in 2005
 - Average of 20 per month in 2006
 - Average of 30 per month in 2007
 - Average of 35 per month in 2008
- Turnover by year, month:
 - Average of < 1 per month in 2005
 - Average of 2 per month in 2006
 - Average of 5 per month in 2007
 - Average of 10 per month in 2008
 - Average of 16 per month in 2009
- Produced 608 newsletters during the Olympic and Paralympic Games period
- Held 75+ leadership/team development workshops
- Delivered more than 350 sessions of Job-Specific Training, attended by more than 19,000 volunteers
- Delivered more than 135 Venue-Specific Training sessions

3. SPORT COMPETITION SCHEDULES (INCLUDING POSTPONEMENTS AND DELAYS)

VANCOUVER 2010 OLYMPIC WINTER GAMES SPORT DEPARTMENT: DELAY AND POSTPONEMENT REPORT

POSTPONEMENTS (5 IN TOTAL)

Alpine Skiing, 5 postponements:

EVENT	ORIGINAL DATE & TIME	RESCHEDULED DATE & TIME	REASON/RESULT
Alpine Skiing Men's Downhill	February 13 11:45-13:30	February 15 10:30-12:15	Poor weather on February 13 resulted in postponement to February 15.
Alpine Skiing Ladies' Super Combined	February 14 10:00-11:30 13:00-14:00	February 18 09:30-11:00 12:30-13:30	Reason for postponement was the cancellation of the ladies downhill training run on the February 12 and weather on February 13 being unsuitable for training. Downhill training run is required in order to run the super combined in a downhill/slalom run format. The time change on the 18th was due to broadcast conflicts.
Alpine Skiing Men's Super Combined	February 16 10:00-11:30 13:30-14:30	February 21 09:30-11:00 12:15-13:15	Reason for postponement was snowfall overnight and subsequent course conditions on February 16. Note: This postponement caused the men's giant slalom to originally be postponed.
Alpine Skiing Men's Giant Slalom	February 21 10:00-11:45 13:45-15:00	February 23 09:30-11:15 13:00-14:15	Reason for postponement was due to postponement of men's super combined.
Alpine Skiing Ladies' Giant Slalom (2nd run only)	February 24 13:15-14:30	February 25 09:30-10:45	Due to weather conditions (visibility), the second run of the ladies' giant slalom was delayed, and then eventually postponed.

DELAYS (9 IN TOTAL)

Biathlon, 3 delays:

EVENT	ORIGINAL DATE & TIME	RESCHEDULED DATE & TIME	REASON/RESULT
Biathlon Women's 15 km.	February 18 10:00-11:40	10:20-12:00	Due to alpine postponement, this event's start time was delayed by 20 minutes in order to avoid broadcast conflict.
Biathlon Men's 20 km.	February 18 13:00-14:35	13:20-14:55	Due to alpine postponement, this event's start time was delayed by 20 minutes in order to avoid broadcast conflict.

EVENT	ORIGINAL DATE & TIME	RESCHEDULED DATE & TIME	REASON/RESULT
Biathlon Men's 15 km.	February 21 10:45-11:25	11:00-11:40	Due to alpine postponement, this event's start time was delayed by 15 minutes in order to avoid broadcast conflict.

Bobsleigh, 1 delay:

DATE	EVENT	REASON/RESULT
February 21	Bobsleigh Men's Two-man	Due to weather conditions, the two-man bobsleigh competition was delayed on February 21st. Instead of running from 13:30-15:50, the competition was rescheduled to 16:00-18:20.

Nordic Combined, 2 delays

DATE	EVENT	REASON/RESULT
February 23	Team Event (jumping and cross-country sessions)	The original schedule for NC team event was February 23, 10:00-10:45 for the ski jumping portion, and 13:00-4:00 for the cross-country skiing portion. The revised schedule: ski jumping portion (10:30- 11:15) and cross-country portion (14:00-15:00).
February 25	Men's Individual Large Hill / Individual 10 km.	Due to wind conditions, the Nordic combined men's Individual large hill scheduled on February 25 from 10:00-10:50 was re-started at 11:00. Note: all jumpers started over at 11:00. Due to the delay in the Large Hill portion of the Men's Nordic Combined event, the 10-kilometre event (cross-country portion) was delayed until 14:00 (originally scheduled for 13:00).

Skeleton, 1 delay:

DATE	EVENT	REASON/RESULT
February 18	Men's & Women's Skeleton (Runs 1 & 2)	There was a 30-minute delay to the start of the skeleton session due to sun exposure on the start area. Scheduled start time was 16:00. Revised start time of 16:30, and then start delayed another 20 minutes. Revised start time: 16:50.

Snowboard, 1 delay:

DATE	EVENT	REASON/RESULT
February 16	Snowboard Ladies' Snowboard Cross	Ladies' snowboard cross scheduled to start at 10:00 was delayed by one hour due to visibility. Competition delayed until 11:00. Update: due to weather, the delay was two hours and the event was re-scheduled to begin at 12:00.

Speed Skating, 1 delay

DATE	EVENT	REASON/RESULT
February 14	Speed Skating Ladies' 3,000 m.	A malfunction with the Olympia resulted in a difference in the ice temperature, which resulted in a delay in competition of approximately 7.5 minutes. Competition was able to resume.

VANCOUVER 2010 PARALYMPIC WINTER GAMES SPORT DEPARTMENT: DELAY AND POSTPONEMENT REPORT

POSTPONEMENTS (10 IN TOTAL)

Alpine Skiing: 8 initial postponements.

Summary: On March 13, the postponement of the Men's and Women's Downhill event and weather forecast for the remainder of the Games period resulted in a complete change of the Alpine competition schedule. All eight event days were shifted to reflect the weather forecast: technical events were held first during the least favorable weather, followed by speed events near the end of the Games when the weather was more favorable. Following these changes, further delays and changes occurred, reflected below this table.

EVENT	ORIGINAL DATE & TIME	RESCHEDULED DATE & TIME
Alpine Skiing Men's/Women's Downhill (All classes)	March 13 11:30-14:00	March 18 11:30-14:00
Alpine Skiing Men's/Women's Super-G (Standing)	March 14 11:30-13:30	March 20 11:30-13:30
Alpine Skiing Men's/Women's Super-G (Sitting, Visually Impaired)	March 15 11:30-13:30	March 19 11:30-13:30
Alpine Skiing Men's/Women's Super Combined (All classes)	March 16 9:30-11:30 13:00-15:00	March 21 10:30-12:30 14:00-16:00
Alpine Skiing Men's/Women's Giant Slalom (Standing)	March 18 10:00-12:00 13:00-15:00	March 17 10:00-12:00 13:00-15:00
Alpine Skiing Men's/Women's Giant slalom (Sitting, Visually Impaired)	March 19 10:00-12:00 13:00-15:00	March 16 10:00-12:00 13:30-15:30
Alpine Skiing Men's/Women's Slalom (Standing)	March 20 10:00-12:00 13:00-15:00	March 15 10:00-12:00 13:00-15:00
Alpine Skiing Men's/Women's Slalom (Sitting, Visually Impaired)	March 21 10:00-12:00 13:00-15:00	March 14 10:00-12:00 13:30-15:30

FURTHER POSTPONEMENTS (2)

Due to weather, the final two Alpine events were shifted once again. The Super-G Standing session was combined with the Super-G Sitting and Visually Impaired sessions on March 19.

The Super Combined event (All Classes) was then shifted to March 20, with no races held on March 21.

Alpine Skiing Men's/Women's Super-G (Standing)	March 20 11:30-13:30	March 19 10:00-14:00
Alpine Skiing Men's/Women's Super Combined (All classes)	March 21 10:30-12:30 14:00-16:00	March 20 10:00-12:30 14:00-16:00

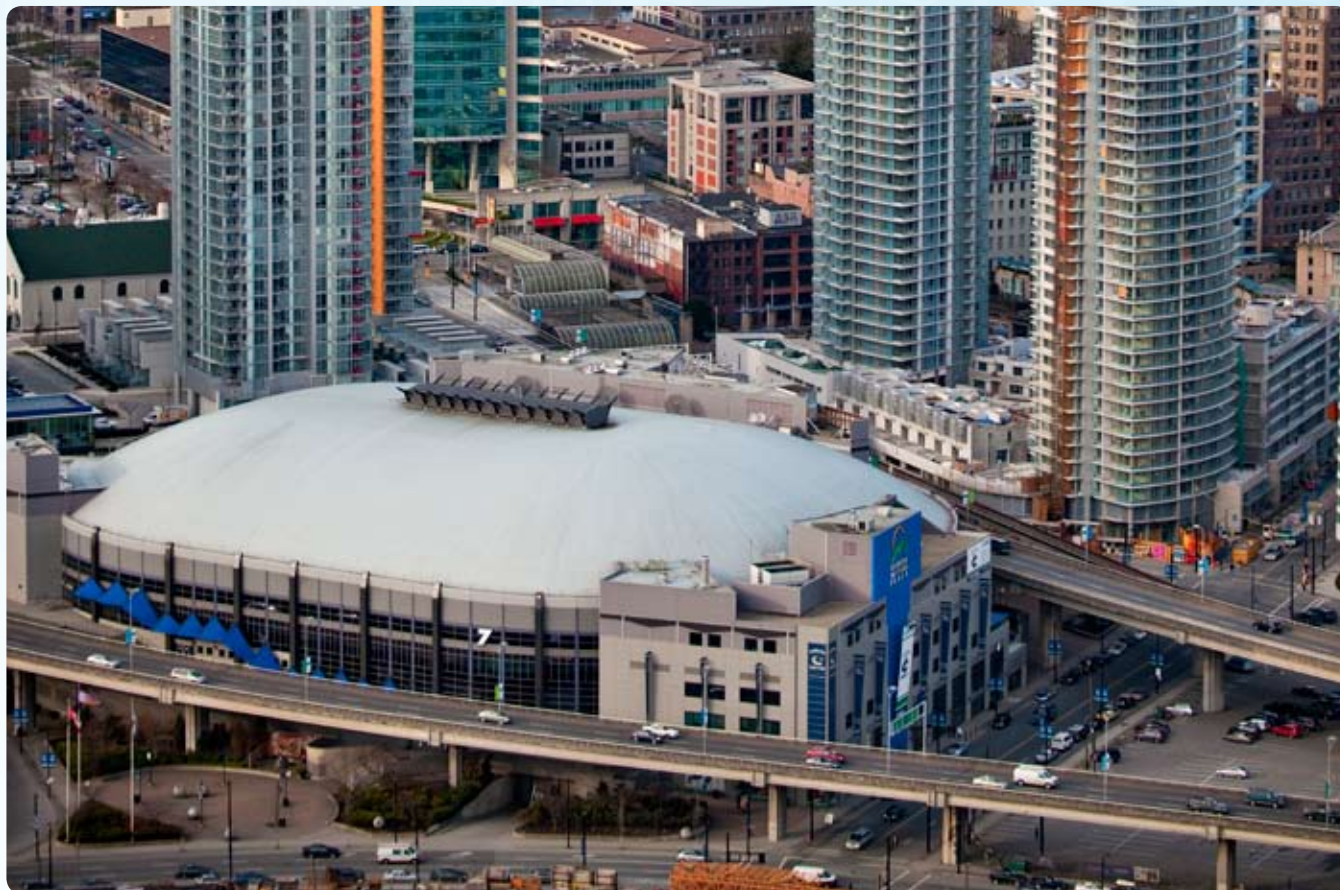
DELAYS (2 IN TOTAL)

Alpine Skiing, 2 delays:

EVENT	ORIGINAL DATE & TIME	RESCHEDULED DATE & TIME	REASON/RESULT
Alpine Skiing Men's/Women's Slalom (Standing)	March 15 10:00-12:00 13:00-15:00	10:30-12:30 13:30-15:30	Due to unfavourable weather the first run of the slalom event was delayed by 30 minutes. The second run was impacted by this delay and also started 30 minutes later than scheduled.
Alpine Skiing Men's/Women's Giant Slalom (Sitting, Visually Impaired)	March 16 10:00-12:00 13:30-15:30	15-minute delay to 2nd run of Giant Slalom 13:45-15:30	Due to the first run of the giant slalom taking slightly longer than expected to complete, the second run was delayed by 15 minutes to allow for a proper course inspection.

4. VENUE FACT SHEETS

Canada Hockey Place



Gross venue capacity: **19,300**

Elevation: **eight metres**

Venue Description

In addition to being home to the National Hockey League's Vancouver Canucks, Canada Hockey Place (currently known as Rogers Arena) is one of the most active entertainment venues in North America. Since its opening in September 1995, it has attracted some of the biggest names in show business to its stage and welcomed more than 10 million visitors. Along with the UBC Thunderbird Arena, Canada Hockey Place hosted the Vancouver 2010 Olympic Winter Games ice hockey tournaments.

Olympic Winter Games Medal Events

Ice hockey — men's tournament (12 teams)

Ice hockey — women's tournament (eight teams)

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com.

Post-Games Use

The venue hosts approximately 100 events each year, ranking it among the busiest facilities in North America.

Scope of Work for 2010

On June 7, 2006, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) and the International Ice Hockey Federation (IIHF) announced that the 2010 Winter Games ice hockey tournaments would be played on North American-sized ice surfaces, rather than converting to the larger international size. This decision precluded any modifications to the existing ice sheet, allowing for economic savings and ensuring no environmental impact. Additional locker rooms were built as part of the venue preparations for the Games.

Sport Governing Bodies

International Federation:

International Ice Hockey Federation (IIHF)

Canadian Federation:

Hockey Canada

Cypress Mountain



Gross venue capacity: **12,000**
Elevation: **930 metres**

Venue Description

Cypress Mountain is located in Cypress Provincial Park, adjacent to the District of West Vancouver. The mountain is served by an excellent highway and offers spectacular views of Vancouver and its harbour.

Olympic Winter Games Events

There were a total of 12 events:

Freestyle Skiing (six events):

- Aerials – men's and ladies'
- Moguls – men's and ladies'
- Ski cross – men's and ladies'

Snowboard (six events):

- Parallel giant slalom – men's and ladies'
- Halfpipe – men's and ladies'
- Snowboard cross – men's and ladies'

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com

Timeline

Construction began in May 2006, following a comprehensive environmental review. Venue improvements were completed in fall 2007. In November 2006, the freestyle venue became the first 2010 Winter Games site to be competition-ready.

VANOC Investment

Improvements to Cypress Mountain totalled \$16.7 million. The governments of Canada and British Columbia agreed to jointly fund new construction and upgrades to existing venues.

Post-Games Use

Cypress Mountain is one of the most popular skiing areas in British Columbia, attracting hundreds of thousands of visitors each year. The 2010 Winter Games upgrades have enhanced the Cypress Mountain experience for both recreational and competitive users.

Sustainable Attributes

- Federal (CEAA) and provincial (BC Parks) environmental assessment review process
- Snowboard venue developed on existing Cypress Mountain ski runs
- Freestyle skiing venue was located within existing Cypress Mountain ski area, in a previously harvested forest
- All wood waste was chipped and re-used on site
- VANOC, Cypress Bowl Recreations Limited and other stakeholders joined together in summer 2007 to salvage and relocate wetland plant species of local significance. Plants were moved from a new snow-making reservoir site to nearby wetlands that remained unaffected by construction
- Emphasis on local employment during construction phase
- Archaeological overview assessment completed with First Nations
- First Nations participation in the Cypress Legacy Project planning, including opportunities for First Nations art and recognition of traditional territories

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

Venue upgrades included modifications to existing runs, a new in-ground halfpipe, a snow-making system and water reservoir, upgraded lighting, a new freestyle site for aerials and moguls and a parallel giant slalom course.

Sport Governing Bodies

International Federation:
International Ski Federation (FIS)

Canadian Federations:
Canadian Freestyle Ski Association (CFSA)
Canadian Snowboard Federation (CSF)

Pacific Coliseum



Gross venue capacity: **14,200**
Elevation: **26 metres**

Venue Description

The Pacific Coliseum at Hastings Park is at the core of one of Vancouver's major event sites. Home to an annual fair attracting up to 60,000 people a day, this site is very well served by public transportation.

Olympic Winter Games Medal Events

There were a total of 12 events:

Figure Skating (four events):

- Men's singles
- Ladies' singles
- Pairs
- Ice dance

Short Track Speed Skating (eight events):

- 500 metres – men's and ladies'
- 1,000 metres – men's and ladies'
- 1,500 metres – men's and ladies'
- 3,000-metre relay – ladies'
- 5,000-metre relay – men's

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com

Timeline

Completion of major capital upgrades was achieved by fall 2007.

VANOC Investment

Improvements to the Pacific Coliseum totalled \$20.4 million. The governments of Canada and British Columbia jointly funded the upgrades to the existing facility.

Post-Games Use

As the largest building within the Hastings Park complex, the Pacific Coliseum continues to serve as a venue for events such as hockey, ice shows, boxing, basketball, concerts, large assemblies and trade and consumer shows.

Sustainable Attributes

- Renovation of existing facilities, entirely contained within existing footprint
- No increase to the percentage of impervious land surface on the project site after renovations
- Equipment upgrades, including energy-efficient fixtures, were made to improve indoor air quality
- Arena seating upgraded — old seats auctioned off at sport fundraiser

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

The upgrades to Hastings Park were part of long-term restoration plans that began in 1994. Structural and cosmetic renovations have revitalized the facility so it better meets community needs; this included replacing nearly 16,000 seats and expanding the ice surface to international size. The balance of the venue's building and technical changes included ice plant improvements and upgrades to washroom facilities, concession space, building heating/ventilation/air conditioning/lighting and dehumidification systems.

Sport Governing Bodies

International Federation:

International Skating Union (ISU)

Canadian Federations:

Speed Skating Canada (SSC)

Skate Canada (SC)

Richmond Olympic Oval



Gross venue capacity: **7,600**
Elevation: [sea level](#)

Venue Description

The Richmond Olympic Oval is located on the banks of the Fraser River, 14 kilometres south of downtown Vancouver. Located in the northwest corner of Richmond, the Oval is across the river from the Vancouver International Airport and near Richmond's city centre. The venue hosted all speed skating events.

Olympic Winter Games Medal Events

There were a total of 12 events:

- 500 metres — men's and ladies'
- 1,000 metres — men's and ladies'
- 1,500 metres — men's and ladies'
- 3,000 metres — ladies'
- 5,000 metres — men's and ladies'
- 10,000 metres — men's
- Team Pursuit — men's and ladies'

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com.

Timeline

Construction began in September 2005 and was completed December 2008. The venue opened its doors to the public on December 12, 2008.

VANOC Investment

VANOC's contribution to the Richmond Olympic Oval project was \$63.3 million. The governments of Canada and British Columbia jointly funded a portion of the construction. The City of Richmond was responsible for the majority of project costs and for building the facility, which includes a new waterfront plaza, park and parkade.

Post-Games Use

In its post-Games life, the Richmond Olympic Oval is an international centre of excellence for sport and wellness. The facility's flexible design allows it to be used for a variety of sport and community functions with two international-sized ice rinks, eight gymnasiums, a 200-metre running track and a 23,000-square-foot fitness centre. The facility is the centrepiece of a major new urban waterfront neighbourhood featuring a mix of residential, commercial and public amenity development.

Sustainable Attributes

- Federal (CEAA) environmental assessment review process.
- Targeted LEED Silver certification.
- Smart site selection — development of already-disturbed site into legacy community health and recreation complex.
- Minimum 2:1 replacement of trees. For every tree that was removed from the site to accommodate construction of the new building, two new trees were planted in their place.
- Waste heat recovery from refrigeration plant is used for hot water and to melt ice.
- Hardwood trees cut during site preparation were salvaged and milled for use at the facility for landscaping purposes or furnishings.
- Flexible facility design to accommodate varied uses.
- Stormwater management initiatives included construction of a wetland for on-site stormwater treatment and rainwater collection reused for irrigation and toilet flushing. Rainwater collection system features artwork by Musqueam Nation artist Susan Pointe.
- Roof structure is constructed from BC wood, including wood damaged by pine beetle infestation.

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

The Richmond Olympic Oval housed a 400-metre track within the new 33,750-square-metre facility. Key design elements included a state-of-the-art ice plant with superior air quality and climate controls. Facilities and systems include offices, timing and athlete monitoring equipment, and fitness and strength-training areas.

Sport Governing Bodies

International Federation:
International Skating Union (ISU)

Canadian Federation:
Speed Skating Canada (SSC)

UBC Thunderbird Arena



Gross venue capacity: **6,800**
Elevation: **90 metres**

Venue Description

The University of British Columbia (UBC) is located on a sprawling oceanside campus on Vancouver's west side. The Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) secured an agreement with UBC to locate a new competition arena for the 2010 Winter Games on the site of the Thunderbird Winter Sport Complex.

Olympic Winter Games Medal Events

Ice hockey — men's tournament
Ice hockey — women's tournament

Paralympic Winter Games Medal Events

Ice sledge hockey — mixed tournament

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com.

Timeline

Construction began in April 2006 and was completed in June 2008 — on budget and four months ahead of its originally scheduled completion date.

VANOC Investment

VANOC's investment in the UBC Thunderbird Arena totalled \$38.5 million. The University of British Columbia was responsible for the balance of construction costs.

Post-Games Use

In its post-Games life the UBC venue is a recreational and high-performance multi-sport entertainment legacy facility. The new training arena is easily convertible for ice sledge hockey training and competition use.

Sustainable Attributes

- Targeted LEED silver equivalent
- Redevelopment of an existing facility, including refurbishment and re-use of major components of existing ice plant
- Flexible facility design to accommodate varied uses
- Venue showcased Aboriginal artwork as part of the Vancouver 2010 Venues' Aboriginal Art Program
- The venue's use of an Eco-Chill system, which recycles waste heat from ice refrigeration to heat the building is minimizing energy consumption; as does the use of energy-efficient lighting. Waste heat is used to preheat domestic hot water.

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

Redevelopment of the UBC Thunderbird Arena included refurbishing the existing arena and constructing two new ice sheets.

Sport Governing Bodies

International Federations:

International Ice Hockey Federation (IIHF)
IPC Ice Sledge Hockey Sport Technical Committee

Canadian Federation:

Hockey Canada

Vancouver Olympic Centre/ Vancouver Paralympic Centre



Gross venue capacity: **5,600**
Elevation: **74 metres**

Venue Description

Vancouver Olympic Centre/Vancouver Paralympic Centre (known as Hillcrest Park/Nat Bailey Stadium) is located in a lively Vancouver community that includes the beautiful Queen Elizabeth Park and views of the local mountains. The venue is well served by public transportation.

Olympic Winter Games Medal Events

Curling — men's 10-team tournament
Curling — women's 10-team tournament

Paralympic Winter Games Medal Events

Wheelchair curling — mixed 10-team tournament

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com.

Timeline

Construction of the arena began in March 2007; the curling venue was completed in February 2009.

VANOC Investment

The Government of Canada and Province of British Columbia contributed \$40.25 million to the venue via the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). The City of Vancouver assumed the balance of the project costs.

Post-Games Use

In its post-Games life the 108,000-square-foot facility is a multi-purpose community recreation centre that includes an ice hockey rink, gymnasium, library and eight sheets of curling ice. Attached to the new curling venue and community centre is a new aquatic centre with a 50-metre pool and leisure pool. The venue is managed by the Vancouver Board of Parks and Recreation.

Sustainable Attributes

- Federal (CEAA) environmental assessment review process.
- Smart site selection: new facilities replaced an aging, existing community complex; the new complex located on a former gravel parking area.
- Overall consolidation of venue footprint, revised from early designs, resulted in reduced land impact.
- Re-vegetation of demolished sites during legacy conversion resulted in target of net zero green space loss. Impacted trees were relocated to other sites within the park.
- Use of waste heat from the refrigeration plant to heat other building spaces and adjacent aquatic centre.
- The use of ultraviolet disinfection for swimming pool water has reduced chloramines, improved indoor air quality and reduced demand on the aquatic centre's ventilation system.
- Rainwater is collected and reused for flushing low-flow toilets and urinals.

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

A preliminary environmental assessment was completed and approved. The project included construction of a new arena with temporary seating for the 2010 Winter Games, and an adjoining aquatic centre.

Sport Governing Bodies

International Federation:

World Curling Federation (WCF)

Canadian Federation:

Canadian Curling Association (CCA)

Olympic and Paralympic Village Vancouver



Venue Description

Located on Vancouver's waterfront with extraordinary views of the city's downtown skyline and Coast Mountains, the Olympic and Paralympic Village Vancouver features newly constructed low- and mid-rise apartment buildings. With close proximity to the competition venues, athletes were able to walk or take a short bus ride to the city's shopping and entertainment districts and enjoy the nightly Victory Ceremonies and cultural celebrations just moments away at BC Place.

The goal was to provide a comfortable "home away from home" for competing athletes, striving to provide the best possible competitive conditions for athletes competing in the 2010 Winter Games.

Olympic Winter Games population: **2,730**
Paralympic Winter Games population: **350**

Elevation: **5 metres**

Olympic Winter Games Sports Served

Curling	Figure skating
Freestyle skiing	Ice hockey
Short track speed skating	Snowboard
Speed skating	

Paralympic Winter Games Sports Served

Ice sledge hockey	Wheelchair curling
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Timeline

VANOC's exclusive venue-use period was from November 1, 2009 to April 7, 2010.

Post-Games Use

In its post-Games life the Olympic and Paralympic Village Vancouver is being transformed into a model sustainable community with market and affordable housing, parkland, and office and shopping complexes.

Sustainable Attributes

- The City of Vancouver targeted LEED green building certification for all new buildings. The community centre at this venue targeted LEED Platinum certification — making it one of the highest-rated environmentally designed buildings in Canada. For all other buildings on-site, the City targeted LEED Gold.
- Demonstrating smart site selection, the Village has been a catalyst for the redevelopment of a former industrial area through the ecological restoration of the shoreline and contaminated lands, and the reduction/elimination of contaminants potentially entering the aquatic environment.
- The creation of significant wildlife habitat through green space and foreshore rehabilitation, which included the reintroduction of an intertidal marine habitat and the planting of indigenous vegetation.
- A neighbourhood energy utility serves the Village's space heat and hot water generation needs, using heat captured from the main line of the sanitary sewer.
- A Net-Zero Energy Building pilot project for one of the city's affordable housing buildings included energy consumption monitoring, solar recovery, waste-heat capture and reuse, and above-LEED standards in energy conservation.
- Green roofs were targeted for a minimum 50 per cent of the building's total footprint.

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

Development of the Village in southeast False Creek was carried out by the City of Vancouver, in cooperation with VANOC, and conformed with the City's plans to create a sustainable community in the area. The 1,100-unit project represented the start of the final stage in the complete renewal of the False Creek site, begun by the local, provincial and federal governments in the 1970s.

Distance From

Olympic and Paralympic Village Whistler	117 km	UBC Thunderbird Arena (ice hockey, ice sledge hockey)	12 km
BC Place (ceremonies)	1.6 km	Vancouver International Airport	13 km
Canada Hockey Place (ice hockey)	2.4 km	Richmond Olympic Oval (speed skating)	14 km
Vancouver Olympic/Paralympic Centre (curling, wheelchair curling)	3.7 km	Cypress Mountain (snowboard, freestyle skiing)	30 km
Pacific Coliseum (short track speed skating, figure skating)	6.2 km	Average distance to venues served	10 km

Olympic and Paralympic Village Whistler



Venue Description

With the goal of providing the best possible competitive conditions for 2010 Winter Games athletes, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) accommodated athletes at villages in both Vancouver and Whistler, delivering the necessary services to allow athletes to perform at their best with the comforts of home.

The Olympic and Paralympic Village Whistler, located within the scenic Cheakamus Valley and less than 20 minutes from all Whistler competition venues, was only a short shuttle ride away from the heart of Whistler's town centre and the Whistler Celebration Plaza. The Village site, bordered by the Cheakamus River and forested lands, was accessed by a two-lane road and single-lane bridge from Highway 99 — the main route between Vancouver and Whistler — less than one kilometre away. The mixture of apartments, townhomes and hostel accommodation was designed to qualify for Gold Level certification under the new LEED Neighbourhood Development rating system.

Olympic Winter Games population: **2,850**
 Paralympic Winter Games population: **1,200**
 Elevation: **612 metres**

Olympic Winter Games Sports Served

Alpine skiing	Biathlon
Bobsleigh	Cross-country skiing
Luge	Nordic combined
Skeleton	Ski jumping

Paralympic Winter Games Sports Served

Alpine skiing	Biathlon
Cross-country skiing	

Timeline

The VANOC venue exclusive-use period was from November 1, 2009 to May 31, 2010.

Post-Games Use

In its post-Games life, the Olympic and Paralympic Village Whistler is providing much-needed affordable housing in a neighbourhood that is a model of sustainable living for Whistler. A 19,500-square-foot high-performance centre offers a training facility for elite athletes. The building consists of a 4,000-square-foot strength and conditioning gym, a 5,400-square-foot gymnastics hall, recovery and change rooms, a testing room, offices and a multi-purpose meeting room. The facility also includes a four-story athletes' lodge and 20 townhome units, providing a total of approximately 330 beds — ideal for accommodating both winter and summer athletes. After the Games, temporary housing used at Games time was relocated to several communities in British Columbia as a social legacy of affordable housing for the province.

For more information visit www.whistler2010sportlegacies.com

Sustainable Attributes

- Demonstrating smart site selection, the Village was developed directly adjacent to an already disturbed area (previously a municipal landfill).
- The Village was part of a pilot project with the Canada Green Building Council to test the new LEED Neighbourhood Development green standard.
- The Village included the development of a community/district energy system. The system's primary heat source is waste heat recovered from the municipal waste water treatment system.
- A wetland complex was created on-site for storm water retention, treatment and habitat enhancement. Storm water management initiatives also include net-zero drainage impact on the local Cheakamus River.
- Aboriginal art was installed at the Village as part of the Vancouver 2010 Venues' Aboriginal Art Program and included traditional and contemporary artwork by First Nations, Inuit and Métis artists from across Canada.

More sustainability facts about this venue and others is available at vancouver2010.com/sustainability.

Distance From

Olympic and Paralympic Village Vancouver	117 km	BC Place (ceremonies)	115 km
Whistler Creekside (alpine skiing)	4.1 km	Vancouver International Airport	128 km
The Whistler Sliding Centre (bobsleigh, luge, skeleton)	10 km	Average distance to venues served	12 km
Whistler Olympic and Paralympic Park (biathlon, cross-country skiing, nordic combined, ski jumping)	15 km		

Whistler Creekside



Olympic Winter Games venue capacity: **7,700**
Paralympic Winter Games venue capacity: **5,000**
Finish area elevation: **810 metres**

Olympic and Paralympic Venue Description

With more than two million visitors a year, Whistler is consistently ranked as the number one ski resort in North America. The resort has extensive experience hosting International Ski Federation (FIS) World Cup competitions. The men's Olympic alpine skiing events were held on the Dave Murray Downhill. The ladies' Olympic alpine skiing course and the Paralympic alpine skiing events took place on Franz's Run.

Olympic Winter Games Medal Events

There were a total of 10 events:

Downhill — men's and ladies'
Giant slalom — men's and ladies'
Slalom — men's and ladies'
Super combined — men's and ladies'
Super-G — men's and ladies'

Paralympic Winter Games Medal Events

There were a total of 15 events in three groups—standing, sitting and visually impaired:

Downhill — men's and women's
Giant slalom — men's and women's
Slalom — men's and women's
Super combined — men's and women's
Super-G — men's and women's

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com.

VANOC Investment

Improvements to Whistler Creekside totalled \$27.6 million. The governments of Canada and British Columbia jointly funded new construction and upgrades.

Timeline

Venue improvements began in summer 2006 and were substantially completed in the fall of 2007. Work included adding extra width to the existing men's course to meet modern specifications, creation of a new ladies course on Franz's Run, doubling the snowmaking capacity, installation of upgraded infrastructure for timing and data transmission, installation of new infrastructure to support safety nets, and doubling the width of the finish corral to meet Olympic needs.

Post-Games Use

Whistler Creekside will continue to offer a world-class ski area to recreational skiers and will be a site for future international competitions and Canadian team training.

Sustainable Attributes

- Canadian Environment Assessment Agency review
- Smart site selection—venue located on existing ski trails within major ski area
- Use of existing ski hill infrastructure (for example buildings, chairlifts, gondolas)
- All wood waste chipped and re-used on site
- Leading-edge, high energy-efficient snowmaking system for race courses
- Proactive construction management avoided and minimized potential impact to wildlife and aquatic and terrestrial habitat
- Significant reductions achieved in total amount of riparian vegetation removed for the training and race courses compared to the amount proposed/approved for clearing in the design plans and environmental assessment approval
- Post-Games legacy of enhanced training, racing and recreational ski trails

More sustainability facts about this venue and others are available at vancouver2010.com/sustainability.

Scope of Work for 2010

Improvements included contouring and reshaping the men's and ladies' downhill courses and additions to the existing snowmaking system.

Sport Governing Bodies

International Federations
International Paralympic Committee (IPC)
International Ski Federation (FIS)

Canadian Federation
Alpine Canada Alpin (ACA)

Whistler Olympic Park/ Whistler Paralympic Park

Olympic Winter Games gross venue capacity:
12,000 in each of three stadiums

Paralympic Winter Games gross venue capacity: 3,600

Elevation: 930 to 840 metres

Olympic Venue Description

The compact, one-square-kilometre Whistler Olympic Park/Whistler Paralympic Park included three separate stadiums (crosscountry skiing, biathlon, ski jumping) located about 400 metres apart.

Approximately 15 kilometres of Olympic competition trails for cross-country skiing and biathlon were built and tested through the 2007-08 opening season.

The biathlon stadium's range consisted of 30 lanes with a fully electronic target system capable of detecting and reporting the precise time and hit (or miss) of each bullet fired.

The two ski jumps, normal hill and large hill, included one of the world's most sophisticated ski jump snow refrigeration and track setting systems.

Olympic Winter Games Medal Events

There were a total of 28 events:

- Biathlon (10 events)
- Cross-country skiing (12 events)
- Nordic combined (three events)
- Ski jumping (three events)

Paralympic Venue Description

All Paralympic cross-country skiing and biathlon events used parts of both the Olympic cross-country and biathlon competition trails and stadiums. Competition courses included a five-kilometre course for the standing classes and a specially designed 3.75-kilometre course for the sit-ski classes.

A portable 10-metre air and laser rifle biathlon range was set up in the cross-country stadium for the biathlon events.

Paralympic Winter Games Medal Events

There were a total of 32 medal events:

- cross-country skiing (20 events)
- biathlon (12 events)

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com.

Timeline

Construction of the permanent elements of Whistler Olympic Park/Whistler Paralympic Park began in April 2005 and was completed November 2008. Temporary construction and facilities setup for the 2010 Winter Games commenced in summer 2009.

The permanent construction project included the competition facilities described above; technical sport buildings at each of the stadiums; maintenance building; sewer, water and power services; access roads; internal roads; parking lots; day lodge and other related infrastructure facilities.

VANOC Investment

Construction of Whistler Olympic Park/Whistler Paralympic Park cost \$119.7 million. The governments of Canada and British Columbia jointly funded the construction.

Post-Games Use

While VANOC operated the venue through the 2010 Winter Games, Whistler Olympic Park/Whistler Paralympic Park is now operated under the direction of Whistler 2010 Sport Legacies, supported by an endowment trust established by the federal and provincial governments as part of their 2010 Winter Games venues investment.

The venue will showcase Nordic sports by hosting national and international competitions and supporting Nordic sport programs in the local communities. There is also a significant opportunity for post-Games recreational use with an additional 40 kilometres of recreational trails.

Sustainable Attributes

- British Columbia Environmental Assessment Office and the Canadian Environment Assessment Agency reviewed the site for impact on wildlife, plants, archeological sites, wetlands and waterways
- Smart site selection—venue located on previously harvested forest, adjacent to a former mine, with significant commercial and public recreational use
- Minimized site disturbance and overall footprint—approximately 50 per cent reduction of overall venue footprint compared to initial design; design changes to avoid disturbing old-growth forest and wetlands within core competition venue; reduced stream crossings
- On-site waste wood re-use and innovative on-site composting for landscaping material

More sustainability facts about this venue and others is available at vancouver2010.com/sustainability.

Sport Governing Bodies

International Federations

International Biathlon Union (IBU)
International Paralympic Committee (IPC)
International Ski Federation (FIS)

Canadian Federations

Biathlon Canada
Cross Country Canada
Nordic Combined Ski Canada
Ski Jumping Canada

The Whistler Sliding Centre



Gross venue capacity: 12,000
Elevation: highest start — men's luge: 938 metres
Bottom: 802 metres (bobsleigh/skeleton) and 796 metres (luge)
Highest vertical drop: 152 metres

Olympic Venue Description

The Whistler Sliding Centre hosted bobsleigh, luge and skeleton competitions at the Vancouver 2010 Olympic Winter Games. In its post-Games life the venue serves as a legacy for the enjoyment of local residents, visitors and high-performance athletes.

The venue is situated on Blackcomb Mountain, complementing the other adventure-oriented activities the area offers. Post-Games, the facility operates as a centre for high-performance sport development, youth and recreational club programs and tourist passenger rides and venue tours, building the legacy of the 2010 Winter Games.

Olympic Winter Games Medal Events

There were a total of eight events:

- **Bobsleigh** — four-man, two-man, women's
- **Skeleton** — men's, women's
- **Luge** — men's and women's singles, doubles

More information on Vancouver 2010 sports and disciplines is available at vancouver2010.com

Timeline

Construction began in June 2005, with the track operationally complete in winter 2007-08. The construction program included a 1,450-metre concrete track, track weather protection system, two athlete start buildings, five facility support buildings, control and timing system, a refrigeration plant and access road system. The formal public opening took place in fall 2008.

VANOC Investment

The Whistler Sliding Centre was built at a cost of \$104.9 million, jointly funded by the governments of Canada and British Columbia.

Post-Games Use

The Whistler Sliding Centre now operates under the direction of Whistler 2010 Sport Legacies, supported by an endowment trust established by the federal and provincial governments as part of their 2010 Winter Games venues investment. The Whistler Sliding Centre will showcase sliding sports by hosting international competitions and developing sliding sports opportunities in the local communities. Its location, near several of the resort's world-class hotels, will attract many tourists, providing a sustainable revenue stream towards the centre's long-term operations.

Sustainable Attributes

- Smart site selection—adjacent to previously developed areas within a major ski area (such as ski trails or parking lots)
- Site designed to minimize required vegetation clearing and reduce facility footprint (such as soft edging and tree islands)
- Athlete use, visitor tours, corporate rentals and other creative programming for the facility diversify Whistler's sport and tourism offerings and provide assurance for the venue's long-term operations and revenue-generation potential
- The venue's track lodge and athlete start-house buildings are wheelchair accessible, including accessible washroom facilities
- Energy efficiency initiatives minimize refrigeration plant energy use and include:
 - ammonia refrigeration system — ammonia is one of the most energy-efficient refrigerants producing no chlorofluorocarbons (which contribute to ozone-layer depletion and global climate change)
 - track shading and weather protection system
 - tree retention to cast shade
 - track painted white to minimize heat absorption
 - capture and reuse of waste heat from refrigeration plant

More sustainability facts about this venue and others is available at vancouver2010.com/sustainability.

Scope of Work for 2010

The venue features a new 1,450-metre competition-length concrete sliding track, refrigeration facilities, support buildings and an access road. The Whistler Sliding Centre hosted Sport Events for bobsleigh, luge and skeleton. Over the 13 days of sliding competition, athletes competed for 24 Olympic medals.

Sport Governing Bodies

International Federations:

International Bobsleigh and Tobogganing Federation (IBT)
International Luge Federation (FIL)

Canadian Federations:

Bobsleigh Canada Skeleton
Canadian Luge Association

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