



INTERNATIONAL
OLYMPIC
COMMITTEE

FINAL REPORT OF THE IOC COORDINATION COMMISSION

XXI OLYMPIC WINTER GAMES, VANCOUVER 2010





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DELIVERING A VISION

MESSAGE FROM THE PRESIDENT OF THE INTERNATIONAL OLYMPIC COMMITTEE

JACQUES ROGGE



The Olympic Games have prospered for more than a century by adhering to enduring values while undergoing constant renewal and improvement. Vancouver 2010 celebrated the Olympic values and contributed to the advancement of the entire Olympic Movement in a number of positive ways. More than a year after these Games were staged, the 2010 Vancouver Olympic Winter Games slogan “With Glowing Hearts” continues to resonate in our memories.

The festive, friendly spirit on the streets as well as in and around the venues was among the best I have experienced at any edition of the Games. The athletes’ performances were stunning and largely facilitated by the fantastic venues and great know-how that we witnessed across all venues.

Organising the Olympic Games is a complex, long-term task that requires creativity, financial discipline and close cooperation with a wide variety of stakeholders. It must be preceded by a two-year bid process and additional years of careful planning and vision development. If done properly, the entire process delivers benefits that remain long after the Games end.

The Vancouver Games were managed in such a way that they not only united a country around a unique endeavour but also delivered the original vision and left a solid legacy. The Games were a great success for the Olympic Movement, for Vancouver, for British Columbia, and for Canada. They united Canadians in a way that invited the rest of the world to share the excitement.

The organisers had a clear vision from day one. They made legacy and sustainability an integral part of the planning process. They established strong teams to deliver critical tasks. They built new partnerships with the First Nations, who played a prominent role at the Games and were able to tell their stories to the world. They offered a Cultural Olympiad that showcased the heritage, culture and talent of Canada.

Never before had I witnessed such passion, such energy, such a strong will to come together to celebrate, or such pride in hosting the world and showing it the best of Canada.

Of course, my memories of the Vancouver Games will always be tainted by the death of Nodar Kumaritashvili and the violent end to his Olympic dream. Everything must be done to avoid a repetition of such a dramatic accident. My thoughts are also with Jack Poole one of the fathers of the Vancouver 2010 project who sadly passed away only months before he could witness the beautiful result of his Olympic dream for Vancouver and Canada.

I would like to thank our Canadian friends for their hard work and passion. The legacies left by Vancouver 2010 to our Movement are invaluable. Many lessons have been learnt from these Games and this report will allow us to share them with other Games organisers and the many stakeholders who will continue to contribute to the successful hosting of future editions of the Games.

“The Games were a great success for the Olympic Movement, for Vancouver, for British Columbia, and for Canada. They united Canadians in a way that invited the rest of the world to share the excitement.”

IOC President Jacques Rogge

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The scale of the task of organising the Games is immense: it is a humbling and incredibly complex challenge, no matter what collective experience the organisers may have. However, OCOGs are not alone in this task. The IOC and all Games stakeholders help and provide extensive information and experience.

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FOREWORD





This Final Report of the IOC Coordination Commission for the XXI Olympic Winter Games – Vancouver 2010 – will be presented to the IOC members on the occasion of the 123rd IOC Session in Durban in July 2011 by the Chairman of the Coordination Commission, Mr René Fasel.

The Coordination Commission is made up of representatives of the IOC (including athletes' representatives), International Federations (IFs), National Olympic Committees (NOCs) as well as technical advisors. Its mandate includes monitoring of the Games' preparation, assistance to the Organising Committee for the Olympic Games (OCOG) and the promotion of smooth and efficient working relations between the OCOG and all Games stakeholders.

The IOC Debriefing of the Vancouver 2010 Olympic Winter Games took place in Sochi between 3 and 10 June 2010. Five themes were introduced during the Opening Plenary Session of the Debriefing to guide the discussions and reflections:

- **Inspire and Engage**
- **Embrace and Achieve**
- **Innovate and Promote**
- **Team-up and Test**
- **Experience and Learn**

Those five themes have also been chosen to structure the present report.

This report is the final output of the Coordination Commission and presents the key findings and lessons learned from the Vancouver 2010 Olympic Games. It covers the Games' planning and preparation; the Games' hosting and operations; and the Games' legacies and how lasting benefits from these Games can be drawn for both the Olympic Movement and for the cities of Vancouver and Whistler, the province of British Columbia and the whole of Canada.

This report concludes an ongoing Games evaluation process, which forms part of the IOC's Games management approach. The evaluation of each edition of the Olympic Games is conducted throughout the bid process and the seven years of preparations, at Games time and beyond. This is done with a view to continually improving the Games experience and to share observations, ideas and recommendations, not only with future Games organisers but also with all the Olympic Movement's stakeholders.

More information on the Vancouver 2010 evaluation process can be found in Annex 2 (page 64) to the report.







“I volunteered because I am a true believer in the Olympic Movement and the power of sport to unite, to heal and to inspire.”

Julia Fan Li, Vancouver



4 vancouver 2010 5 vancouver 2010



“Big thumbs up to Olympic volunteers. All the ones I’ve run into have been awesome and super nice. They win gold in my book.”

Athlete’s tweet



“Your Games have inspired me to volunteer for my own... Hope I get in.”

Charlotte Wright, UK spectator

HIGHLIGHTS





The Vancouver 2010 Olympic Winter Games were a success for the Olympic Movement, and for the host city, region and country.

For the Movement, the Games advanced the cause of universality and expanded the global reach of the world's premier sporting event. For Canadians, the Games left a lasting legacy of both tangible and intangible benefits. The tangible benefits are easy to list, but there is no way to quantify the sense of national unity and pride that swept across Canada during the Games. The Games were a true "Celebration of the Possible".

INSPIRE AND ENGAGE

From the start, VANOC worked hard to engage with partners and stakeholders, and to ensure an unprecedented Aboriginal participation. The result was successful, inspiring and friendly Games that elevated national pride and confidence. The host population of British Columbia overwhelmingly saw the Games as a success, while the Olympic Torch Relay truly touched the hearts of the nation.

A unique approach to corporate sponsorship saw the nine Worldwide Olympic Partners spread the Games brand worldwide

through their own marketing activity, while optimum use was made of the online marketplace. The reach of VANOC's national partners, suppliers and licensees was also fully utilised to touch the heart of millions of Canadians across the country. The incredible work of the national rights-holding broadcaster, CTV, added a tremendous reach to the promotional efforts of the organisers. Meanwhile, the Cultural Olympiad involved more than 4,000 artists at 600 events over 60 days, and attracted in excess of two million people.

EMBRACE AND ACHIEVE

The lasting benefits of Vancouver 2010 include not only the improved sporting venues, infrastructure and community facilities, but also the many sports and social programmes that were initiated by the Games. Positive legacies do not just happen by themselves – they need to be carefully planned.

Education programmes represent opportunities to promote the Olympic values, and the 2010 Legacies Now organisation was set up to specifically develop lasting community legacies. This organisation has now transitioned to become "Lift, Philanthropy Partners" and an excellent Games legacy. Sustainability was another key value of VANOC which won several awards for environmental design.

INNOVATE AND PROMOTE

One of the key aims of the Vancouver 2010 Games was to present sport in a contemporary and exciting way, and at every stage VANOC and Olympic Broadcasting Services (OBS) made the most of technology. The result was creative use of new media –

over 25,000 hours of coverage was delivered by internet or mobile platforms – while OBS used innovations to make broadcasts more dynamic. Television coverage of Vancouver 2010 was almost double that of Torino 2006, a total of nearly 32,000 hours.



TEAM-UP AND TEST

A spirit of teamwork and trust pervaded the work of VANOC and its public partners, and each mayor, as well as the Premier of British Columbia, understood the importance of the Games and the opportunities it brought to local communities. The Government of Canada also played a strong supporting role.

Preparation was thorough, and all new venues and infrastructure projects were constructed with community input and legacy

planning built in from the start. All were delivered on time and within budget, which allowed for comprehensive testing.

The responsiveness and flexibility of VANOC meant that problems were dealt with quickly and demonstrated the importance of robust contingency plans. The support and experience of the IOC at critical times in the staging of the Games proved once again the power of that strong and unique partnership which must be established between the IOC and each OCOG.

EXPERIENCE AND LEARN

The task facing any OCOG is massive, and every resource available is valuable in achieving successful completion. Although the local context changes considerably with each edition of the Olympic Games, the IOC and other members of the Olympic Movement make a great deal of information available, which helps OCOGs and their partners to avoid re-inventing the wheel every four years. Vancouver 2010 made full use of the IOC Olympic Games Knowledge Management platform, benefiting from workshops, previous Games observations and debriefing, as well as documentation from other editions of the Games.

In Vancouver, strong partnerships with International Sports Federations were established from an early stage of the preparation, which brought into these Games an invaluable amount of expertise and experience from previous Games.

Among other key ingredients which helped achieve success were a dedicated workforce; experienced venue management; using best practices and people from previous Games; careful crisis management strategies; and other strategic partnerships with various partners such as rights-holding broadcasters and commercial partners or suppliers to the Games.

A LEGACY IN ACTION

Ensuring the broadest possible participation is a key goal for the Olympic Movement. Vancouver 2010 advanced that cause: there was a record participation by 82 NOCs, with 2,566 athletes – over 40 per cent of whom were women.

The successful hosting of the Paralympic Games also came as an invaluable legacy for Vancouver and British Columbia. As reported locally one year after the Games, there was a notable increase in winter disability sports participation throughout British Columbia in the winter sports season following the Games.

Vancouver 2010 had other milestones too. These included an expansion of broadcast methods; the use of digital media to engage with a wider audience; more doping controls than any other Olympic Winter Games; and an improved ticketing process.

Meanwhile, legacies in sport, transport, sustainability, economy, housing, tourism, social projects and culture mean that these Games will have a place in Canadian hearts for many years to come.

LESSONS LEARNT

In an extremely challenging and fluctuating economic context, VANOC found it was important to continually develop ways to innovate and prioritise in order to deliver not only unique and inspiring Games, but also Games that remained reasonable in terms of size, complexity and cost.

Sticking to a strong vision from bid to dissolution proved to be hugely useful as it helped the organisers steer their project in tumultuous times.

“There is no way to quantify the sense of national unity and pride that swept across Canada during the Games.”

Though there are services that must be supplied, organisers should prioritise their decisions according to their vision. However, there must be clear priorities: the athletes must remain at the heart of the whole process, the Games must continue to inspire the audience and reach the largest number of people possible. Vancouver 2010 delivered the ideal stage and conditions for the athletes to perform at their best.

For the IOC, the Vancouver 2010 Games were the first Games edition that took place within the new framework set up after the Salt Lake City Olympic Winter Games. This came as a confirmation of the solid steering and relevance of the IOC's current Games management approach. A number of changes and optimisations are nevertheless still possible and will be implemented as part of the Vancouver Games follow-up and the constant evaluation and improvement process taking place within the IOC administration.



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1

INSPIRE
& ENGAGE





The Vancouver 2010 Olympic Winter Games’ vision of “a stronger Canada whose spirit is raised by its passion for sport, culture and sustainability” still resonates in our hearts and minds today. This vision guided all the efforts of the organisers and translated beautifully into very successful and inspiring Games, as well as many lasting legacies for the local communities.

The Vancouver Games demonstrated the capacity of the Games to unite the geographically and culturally diverse communities of Canada like never before. The entire country passionately embraced the Games, filling venues and public spaces, and prompting Games-inspired celebrations and festivities rarely seen before in an Olympic host city.

The values of the Vancouver Organising Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) were teamwork, trust, excellence, sustainability and creativity. The result was successful, inspiring and friendly Games that elevated national pride and confidence. The population of British Columbia overwhelmingly saw the Games as a success – opinion polls found that 92 per cent of residents thought the Games were excellent or good, and 96 per cent were proud of hosting the Games.

VANOC’s value of excellence did not only translate into beautiful venues, excellent service levels to athletes and other stakeholders, well run operations and excellent responsiveness to challenges such as weather conditions. It also took the form of wide participation. The Games were essentially brought to everyone. This was not only the result of the Games taking place in a country celebrated for its passion for winter sports, but also the consequence of excellent communication and promotion; a hugely successful Olympic Torch Relay; and, last but not least, the fantastic role VANOC CEO John Furlong played in spreading the message of the Games and inviting everyone to participate. His goal was to convert all Canadians from being spectators to being full owners of the proceedings. This proved to be a key factor in the success of Vancouver 2010 and contributed to accomplishing the mission of “touching the soul of the nation” – an aim that was wholly realised, with 99 per cent of Canadians watching Games television coverage.



The Four Host First Nations were true partners of VANOC. They welcomed the athletes and participants on their sacred territories.



SPREADING THE MESSAGE

From the outset, the Canadian organisers took the lessons learnt from previous Games to heart. Because an OCOG alone cannot make the success of the Games, VANOC worked hard to engage with partners and stakeholders in order to spread the message and inspire participation. More than 77,000 people applied to be a volunteer, resulting in thousands of well-trained, friendly and enthusiastic staff who played a key role in engaging with spectators and across client groups.

Notable achievements included a unique approach to corporate sponsorship, which meant that Vancouver 2010 boasted one of the most comprehensive sponsorship programmes ever created for the Olympic Winter Games. Nine Worldwide Olympic Partners worked with VANOC to spread the Games brand as far as possible through their own marketing campaigns, while innovative and exciting ideas enlivened the atmosphere during the Games themselves. Examples of the innovations ranged from

the Coca-Cola Pavilion in Live City, Yaletown, which entertained thousands of visitors daily with its multi-sensory, interactive experiences, to GE Plaza – the revitalised ice rink in Robson Square, which became the most popular free activity for families during the Games. More information on the partners' role and contributions can be found in the IOC Marketing Report of the Vancouver 2010 Olympic Winter Games.

Financially too, the results were impressive: over CAD 750 million was raised over three years from 57 sponsors; and the venues were completed early and within the budget of CAD 580 million.

“...maybe the most inspirational two-week period in our nation's history.”

Gary Mason, The Globe and Mail

BUILDING MOMENTUM

VANOC's mission was to “touch the soul of the nation and inspire the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies”. One way to achieve this was to aim for the widest possible participation by the public. The Canadian organisers used every opportunity to create awareness and inspire people. One example was the Olympic Torch Relay, a powerful unifying vehicle that was designed to bring the torch within reach of every inhabitant of the country. The figures give an idea of the scale of the endeavour: the 45,000km journey passed through every province and territory during 106 days – a journey that involved 1,036 communities and showcased the astounding diversity of the Canadian landscape and culture. VANOC and the Four Host First Nations developed an Aboriginal Participation in Torch Relays strategy which led to the participation of over 600 Aboriginal Torchbearers, Flame Attendances, Elder Fire-Keepers, dozens of additional performers, and thousands more at Olympic Torch Relay celebrations sites. In addition the Olympic Torch Relay reached 119 Aboriginal communities throughout Canada.

Momentum was sustained through the strong brand elements and look of the Games. Besides, three-quarters of all tickets were publicly available, and there were over 275 million website visitors (more than double the number that visited the Beijing 2008 website). In addition, over 1.1 million Vancouver 2010 Facebook fans were registered.

A wide selection of appealing merchandise at many different price levels was launched to further boost the Vancouver 2010 brand. These included mascots and the very successful red mittens that bore a maple leaf and the Olympic rings, of which 3.5 million pairs were sold. Countdown events and engaging activities outside the competition venues created further excitement.

Within the realm of sport, the exciting “Own the Podium” scheme, designed to boost Canada's chances of medal finishes, was hugely successful. It led not only to Canada winning its first gold medal on home soil in three editions of the Games (1976, 1988 and 2010), but also to a record 14 gold medals for Canada. Such success went a long way in electrifying the atmosphere in the venues, the city and the entire country. Own the Podium is to be continued and expanded, with funding being increased, thanks to the success of athletes at the Vancouver Games.

“As a result of this [Canada staging a pre-Games torch relay that travelled across the country], Canadians approached the Games as owners rather than spectators, and we attempted to do the same with our partners. To organise an event successfully, you have to collaborate and let everyone in.”

John Furlong, Sport Business International

PROMOTING CULTURE

The Olympic Games are much more than a sports competition. Culture and education provide excellent opportunities to stay true to the essence and fundamental principles of the Olympic Games and within that remit, the Cultural Olympiad was a great opportunity to build strong relationships with public and private partners, media and the public.

Against the backdrop of challenging financial circumstances, VANOC's Cultural Olympiad produced impressive results and took significant steps in reminding the Olympic Movement of the untapped potential for cultural participation. The programme also made an important contribution to the extremely successful city experience and festival atmosphere in Vancouver and Whistler at Games time.

“The Canadian organisers used every opportunity to create awareness and inspire people. One example was the Olympic Torch Relay, a powerful unifying vehicle that was designed to bring the torch within reach of every inhabitant of the country.”

For two months, the Vancouver 2010 Cultural Olympiad promoted Canadian arts and culture to the world. The selection of engaging activities also meant that many more people could become aware of, and involved in, the spirit of the Games. The idea of inviting the Canadian nation to represent itself through digital images and user-generated posts was innovative and largely successful.

“The spirit and soul of all 33 million Canadians has been sewn into the fabric of these Winter Games. This journey has not been about the few but rather the many.”

John Furlong, VANOC Official Games Report

From genre-bending theatre, stunning virtuoso dance and fresh music to breathtaking visual and digital art extravaganzas, the Cultural Olympiad involved more than 4,000 artists at 600 events, over 60 days across 60 venues. The endeavour was extremely successful and attracted in excess of 2.2 million people. Meanwhile, more than 30 works of Aboriginal art have been permanently installed at major sites in the city of Vancouver.





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EMBRACE
& ACHIEVE





The Olympic Games can be an incredible catalyst for change. The lasting benefits include both tangible and intangible effects – great examples of the former from the 2010 Olympic Winter Games in Vancouver are the Richmond Olympic Oval and the Vancouver Olympic Centre, sporting venues that will be enjoyed for years to come.

However, it is the intangible effects that can make some of the greatest differences. The tremendous interest and enthusiasm from the Canadian people have also left a strong legacy that will encourage future sports participation at all levels (including Aboriginal athletes, at-risk youth and disabled athletes).

However, positive legacies do not simply happen – they need to be carefully planned from the earliest possible stage and be integrated within the project's vision at every step. VANOC worked hard to create such legacies: it offered rich, diverse and inclusive cultural and educational programmes, and integrated green building standards into all construction plans.



The Vancouver Olympic Centre that hosted Curling during the Games has been converted into a multi-purpose community recreation centre.



LEGACIES

Education programmes represent opportunities to promote the Olympic values and inspire young people to live by these values, and in this way provide both inspiration and aspiration.

VANOC used cultural and educational programmes to communicate its vision; to provide a once-in-a-lifetime Olympic experience; and to leave a lasting social legacy.

One such example was the ArtWalk Vancouver 2010, which featured 29 galleries with artwork from a full spectrum of disciplines. It is now expected to become an annual event.

Two further examples include the Vancouver 2010 Fabrication Shop, and floristry training for at-risk women. The Fabrication

Shop provided carpentry training and work experience for disadvantaged young people, indigenous people, single mothers and immigrants. Thousands of wooden products needed for the Games were made there. Some 80 per cent of those who started the six-month programme finished it, and of those, 60 per cent went on to pass the first-year industry exam.

A further scheme trained at-risk women – including recovering addicts and abuse victims – in floristry, so they could create the bouquets for the victory ceremonies and use their experience to gain floristry jobs. Of the 1,799 bouquets made, 1,055 were presented at the Games.



The distinctive Vancouver 2010 Olympic podiums were produced by disadvantaged young people, indigenous people, single mothers and immigrants.

LEGACIES NOW

Vancouver was the first host city to set up a not-for-profit organisation during the bid process with a remit of developing lasting community legacies. The unique 2010 Legacies Now programme was created to generate positive, measurable social change in Canadian communities by focusing on sport, the arts, literacy, environment, accessibility and volunteerism.

“I hope that people have got back into the habit of going out. People were out filling the streets and filling the theatres.”

Heather Redfern, executive director of the Vancouver East Cultural Centre

The BC Sport Participation Programme provided more than 200,000 British Columbians with sport and recreation programmes; while the snowboarding programme Zero Ceiling took individuals who wanted to turn their lives around, and trained them to become alpine sports-accredited recreational leaders.

Indeed, this work is ongoing – 2010 Legacies Now has evolved into LIFT Philanthropy Partners, which applies the concepts of venture capital finance and business management to its philanthropic investments, with the aim of creating lasting social change in communities throughout Canada.

SUSTAINABILITY

Sustainability was a key value for VANOC, and at the Vancouver 2010 Games this goal took many different, but decisive forms. Using the Games as a catalyst, VANOC and architects significantly improved the city's already advanced infrastructure, and in Vancouver every venue was built in accordance with Canada's green-building standards. Vancouver 2010 had the most ambitious carbon management programme of any Games, including the appointment of the Olympic Movement's first-ever official supplier of carbon offsets. The Richmond Oval won numerous awards for environmental design, and VANOC received the "Excellence for Green Building" award from the Globe Foundation and the World Green Building Council for

constructing the most environmentally friendly Olympic district in North America. Venues used innovative sustainability methods such as capturing rain to irrigate landscaping, and capturing heat from used bathwater.

"The Worldwide TOP partners and the Rights Holders were an integral part of delivering VANOC's vision for sustainability."

THE ROLE OF PARTNERS

The Worldwide TOP partners and the Rights Holders were an integral part of delivering VANOC's vision for sustainability.

Coca-Cola was committed to achieving its first-ever net carbon-neutral Games through a number of sustainability initiatives, including collecting 100% of the bottles used during the Olympic Torch Relay and Olympic Games for recycling. Coca-Cola 'green teams' – totalling 1,250 community volunteers – also activated in 172 communities, collecting PET containers on the Olympic Torch Relay.

Atos Origin helped VANOC achieve some of the Sustainability Performance Objectives for Environmental Stewardship and Impact Reduction by designing for less through smart design and procurement. Atos Origin operated "eco-efficiently" by minimising consumption of energy and minimising waste. The Vancouver 2010 Olympic Winter Games are the first Games to widely deploy an online volunteer portal and for the first time an online Accreditation portal – considerably reducing paper consumption in contrast to previous paper-based systems.

"The Olympics were very inclusive. They weren't ethnically divided, or divided by class or age or gender. It was significant for community building."

Laura Moss, Director of the Canadian Studies Centre at the University of BC Vancouver Province – 7 February 2011

The GE team responded to the sustainable Games challenge in a number of ways. GE supplied numerous lighting solutions to many of the Olympic competition and non-competition venues in Vancouver and Whistler.

NBC also took measures to address sustainability for the 2010 Games. From simple steps such as eliminating approximately 100,000 individual water bottles used by 1,200 crew and replacing them with water bubblers and fully biodegradable water bottles, to a programme of waste reduction including electronic manuals vs. hard copy manuals, and a reduction in transportation consumption achieved by locating 72% of staff within walking distance of their place of work. NBC also promoted the use of public transit and partnered with a carbon offset programme.

McDonald's joined VANOC's voluntary Carbon Partner Programme to help offset indirect carbon emissions. In addition, the three McDonald's Olympic venue restaurants were fitted with energy-efficient lighting and equipment, with the equipment being reused and recycled at McDonald's restaurants in Canada. McDonald's efforts were honoured with two VANOC 2010 Sustainability Star awards for waste diversion at the three Olympic restaurants and for the Legacy playgrounds project.

In its support of the sustainability initiatives of the Vancouver Organising Committee for the 2010 Olympic Winter Games, Panasonic ran various activities as part of its corporate environmental initiatives. In addition, using the long experience of Panasonic Kid Witness News (KWN) – a hands-on video education programme – Panasonic acted as an Official Partner to co-sponsor the 'Do Your Part – VANOC Sustainability National Video Contest', together with the United Nations Environment Programme (UNEP) and the Government of Canada.



VILLAGE LIFE

The two Olympic Villages are good examples of sustainable planning and solutions. In Whistler, each housing development was integrated through a series of greenways, parks and trail systems that connect the entire site. Approximately 90 per cent of the energy needed for heating and domestic hot water in the Village/Centre complex come from waste heat recovered from the nearby municipal waste water treatment facility. To protect nearby wetlands, a complex has been created on-site for storm water retention, treatment and habitat enhancement. Modular construction processes for the Centre's lodge and townhouses generated less construction waste, and a non-toxic white glue was used for all structural applications. Finally, the High Performance Centre facility was constructed with Forest Stewardship Council (FSC)-certified wood.

The temporary accommodation from Whistler has been sent to eight communities in British Columbia to provide 156 permanent, affordable homes for elderly, homeless and low-income residents.

In Vancouver, the Village was awarded LEED certifications for sustainable design and proper integration within its neighbourhood.

“The 2010 Olympics held out the promise of unprecedented involvement and significant economic benefits for Canada’s aboriginal people, a commitment from organisers that went far beyond anything ever offered to indigenous people in a country hosting the Games.”

*The Globe and Mail via Factiva Select, Robert Matas,
12 February 2011*



3

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INNOVATE
& PROMOTE





One of the key aims of the Vancouver 2010 Games was to present sport in a contemporary, exciting and engaging way. There is no doubt that this target was achieved – the way in which the organisers utilised the power of new media and social media to educate audiences and nurture passion among the fans has left a very real and lasting legacy for future Games.

In particular, the Vancouver 2010 Games will be remembered as a landmark event in the emergence of mobile phones as a multi-media platform. More than 6,000 hours of coverage was delivered on mobile phones. The creative use of social media was also reflected in the popularity of a new IOC Facebook page that attracted more than 1.5 million Olympic fans in a matter of weeks. In addition, 100 websites around the world showed the Games.

NEW STRATEGIES

At every stage, VANOC made the most of technology. The City of Vancouver's LiveCity Yaletown open-air venue provided 18,580 square metres of free family-centred entertainment for up to 10,000 people. Not only did huge screens show highlights of Games coverage, but there was also live local, national, and international entertainment on the main stage in the afternoon and into the night, culminating each evening with a dynamic closing show. In addition, interactive Olympic sponsor pavilions provided access to the internet and restful spaces in which athletes and spectators could relax.

To ensure full stadiums and a passionate atmosphere in the venues, VANOC had an online fan-to-fan marketplace that offered a secure channel through which fans could buy and sell tickets. In addition, ticket-holders were able to donate tickets to low-income Canadians online.

Meanwhile, an online auction for a jersey worn by Team Canada ice hockey player Sidney Crosby during a game with Switzerland during Vancouver 2010 reached over CAD 37,000, with proceeds given to the Haiti relief fund. This was another excellent example of the way in which the online world could pass on new messages about the spirit of the Games.

SCREEN TIME

Traditional platforms were well utilised too. Radio commentary proved an effective means of educating fans and spectators. Globally, there was almost double the amount of television coverage for Vancouver 2010 than there was for Torino 2006, and three times the amount available for Salt Lake City, with a total of 31,902 hours from 235 television stations.

Olympic Broadcasting Services (OBS) used many innovations to create must-see broadcasts, building on the fact that dynamic sports programmes and an exciting sports presentation go a long way in engaging with the public. Technical developments in terms of media coverage included the use of cameras on cables to follow athletes from above; helmet cameras; and super-slow-motion at 1,000 frames per second, allowing in-depth analysis

of the competitions in the television studios. Also used were virtual images of competitors going head-to-head in sports where they actually compete individually.

In the US, the gold medal hockey game on NBC drew an average audience of 27.6 million – higher than the last Rose Bowl, World Series and Masters. Within Canada, 33.1 million Canadians (99 per cent) watched some coverage of the Games. The final hockey game, broadcast by Canada's Olympic Broadcast Media Consortium, became the most-watched broadcast event in Canadian history. When it ended, with Canada winning gold, the atmosphere was electric and the streets filled with people celebrating – a truly memorable finale to an inspirational series of days.



CREATIVE VALUES

The creativity that was one of VANOC's core values was found not only in these innovative methods of communication, but also in the beautiful ceremonies, inspiring design, impactful look of the Games and a very rich and successful cultural programme.

“A year ago today, British Columbia and the people who call it home changed forever. It may not have been the kind of change that came to our province with the arrival of the railroad, or the discovery of gold, or the cultural revolution that is tied to immigration, but instead a more subtle type of change, an intangible one really, so very different from the common touchstones that have long defined our brief history.”

Shelley Fralic – Vancouver Sun, 12 February 2011

It is clear that today, OCOGs can benefit from online and digital options to maximise their reach, awareness, engagement and efficiencies. Digital media are an important part of the education strategy to deliver content to a national and international audience.

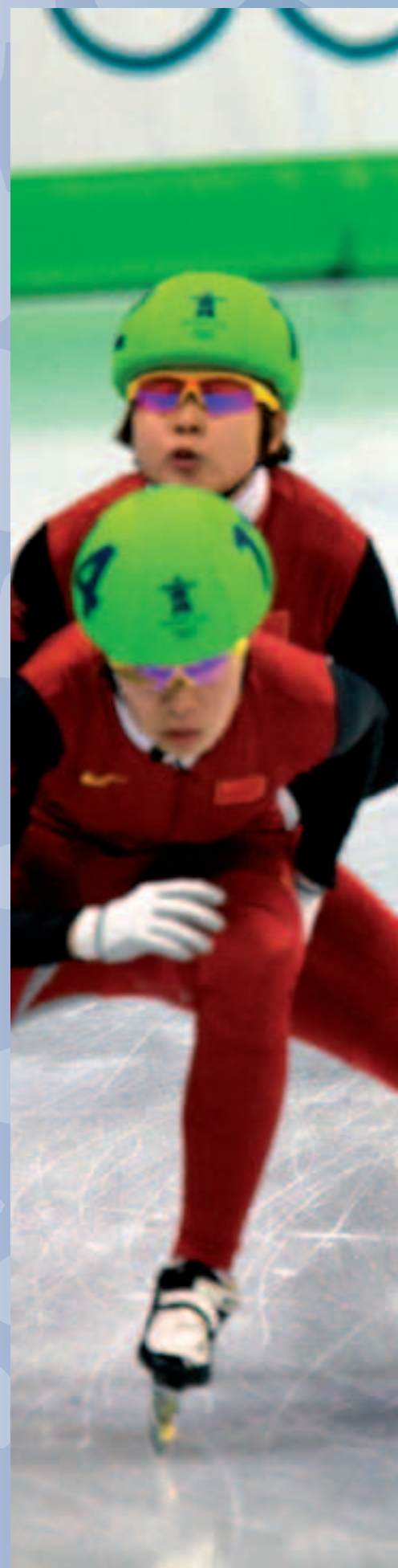
VANOC made good use of in-venue innovations for spectators and educated the audience in the lead-up to the Games. The results from Vancouver 2010 showed that technological innovation is a constant force that can be harnessed to promote not just information, but also the spirit of the Games. There will be many new channels and opportunities for enhancing fans' and spectators' experiences in the future, while maintaining close consultation with the IOC and within the framework of our contractual relationships.

“It is clear that today, OCOGs can benefit from online and digital options to maximise their reach, awareness, engagement and efficiencies. Digital media are an important part of the education strategy to deliver content to a national and international audience.”



4

TEAM-UP & TEST





Teamwork was not just a feature of the talented sportspeople competing in the Olympic venues. The “esprit de corps” and trust that pervaded the work of VANOC was also clearly evident in all the public partners.

The role the cities of Vancouver, Whistler and Richmond played was crucial for the success of the Games. Each city’s mayor understood the importance of the event and the opportunities the Games bring to local communities. British Columbia also played a determining role, thanks to the passion and enthusiasm of Premier Gordon Campbell, who provided inexhaustible levels of support right from the earliest stages of the bid. The Government of Canada, of course, played its critical role too. These different levels of government worked with the Four Host First Nations to create a Games framework that provided a great example of respect, inclusion, friendship and trust.

One key feature of Vancouver 2010 was the unprecedented Aboriginal participation. This was part of the deep respect that VANOC wished to show Canada’s Aboriginal community and took many different forms, including the creation of an Aboriginal Youth Sports Legacy Fund and the installation of works of Aboriginal art in Games venues.

The role played by thousands of volunteers was a determining factor in the Vancouver 2010 success. Volunteers were well trained, smiling and helpful and proved their determination and courage in sometimes very testing conditions, such as the weather adversity they met at Cypress Mountain.

PREPARATION

During the preparation for the Vancouver 2010 Games, the interests and expectations of the many different stakeholders were always taken into account, with the result that those involved had the pervasive feeling of belonging to one team exerting the same effort towards shared objectives.

The new venues were constructed with community input and integrated legacy planning from conception, and each was built according to Canada’s green-building standards. All venues were delivered on time, which allowed for proper testing and training of the entire workforce, including the volunteers. Early completion of the venues also offers opportunity for training to both national and international athletes. The airport tested its arrival and departure operations with stress scenarios, which contributed to deliver excellent services and operations at Games time. This flawless delivery was hugely important as it provided positive first and last impressions to all visitors.

Comprehensive road-testing of operations, including simulations and rehearsals, helped integrate the many different partners

involved: the 17 sports events held at the venues pre-Games not only allowed process and operational fine-tuning and proved readiness at all levels, but also stimulated public interest and ticket sales.

The strong partnership established between the IOC and VANOC proved to be very effective, including in testing circumstances, when quick and well-coordinated decisions must be taken. The IOC and many other stakeholders bring invaluable experience from past editions of the Games, which must be carefully integrated by the OCOG and their delivery partners.

“Organising the Olympic Games is a complex, long-term task that requires creativity, financial discipline and close cooperation with a wide variety of stakeholders.”

IOC President Jacques Rogge



QUICK RESPONSE

VANOC responded quickly to any issues that arose. An example which demonstrates that OCOGs must be well-prepared for changing situations and have robust contingency plans in place stemmed from the fact Canada experienced its warmest winter in 100 years, leading to a lack of snow in some event areas, especially Cypress Mountain. This problem was not unforeseen – Vancouver 2010 set new standards for weather technology, effectively forecasting and adapting to changing weather

conditions. The organisers were able to demonstrate their operational flexibility by arranging for trucks to bring in snow to allow events to go ahead.

Crisis management should be carefully thought out, as the ability to find creative and flexible solutions can make a real difference in more testing times.

IN GOOD TIME

In order to deal with the huge influx of spectators, there were many improvements made to the local infrastructure. Two of the biggest upgrades, the new Canada Line, which shuttles travellers between Vancouver's airport and the downtown areas; and the Sea to Sky Highway, which has made travel between Vancouver and Whistler faster and safer, were both finished in the late summer of 2009. This allowed for several months of use before the start of the Games, and gave time for minor issues to be resolved.

It was a similar story for the International Convention Centre hosting the International Broadcast Centre, which opened in April 2009. All these milestones were critical moments in reaching operational readiness for the Games.

“The IOC, together with its many partners - NOCs, IFs, commercial partners, broadcasters and written press – brought a collective expertise and true sense of teamwork that was critical for the Games’ successful outcome.”





SATISFACTORY END

The success of Vancouver 2010 was very much down to the continual dialogue that existed at all times between key stakeholders, allowing for trust and an open attitude. The IOC, together with its many partners - NOCs, IFs, commercial partners, rights-holding broadcasters and press organisations – brought collective expertise and true sense of teamwork that were critical for the Games' successful outcome.

“VANOC also brought the sports and cultural extravaganza in without leaving BC taxpayers on the hook for a deficit. We have emerged with some splendid and worthwhile assets, including the Vancouver Convention Centre, the upgraded Sea-to-Sky Highway and the Canada Line.”

Vancouver Sun via Factiva Select, 12 February 2011

5

EXPERIENCE
& LEARN





Vancouver 2010 showed once again that there are common experiences that can be shared from Games to Games, but despite this, each edition represents a steep learning curve. The scale of the task of organising the Games is immense – it is a humbling and incredibly complex challenge, no matter what collective experience the organisers may have.

However, there are many people who can help, and OCOGs should not hesitate to use all the information sources that are available. The IOC and Olympic family stakeholders, such as NOCs, IFs, media and partners, make available the experiences and lessons from past Games in many different forms. These may be workshops, reports, or the thousands of documents from past Games available on the IOC’s dedicated extranet resource.

KEY INGREDIENTS

In order to create the conditions that will provide an extraordinary experience for athletes and all Games participants, certain key ingredients are required.

The first is a well-trained and dedicated workforce who will passionately live the Olympic values in order to produce an extraordinary performance. They will be able to help engage the nation by sharing their journey to the Olympic Games.

Experienced sports, venue and events management is vital in order for athletes to be able to perform at their best. However, the Olympic Games are so much more than a sports competition, and culture and education also provide excellent opportunities to stay true to the essence and fundamental principles of the Games.

Host cities should also consider drawing from previous Games’ best practices and best people to support their own plans with a backbone of excellence.

“I can’t imagine in the future that the City of Vancouver could be confronted with a single challenge it could not manage because they have seen how people are prepared to come together for a good thing.”

John Furlong

The strategic partnership between all Games stakeholders is crucial because it is only through the open dialogue between the parties that success can be achieved. However, it is also important that the organisers themselves work as a disciplined and entrepreneurial body, with sound business processes, controls and tools at their disposal.

Another key ingredient is a commitment to sustainable delivery and a lasting legacy. It cannot be stressed enough that legacy considerations should feature from the very earliest days of the Games’ organisation period. Equally, in order to meet sustainability objectives, it is important for organisers to clarify their responsibilities compared with those of other entities, and work closely with government objectives at local and regional level.

Whatever the ingredients, there is, however, no standard recipe for the success of the Games. This is because each edition is set in a very unique and different context. One that requires a powerful, ambitious, and yet realistic vision but also the ability to be flexible and to adapt very swiftly to ever-changing circumstances and challenges. Here again, Vancouver 2010 offered a great example of such skills and vision.



KEEPING CONTROL

Games organisers are too often drawn into comparison and benchmarking with previous editions of the Games. They have to be very cautious with their many stakeholders' high expectations and demands. Catering to the multiple needs of all Games' clients is important, but OCOGs should not be drawn into excessive services, going out of their way to satisfy every single accredited person and deliver unnecessary services or infrastructure. The ongoing inflation of Games services is a serious challenge, not only for the Games organisers, but also for the IOC which is continually looking at ways to keep the size, cost and complexity of the Games under control. This concern is closely linked with the need to consider the long-term legacies of the investment and facilities delivered for the Games.

The success of the Games is not measured simply by their size or the level of services offered to the many stakeholders. Organising the equivalent of more than 40 world championships in summer or more than 15 in winter in one city or region over

two weeks only makes it very challenging - and costly - to match the service levels that a single event can deliver.

The true success of the Games is measured by the athletes' results and ability to perform at their best. It is measured by their feedback and satisfaction, by their smiles and the emotion in their eyes. The Games' success is also the result of the event's resonance across the host city, the host nation and in the minds and hearts of millions of fans across the globe.

“The scale of the task of organising the Games is immense – it is a humbling and incredibly complex challenge, no matter what collective experience the organisers may have.”



6

LEGACY IN ACTION





UNIVERSAL GAMES

Ensuring the broadest possible participation by top athletes is a key goal for the Olympic Movement. The Vancouver Games advanced that cause on multiple levels. Not only was there record participation by 82 NOCs – including six NOCs that participated

for the first time – but, of those, 26 NOCs won medals in 86 medal events. In total, 2,566 athletes competed at the 2010 Games, with 615 medals awarded. There was record participation by women at the Winter Games, in excess of 40 per cent.





MEDIA GAMES

Coverage from Vancouver reached nearly every corner of the globe and demonstrated the power of digital media in sharing the Olympic values. An unprecedented 25,000 hours were delivered globally through official broadcasters' online platforms. The 2010 Games will be remembered as a landmark event in the emergence of mobile phones as a multi-media platform – almost 6,000 hours of coverage were delivered on mobile phones.

On the internet, too, there were many developments. Official broadcasting websites recorded over 1.2 billion page views, and delivered over 265 million video views totalling over 38.3 million hours of videos viewed, proving that new technologies can help engage wider audiences.

Even sites that were not dedicated to broadcasting were popular. The IOC Facebook page, launched shortly before the Games, attracted over 1.5 million Olympic fans in a matter of weeks, while the Vancouver 2010 website attracted 275 million visitors, more than double the 105 million visitors for the Beijing 2008 site.

In total, there were over 50,000 hours of coverage across all broadcast platforms. This meant that Vancouver 2010 reached a record potential audience of 3.8 billion people worldwide and approximately 1.8 billion viewers who watched some broadcast of the Games.



PROMOTING THE NO-DOPING MESSAGE

Vancouver 2010 had more doping controls than any other Olympic Winter Games. Testing reached new levels, with more than 2,000 tests conducted (60 per cent more than Torino 2006). This included testing the top five finishers, plus two others, in every event.

In an encouraging sign in the fight against doping, there were no major violations in Vancouver, and neither of the two minor

doping offences that were uncovered warranted disqualification. However, the IOC will retain samples for eight years for further analysis as needed.

The Vancouver 2010 Games demonstrated the effectiveness of the Olympic Movement's anti-doping programme in getting the no-doping message across to athletes and their entourage, resulting in fairer and more exciting Games for all.

TRANSPORT LEGACY

The Games saw record use of mass transit that, according to local transit officials, has changed commuting habits. TransLink, Vancouver's transit agency, launched an ambitious expansion plan before the Games that included 48 new SkyTrain cars, a new SeaBus and 180 diesel-electric hybrid buses. Meanwhile, the late summer of 2009 saw the launch of the new Canada Line between Vancouver's airport and Downtown, and the improved Sea-to-Sky highway between Vancouver and Whistler.

During the Games, an emphasis on mass transit saw 1,100 buses from five major departure hubs used to shuttle spectators between venues, with all-new vehicles added before the Games featuring lower fuel consumption and fewer emissions.

The outcome was that mass transit ridership increased by more than 50 per cent during the Games, and the figures remained well above previous-year levels even after the end of the Games – up nearly 20 per cent in March 2010.



The ferries fleet ensuring the commuting between Vancouver and various BC islands was modernised ahead of the Vancouver Games.



The Richmond Olympic Oval has now been converted into a multi-sport community facility.

SPORTS LEGACY

The Games generated tremendous interest among Canadians and left a legacy that will encourage sports participation at all levels – in terms of both improved facilities and greater opportunities for taking part.

A number of Vancouver 2010 venues were revamped post-Games and are now being used by the local community for sport. These included the Britannia Centre, Killarney Rink, Trout Lake Community Centre and UBC Thunderbird Arena.

In addition, the Richmond Olympic Oval skating track is now a community facility that includes an indoor track, two ice rinks, badminton courts, volleyball courts and a 2,300sq ft fitness centre; the Vancouver Olympic Centre, used for curling, will be part of a complex that includes a community centre, an ice rink, a curling club, a pre-school, and indoor and outdoor swimming pools; and part of the Whistler Athletes' Village is now a high-performance and development training centre.

The Own the Podium programme, which led to a record 14 gold medals for Canada, will be continued and expanded, with funding being increased thanks to the success of Canadian athletes at the Vancouver Games, while the Aboriginal Youth Sports Legacy Fund had, as of 2009, supported 13 post-secondary students, 70 high-performance athletes, more than 125 community groups, two provincial sports organisations and the First Nations Snowboard Team, which included 20 high-performance athletes and 116 recreational athletes from across British Columbia in 2010.

Sport tourism was also part of the comprehensive legacy planning: the new British Columbia Sport Tourism Network united 40 communities in an effort to encourage sport tourism in the province.

However, it was the groundbreaking 2010 Legacies Now initiative that really pushed the boundaries for change, with

a full spectrum of programmes aimed at promoting a healthier lifestyle. SportFit, an online programme for young people, has served more than 81,000 young people in 612 British Columbia schools, and The Spirit of 2010 Hockey Tournament saw 275,000 players participate in 1,300 ice hockey tournaments between 2002 and 2009.

As a result of the Action Schools! BC programme, a 2010 Legacies Now spinoff, more than 400,000 students across British Columbia are participating in programmes that combine physical activity with health education. Other 2010 Legacies Now projects support sports programmes for Aboriginal athletes, at-risk youngsters and athletes with a disability.

Examples of areas in which the increased funding helped promising young athletes include: Game Plan BC, which has provided funding for more than 300 high-performance athletes in the areas of coaching, training, competition, sports science and sports medicine every year since 2003; Targeted Sport Strategy, which since 2004 has offered financial and technical support to 1,000 athletes in 10 winter and 20 summer sports each year; and The Growing Champions programme, which linked 25 high-performance athletes with sponsors to offer financial assistance and development.

Also part of Legacies Now 2010 was the Inner-City Sport and Recreation Table, which improves the availability of sport, recreation and leadership programmes for inner-city residents and at-risk young people and children, supporting several existing sport delivery organisations; Chill, a snowboarding programme for young people in Vancouver and Prince George, which served more than 650 at-risk youngsters between 2005 and 2008; and the Inner-City Sport Court Project, a plan to build an outdoor sports court in Vancouver's Downtown Eastside and offer programming there for local young people and families.

SUSTAINABLE LEGACY

The 2010 Games increased awareness and set new standards for sustainability. One of VANOC's key objectives was to manage the social and environmental opportunities of the Games in ways that would create lasting benefits, locally and globally. This objective was achieved. Every venue was built according to Canada's green-building standards, and all construction occurred with community input and integrated legacy planning from conception.

Venues used innovative sustainability methods during their construction, with the result that VANOC and the architects were recognised by numerous organisations for excellence in environmental design.

VANOC even looked beyond the Games, developing, in conjunction with the IOC and the International Academy for Sport

Science and Technology, a Sustainable Sport Event Toolkit for major sport events. VANOC also assisted in the Canadian Standard Association's development of the new Z2010 Sustainable Event Management Standard in Canada.

The beneficial effects from the Games are still being felt. A Vancouver City Olympic legacy fund helped create 40 new garden plots, including eight that are accessible to senior citizens and people with disabilities. Four plots were also used to supply food to agencies that feed the poor.

The same programme also saw a $\frac{3}{4}$ -acre community garden established in the heart of the Downtown Eastside of Vancouver, based on universal design, so that senior citizens and people with disabilities can participate in community gardening.

ECONOMIC LEGACY

Work on the Games created jobs and opportunities that helped to offset some of the effects of the global recession of 2009. According to the Conference Board of Canada, the Games injected CAD 600 million into the Vancouver economy, lifting economic growth by 0.8 per cent.

Worldwide Partner VISA reported that international visitors spent USD115 million on their credit cards over the course of the 17 days of the Games, while figures from the Government of British Columbia indicate that consumer spending in Vancouver and Whistler increased by 48 per cent during the Games and inner-city businesses benefited from CAD 5.7 million in Games-related procurement opportunities.

“According to the Conference Board of Canada, the Games injected CAD 600 million into the Vancouver economy, lifting economic growth by 0.8 per cent.”

In terms of economic development benefits, a coalition of Metro Vancouver municipal governments announced in February 2011 that the Vancouver Games had helped to spur more than CAD 300 million, resulting in 2,500 full-time jobs. The city of Richmond also announced a large increase: it said the CAD 178 million investment in building the Olympic oval generated CAD 2 billion in economic benefits and spin-offs.

According to a PricewaterhouseCoopers report, 20,780 jobs were generated in British Columbia and another 1,750 jobs across Canada through inter-provincial trade, between 2003 and 2008. In addition, more than 800 new businesses were created as a result of incremental economic growth stimulated by the Games; and the Games also generated between CAD 70.2 million and CAD 91.9 million in federal tax revenues, and as much as CAD 1.05 billion in real GDP.



HOUSING LEGACY

The extra housing created by the Games has left an enduring legacy that will benefit all income levels.

The temporary accommodation from the Whistler Olympic Village has been sent to eight communities in British Columbia to provide social housing, while as a result of the Inner City Inclusivity agreement between VANOC and its partners, the province and City of Vancouver acquired over 1,800 units of

existing rental housing and renovated them to provide supportive housing.

In a further scheme, VANOC helped Covenant House, an organisation that works with homeless and at-risk teenagers, which allowed them to double the number of beds in the centre. Since the new beds became available, no one has had to be turned away.



TOURISM LEGACY

The Vancouver 2010 Games were used to create awareness about Canada internationally, with the result that bookings and Canada's reputation as a tourist destination showed strong growth in 2010. Brand consultancy FutureBrand ranked Canada as the number-one country brand in 2010, crediting the positive effects of hosting the Olympic Games, and noting the Canadian Tourism Commission's (CTC) Olympic Games tourism strategy and its strong tourism brand as key influences.

The CTC media and public relations activities around the Games generated about CAD 1 billion in "Advertising Value Equivalency" in 2010 and global audiences were reached 12 billion times in 2010 by Olympic coverage with Canadian tourism messages. Potential visitors to the region were so intrigued by the Games

that the HelloBC.com website had over two million visits, up 590 per cent on the previous year.

Coverage of Whistler by non-broadcast media increased tenfold as a result of the Games-time exposure and the overall value of the coverage that it received in North America alone was estimated at CAD 139 million, compared with CAD 5 million the year before.

The results, in terms of visitor numbers, were that British and Australian visitor numbers were double those of 2009, and British, Australian and German visitors alone generated an extra CAD 314 million in tourism revenue.





SOCIAL LEGACY

Sports enthusiasts or not, the Games touched the lives of Canadians from all backgrounds and encouraged a spirit of inclusion. This covered many different areas of life and created many intangible benefits. One of these was the volunteerism that the Games encouraged. More than 75,000 people volunteered to help with the Games, and the database that was created will continue to help link volunteers with organisations throughout British Columbia.

Another project, the Britannia HUB City Celebration, helped 400 children from four inner-city schools to understand Olympic themes such as the link between sport, culture and education, the practice of sport and the joy of effort, and the pursuit of sport in a spirit of peace, excellence, friendship and respect.

As part of the promotion of the Olympic values, schools across Canada added lessons related to these values and other aspects of the Games to their curricula. Examples included geography lessons built around the Olympic torch route, research projects on athletes and art projects linked to national flags in the Opening Ceremony.

In addition, accessibility improved dramatically in Vancouver and the surrounding communities during preparations for the Olympic Winter Games and the Paralympic Games, with wider pavements, pedestrian ramps, kerb cuts and other modifications.

CULTURAL LEGACY

The rich cultural programmes offered by VANOC not only helped to promote the spirit of the Games, but also made real improvements to thousands of people's lives.

The legacy continues, not just in the artworks on permanent display across Vancouver or the ArtWalk Vancouver event, now set to become an annual festival, but also in the positive social impact of the projects and renovations.

2010 Legacies Now ran a number of programmes, including: "Innovations", which created new opportunities by funding 195 arts and culture projects in 60 communities; "Catalyst", which funded more than 220 arts and culture projects in 49 communities, with the focus on supporting participants' artistic, organisational and business abilities; "Explorations", which allowed more than 16,000 children who did not otherwise have access to summer programmes to attend summer camps with a focus on the arts, sport and recreation; and "Infusion: Arts in Education", an in-school programme that introduced 1,200 students to visual and performance arts.

On a broader level, schemes employed included "Creative Communities", which provided funding for 49 municipalities and other governing bodies to incorporate cultural programmes into their planning, while the City of Vancouver's Hastings Street Renaissance Programme updated the facades on storefront spaces in order to breathe new life into Downtown Eastside buildings.

"The Games generated tremendous interest among Canadians and left a legacy that will encourage sports participation at all levels – in terms of both improved facilities and greater opportunities for taking part."



vanco

LESSONS LEARNED



From the dazzling display and kaleidoscope of colours at the Opening Ceremony on 12 February to the last strains of music played at the Closing Ceremony just over two weeks later, the XXI Olympic Winter Games showed the world 17 days of undeniable “WOW”.

Backstage, 4,100 pairs of shoes and 450 racks of costumes for Ceremony performers were the visible ingredients through which so much magic was made. The rest, as with the sports that played out across Vancouver and Whistler, was down to hard work, determination and cooperation with many different parties – the same qualities that are needed when planning the Games.

CHALLENGES

The organisation of any edition of the Olympic Games has its challenges. VANOC found that difficulties concerning transport, accommodation and security all arose at one time or another. VANOC also had to face adverse weather conditions. But the biggest challenge of all was probably financial. VANOC faced a sudden inflation in building and labour costs at an early stage, together with an unfavourable evolution of the exchange rate with the US dollar. Eventually, an international financial crisis hit VANOC in terms of both revenue generation and expenditure

control. But the flexibility of the organisers – not to mention that of the IOC and other stakeholders – their creativity, adjustment and the great dialogue between all parties meant that the hurdle was passed without damage, and more importantly, without jeopardising the quality of the Games and the experience delivered to athletes, spectators and the other stakeholders. The IOC brought support to VANOC at different times through financial contribution and by supporting the organisers in services level discussion.

PRIORITIES

VANOC found that it was important to continually consider ways to innovate and prioritise in order to deliver not only a unique and inspiring Games, but also Games that remained reasonable in terms of size, complexity and cost.

OCOGs will be bombarded with requests and requirements for services, which are expected to at least match those of the previous Games edition. Though there are contractual requirements, it is the organisers' responsibility to prioritise and keep the project within reasonable financial limits. Service levels are validated by the IOC, but the IOC reference documentation should not always be taken as the letter of the law. Organisers should be reasonable and pragmatic in their approach and prioritise their decisions according to their vision and objectives. The successful delivery of appropriate service level also depends on the quality of the relationship established with each stakeholder group.

At the same time, OCOGs must have a client service approach with clear priorities: the athletes must remain at the heart of the process. The Games experience must inspire the audience and reach out to the largest number of people.

“People want to mirror the success that we had at the Games. They’re saying, ‘Wow, we can do that here.’ Before [with First Nations people], it was like, ‘I don’t know if we want to be involved.’ Now, they’re saying there’s a world audience that we can get to with the Pan-Am Games in North and South America. Those are the great things that are happening.”

Tewanee Joseph, former Chief Executive Officer of the Four Host First Nations, speaking to Vancouver Sun via Factiva Select, Daphne Bramham, 12 February 2011



INNOVATIONS

OCOGs must remain critical in their approach, adapting recommendations and observations to their own context, and finding other or better ways of delivering a service and making their Games unique.

For hard and soft legacies to be successfully managed after the Games, a unique and solid legacy vision must be developed from the earliest stage of the bid. It must be widely communicated and shared by everyone. Legacy should then remain a focus throughout the event planning phase. Eventually, a proper legacy governance must be in place, with relevant entities clearly defined and empowered to carry on the Olympic spirit beyond the two-week event.

Innovation can help to deliver unique and inspiring Games, but also Games that remain reasonable in terms of size, complexity and cost. In order to do so, innovation should serve the organisation's vision and objectives and enhance the clients' experience and/or the promotion of the Games.

Innovations are also useful in the areas of operational optimisation and promotion of cost savings; however, they should not be applied to sensitive areas, where only proven and tested technologies must be used. Finally, the innovations should leave a lasting legacy for the host city, region, country and the Olympic Movement.

CONCLUSION

While sport will always form the backbone of the Games, the opportunities to create lasting legacies in other areas should be explored. This could be in culture, education or the arts or, as Vancouver 2010 demonstrated, in areas such as social housing and sustainable building. From job creation for disadvantaged citizens to Aboriginal participation and sports programmes, the Games have helped local communities across the region. While the Games cannot solve every problem, they have, in their own way, helped to make things better.

Vancouver 2010 confirms that the Games are much more than a 16-day sporting event. Beyond the pinnacle of sporting achievement, the Games are the most visible and universal celebration of Olympism, a philosophy of life that contributes to building a better world through sport by uniting people and inspiring the best in each and every one of us.

“Games organisers should be reasonable and pragmatic in their approach and prioritise their decisions according to their vision and objectives.”



The Vancouver 2010 Games confirmed the value of the above principles for a successful Games planning and organisation.

ANNEXES





COORDINATION COMMISSION

Summary of the Commission's activities

History of the Commission

The Coordination Commission for the Vancouver Games was created in July 2003. Composed of nine members and its Chairman, René Fasel, the Commission met for the first time in 2004. Its ninth and final meeting was held in 2009. Representatives of the Winter International Federations attended two Coordination Commission meetings in 2007 and 2009.

Other meetings with the organisers

The Chairman and the Executive Director of the Coordination Commission also held additional meetings with the VANOC senior leadership, members of the VANOC Board of Directors and authorities representatives, accompanied on some occasions by the IOC President. Furthermore, small Commission delegations and representatives of the IOC administration paid regular visits to Vancouver in order to monitor the development of the project and observe the test events.

Composition of the Commission

The Coordination Commission was composed of the following members:

- René Fasel, Chairman
- Gilbert Felli, Executive Director
- Fraser Bullock
- Ottavio Cinquenta
- Gian-Franco Kasper
- Gunilla Lindberg
- José Luis Marcó
- HRH The Prince of Orange
- Tsunekazu Takeda
- Rita van Driel
- Pernilla Wiberg

Experts

Several experts also contributed to the Commission's work in their respective areas of expertise:

- Vince Adams – *Transport (fleet and operations)*
- Peter Charles – *Photo services*
- Brad Copeland – *Look of the Games*
- Ellen Farlow – *Transport operations*
- Brett Hopkins – *Finance*
- Gary Kemper – *Photo services*
- Barry O'Neill – *Transport (Bus operations)*
- Paolo Revellino – *Environment*
- Peter Ryan – *Security*
- Grant Thomas – *Venues and infrastructures*
- David Goldberg – *Ceremonies*

IOC Coordination

IOC directors and staff regularly attended the Commission's meetings. All administrative tasks were carried out on behalf of the Commission by:

- Gilbert Felli
- Antony Scanlon
- Florence Lethier





Chronology of Commission visits

The main visits by the Coordination Commission and/or IOC administration were as follows:

2003

4 – 5 September	First visit
13 – 14 November	Orientation Seminar

2004

30 March – 1 April	1st Coordination Commission meeting
5 – 6 October	Project review

2005

31 January – 2 February	IOC President visit
6 – 7 April	2nd Coordination Commission meeting
6 – 7 September	Project Review

2006

3 – 4 January	Project Review
6 – 7 June	3rd Coordination Commission meeting
14 July	Project Review
8 – 9 November	Project Review

2007

4 – 5 February	Coordination Commission Executives visit
6 – 8 March	4th Coordination Commission meeting
11 – 13 September	5th Coordination Commission meeting

2008

26 – 28 February	6th Coordination Commission meeting
21 – 23 October	7th Coordination Commission meeting

2009

10 – 17 February	Project Review, One-Year-to-Go Celebration (with the IOC President), Venue-by-venue walkthrough
31 March – 1 April	8th Coordination Commission meeting
3 – 4 June	Project Review
25 – 26 August	9th Coordination Commission meeting
16 – 17 December	Project Review, Games readiness exercise

Olympic Games Knowledge Management – workshops

More than 30 OGKM workshops were organised by the IOC for VANOC and its partners between 2004 and 2009. Each of these workshops proved extremely useful in transferring knowledge and experiences from previous Games editions, which ultimately had to be applied to a Canadian context.

Name of the workshop	Date
Finance	February 2004
Project management	February 2004
Environment	July 2005
Paralympic	September 2005
Energy	October 2005
Accreditation	November 2005
City relations	November 2005
City look	November 2005
Procurement	December 2005
Transport	May 2006
Venue management	May 2006
Command, control & communications	May 2006
Licensing	June 2006
Legal	July 2006
Ticketing	August 2006
Sport services / Sport entries	October 2006
Health services / Doping	January 2007
Sport entries	February 2007
Risk management	February 2007
Press services	February 2007
Publications	February 2007
Transport client services	April 2007
Test event	May 2007
Domestic Dignitary	October 2007
Photo services	November 2007
Logistics	November 2007
Radio	January 2008
Geographical information system	March 2008
Rate card	April 2008
Village	May 2008
Event communications	August 2008
Dissolution planning	January 2009
Internet security	October 2009

THE VANCOUVER 2010 GAMES EVALUATION PROCESS

The IOC Olympic Games Department coordinates the evaluation process, consolidating and analysing the findings and feedback from all Olympic stakeholders to maintain and then further develop the successful management and hosting of the Olympic Games. The evaluation process is an essential component of the IOC Knowledge Management programme, as it enables the IOC to understand and further enhance the uniqueness and relevance of the Olympic Games experience as well as to identify ways of optimising Games planning and operations.

The framework of the evaluation process was established before the Games, in order to define the parameters and deliverables from each Olympic stakeholder group; to facilitate observations at Games time and to streamline the follow-up process. A template for the evaluation reports was developed and shared with the contributing parties ahead of the Games to facilitate observation and evaluation activities. The template was structured around the following four themes: Games Functions; Client Experience; Olympic Games Product and Experience; and IOC Operations. The objective was to assess these themes over both the preparation phase and at Games time.

In accordance with recommendation 25 of the XIII Olympic Congress in Copenhagen, special attention was devoted to the analysis of the Games' cost and complexity with a view to optimising delivery of services.

As a complement to the above-mentioned evaluation reports, a series of interviews, focus groups and surveys were conducted during and around the Vancouver Games in order to better assess the various Games clients' experience.

Following the collation of all reports and surveys, an intensive process of consolidation was undertaken immediately after the close of the Vancouver Games, resulting in a list of recommendations for further improvement. The discussions during the IOC Debriefing of the Vancouver 2010 Winter Games (Sochi, June 2010) were part of the process, and the outcomes of this event were subsequently included in the list.

The 2010 Games evaluation process then moved into change management, with the recommendations now being implemented through various channels, including the update of the IOC Technical Manuals and other reference documents. A number of observations or ideas require further analysis and are still being assessed as part of the IOC 360° Games management approach with a view to managing and anticipating risks and opportunities presented by future editions of the Olympic Games. A further number of observations linked to some recommendations of the XIII Olympic Congress are also being studied in the scope of working groups set up for the follow-up of the 2009 Olympic Congress.





REPORTS AND RECOMMENDATIONS

As part of the Vancouver Games evaluation, the following reports and information were received and consolidated:

- Reports and surveys covering the main constituents and stakeholders: NOCs (athletes and officials), IFs, media, partners, etc
- Post-Games reports from other observing OCOGs
- 20 reports from the IOC Administration covering all the Games functions
- The IOC members' Observation Report (coordinated by the late IOC member Anton Geesink)
- Reports containing the results of general public surveys
- Recommendations made during the Vancouver Games Debriefing.

As a result of the IOC's overall Vancouver Games evaluation process, a total of almost 900 recommendations were identified. These recommendations were split into:

- Strategic recommendations that needed further studies and development
- Operational and technical recommendations for Games preparation and operations.

Most of the recommendations have now been included in the updated version of the Technical Manuals. A total of 33 Technical Manuals, plus five Guides, have been published in time for the election of the 2018 host city in July 2011.

THE VANCOUVER 2010 OLYMPIC GAMES DEBRIEF

As previously mentioned, the IOC Debriefing of the Vancouver 2010 Olympic Winter Games took place in Sochi between 3 and 10 June 2010. This event served as a key component of the IOC's transfer of knowledge programme, with the objective of discussing the lessons learned with future Games organisers and stakeholders and reflecting on how to use these lessons to advance the Games. The event was split into two parts:

- A three-day programme focusing on technology-specific sessions
- A four-day main programme covering all other aspects of the Games.

Approximately 350 delegates attended the entire event, including representatives from the Organising Committees and partners of Sochi 2014, London 2012 and Rio 2016, plus representatives from the 2018 Applicant Cities.

A delegation of approximately 45 VANOC (Vancouver Organising Committee for the 2010 Olympic and Paralympic Games) staff, led by CEO John Furlong, contributed to the event and gave a forthright assessment of their Olympic experience and recommendations for future Games, in an open and candid way. Representatives from different Games stakeholder groups were invited, and made important contributions to the seminar.

Approximately 40 different sessions focusing on various elements of Games organisation were held over the entire seven-day programme as well as numerous informal side meetings. The Debriefing was also an opportunity to organise a workshop of the IOC-OCOG strategic forum. This workshop, held on a regular basis, is a forum where senior executives of the IOC and OCOGs can address strategic challenges currently faced by Games organisers.

“Recommendations have now been included in the updated version of the Technical Manuals.”

VANOC TRANSFER OF KNOWLEDGE (TOK)

VANOC has worked to collect the TOK information according to the Master List of Deliverables provided by the IOC. In accordance with the “benefit and contribute” philosophy of the IOC knowledge management approach and whilst benefiting from a variety of transfer of knowledge services made available by the IOC, each OCOG must at the same time deliver a number of TOK items. All the information (including knowledge reports, documents, statistics, etc.) was collected and centralised by a dedicated team within VANOC. Other items transferred include images (photo/video), technology solutions, objects and

publications. This process was completed by the end of 2010, with most of the content now available for access by future OCOGs.

Parallel to this, VANOC has been putting the final touches to the Official Report of the Games. In line with its commitment to sustainability, VANOC has innovated in publishing most of its Official Report in an electronic format exclusively. The Official Report will be officially presented during the IOC Session in Durban in July 2011.





