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Note that figures are expressed in Canadian dollars (CAD) unless otherwise indicated.
CHAPTER 1

CONCEPTS BEHIND THE BID

The city of Vancouver, British Columbia was elected by the full membership of the International Olympic Committee (IOC) as the Host City of the XXI Olympic and X Paralympic Winter Games in 2010 at the 115th IOC Session in Prague on July 2, 2003.
A WINTER WONDERLAND

One of the key points emphasized by the corporation in its bid to host the Games was the sheer physical beauty of Vancouver and Whistler. The 2010 Olympic and Paralympic Winter Games would be, the bid promised, the first Winter Games to be held by the sea, surrounded by mountains. The “Sea-to-Sky” Games promised spectacular views and venues for visitors and athletes, members of the Olympic and Paralympic Families and billions of television viewers. At the same time, the athletes’ village in Vancouver would be within easy walking distance to BC Place Stadium, the proposed venue for the Opening, Closing and Medal Ceremonies, while the athletes’ village in Whistler would offer a park-like setting within 15 kilometres of the Whistler sport venues. Both the Candidate City Questionnaire submission and the Candidature File (informally referred to as the Bid Book) were filled with striking images of British Columbia’s parks, waterfront and snow-capped Coast Mountain range.

In emphasizing Vancouver and Whistler as a winter wonderland, an important consideration for the Bid Corporation team was the weather. It is impossible to host a Winter Games without snow. The Bid Corporation was confident the weather in both Vancouver and Whistler would provide a superior experience for competition. To support its claim, the corporation referenced charts from the Meteorological Service of Canada (a federal government service providing weather expertise) for the previous 10-year period. In that time, the records showed average temperatures at the Whistler venues to be around the freezing mark (0°C), and average snow depths at Cypress Mountain (located in Cypress Provincial Park, adjacent to the District of West Vancouver) of 171 centimetres, Whistler at 259 centimetres and the proposed Whistler Nordic Centre at 165 centimetres. With a long-standing and successful history of hosting alpine skiing, freestyle skiing and snowboard events, Whistler had already proven that weather should not prove to be a “red flag” in considering it as a Games locale. Between 1981 and 2001, all alpine skiing events that were scheduled had been staged during the proposed Olympic period identified in the Candidate City Questionnaire submission (February 5 to 21 inclusive) had been successfully staged and only one event had been cancelled in the proposed Paralympic period (March 5 to 14).
GREAT GAMES FOR ATHLETES

Sports and athletes. The essence of every Olympic and Paralympic Winter Games.
The Vancouver 2010 Bid Corporation focused on the needs of the athletes and promised
to ensure the 2010 Olympic and Paralympic Winter Games provided the best possible
environment for them in which to compete.

The Bid Corporation demonstrated its focus on meeting the needs of athletes in a
number of ways, including:

• Selecting sport venues based on careful consideration of their location,
  accessibility, physical amenities and operational ability to provide a
  world-class competitive sport experience

• Locating the athletes’ venues and accommodation as close to each other
  as possible to minimize travel time and maximize the convenience and
  performance levels of the athletes, so athletes could focus solely on
  competing in their sports

• Obtaining funding commitments to build new venues well before the
  Games, with operating endowments in place for new venues to ensure a
  legacy for sport

• Designing the athletes’ villages to maximize the comfort and enhance the
  experience of the athletes

• Working closely with national and international sports federation
  representatives to ensure the plan provided optimal sports venue conditions
  and accommodated all operational functions

The plans took advantage of the existing facilities and ensured that the facilities not only
met the standards of the International Sport Federations (IFs) but also created a legacy of
excellence for Canadian athletes.
A. LASTING LEGACIES

An important part of the sports plan was a commitment to Legacies Now, a non-profit society working in partnership with various organizations to develop sustainable legacies in sport and recreation, arts, literacy and volunteerism. Now a full-fledged organization called 2010 Legacies Now, this initiative helped continue Canada’s quest for gold medals, whether or not the Vancouver 2010 Bid was successful.

The future operation of every planned new Olympic venue was assured during the event with agreements that set out who the owner would be, how the venue would be operated to the benefit of sport and how the venue would be funded from an operational and sport development perspective.

B. THE PARALYMPIC WINTER GAMES

The accessibility needs of Paralympic athletes were fully considered in the planning of the X Paralympic Winter Games. It was originally envisioned the Games would take place entirely in Whistler, allowing for an intimate, compact Games experience using the facilities developed for the 2010 Olympic Winter Games.

The Domestic Bid highlighted Whistler’s excellent accessibility record and its pedestrian-friendly Village core. It also included the assurance that, by 2010, Whistler’s public transit system should be 100 per cent accessible.

However, the Bid Committee’s commitment to accessibility extended beyond the Games competition venues; it promised to meet or exceed British Columbia Building Code or the National Building Code of Canada provisions, among the highest in the world. To ensure the work was completed, $1.9 million was budgeted specifically for accessibility upgrades to new and existing venues.

The Domestic Bid proposed that the 2010 Paralympic Winter Games would be coordinated by a separate organization, in cooperation with the team organizing the 2010 Olympic Winter Games, with a $10-million budget provision. The program in the Domestic Bid included men’s and women’s competitions in alpine skiing, cross-country skiing, biathlon, ice sledge hockey and both long track and short track ice sledge racing.

The Candidature File, however, outlined a different vision for the Paralympic Winter Games. It proposed one overall organizational structure for both the Olympic and Paralympic Winter Games, embracing the idea of one festival, two events, and 38 days of sport.
According to this new approach, the proposed Vancouver Organizing Committee’s board of directors would include one member nominated by the Canadian Paralympic Committee (CPC). All competition venues for the Paralympic Winter Games and the athletes’ village would be located in Whistler. Consistent with the Domestic Bid plan, the Candidature File included the construction of a new arena for ice sledge hockey as well as upgrades to an existing facility, Meadow Park Sports Centre, to make it appropriate for wheelchair curling. These provisions would mean that all competition venues would be within a 10- to 20-minute drive of the athletes’ village. The proposal to hold long and short track ice sledge racing was also removed from the schedule.

As far as plans for the Paralympic Village (planned for Whistler), according to the Domestic Bid, the village’s legacy would be non-market housing, and 216 permanent rooms (of which 50 per cent would be built to be completely accessible for those with a disability), for athletes to train and to support the hosting of future World Cup events following the Games. These same plans were included in the Candidature File.

Initially, the 2010 Paralympic Winter Games were to begin on Friday, March 5, 2010 and conclude on Sunday, March 14. Just prior to Vancouver being selected as Host City, however, the dates were adjusted, so the Games would begin on Friday, March 12, 2010 and end on Sunday, March 21.

When the IOC awarded the Games to the city of Vancouver, it included a responsibility to for hosting the X Paralympic Winter Games.

These provisions would mean that all competition venues would be within a 10- to 20-minute drive of the athletes’ village. The proposal to hold long and short track ice sledge racing was also removed from the schedule.
SUSTAINABILITY

In 1994, the 12th meeting of the Olympic Congress\(^1\) in Paris (France), known as the Congress of Unity, recognized the importance of the environment and sustainable development. This led to the inclusion of a paragraph in the Olympic Charter acknowledging the responsibility of the IOC in promoting sustainable development. The IOC regards the environment as the third pillar of Olympism alongside sport and culture. In 1995, as a follow-up to this monumental first step, the IOC decided to create a new Sport and Environment Commission\(^2\).

The Vancouver 2010 Bid Corporation understood sustainability was not merely a requirement of hosting the Games, but an idea that was fundamental to its bid and the Games. The Vancouver 2010 Bid Corporation’s vision of sustainability involved creating “sustainable legacies for athletes and sport development, our host communities, our province, our country and the global Olympic Family by hosting an outstanding Olympic Winter and Paralympic Winter Games.”

The three main themes of the Corporation’s sustainability policy were environmental stewardship, economic opportunity and social responsibility. These were highlighted in the Candidature File and other agreements signed by the Bid Corporation.

Sustainability themes detailed in the Vancouver 2010 Candidature File included:

**Environmental Stewardship**
- Conserving resources
- Preventing pollution
- Protecting and enhancing natural systems

**Economic Opportunity**
- Maximizing economic opportunity
- Supporting international trade and investment
- Advancing social equality through economic opportunities
- Strengthening community and stakeholder partnerships

**Social Responsibility**
- Communicating openly and consulting with our stakeholders
- Promoting diversity and celebrating cultural heritage
- Increasing understanding of sustainability
- Hosting inclusive and accessible Games
- Contributing to sport development and health promotion

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\(^1\) Olympic Congresses bring together representatives of all the parties that make up the Olympic Movement, namely the IOC, the National Olympic Committees, the International Sports Federations, the Olympic Games Organizing Committees, the athletes, coaches, judges and the media, as well as other participants and observers. See www.olympic.org for additional information.

\(^2\) The Commission’s role is to advise the IOC Executive Board on what policy the IOC and Olympic Movement should adopt in terms of environmental protection and support for sustainable development and, through its members, supports the IOC programs and activities in this field. For more information see www.olympic.org.
KEY SUSTAINABILITY ELEMENTS

A. THE ENVIRONMENT

The Vancouver 2010 Bid Corporation committed to hosting environmentally sustainable Games. As such, both the Candidate City Questionnaire submission and the Candidature File underscored Canada’s high standards for environmental protection through legislation, regulation and industry codes of practice.

The Candidature File promised strict environmental reviews of all infrastructure improvement and new infrastructure projects. These reviews would include assessment at the federal level (vis-à-vis Government of Canada legislation); all changes would also be aligned with provincial and local government environmental policies and regulations. The assessments would be “comprehensive” and “include a review of the environmental, economic, social and cultural effects of the project,” with the goal of outlining how adverse effects could be “avoided” or “mitigated.”

The environmental plan for the Games included a variety of initiatives, including education and awareness programs and stringent monitoring and reporting of key performance indicators and targets. Key elements of the Vancouver 2010 approach to environmental stewardship and the 2010 Winter Games included:

• Green buildings targeting LEED (Leadership in Energy and Environmental Design) standards for all new facilities

• Solid and liquid waste management, with the goal of achieving a zero solid waste management strategy during the Games

• Air quality and greenhouse gas management, with the goal of hosting a zero net emissions Games that would be climate-neutral

• Natural and cultural heritage, focusing on site selection to preserve BC’s natural heritage while working with the Squamish and Lil’wat Nations to ensure the development of the Whistler Nordic Centre (proposed site for biathlon, cross-country skiing, Nordic combined and ski jumping events) was respectful of sensitive areas

• Consultation and collaboration — the Bid Corporation formed an Environmental Working Group with representation from all levels of government, environmental non-governmental organizations, academia and industry environmental specialists
B. INNER-CITY COMMITMENTS

The Vancouver 2010 Bid Corporation worked with federal, provincial and civil government partners and the Canadian Olympic Committee to develop the 2010 Winter Games Inner-City Inclusivity Commitment Statement.

The initial Inclusive Intent Statement\(^3\) served as the foundation for the Commitment Statement, which spoke to the themes of participation and equality for all British Columbians regarding the Games — including those of low and moderate incomes, and those who might not otherwise be engaged in such a large-scale event as an Olympic and Paralympic Games. The Commitment Statement specifically pledged the following:

- During the organizing phase, programs and policies were to be developed that support the goals and objectives in the Commitment Statement to create a strong foundation for sustainable socio-economic development in Vancouver’s inner-city neighbourhoods, particularly in [the] Downtown Eastside, Downtown South and Mount Pleasant . . .
- Also during the implementation phase, steps will be taken to ensure incorporation of the interests of different groups, such as Aboriginal people, women, youth, people with disabilities, people of colour, immigrants and other groups.

The 2010 Winter Games Inner-City Inclusive Commitment Statement grew out of community consultation and research that explored socio-economic trends at the time, as well the possible effects of hosting the Games. A report (Vancouver Agreement: Community Assessment of 2010 Olympic Winter Games and Paralympic Winter Games on Vancouver’s Inner-City Neighbourhoods, February 2003) focusing specifically on Vancouver’s Inner City, found that residents of the Downtown Eastside had the lowest per-capita income of any urban area in Canada. The average household income in 1996 for that area was $18,894, compared to Vancouver’s average household income of $48,087, while 69 per cent of the Downtown Eastside population lived in low-income households, compared to 31 per cent of Vancouver’s total population. The research also found that Downtown Eastside residents were more likely to be recipients of government assistance, to have mental health challenges and drug or alcohol addiction issues. According to available research, the area, home to nine per cent of the city’s population, accounted for 20 per cent of mental health cases per month in Vancouver.

Submitted to the IOC with the Candidature File was the Inner-City Commitment Statement. It was signed by the Bid Corporation and the three levels of government supporting the bid, recognizing governments’ key role in achieving the goals set out in the statement. It listed 37 goals over 14 thematic areas that ensured the interests of those living in Vancouver’s inner-city neighbourhoods would be addressed, including:

- Accessible Games — ensuring barrier-free venues and reasonable accessibility for people with disabilities
- Accessible Games — ensuring barrier-free venues and reasonable accessibility for people with disabilities
- Affordable Games Events — making affordable tickets available for low-income inner-city residents, including at-risk youth and children
- Affordable Recreation and Community Sport — maximizing access for inner-city residents, particularly at-risk youth and children to sport and recreation by giving access to new and public upgraded facilities after the Games, donating surplus sporting equipment to the centres and building the sport delivery infrastructure to support recreational initiatives

\(^3\) The Inclusive Intent Statement was endorsed by the Vancouver 2010 Bid Corporation and its member partners and spoke to participation and equity for all British Columbians, including those of low and moderate incomes.
• Business Development — developing opportunities for existing and emerging inner-city businesses and artisans and procurement opportunities for businesses employing local residents

• Civil Liberties and Public Safety — providing for lawful, democratic protest that is protected by the *Canadian Charter of Rights and Freedoms*; ensuring continued access to public spaces before, during and after the Games for inner-city residents; maintaining the current level of public safety and security in the inner-city neighbourhoods; and committing to a timely public consultation accessible to inner-city neighbourhoods before any security legislation or regulations were finalized

• Cultural Activities — showcasing the diverse cultural, multicultural and Aboriginal activities of inner-city residents

• Employment and Training — creating training and short- and long-term employment opportunities for inner-city residents to encourage a net increase in employment

• Environment — ensuring environmental “best practices” in inner-city neighbourhoods

• Financial Guarantees — providing adequate funds to maintain and operate the new or upgraded public recreational facilities after the Games; providing adequate programming funds for the new or upgraded public recreational facilities; providing disclosure of all financial aspects of the Games; committing to a comprehensive annual financial audit

• Health and Social Services — maintaining delivery of health and social services to inner-city residents during the 2010 Winter Games and showcasing a commitment to public health issues

• Housing — protecting rental housing stock; providing many alternative forms of temporary accommodation for visitors and workers; ensuring people are not made homeless as a result of the 2010 Winter Games; ensuring residents were not involuntarily displaced; providing an affordable housing legacy and start planning that would begin immediately

• Input to Decision Making — providing inclusive representation on the Bid Corporation and Organizing Committee’s board structures; ensuring inner-city inclusive work continued to operate under the Organizing Committee and Member Partners; working with and being accessible to an independent watchdog group that includes inner-city residents; developing a full and accountable public consultation process that included inner-city residents; documenting opportunities and impacts experienced in inner-city neighbourhoods in a comprehensive post-Games evaluation with full participation by inner-city residents

• Neighbourliness — staging events that respected adjacent neighbourhoods

• Transportation — ensuring Games events could be reached by public transit at an affordable cost and minimizing potential adverse transportation impacts on inner-city residents
C. ABORIGINAL PARTICIPATION

After Vancouver won the right to host the 2010 Olympic and Paralympic Winter Games, Jack Poole, Chairman of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), said, "If it hadn’t been for the full support of the Four Host First Nations in our bid, we likely wouldn’t be talking about Vancouver 2010 today."

There are three groups of Aboriginal Peoples recognized by the Constitution in Canada — First Nations, Inuit and Métis. Aboriginal participation in the 2010 Winter Games began in 1997, during the very early stages of the domestic bidding process. The visionary leader of the Squamish First Nation, the late Chief Joe Mathias, attended the first meeting of the Domestic Bid Committee; he joined the bid effort, believing the Games presented an important opportunity for First Nations to become involved in a major project that might take place within their traditional territories. Aboriginal participation was included in the Domestic Bid Book, as well as a letter of support from the Squamish Nation Council.

During the international bid phase, the Candidature File underscored the commitment the Bid Corporation was making to include Aboriginal Peoples, particularly the Four Host First Nations on whose traditional and shared traditional territories the Games would be held. Each of the Four Host First Nations had a representative on the Bid Corporation’s board of directors, with one representative sitting on the Executive Committee. An Aboriginal Participation Strategy and Secretariat were also established.

All four of the First Nations signed agreements or memoranda of understanding with the Vancouver 2010 Bid Corporation; two signed agreements with the Province of British Columbia. In November 2002, the Squamish and Lil’wat Nations signed the Partners Creating Shared Legacies from the 2010 Olympic and Paralympic Winter Games — Agreement Between the Squamish and Lil’wat Nations, the Vancouver 2010 Bid Corporation and the Province of British Columbia. This agreement included a commitment to lands for economic development, a skills and training legacy project, a naming and recognition project, contributions to a Squamish and Lil’wat cultural centre, shared ownership of new athletic facilities, a contribution to an endowment fund, Olympic legacy housing for the Nations, economic/contracting opportunities and an Aboriginal youth sports legacy fund. This agreement built on an historic protocol signed by the Squamish and Lil’wat Nations in 2001, The Squamish-Lil’wat Protocol Agreement.

On July 1, 2003, the day before Vancouver won the right to host the Games, the Tsleil-Waututh and Musqueam Nations signed a Memorandum of Understanding Respecting a Cooperative Working Relationship Towards 2010 Olympic Winter Games and Winter Paralympic Games Participation and Legacies. Both memoranda established productive working relationships between the Organizing Committee and the individual Nations, confirmed the nations’ commitment to participate in a secretariat and identified potential legacies and benefits.

The Multi-Party Agreement (MPA) signed during the Bid Phase also recognized the four Nations with distinct protocol, ticket and accreditation provisions.

*The Four Host First Nations include the Lil’wat, Musqueam, Squamish and Tsleil-Waututh Nations.

†The Squamish-Lil’wat Protocol Agreement formalized the nations’ commitment to continue inter-governmental cooperation in matters of culture and economic development and the co-management of shared territory, including in the Whistler area.
The chiefs of the four Nations participated as part of the critical Evaluation Commission visit in March 2003, where Chief Gibby Jacob sat on the 2010 Bid Panel. The IOC recognized the importance of the participation of Indigenous peoples in the 2010 Winter Games in the IOC Evaluation Commission Report on Vancouver (IOC, 2003):

“One of the most significant legacies (if Vancouver were awarded the Games) is the involvement of the First Nations in the planning process and post-Games legacies.”

The four chiefs were also invited to be part of the official Vancouver 2010 Bid delegation that travelled to Prague for the final IOC vote.

After Vancouver won the bid on July 2, 2003, the four First Nations began working together as a collective “Four Host First Nations,” preparing to welcome host the world in 2010.

**D. PARALYMPIC INCLUSION**

The vision put forth by the Bid Corporation for the 2010 Winter Games considered the Olympic and Paralympic Winter Games as “one festival, two events.” As such, Bid Corporation planning, and subsequent planning by the Organizing Committee, would be integrated — representing both the Olympic and Paralympic Games.

The Vancouver 2010 Bid Corporation’s plan was to locate the Paralympic Winter Games entirely in Whistler. As the Paralympic Winter Games involve fewer athletes and participating countries than an Olympic Winter Games, and the event would be on a smaller scale, the pedestrian-centred Village would provide all the amenities required by Paralympians, team officials and Games enthusiasts for a spectacular event.

The Bid Corporation promised that all new Olympic and Paralympic Games facilities would meet or surpass both national and provincial building code standards for accessibility for people with disabilities — considered some of the highest national standards for access in the world. At the same time, other facets of Games planning were considered concurrently. The security planning team, for example, would remain the same for the Olympic and Paralympic Games, though specific protocols would be developed to rescue and evacuate people with disabilities if circumstances dictated. Meanwhile, the Bid Corporation took a proactive approach to disability awareness, providing training to all Vancouver 2010 Bid Corporation staff and volunteers.

All in all, the bid team received every indication it was on the right track with its planning when, following a Candidate City evaluation visit, the IOC concluded that, “The quality of the bid proposal [by Vancouver] shows Canada’s commitment to the Paralympic movement and the strong support of the Bid Committee toward Paralympic athletes who have been directly involved in bid planning.”

In its approach to hosting the Games, the Bid Corporation also planned, for example, to widely promote Paralympic participation for sponsors by tailoring packages that addressed both Olympic and Paralympic sponsorship opportunities. Since its communications strategy was to endorse the idea of sport practiced without discrimination, the bid team planned to include Paralympic messaging in its pre-Games communications and to disseminate an inclusive message and powerful images that would “build pride in the achievements of our Paralympic athletes, educate the broader population and foster a greater understanding of the power of mind, body and spirit.”

In short, the Vancouver 2010 Bid team hoped the Paralympic Games would also leave behind a legacy of accessibility in Whistler, suggesting Whistler could emerge from the Games as “the most accessible winter resort community in the world, contributing to both social and economic sustainability.”
EARLY VANCOUVER GARIBALDI BID HISTORY (1960, 1976)

Flying over Whistler, the first thing one notices is the expanse of snow-capped mountains. In Vancouver, just a short trip over Burrard Inlet from downtown Vancouver, it’s the lights of Cypress Mountain twinkling above the city’s ever-changing skyline that capture the attention of those who visit this jewel of Canada’s West Coast.

From a Games perspective, the history of Vancouver 2010 did not begin on July 2, 2003, when the IOC declared that Vancouver had won the bid to host the 2010 Winter Games. Nor did it even begin on December 1, 1998, with the selection of Vancouver as Canada’s nominee to bid for the right to host the Games. In fact, the Vancouver 2010 story stretches back decades — beginning at the Squaw Valley 1960 Olympic Winter Games, when Canada’s representative on the International Olympic Committee, Sidney Dawes, suggested that an Olympic Winter Games could be held in British Columbia, if a site near Vancouver was found. The media subsequently reported the Games could one day be held in BC. It was not long after that the Garibaldi Olympic Development Association (GODA) was formed with the goal of bringing the Olympic Winter Games to the Garibaldi region — where Whistler is located today. GODA did not waste any time in trying to make the Games a reality. In 1961, GODA put its first bid forward as Canada’s nominee to host the 1968 Olympic Winter Games. The bid was a long shot, particularly because of the lack of regional development and highway access. Ultimately, the Canadian Olympic Association (COA) would select Banff, Alberta to represent Canada in the international bidding contest. Banff would subsequently lose the bid to host the Games to Grenoble, France.
Recognizing where the 1961 bid had fallen short, Franz Wilhelmsen, a member of GODA, formed Garibaldi Lift Ltd. with the twin goals of financing and supervising future Olympic bids in the area and erecting and operating lifts for prospective skiers who would make the journey from Vancouver. It was a bold vision, and one that would prove to be historic in the region’s development, as London Mountain (as it was known at the time) had no running water, sewers, electric power or roads. As site construction progressed, the Government of British Columbia began constructing a two-lane highway to the area following an old service road. Construction on the rough road was finished in 1965, the same year that London Mountain also underwent a name change to Whistler, as it was more commonly known by area residents.6 GODA subsequently bid to become Canada’s nominee to host the 1972 Olympic Winter Games. Despite the significant developments in the Garibaldi region and its infrastructure, however, newly minted Whistler lost the domestic bid once again to the more developed ski resort of Banff. Despite the disappointment that came with being overlooked for a second time to host the Olympic Winter Games, progress continued quickly. The ski lifts at Whistler opened in 1966 and the fledgling facility soon became a hot spot for tourists and outdoor enthusiasts from Vancouver and beyond — such that GODA opted to put forth yet another bid to host the Games. This bid was far more sophisticated in its detail and planning than the two previous bids, and the area far more developed. On September 7, 1968, GODA finally won the Canadian Olympic Association’s nomination to bid for the right to host the 1976 Olympic Winter Games — a momentous achievement for the resort, the region and the GODA team. Following its big win, Whistler continued to grow and develop. A long tradition of hosting World Cup alpine skiing events began soon after, with the hosting of the 1969 Canadian Garibaldi Championships.

Whistler was growing up. It had transformed from a remote mountain into an international hot spot. With World Cup experience, ski lifts, roads and accommodation, the region was ready to take its place in the sunshine. The 1976 bid was more refined and well-prepared than earlier bids. The region had proven its ability and willingness to support winter sports. At the same time, however, Montreal was bidding to host the 1976 Olympic Summer Games. Montreal had previously been the Canadian Olympic Association’s nominee in Canada’s attempts to host summer Olympic Games in 1932, 1936, 1944 and 1956. Fortunately for Canada and Montreal, but unfortunately for GODA, Montreal was selected by the International Olympic Committee to host the 1976 Olympic Summer Games, subsequently rendering GODA’s bid to host the Winter Games, in the very same year, unsuccessful, as it was believed there was no chance the IOC would award the right to host both the summer and winter Games to the same country. In television interviews following the news about Montreal’s selection, those involved with the GODA 1976 bid said they shrugged their shoulders when Montreal was announced as the winner and raised a toast to Canada’s first successful Olympic bid.

The chapter on the 1976 Winter Games, however, was not yet fully closed. Following the Montreal announcement, the IOC proceeded to award the 1976 Olympic Winter Games to Denver, Colorado. Following Denver’s selection, a city-wide referendum was held asking local residents to vote on whether or not the city should host the Games. In a surprising twist of developments, on November 15, 1972, Denver residents voted against hosting the Games in 1976, presenting an interesting conundrum — both for the city and the International Olympic Committee. The IOC subsequently opted to re-open bidding for the 1976 Olympic Winter Games, a development that was not lost on members of the GODA team. By that time, however, a change in government in British Columbia meant there was not the same level of support for hosting the Games that had existed previously. The right to host the Games would ultimately be awarded to Innsbruck (Austria) by default; Innsbruck had previously hosted the Games in 1964.

6 Though London Mountain was the official name given by surveyors in the 1800s, local residents called the area Whistler after the whistling sound made by the area’s marmots.
MODERN VANCOUVER-WHISTLER BID HISTORY

In the mid-1990s, a group from Vancouver proposed a joint Vancouver/Seattle bid for the 2008 Olympic Summer Games. The cross-border nature of the bid proved unworkable for the IOC, so a Vancouver bid for the 2008 Olympic Summer Games began. This 2008 bid was led by Sport BC, a non-profit organization that promotes and supports amateur sports in British Columbia. Sport BC put down a non-refundable deposit for the 2008 Olympic Summer Games to the Canadian Olympic Committee (COC), but Vancouver’s bid to stand as the Canadian nominee was never submitted. In the end, the city of Toronto ended up winning the COC nomination, though Beijing, China, would ultimately be selected as Host City of the Games of the XXIX Olympiad.

The idea of hosting an Olympic Games in the Vancouver region earned significant attention from the media, and the local business community. Tourism Vancouver, a business association representing more than 1,000 local businesses involved in tourism and related activities, considered an Olympic and Paralympic Winter Games a suitable fit for the needs of the tourism industry and the business community. Accordingly, Tourism Vancouver, in conjunction with Sport BC and Tourism Whistler, explored the idea for a new Olympic Winter Games bid — to host the Games in 2010, including commissioning a feasibility study by an outside consultant with Games hosting experience. That exploration became reality when the three organizations took the next step, sharing the cost of submitting a deposit to the COC for a joint Vancouver-Whistler domestic bid. The group formed the non-profit Vancouver Whistler 2010 Bid Society with Arthur Griffiths, a prominent local sports entrepreneur as board chair.

7 The Canadian Olympic Association changed its name to the Canadian Olympic Committee in April 2002 to better align with other National Olympic Committees.
The Bid Society was a community effort to earn the right for the region to represent Canada and secure the 2010 Olympic Winter Games for Vancouver and Whistler. In February 1998, the Society gained approval from both Vancouver City Council and the Greater Vancouver Regional District (GVRD), a governing body for cities and municipalities in the Metro Vancouver area. The domestic Bid Society based its bid on four key cornerstones including: international winnability, a commitment to the development of Canadian sport and athletes; broad-based community support, and bid organization expertise and technical strength. The Bid Society highlighted Vancouver and Whistler’s past successes in hosting big events including the Expo ’86 World’s Fair, the Commonwealth Heads of Government meeting in 1987, a 1993 summit between US president Bill Clinton and Russian president Boris Yeltsin, the XI International AIDS Conference in 1996, the 1997 meeting of the Asia-Pacific Economic Cooperation (APEC) and annual World Cup freestyle and alpine skiing events.

To emphasize the commitment to Canadian sport, the Vancouver Whistler 2010 Bid Society created the concept of 2010 Legacies Now. Later funded by the Province of British Columbia Legacies Now partnered with local organizations working to fund programs that cover the spectrum of athletes — from the playground to the podium. This commitment to sport was especially valuable as no Canadian athlete had ever won an Olympic gold medal on Canadian soil.

In the domestic bid, the Society underscored the depth of experience of its team with representatives of sport, athletes, labour groups and the corporate sector. The team also highlighted the extensive experience of Arthur Griffiths, the Bid Society’s chair, who was also the former owner of the Vancouver Canucks, a National Hockey League franchise. The Bid Society also emphasized Vancouver and Whistler’s long history of hosting sanctioned international events. At the time, the International Ski Federation had hosted more World Cup competitions at Whistler than anywhere else in the world. Vancouver had also recently been chosen to host the 2001 World Figure Skating Championships. The Canadian cities Calgary and Quebec City were also bidding to be the Canadian nominee to the IOC by the COC for the 2010 Games. Ultimately, on December 1, 1998, Vancouver-Whistler was named the COC’s choice — and Canada’s nominee — to host the 2010 Olympic Winter Games.

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8 2010 Legacies Now is dedicated to strengthening arts, literacy, sport and recreation, physical activity and volunteerism in communities throughout BC leading up to and beyond the 2010 Olympic and Paralympic Winter Games.
FROM BID SOCIETY TO BID CORPORATION: THE EARLY DAYS

Having secured the Canadian nomination to bid for the right to host the 2010 Winter Games, a new non-profit corporation was formed on June 11, 1999, initially called the Vancouver Whistler 2010 Bid Corporation. The Corporation’s four funding partners were the Canadian Olympic Committee, the Province of British Columbia, the City of Vancouver and the Resort Municipality of Whistler (RMOW). The City of Vancouver provided seed funding through a loan of $300,000 to the Bid Corporation to move forward with planning and fundraising activities.

Through 2000 and 2001, the Corporation continued to develop the bid. Early on, the Corporation established key governance policies and procedures. In March 2000, the Corporation began signing corporate bid sponsors; more than 160 corporations and individuals committed to help fund the bid, contributing more than $12 million in cash and value-in-kind. In June 2000, 30 workgroups were created to develop and refine key bid components in areas such as fundraising programs, international relations and communications strategies.

TWENTY-FOUR MONTHS REMAINING

In July 2001, Beijing was chosen as Host City of the 2008 Olympic Games. With Toronto out of the running as a Games candidate city, attention shifted squarely to the Vancouver-Whistler bid and the Bid Corporation earned the official support of the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler and the Canadian Olympic Committee. In the meantime, members of the Bid Corporation were working tirelessly to negotiate the terms and conditions of memoranda of understanding with various owners and landlords of potential Games venues and preparing the necessary documentation required by the IOC.

The year 2002 began with some news for the bid planning team: in February, the International Olympic Committee confirmed the formal name of the bid had to change, from the Vancouver Whistler 2010 Bid to the Vancouver 2010 Bid. This was in line with the Olympic Charter, Rule 33 ("The honour and responsibility of hosting the Olympic Games are entrusted by the IOC to a city...") and Rule 34, bye-law 1.3 ("Should there be several potential applicant cities in the same country to the same Olympic Games, one city may apply, as decided by the NOC of the country concerned.") In that same month, 50 volunteers and members of the Bid Corporation headed to the Salt Lake 2002 Winter Games (Olympic and Paralympic) to experience the Games first hand, with an eye to planning and operations.

In March 2002, the Bid Corporation received the endorsement of Vancouver City Council. A few days later, the Corporation signed a funding agreement with the Government of Canada — an agreement that provided the Bid Corporation with $9.1 million in funding. Step by step, the pieces of the bid were falling into place. The next major step for the bid planning team was answering the IOC’s Candidate City Questionnaire, a document all cities applying to become Candidate Cities were required to complete.

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* One of the Bid Corporation’s first objectives was to make the appropriate linkages into the Toronto-based committee that was coordinating that city’s bid to host the 2008 Olympic Summer Games. To that end, on January 21, 2000, the Toronto 2008 Bid Corporation and the Vancouver Whistler 2010 Bid Corporation signed an agreement stating that Vancouver-Whistler would work quietly, and only within British Columbia, until the International Olympic Committee had made its decision as to which city would host the 2008 Games.
On May 31, 2002, the Bid Corporation submitted its response to the Candidate City Questionnaire, highlighting Vancouver's natural beauty, cultural diversity, public support for the bid, commitment to environmental sustainability and excellent weather conditions during the proposed Games period as reasons to shortlist the city. After submitting its response to the IOC, the Corporation's work slowed as the team awaited the IOC's announcement as to which of the eight cities had made the candidate city shortlist.

In the interim, the Bid Corporation continued to garner support from its government partners. On June 7, 2002, the Government of Canada and the Province of British Columbia committed $620 million for the core sport and event venues if Vancouver was selected to host the 2010 Olympic and Paralympic Winter Games. By the end of the summer, the team would have its answer. On August 28, 2002, the IOC announced its shortlist. Vancouver made the list, along with Berne (Switzerland), PyeongChang (South Korea) and Salzburg (Austria).

In September 2002, on the heels of its announcement, the IOC held a seminar in Lausanne (Switzerland) for all shortlisted candidate cities. At the seminar, each of the Candidate Cities received a 105-page document, entitled the Manual for Candidate Cities for the XXI Olympic Winter Games of 2010. This document, essentially a detailed questionnaire, required specific information about the demographic, economic and political conditions of the country, as well as specific information relating to the operational and financial aspects for the proposed Games. The answers would be compiled in the Candidature File (Bid Book), a more detailed version of the Candidate City Questionnaire the Bid Corporation team had initially submitted.

Following the meetings in Lausanne, as planning began to accelerate at the Bid Corporation on the Candidature File submission and the Corporation’s response, news came later that month that Berne was withdrawing its bid to host the Games after a plebiscite which resulted in 79 per cent of voters rejecting the funding of an Olympic Winter Games.

Developments continued as Vancouver City Council and Whistler Municipal Council both voted separately to endorse the 2010 Bid. Subsequently, on October 31, 2002, Vancouver, in addition to PyeongChang and Salzburg took the next step forward in the bid process by paying the Candidature Fee to the IOC. Throughout October, the prospect of hosting the Games continued to be a principal issue in the municipal election that was to be held in November.

On November 14, 2002 an agreement, known as the Multi-Party Agreement (MPA), was signed between the Government of Canada, the Province of British Columbia, the City of Vancouver, the Resort Municipality of Whistler, the Canadian Olympic Committee, the Canadian Paralympic Committee and the Vancouver 2010 Bid Corporation. The MPA laid out the conditions and expectations of all parties if the Vancouver bid was successful. It was binding on the Organizing Committee and its government partners, and addressed many of the commitments made in the Bid Corporation’s response to the Candidate City Questionnaire.
Two days after the MPA was signed, Larry Campbell was elected mayor of the city of Vancouver. One of the new mayor’s campaign promises was to hold a referendum asking city residents if they supported hosting the Games. On December 10, 2002, the City of Vancouver followed through with this initiative, announcing it would hold a citywide, non-binding plebiscite on February 22, 2003 asking whether Vancouverites supported the city’s participation in the 2010 Games.

Later in November 2002, the Squamish and Lil’wat nations, the Province of British Columbia and the Bid Corporation signed a Shared Legacies Agreement. It had three major objectives: to respect the Nations’ historic and current presence in the region; protect the Nations’ Aboriginal rights and title; and to take advantage of economic opportunities, including the proposed hosting of the Games. This agreement was regarded as a milestone in the relationship between the province and its First Nations communities. The agreement was significant in that it recognized the traditional territories of the First Nations and gave them not only economic development opportunities, but opportunities to create legacies for the communities that would lead to greater employment (skills and training) and pride in cultural heritage with shared ownership of new athletic facilities, including a cultural centre and funding to help First Nations athletes.

The months of November and December 2002 were spent finalizing the details of the venue agreements and a review by the Provincial Treasury Board. The Candidature File was also being finalized. On January 6, 2003, Rob Boyd, a Canadian alpine skiing champion, skied from the peak of Whistler Mountain, Candidature File in hand, down the Dave Murray Downhill \(^\text{10}\) course to begin the journey of the Candidature File to IOC headquarters in Lausanne, Switzerland by Vancouver Mayor Larry Campbell and Bid Corporation Chairman Jack Poole. The Candidature File called “The Bid Book” was 460 pages in three volumes, arriving the day before the final submission deadline of January 10, 2003. With the Candidature File submitted, all attention turned to the non-binding plebiscite taking place in February. Asked for his comments on the matter, IOC President Jacques Rogge told reporters that Vancouver’s residents needed to support the bid by “more than 50 per cent,” though suggesting that support should be between 60 and 80 per cent.

\(^\text{10}\) Dave Murray was a celebrated Canadian Olympic alpine skiing legend. After retiring from competition he started a ski school on Whistler Mountain. The Dave Murray Downhill was a proposed venue for the 2010 Winter Games.
GETTING TO ‘YES’

The Bid Corporation’s President and Chief Executive Officer, John Furlong, appointed in October 2001, said he was hoping for voter approval between 63 and 65 per cent. On February 22, 2003, eight days before the IOC Evaluation Commission arrived; eligible voters in Vancouver were asked the following question: Do you support or do you oppose the City of Vancouver’s participation in hosting the 2010 Olympic Winter Games and Paralympic Winter Games?

This crucial vote was one of the tensest moments for the Bid Corporation. In Games history, 16 votes had previously been held by various governments on hosting Olympic Games, and none had ever passed. Media speculation suggested that if the plebiscite failed, Canada’s bid would fail. In the midst of this speculation, however, there was a bright light: David Podmore, head of Team 2010 — a community organization comprised of prominent athletes and business and community leaders — led a strong team into the community to promote the bid and the opportunity for Vancouver.

As the day of the vote drew closer, many businesses and individuals threw their support behind the bid. Signs sprung up on front lawns proclaiming, “Let’s invite the world in 2010, vote yes on Feb 22.” The Bid Corporation was also working to earn the support of Vancouverites — both in the lead up to, and after, the plebiscite. Many local businesses advertised their support in local newspapers proclaiming, “We’re backing the bid.” The “We’re backing the bid” campaign extended beyond newspaper advertisements and included store stickers, bumper stickers and supporter sign-up sheets. More than 3,200 people signed up in support of the bid on the Bid Corporation’s website and 27,000 people registered to volunteer for the Games. At the same time, the municipal council and mayor who had promised the vote held a series of public forums to discuss the legacies that could be created by hosting the Games.

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On plebiscite day, all eyes were on Vancouver as 46 per cent of registered voters showed up to cast their ballot, a significant number in a city where municipal voter turnout tended to range between 30 and 50 per cent. Ultimately, the plebiscite earned the approval of 64 per cent of voters.

On the heels of victory, members of the Vancouver 2010 Bid Corporation team next turned their attention to an upcoming IOC Evaluation Commission visit, beginning eight days later, on March 2. With a yes vote behind it, the Bid Corporation needed to show the IOC Evaluation Commission the very best that Vancouver and Whistler had to offer. Banners were hung. Presentations were prepared and tested. Multiple run-throughs of the itinerary were tested. In short, every detail was scrutinized and rehearsed.

The IOC Evaluation Commission visited the proposed venue sites in Whistler and Vancouver. On the first day of the visit, Robson Street — a main thoroughfare in the city — was closed to vehicles and opened to pedestrians. Residents enthusiastically took in a rock concert, viewed bobsleigh and ski jumping displays and visited an ice rink for a game of pick-up hockey. On May 2, after a thorough inspection of all Candidate Cities, the commission subsequently released its Evaluation Commission Report. The report recognized the “very high quality and active participation of key government officials and organizations that will be involved in staging the Games, as well as athletes, the NOC and the First Nations (Aboriginal) representatives.” The report also noted the good public support for the Games. In the report’s summary, the commission also recognized that plans for the Paralympic Games were “very well thought-out.”

The Evaluation Commission’s Report, released in May 2003, outlined the strengths and weaknesses of all three bids. Regarding the Vancouver 2010 Bid, the commission found that “the project demonstrates a clear vision, both for the organization of the Olympic and Paralympic Winter Games and for post-Games legacy.”

The Vancouver 2010 team clearly felt a sense of momentum, though there were still some details to be finalized and the presentation in Prague for which to prepare. By July 1, 2003, Canada Day, an all-star Canadian presentation team was in Prague, including:

- The Prime Minister of Canada, The Right Honourable Jean Chrétien
- IOC member and five-time Olympian, Charmaine Crooks
- The Premier of British Columbia, The Honourable Gordon Campbell
- Chairman of Vancouver 2010, Jack Poole
- Vancouver 2010 Bid President, John Furlong
- Two-time Olympic speed skating gold medallist, Catriona Lemay Doan
- Canadian ice hockey legend and Olympian, Wayne Gretzky
- Squamish Nation Chief, Gibby Jacob
- President of the Canadian Olympic Committee, Michael Chambers
- Mayor, City of Vancouver, His Worship Larry Campbell
- Downhill ski champion and Olympian, Steve Podborski
Many other Bid Corporation members travelled independently to Prague simply to be there for the excitement. Representation at the event from Whistler supporters was particularly strong. At the actual presentation, each member of the bid presentation team spoke about his or her passion for sport, about the excitement of Canadians for the Olympic Winter Games and about their dreams of hosting the Olympic Winter Games in 2010. Canada’s elected officials reiterated the commitments made by their respective governments — commitments cited in the bid documents. The Olympians talked about the meaning of hosting the Games on home soil. The speakers highlighted the spectacular nature of the venues and the diversity and enthusiasm of the Canadian people.

With less than a day until the final decision, the Bid Committee signed the final two memoranda of understanding with the Tsleil-Waututh and the Musqueam Nations, the two other First Nations (of four) that would have Games venues on their traditional territory.

The next day, back in Canada, Vancouver and Whistler were preparing — for a party or a wake. Thousands of invitations were handed out by bid sponsors for an event at General Motors (GM) Place (the venue proposed by the Vancouver 2010 Bid team to host the ice hockey competitions, with a capacity of 17,830 seats) to watch the announcement broadcast live at 8:45 am local time. Whistler residents packed the Village’s main square. News releases had been written for either a bid victory or loss. The voices of over 10,000 cheering supporters decked in red and white and waving Canadian flags echoed throughout GM Place; supporters held their breath and expectantly watched as IOC president Jacques Rogge announced: “The International Olympic Committee has the honour of announcing that the twenty-first Olympic Winter Games in 2010 are awarded to the city of Vancouver.”

The normally reserved Canadian politicians and other members of the bid team in Prague jumped out of their seats, high-fived and embraced as the sound of the Canadian crowds rang through the venue. The vote was close; Vancouver had bested PyeongChang by a mere three votes, but it was enough. Canada had won.
After being selected as Host City for the 2010 Winter Games on July 2, 2003, the Vancouver 2010 Bid Corporation began the process of forming an Organizing Committee for an Olympic Games (OCOG). Between July 2 and September 30, 2003, when the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) was legally incorporated, an informal, yet official Transition Team took over the management and direction of preparation activities.
Co-chaired by Jack Poole, chairman of the Vancouver 2010 Bid Corporation and Michael Chambers, president of the Canadian Olympic Committee, the Transition Team included a representative of each of the parties (other than the Bid Corporation) which had signed the Multi-Party Agreement (MPA).

The main task of the Transition Team was to keep the momentum of hosting an Olympic and Paralympic Winter Games moving forward and to assist in the transition from a Bid Corporation to an OCOG. In the three months between the winning of the bid and VANOC’s legal incorporation, a number of details remained to be addressed, the primary ones being:

- completing the incorporation process for the OCOG
- finalizing the OCOG’s 19-member board of directors
- immediately starting the environmental assessments required as a pre-requisite of construction of the legacy venues in the Whistler area
- preparing final reports (including final audited financial statements) from the bid process, for submission to the IOC and Member Partners of the Bid Corporation
- managing use of the Olympic brand by a Canadian public which was extremely eager to embrace and celebrate the winning of the 2010 Winter Games.

The whole transition process — from Bid Corporation to Organizing Committee — was eased by the signing of the Multi-Party Agreement (MPA) on November 12, 2002, eight months before Vancouver won the right to host the Games. With this document, Vancouver 2010 bid organizers accomplished an important phase of the transition from Bid Committee to Organizing Committee ahead of schedule. The MPA bound Member Partners to the obligations and responsibilities they would respectively undertake if Vancouver won the bid. This eliminated many of the inherent challenges typically involved in making the transition from a Bid City to a Host City. The partners were already committed to making the transition from a winning Bid City to Host City as painless as possible; this factor may have played a role in choosing Vancouver as the Host City.

Funding for transition activities (including legal costs, salaries and facilities) was arranged by loan from the Canadian Olympic Committee to the Transition Team and then to VANOC, to be paid back once VANOC was in receipt of its first sponsorship funding. The Canadian Olympic Committee also paid the first installment of fees to the International Olympic Committee.

Specific challenges for the Transition Team included keeping the public and media onside after the bid victory. Accordingly, the team had to address many questions, including:

- the anticipated cost of the Games
- how communities outside of Vancouver and the Sea to Sky corridor (around Whistler) would benefit from the Games
- what Olympic Live Sites would look like
- why the costs for construction of a rapid transit link between Vancouver and the City of Richmond and the airport (ultimately named the Canada Line), a new convention centre and upgrades to the highway from Vancouver to Whistler (known as the Sea to Sky Highway) were not included in calculations of anticipated Games costs.
• whether funding to athletes would increase
• how many tickets would be available to the public
• how people could volunteer for the Games
• how the Games would be environmentally friendly
• whether low-income people in Vancouver’s Downtown Eastside would be evicted to make room for athletes and visitors

After years spent encouraging everyone to support the bid and an aggressive campaign by Team 2010 to encourage area businesses to show their support, the Transition Team now found itself in the position of having to control the intellectual property that comes with hosting an Olympic Games. For example, the marks of the Host organization, the words “Vancouver,” “2010” and “Games,” as well as the marks of the International Olympic Committee and the International Paralympic Committee, were protected trademarks. At this stage, for the financial well-being of the Games, it was deemed crucial that businesses be asked to remove or stop using bid-related logos and tag lines. Games-time sponsors were also yet to be identified, despite the fact there were strong corporate backers of the bid. Backing the bid did not guarantee that a corporation would earn the right to become a Games sponsor.

Though the transition team had until December 2003 to complete the incorporation process, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) formally became a legal entity on September 30, 2003, two months ahead of schedule.

In fall 2003, VANOC had meetings with the IOC to develop a Master Plan outlining deliverables on the road to hosting the Games. These meetings were instrumental, not only in developing the relationships with members of the IOC staff, but in understanding the expectations that came with being a Host City.

As noted earlier, the structure of the newly created Organizing Committee was agreed upon by the partner members in 2002. The board of directors consisted of:
• 3 members appointed by the Government of Canada
• 3 members appointed by the Government of BC
• 2 members appointed by the Resort Municipality of Whistler
• 2 members appointed by the City of Vancouver
• 1 member appointed by the Canadian Paralympic Committee
• 1 member appointed by local First Nations
• 7 appointed by the COC, including 3 IOC members in Canada and
• 1 “at large” director appointed by the 19 named above12

Like the board structure, much of VANOC’s organizational framework was derived from the planning structure of the Bid Corporation. When the Organizing Committee was incorporated, it was anticipated that approximately 50 functions (Games departments) would be required; this number, and the actual functions, have since remained constant throughout VANOC’s history. At its first meeting in October 2003, the VANOC board made some key decisions. Importantly, it developed and passed policies and governance procedures to ensure the new Organizing Committee would be both fiscally and ethically responsible.

12 In September 2009, eight of these directors still served on the VANOC board of directors including: Jack Poole, Michael Chambers, Charmaine Crooks, Ken Dobell, Jim Godfrey, Rusty Goepeel, Gibby Jacob and Richard Pound.
From a human resources perspective, the board made a conscious decision to “hire from the top,” meaning that senior executives would be hired first and the VANOC team would grow from this foundation. As a result, core officers and contract employees had their contracts extended, often by only 30 days, until their employment was confirmed, or their contracts ended. After much media speculation, John Furlong, who had guided the Bid Corporation, was appointed by the board of directors as VANOC’s Chief Executive Officer (CEO) at the end of February 2004. This was just in time for the first visit of the IOC Coordination Commission at the end of March 2004, to discuss the state of Games-time planning.

At the close of that session, IOC Coordination Commission chairman René Fasel said:

This was the first trip to Vancouver for the full Coordination Commission. Our aim was to meet the people chosen to deliver the promise of Vancouver’s winning bid, to get an outline brief of the plans and to visit the venues and sites for future building works. Thanks to three very constructive days, we are leaving secure in the knowledge that the foundations are being put in place in terms of the talent of the organizers and the support from authorities and stakeholders necessary for success in 2010. It is particularly heartening to note that Olympic values, such as the promotion of sport in the community and protection of the environment, are values held dear by the people of British Columbia.

By June 2004, four executives had been named to the VANOC team, in addition to John Furlong. They were the executives responsible for Games planning, sport, human resources, finance and venue development.

By October 2004, the team had begun hiring managers to oversee key areas of operation. In the same month, the first sponsorship agreement between VANOC and Bell Canada, a Premier National Partner, was signed.

As VANOC began to grow and evolve, the bid-era commitments of sustainability, inner-city inclusivity and the emphasis on “great games for athletes” remained a primary focus. The board of directors, the executive team and the partners which were signatories to the Multi-Party Agreement maintained the commitments made at the bid phase first and foremost in their planning. The commitments made at the bid phase were also outlined to every new employee who joined the Organizing Committee throughout the life of the Games in an extensive employee orientation that included thorough briefings on how these commitments were the responsibility of everyone at the organization.13

By the time the “five years to go” mark was reached, the VANOC team was well on its way. Venues were designed, construction was about to begin and the Premier National Partners including Official Investment/Retail Banking Partner (RBC) and General Retail Merchant (Hudson’s Bay Company) had been announced. Later that year, the Vancouver 2010 Olympic Winter Games Emblem would be revealed (April 2005) and Version 1 of VANOC’s Business Plan including the budget and strategic plans was completed (June 2005). The initial stages of planning the Games were concluded. In less than a year, Olympic and Paralympic Winter Games athletes would compete at the Torino 2006 Winter Games; the attention of the winter sporting world would then turn to Vancouver with expectations of what the 2010 Winter Games would bring.

13 Organizationally, VANOC began living up to its commitments to sustainability and social inclusivity by issuing annual sustainability reports, with an initial report released in 2005-06, followed by subsequent reports released annually in conjunction with VANOC’s fiscal year end.
CHAPTER 4

EVOLUTION OF VANCOUVER 2010 SPORT PROGRAM AND VENUES

The Vancouver 2010 Bid Corporation promised venues that would provide a world-class competitive sport experience.
It pledged to work with International Sport Federations (IFs) to ensure the Games plan provided optimum sport venue conditions and that venues would be close to the athletes’ accommodation (to minimize travel time), and finished well before the Games (allowing athletes to train in the facilities and so the Organizing Committee could test events at the sites). Construction on many of the new facilities was slated to begin in 2005, with a cross-country skiing course opening planned for that year.

By the time the final Candidature File was submitted in January 2003, plans had also been submitted to the various International Sport Federations; appropriate changes were then made and approved. The Vancouver 2010 Bid Corporation took the requirements one step further and, when appropriate, conducted preliminary reviews including geotechnical reviews, environmental hydrological reviews, topographical reviews and environmental reviews. The draft plans had also been approved by government partners, community groups and BC First Nations groups and initial inspections completed. The Bid Corporation wanted to show members of the IOC that it was ready to go — that if Vancouver was awarded the right to host the Games in 2010, construction could begin almost immediately.

The approved final technical and site plans for many of the venues were submitted. The Candidature File also included guarantees from the venue owners. The Bid Corporation incorporated all or most of the feedback from IFs, and included letters from the International Sport Federations confirming their support for Vancouver’s plans for the Olympic and Paralympic Games. In its documentation, the Vancouver 2010 Bid Corporation also underscored that eight of the 14 competition venues were pre-built and had undergone inspections to ensure they were appropriate and could be modified accordingly to meet the needs of the IOC.

Not only would the venues built for the Games provide spectacular theatres for sport at Games time, meeting or exceeding IF standards, but they would — as the Bid Corporation showed — also provide long-term legacies for their local communities, and for high-performance athletes from across British Columbia and Canada. Together, the Games venues would constitute one of the highest concentrations of winter sports facilities anywhere in North America, providing an ideal means of furthering the development of young athletes. Particularly, the Nordic competition venue, the speed skating oval and the sliding sports track would all be endowed for post-Games long-term sustainable operations through a trust fund to be established by the governments of Canada and BC.

The following excerpt summarizes the commitments made by the Vancouver 2010 Bid Corporation in the area of venue facilities and development:

> The overall sport concept was to maximize the use of existing facilities as a foundation and then augment these with newly constructed, sustainable facilities.

> All proposed facilities meet a set of underlying principles. All facilities shall:

  - meet or exceed the requirements of hosting the 2010 Olympic and Paralympic Winter Games
  - be capable of hosting annual World Championships and World Cups in their respective sports, before or after the Games
- enhance sport development from grassroots to high performance
- encourage and maximize use during the winter and summer
- be adaptable to recreational as well as high-performance use
- foster increased athletic participation
- be capable of providing lasting legacies to train future generations of athletes
- be developed in harmony with their setting and surrounding communities
- where possible, enhance the biodiversity and habitat of the area
- have legacy funding committed for new facilities requiring ongoing operational funding support
- meet current LEED (Leadership in Energy and Environmental Design) or similar standards (new facilities)
- meet or exceed the British Columbia Building Code for spectator and athlete accessibility
- fit with the long-term vision of the community
- honour the principles of sustainability and comply with the sustainability policy
- provide outstanding theatres for sport

The Candidature File also added specific information about the venues' current and future ownership and confirmed that agreements were in place. It notes that "Vancouver 2010 has ensured in all agreements with 2010 Games venue owners that the rights of the IOC and the Vancouver OCOG [Organizing Committee for the Olympic Games] will be protected." These agreements ensure that the Vancouver OCOG and the IOC are protected with regard to broadcast rights, sponsorship issues, third-party contracting, food and beverage, ticket sales, advertising, intellectual property and any commercial marketing arrangements. Vancouver 2010 has also ensured that these agreements allow for the Vancouver OCOG to temporarily change the name of the venue if required by the Vancouver OCOG for Olympic use.

The Candidature File included information regarding the state of the sites, whether they existed, needed renovation or needed to be built. It included which organization would cover the cost of any necessary upgrades or new venues.
SPORT AND VENUE PLANNING: A DETAILED LOOK

The venues and overall sport program evolved as the bid to host the XXI Olympic Winter Games progressed. The Bid Corporation was working diligently with the various International Sport Federations, Canadian Olympic Committee, venue owners and operators. What made Vancouver’s bid unique from any other in Games history, however, was that the Vancouver 2010 Bid Corporation signed many of the necessary contracts before submitting its final bid. These signed contracts and guarantees were included in the Candidature File documentation.

The evolution of the venues is described below, from the initial vision of the Bid Society through the Canadian Domestic Bid process; the submission of the Candidate City Questionnaire (the application as a Candidate City to the IOC); through the final Candidature File submission; and through the actual completion of the venues. Bid figures are expressed in US dollars, according to IOC requirements, and at 2002 valuations. Figures for completed projects have been expressed in Canadian dollars, and valued at the time of completion.
ALPINE SKIING
ALPINE SKIING (PARALYMPIC)

DOMESTIC BID

Whistler Creekside, in Whistler, was the proposed home for the downhill and super-G alpine skiing events. This course played host to an annual FIS [International Ski Federation] World Cup event, and was ranked as the second-most challenging downhill course in the world. The venue would hold more than 30,000 spectators and was a one-minute walk from the Olympic/Paralympic Village in Whistler Village (as it was then proposed) and a 10-minute shuttle ride for spectators. A venue existed for the men’s events; a venue for the women’s events was planned for completion in 2006. Priorities set by Legacies Now gave first preference to Canada’s need for a national alpine sports training centre, with summer and winter speed training sites, cross-training facilities and athlete-testing resources.

Whistler’s Blackcomb Mountain was seen as the home of the slalom and giant slalom events. Holding 20,000 spectators, the venue would be a two-minute walk from the Olympic/Paralympic Village in Whistler Village, and a five-minute shuttle ride for spectators.

CANDIDATE CITY QUESTIONNAIRE

The Candidate City Questionnaire does not elaborate on plans for the alpine “speed events” of downhill and super-G, only that they would be held on Whistler Mountain’s world-class downhill courses, built in 1966, and located nine kilometres from the Whistler Olympic/Paralympic Village (location had changed from Domestic Bid) at a total cost of $6.2 million USD.

At this point in the bid process, it was envisioned that the alpine technical events would be held on Blackcomb Mountain, 14 kilometres from the athletes’ village. Built in 1980, the venue would accommodate 15,000 spectators, though required upgrades to make the venue Games-ready were projected at $3.1 million USD.

CANDIDATURE FILE

The Candidature File included plans for combined downhill in addition to the downhill and super-G events. The Candidature File also included plans for the Paralympic events at the same venue. Whistler Creekside was in need of renovations, estimated to cost approximately $10.5 million USD, all of which would be covered by the Government of British Columbia and Canada through government grants and at no cost to the Organizing Committee. The technical events (slalom and giant slalom) would be held on Blackcomb Mountain, in need of a renovation that would cost approximately $4.387 million USD, one that would be entirely funded by the Governments of British Columbia and Canada. Spectator capacities were projected at approximately 10,000.
COMPLETION

By July 2005, the VANOC board, the International Olympic Committee and the International Ski Federation (FIS) had approved the relocation of all alpine speed and technical events to the Whistler Creekside venue.

The Creekside venue was completed in fall 2007 at an estimated cost of $27.6 million with an Olympic Winter Games spectator capacity of 7,000 and a Paralympic Winter Games capacity of 3,500. As planning advanced, outdoor venue spectator capacities were gradually reduced to ensure they aligned with the road capacities approaching the venues, and staging areas for motor coaches and spectators. At a number of venues, environmental impacts were minimized by ensuring this alignment was considered in all ticketing plans.

Sustainability was considered first and foremost in all venue planning and included:

- federal (CEAA)\(^{14}\) environmental assessment review process
- 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, energy-efficient snowmaking system for race courses
- proactive construction management to avoid and minimize 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 initial design plans and EA\(^ {15}\) approval
- post-Games legacy of enhanced training, racing and recreational ski trails

BOBSLEIGH, LUGE AND SKELETON

DOMESTIC BID

The Bid Society envisioned the bobsleigh and luge course would be built on Grouse Mountain in North Vancouver. It would run between existing ski runs on the mountain, visible from anywhere in the city and marked by the Olympic Rings. It would be seen as the backdrop for the awards ceremonies from the plaza at the Vancouver Trade and Convention Centre in downtown Vancouver. Skeleton, formerly part of the Olympic program in earlier years, was reintroduced as part of the sport program for Salt Lake 2002.

The venue would hold 20,000 spectators and would be a 45-minute drive, plus a 10-minute gondola ride, from the Olympic Village in Vancouver. The venue would be entirely new, designed to exceed expectations for competition and environmental sustainability, with a legacy of recreational and competitive use after the Games.

\(^{14}\) Canadian Environmental Assessment Agency.

\(^{15}\) Environmental assessment
CANDIDATE CITY QUESTIONNAIRE

Before submitting the international bid, the Vancouver 2010 Bid Corporation moved the venue to a track located 15 kilometres from the athletes’ village in Whistler. The new facility would allow for 12,000 spectators, be completed in two years and cost $34.2 million USD.

CANDIDATURE FILE

By the time the Candidature File was submitted, the name was changed to the Whistler Sliding Centre. It would host all three events (bobsleigh, luge and skeleton), and ownership would be transferred to the Whistler Legacy Society after the Games were completed. The location would take advantage of the cooler temperatures and alpine setting, in addition to capitalizing on Whistler’s ready-made tourism industry. The tourism-related and/or recreational use of the track after the Games was viewed as a critical factor in the facility’s long-term economic sustainability, and considered a means of minimizing the endowment funds required for ongoing operations.

The longest of the three sport competitions to take place there, the men’s luge, with 17 curves and a course length of 1,312 metres, was planned to an average grade of 9.2 per cent to the finish line, with a maximum grade of 17 per cent and a minimum grade of four per cent. The budget increased slightly, to almost $35.5 million USD. The planned spectator capacity of 12,000, from the Candidate City Questionnaire, would be maintained.

COMPLETION

Site preparation for The Whistler Sliding Centre began on June 6, 2005; the venue was ultimately completed and opened in December 2007. The Whistler Sliding Centre was built at a cost of $104.9 million, funded jointly by the governments of British Columbia and Canada. One of only 15 tracks in the world, the highest speed reached on the track in its opening season was 147.9 kilometres per hour in the four-man bobsleigh event. The track measures 1,450 metres from start to finish with an elevation change of over 150 metres.

Sustainability was considered first and foremost in all venue planning and included:

- smart site selection — adjacent to previously developed areas within a major ski area (such as ski trails, parking lots)
- a site designed to minimize required vegetation clearing and to reduce facility footprint (such as soft edging and tree islands)
- long-term operations and revenue generation opportunities through athlete training facility and visitor use
- the first construction contract (2005) awarded to local Whistler business
- energy-efficiency initiatives to minimize refrigeration plant energy use 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

16 The Whistler Legacy Society (now Whistler 2010 Sport Legacies) is a not-for-profit business that will own and operate three 2010 Winter Games facilities post Games — The Whistler Sliding Centre, Whistler Olympic/Paralympic Park and the Whistler Athletes’ Centre.
CURLING
WHEELCHAIR CURLING (PARALYMPIC)

DOMESTIC BID

The Domestic Bid envisioned a new arena at Vancouver’s University of British Columbia campus that would hold 7,000 seats and be completed three years ahead of the Games to facilitate athlete training.

CANDIDATE CITY QUESTIONNAIRE

The Candidate City Questionnaire placed the curling rink in what would be its final location — at Vancouver’s Hillcrest/Nat Bailey Stadium Park, located only four kilometres from the Olympic/Paralympic Village in Vancouver. The venue would hold 6,000 people and be completed by 2007 at a cost of $15.5 million USD.

CANDIDATURE FILE

The Hillcrest/Nat Bailey Stadium Park Curling Centre was to be built in the centrally located and picturesque 13-hectare Hillcrest Park — only four kilometres from the Olympic/Paralympic Village. Bid Corporation plans for the facility would not only meet the competitive needs of the curlers, but would provide a lasting sports training and recreational legacy post-Games. The new curling centre would accommodate the largest capacity for curling in Olympic Winter Games history.

Following the Games, the facility would be transformed into a community centre with 10 full-sized curling sheets, a lounge, ice hockey rink, gymnasium, fitness and wellness area, child care, an arts area and multi-purpose rooms. It would also include a new home for Curl BC, the provincial association that promotes and facilitates recreational curling in the province, as well as a centre for curling excellence. The facility would be built at a cost of $18.226 million USD, and funded jointly by the governments of British Columbia and Canada.

COMPLETION

In February 2009, one year before the Games, construction on the Vancouver Olympic Centre/Vancouver Paralympic Centre was completed at a total cost of $40 million, with equal parts funded by the governments of Canada and British Columbia and $250,000 by the City of Vancouver. Measuring 108,000 square feet, the final building seats approximately 5,600 spectators.

Sustainability was considered first and foremost in all venue planning and included:

- federal (CEAA) environmental assessment review process
- smart site selection: new facilities replace aging existing community complex and new complex located on former gravel parking area
- overall consolidation of venue footprint, revised from early designs, will reduce land impact
- re-vegetation of demolished sites during legacy conversion resulting in target of net zero green space loss. Impacted trees have been relocated to other sites within the park.
- no net loss of play fields resulting from site redevelopment
- use of waste heat from the refrigeration plant to heat other building spaces and adjacent aquatics centre
**FREESTYLE SKIING**

**DOMESTIC BID**

In the bid to secure the Canadian nomination to host the 2010 Olympic Winter Games, the Bid Society initially intended to host the aerial and mogul competitions on Blackcomb Mountain in Whistler. Blackcomb Mountain had previously hosted eight annual International Ski Federation World Cup events and the 2001 World Freestyle Skiing Championships. Each event at the Games was expected to attract 20,000 spectators, with the venue only a two-minute walk for athletes from the Olympic Village and a five-minute shuttle ride for spectators. The Domestic Bid planned to use existing facilities, with a legacy plan for a National Freestyle Training Centre as part of a larger alpine skiing sports training complex.

**CANDIDATE CITY QUESTIONNAIRE**

By the time the Bid Corporation made its submission to the IOC in the Candidature File, the venue had been relocated to its permanent home at Cypress Mountain, 20 kilometres from the Olympic Village in Vancouver. Though the venue was built in 1984, the Bid Corporation planned to upgrade the facilities for freestyle skiing and snowboard events at a total cost of $6.2 million USD.

**CANDIDATURE FILE**

In the Candidature File, the Vancouver 2010 Bid Corporation affirmed it had signed an agreement with Cypress Bowl Recreations Ltd Partnership. Renovations to accommodate both freestyle skiing and snowboard events at the 2010 Olympic Winter Games would cost slightly more than $7 million USD and would be covered by grants from the governments of British Columbia and Canada.

**COMPLETION**

The Cypress Mountain freestyle skiing site was competition-ready in November 2006. Expenses for the freestyle skiing and snowboard facilities cost a total of $9.8 million for the year ending July 31, 2007. The venue had a temporary capacity of approximately 9,000.

Sustainability was considered first and foremost in all venue planning and included:

- smart site selection — the venue is located within an existing ski area
- caring for local wetland plants — members of the VANOC team, Cypress community partners and other stakeholders salvaged and relocated wetland plant species of local significance from the site of the new snowmaking reservoir to nearby wetlands (an area remaining unaffected by venue construction)
- wood waste reuse — all wood waste generated from site-clearing activities was chipped and reused on-site for re-vegetation purposes
- First Nations and the Cypress Legacy Project — First Nations worked with BC Parks to create a lasting legacy in the park
- local focus — during the venue construction phase, emphasis was placed on hiring local workers
ICE HOKEY
ICE SLEDGE HOKEY (PARALYMPIC)

DOMESTIC BID

The Domestic Bid committee proposed using two buildings at Vancouver’s Hasting Park: the Pacific Coliseum and Agrodome to host Olympic ice hockey matches. Until 1995, the Pacific Coliseum was home to the city’s National Hockey League team, the Vancouver Canucks. The Pacific Coliseum would hold 14,500 spectators, while upgrades to the Agrodome would allow it to host 6,000 spectators. It would be a 20-kilometre drive from the Olympic Village.

CANDIDATE CITY QUESTIONNAIRE

The Candidate City Questionnaire listed General Motors (GM) Place as the home of one of the Olympic ice hockey rinks. Only two kilometres from the athletes’ village in Vancouver, it was the newly constructed (1995) home of the Vancouver Canucks National Hockey League team. A second arena planned for construction at the University of British Columbia (UBC), located 11 kilometres from the village, would accommodate 7,000 spectators.

Construction costs to update General Motors Place were forecast at $6.2 million USD, while the construction of the second arena at UBC was to cost $18.6 million USD, funded jointly using public and private funds.

For the Paralympic Games, it was determined the ice sledge hockey competition would be held in Whistler.

CANDIDATURE FILE

General Motors Place, seating over 17,000 spectators, was put forward as one of two potential ice hockey venues. Structural engineering studies found the building could be modified to an international-sized ice surface to accommodate Olympic-level ice hockey. This would mean adding an additional 221 square metres to the existing NHL-sized rink.

The second ice hockey venue, to be known as the UBC Winter Sport Centre, would hold 8,000 people. The UBC rink would become a substantial 2010 Winter Games legacy: post-Games, it would be used by both the university and community for research, entertainment and the development of winter and summer sports.

In keeping with the theme of a one-village Paralympic Winter Games, a new arena in Whistler, to be known as Whistler Arena, was planned for completion in 2007-08. An agreement was signed for a facility that would hold between 2,500 and 5,000 spectators. The planned facility would be located 13 kilometres from the Paralympic Village in Whistler, at a cost of $12.9 million USD.
COMPLETION

On June 6, 2006, the International Ice Hockey Federation (IIHF) and VANOC announced that ice hockey events at the Vancouver 2010 Olympic Winter Games would be played on North American-sized ice surfaces, rather than the larger international size. The only required modification to General Motors Place was the construction of additional locker rooms. The venue, to be known as Canada Hockey Place at Games time, accommodated 19,300 spectators.

The second venue for ice hockey, the UBC rink, renamed the UBC Thunderbird Arena for Games time, had a capacity of 6,800 spectators. VANOC contributed $38.5 million to the construction costs, with the remainder paid by UBC. Construction began in April 2006 and was completed by June 2008 — on budget and four months ahead of schedule.

Sustainability was considered first and foremost in all venue planning and included:

- targeting green building standards equivalent to LEED Silver
- redevelopment of an existing facility, including refurbishment and reuse of major components of existing ice plant
- waste heat recovery from ice plant used to heat building and domestic water
- flexible facility design to accommodate varied uses

BIATHLON, CROSS-COUNTRY SKIING, SKI JUMPING AND NORDIC COMBINED

BIATHLON, CROSS-COUNTRY SKIING (PARALYMPIC)

DOMESTIC BID

All Nordic events were planned for Whistler’s Callaghan Valley, with reliable snow and a perfectly sloped site for the ski jumps. The site would be designed to allow for year-round training. The Bid Society planned for an original capacity of 40,000 spectators during the Olympic Winter Games. The venue would be a 22-kilometre drive from the Olympic/Paralympic Village in Whistler and would be designed to allow for training on a year-round basis. It would also become part of a national/regional training centre which would become a major provincial recreation area — to be reclaimed for recreational use after being extensively forested and mined.

CANDIDATE CITY QUESTIONNAIRE

The Candidate City Questionnaire confirmed the choice of the proposed Whistler Nordic Centre in the Callaghan Valley as the site for all Nordic events. Only eight kilometres from the proposed athletes’ village in Whistler, it would hold 15,000 spectators and cost about $34.2 million USD.
CANDIDATURE FILE

Plans for the Whistler Nordic Centre included building an accessible, world-class destination for all Nordic sports — one that could maximize year-round use for other outdoor recreational and sporting activities. The venue is situated on a plateau overlooked by mountains and glaciers. All of the Nordic venues would be situated approximately 700 metres apart, within walking or wheeling distance of each other. The Paralympic Nordic events of biathlon and cross-country skiing would also take place at this venue.

The Candidature File noted that the biathlon venue, in particular, would have permanent infrastructure to meet or exceed International Biathlon Union (IBU) standards for hosting future events like World Cups or World Championships. The Candidature File also highlighted the variability of the proposed venue’s terrain, underscoring its adaptability to the sport’s potentially changing requirements. As the venue had an historical average snow base of 165 centimetres during the month of February, bid organizers deemed that snowmaking would not be necessary. Construction cost for the venue was estimated at $65.8 million USD.

COMPLETION

Re-named Whistler Olympic Park/Whistler Paralympic Park, the venue was completed at a cost of $119.7 million and was jointly funded by the governments of British Columbia and Canada. Olympic Winter Games gross venue capacity was 8,000 spectators in each of the three stadiums and 3,600 in each for the Paralympic Winter Games. The venue’s elevation ranges from 840 to 930 metres.

The biathlon stadium’s range consisted of 30 lanes with a fully electronic target system able to detect and report 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.

Sustainability was considered first and foremost in all venue planning and included:

- provincial (BC EAO)17 and federal (CEAA) environmental assessment review for core competition venue and legacy recreation trails
- smart site selection — previously harvested forest, adjacent to a former mine, significant commercial and public recreational use
- minimizing site disturbance and overall footprint including approximately 30 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; and reduced stream crossings
- on-site waste wood re-use for temporary operations compounds and innovative on-site composting for landscaping material

17 BC Environmental Assessment Office
SHORT TRACK SPEED SKATING AND FIGURE SKATING

DOMESTIC BID

The domestic bid initially proposed a new Olympic ice oval be constructed for speed skating at the University of British Columbia in Vancouver with multi-use future potential for hockey and curling. It would hold 7,000 spectators and be two kilometres from the Olympic Village in Vancouver.

Figure skating was to be held at General Motors Place, a newly constructed (at the time) arena that was home to two major teams: the National Hockey League’s Vancouver Canucks and the National Basketball Association’s Vancouver Grizzlies. General Motors Place was also going to be the host venue for International Skating Union World Figure Skating Championships in 2001. The intent of the Bid Society was to “introduce new technologies that will support GM Place as a leader in advanced stadium technology.”

CANDIDATE CITY QUESTIONNAIRE

By the time the Candidate City Questionnaire was submitted, plans for the short track speed skating and figure skating events had changed considerably — and were relocated to Hastings Park, a facility built in 1967. The facility would require some renovations, but would be only eight kilometres from the Olympic Village in Vancouver. The building would hold 15,000 people and cost $15.5 million USD to upgrade.

CANDIDATURE FILE

The Candidature File identified the Pacific Coliseum as the specific building in Hastings Park to host both figure skating and short track speed skating. The Organizing Committee would help the City of Vancouver upgrade the existing venue to address local community recreation and cultural needs. With 15,000 seats, the venue provided unobstructed sightlines, excellent acoustics and 21-metre ceiling clearances with wide concourses. The venue would be fitted with the latest safety system technology similar to the free-standing safety matting in place at the Calgary Olympic Oval.

Though both figure skating and short track speed skating would be held at the same venue, each discipline would have its own dedicated training ice sheet. As a result, the total budget for this venue dropped from the original figure proposed in the Candidate City Questionnaire, to $14.9 million USD — costs to be covered by the governments of British Columbia and Canada.

COMPLETION

Improvements to the Pacific Coliseum were done at a total cost of $20.4 million. The governments of British Columbia and Canada jointly funded the upgrades to the existing facility. The scope of work was part of a long-term restoration plan that began in 1994 and included replacing nearly 16,000 seats and expanding the ice surface to international size. Other improvements include ice plant improvements and upgrades to the washroom facilities, concession space, heating, ventilation, air conditioning, lighting and dehumidification systems.
Sustainability was considered first and foremost in all venue planning and included:

- 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, are expected to improve indoor air quality
- an arena seating upgrade — old seats auctioned off as part of a sport fundraiser

**SNOWBOARD**

**DOMESTIC BID**

In the bid to secure the Canadian nomination to host the 2010 Olympic Winter Games, the snowboard events were initially planned for Blackcomb Mountain, a course that played host to annual International Ski Federation World Cup events. It was estimated there would be 20,000 spectators for snowboard giant slalom and 14,000 for halfpipe.

From the Olympic Village in Whistler, it would be a two-minute walk for athletes and a five-minute shuttle ride for spectators to the venue. Legacy plans included a National Snowboard Training Centre comprised of winter and summer on-snow dedicated courses, water-ramp training and administrative facilities. This location was seen as ideal for the sport, particularly as it was home to the first gold medallist in the sport and a leader in hosting FIS (International Ski Federation) Snowboard World Cups.

**CANDIDATE CITY QUESTIONNAIRE**

By the time the Vancouver 2010 Bid Corporation made its submission to the IOC in the Candidate City Questionnaire, the venue had been relocated to its permanent home at Cypress Mountain, 20 kilometres from the Olympic Village in Vancouver. Though the venue was built in 1984, the Bid Corporation planned to upgrade the facilities for freestyle skiing and snowboard events at a total cost of $6.2 million USD.

**CANDIDATURE FILE**

In the Candidature File, the Bid Corporation affirmed that it had signed an agreement with Cypress Bowl Recreations Ltd. Partnership. Renovations for both freestyle skiing and snowboard would cost slightly more than $7 million USD and would be covered by grants from the governments of British Columbia and Canada.

**COMPLETION**

The Cypress Mountain snowboard facilities were ready in November 2007. Expenses for the freestyle skiing and snowboard facilities cost a total of $9.8 million for the two years ending July 31, 2007.

Sustainability was considered first and foremost in all venue planning and included:

- smart site selection — the venue is located within an existing ski area
• caring for local wetland plants — members of the VANOC team, Cypress community partners and other stakeholders salvaged and relocated wetland plant species of local significance from the site of the new snowmaking reservoir to nearby wetlands (an area remaining unaffected by venue construction)

• wood waste reuse — all wood waste generated from site-clearing activities was chipped and reused on-site for re-vegetation purposes

• First Nations and the Cypress Legacy Project — First Nations worked with BC Parks to create a lasting legacy in the park

• local focus — during the venue construction phase, emphasis was placed on hiring local worker

SPEED SKATING

DOMESTIC BID

The University of British Columbia Olympic Ice Oval, in Vancouver, was the proposed initial location for short track and long track speed skating. The post-Games plan for the venue included its conversion to an indoor field house (including Canada’s only 400-metre indoor track) — a facility that could host a variety of sports, including soccer, tennis, rugby, archery and football. With 10,160 seats, the facility would have been only two kilometres from the Olympic Village in Vancouver and integrated with the university’s physical education program, provincial sports programs, the Vancouver National Sport Centre and the Commonwealth Centre for Sport Development.

CANDIDATE CITY QUESTIONNAIRE

By the time the bid was presented to the IOC, the location of the speed skating oval had moved to the other major university in the Metro Vancouver area, the Simon Fraser University (SFU) campus in Burnaby, located 18 kilometres from the athletes’ village in Vancouver. The proposed venue was considered part of a “shared legacy with leading universities recognizing the important link between sport and education.” The proposed SFU facility would hold 9,000 spectators and was to be completed three years ahead of the Games, at a cost of $37.3 million USD.

CANDIDATURE FILE

The Simon Fraser University speed skating oval would feature the “best attributes of existing ovals from around the world.” One of Canada’s top three comprehensive universities, SFU had an international reputation for innovation, accessibility and a commitment to quality education.

The 400-metre speed skating track would be housed in a 23,450-square-metre facility that would house both summer and winter sports and include a four-lane running track around its perimeter. The venue’s facilities would also include a sprint chute, lockers, timing and athlete monitoring equipment, fitness training studios and classrooms, as well as a state-of-the-art ice plant and extensive viewing areas to help increase public interest in speed skating.

Located 18 kilometres from the Olympic Village in Vancouver, construction of the venue was budgeted at $44.322 million USD, with $3.226 million USD in funding from Simon Fraser University. The remaining costs were to be shared by the governments of BC and Canada through government grants.
As VANOC began reviewing its various venue plans it became clear that the Simon Fraser University (SFU) venue proposed in the Candidature File might pose significant cost and construction challenges. Given VANOC’s budgetary implications and the rapidly inflating construction market, the Organizing Committee sought out proposals from interested parties for the speed skating oval. Several enquiries were made and two formal proposals were submitted. The proposals included one from the City of Richmond and an amended proposal from SFU.

On August 17, 2004, VANOC announced the city of Richmond was selected as the location for the speed skating oval after an evaluation committee, which included three technical experts from VANOC’s senior management team, unanimously recommended it as the oval’s preferred site.

The Richmond Olympic Oval officially opened in December 2008 with a Games-time capacity of 7,600. Built by the City of Richmond, the $178-million project was built with $60 million from federal and provincial government partners funded through VANOC. The Oval was the site for speed skating competitions and the anti-doping laboratory for the Olympic and Paralympic Winter Games.

The facility is located on the banks of the Fraser River, 14 kilometres from the Olympic Village in Vancouver. After the Games, the 33,475-square-metre facility is hosting a variety of sport and community functions with its two international-sized ice rinks, eight gymnasia, 200-metre running track and 7,010-square-metre fitness centre. The centre of a new urban waterfront neighbourhood, the area is starting to also feature a mix of residential, commercial and public amenity development.

Sustainability was considered first and foremost in all venue planning and included:

- federal (CEAA) environmental assessment review process
- targeting LEED Silver certification
- smart site selection — development of an already-disturbed site into legacy community health and recreation complex
- a minimum 2:1 replacement of trees
- waste heat recovery from refrigeration plant to be used for ice melting, hot water and heating/cooling systems
- all hardwood trees cut during site preparation have been salvaged and are currently stored, awaiting milling for building re-use in the panelling, flooring, furnishings or landscaping features
- flexible facility design to accommodate varied uses
- stormwater management initiatives, including construction of a wetland for on-site stormwater treatment and rainwater collection to be re-used for irrigation and toilet flushing
- a roof structure constructed from BC wood, including wood damaged by pine beetle infestation
NON-COMPETITION VENUES
OLYMPIC VILLAGE VANCOUVER

DOMESTIC BID
The initial bid located the Olympic Village (in Vancouver) at the University of British Columbia in six existing residential student housing buildings with at total of 2,700 beds. Each unit would consist of four bedrooms with a common kitchen. The village would include an existing competition-size swimming pool, gymnasium, restaurants, a cinema, administration offices, retail shops and ample parking for buses and support vehicles. It was proposed the University would be closed for the Games period, providing athletes and officials with unrestricted use of campus facilities and services. This would also provide UBC students with an opportunity to volunteer and/or work at the Games and participate in Games-related festivities. The proposed accommodation facilities would be provided at no cost to the athletes and officials. Under this proposal, a maximum of two athletes would be allocated per room and a maximum of four athletes would share a washroom. Food would be delivered by UBC food services with an unlimited variety of specialty foods.

As all Paralympic Winter Games events were to be held in Whistler, the Domestic Bid plan included no accommodation at UBC for persons with a disability.

CANDIDATE CITY QUESTIONNAIRE
By the time the bid was presented to the IOC, the location of the Olympic Village had moved to an oceanfront setting in False Creek, in the heart of Vancouver and at the centre of Games venues. Connected by a park system and only a seaside stroll to BC Place, proposed site of the Opening, Closing and Medal Ceremonies, the village would be no more than 40 minutes from any of Vancouver’s sport venues.

A key selling feature for the venue included its access to information technologies; the proposed facility would allow instant access to results and ready access to the internet. The village would also use environmentally progressive techniques to conserve energy, water and other resources, reduce wastes, avoid the use of toxic materials and recycle as many materials as possible. The site was to be barrier-free, accessible to persons with a disability.

CANDIDATURE FILE
The Olympic Village in Vancouver remained at the False Creek location proposed in the Candidate City Questionnaire. It would offer a full range of services and amenities to support the day-to-day needs of the residents. Also, athletes would be able to stay at both villages — so they could experience the cosmopolitan city of Vancouver the alpine beauty of Whistler.

The village would occupy some of Vancouver’s last remaining undeveloped prime oceanfront land, covering approximately 60,000 square metres of former industrial land with 56,700 gross square metres of housing and 3,300 square metres of commercial building space. The new and permanent buildings would accommodate up to 2,100 athletes and their coaches. The cost of construction was to be funded by the City of Vancouver with assistance from the private sector.
As part of the proposed complex, the City of Vancouver intended that 20 per cent of the residential housing units would be earmarked as non-market housing, for residents with low income or those in need. After the Games, the low- and mid-rise apartment buildings would be converted into 564 residential units, including 314 market units and 250 non-market units.

The site had been an industrial area since the late 1800s. In 1991, it was approved for residential use on condition that it would be developed to incorporate principles of energy-efficient community design and that any project located there would be a model for sustainable development. When completed, it would provide a variety of green spaces along the waterfront, including shoreline improvements and a waterfront pedestrian/bicycle route connecting it to more than 25 kilometres of urban waterfront walkway and bikeway.

**COMPLETION**

Construction on the village in Vancouver, finally known as the Olympic Village Vancouver, was completed on November 1, 2009, when the venue was turned over to VANOC by the City of Vancouver for exclusive use through the end of the Paralympic Games period.

In its post-Games life, the facility constitutes the first phase of a model sustainable community, with available housing for approximately 3,000 residents in 1,100 units, and possibly including 250 affordable housing units and 100 rental units. It is becoming a complete community with shopping and services available in commercial spaces surrounding the community plaza. Other amenities include parks, a community centre with a non-motorized boating facility and a restored heritage building.

Sustainability was considered first and foremost in all venue planning:

- The design of the Olympic and Paralympic Village Vancouver and surrounding landscape won the Federation of Canadian Municipalities Award for Sustainable Transportation in 2006. The award was given for the Village’s Sustainable Transportation Plan based on city council’s transportation hierarchy of pedestrians first, then cyclists, then public transit and then local/shared automobile use.

- The City of Vancouver is targeting LEED green building certification for all new buildings. The community centre at this venue is targeting LEED Platinum certification — making it one of the highest-rated environmentally designed buildings in Canada. For all other buildings on-site, the city is targeting LEED Gold.

- Demonstrating smart site selection, the Village is 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 includes the reintroduction of an intertidal marine habitat and the planting of indigenous vegetation.

- A neighbourhood energy utility will serve 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 will include energy consumption monitoring, solar recovery, waste-heat capture and reuse, and above-LEED standards in energy conservation.

• Green roofs are targeted for a minimum 50 per cent of the building’s total footprint.

• Water efficiency programs will minimize reliance on the municipal system by harvesting rainwater for building use, resulting in overall potable water consumption reduction of 40 to 50 per cent.

• Buildings will include car share vehicles and electric vehicle hook ups.

• Certification under the SAFERHome standard, meaning that all units will be readily adaptable for accessible living.

OLYMPIC VILLAGE WHISTLER

DOMESTIC BID

The proposed Olympic Village in Whistler would consist of two hotels, the Delta Whistler Resort and the Westin Resort Whistler, world-class hotels adjacent to each other and centrally located in Whistler Village, with direct access to the high-speed ski lifts up both mountains. The facilities would be available to athletes and officials at no cost. This would create a secure, self-contained community for alpine and Nordic athletes and officials complete with fully catered convention facilities, storage, laundry, training, recreation and lounge facilities. Each room would contain two twin beds (two-room suites would hold four athletes or officials). Under this plan, a maximum of four athletes/officials would share a bathroom. In total, the two resorts would accommodate 2,106 athletes. Athletes and officials would be provided with meal tickets for the fully catered restaurants on the hotels’ properties.

CANDIDATE CITY QUESTIONNAIRE

By the time the bid was presented to the IOC, the location of the Olympic Village had moved to a park-like setting adjacent to the proposed Nordic centre. This location promised the Olympic Family “the kind of intimacy that recalls Lillehammer and provides the setting and services that have made it one of the leading resort communities in the world.” This location would be within 15 kilometres of all Whistler competition venues, with a commute time of 40 minutes or less.

The Olympic Village in Whistler would provide a secure location for all athletes and officials and a barrier-free environment for persons with a disability. Modern technology would permit instant access to results and ready access to the internet. The village would also use environmentally progressive techniques to conserve energy, water and other resources, reduce waste, avoid the use of toxic materials and recycle as many materials as possible.
CANDIDATURE FILE

The Candidature File situated the Olympic Village in Whistler at the entrance to the beautiful Callaghan Valley, the alpine setting outlined in the Candidate City Questionnaire. It would offer a full range of services and amenities to support the day-to-day needs of residents. Athletes based at the Vancouver village would also be able to stay at the village in Whistler to fully experience both Games settings.

The Bid Corporation worked closely with the Resort Municipality of Whistler (RMOW) to ensure the requirements associated with the development of the athletes’ village had been met while ensuring the RMOW’s long-range plans for the development of non-market housing could be accommodated, creating a long-term housing legacy.

The village would be a combination of pre-manufactured and permanent facilities. After the Games, some structures would be moved offsite as a legacy for First Nations communities, while permanent facilities would become much-needed, non-market housing for Whistler employees and dedicated accommodation for athletes.

Designed to accommodate 2,000 athletes and coaches in 554 dwelling units, the village would include a combination of apartments, townhouses, dormitories and single-family-style accommodation. The cost of construction, inclusive of infrastructure, was estimated at $63.2 million USD. Of the various accommodation types, 300 rooms (450 beds) would be wheelchair accessible which would meet the needs of the Whistler community to increase accessible accommodation. The athletes’ village in Whistler was to be the sole village for the Paralympic Winter Games.

In addition to the residence units, 216 rooms at the venue would revert to an Athlete Centre following the Games to provide permanent accommodation in the Whistler area — both for athletes to train and to support the future hosting of World Cups in the many sports facilities developed for the 2010 Winter Games.

The Athlete Centre would be a cornerstone in the development of Canada’s international sport outreach program, particularly for less-developed nations with poor access to winter sport facilities. Elite and up-and-coming athletes could reside, continue their education and train for their winter or summer sport at this facility.

COMPLETION

Olympic Village Whistler is located less than 20 minutes from all Whistler competition venues, and a short shuttle ride to the heart of Whistler’s town centre and the Whistler Medals Plaza. The village site is bordered by the Cheakamus River and forested lands with the main highway between Vancouver and Whistler less than one kilometre away. A 19,500-square-foot High Performance Centre provides 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. A four-story athletes’ lodge and 20 town-home units provide approximately 330 beds.

Sustainability was considered first and foremost in all venue planning:

- Demonstrating smart site selection, the Village was developed directly adjacent to an already disturbed area (previously a municipal landfill).
The Village is part of a pilot project with the Canada Green Building Council to test the new LEED Neighbourhood Development gold standard.

The Village includes 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 has been 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.

Post-Games, the temporary housing is being relocated to several communities in British Columbia as a social legacy of affordable housing for the province.

MAIN PRESS CENTRE/INTERNATIONAL BROADCAST CENTRE

DOMESTIC BID
The main press centre would occupy a space of about 20,000 square metres in the expanded Vancouver Trade and Convention Centre (planned for completion in 2002). This facility had hosted the 1997 APEC Summit and the Clinton-Yeltsin summit in 1993. It would hold about 5,000 journalists, have common work stations for 750 journalists and provide up-to-date communication links for voice, data and video transmission. With a fantastic view of the North Shore mountains, Vancouver's famous white sails and a busy harbour it would accommodate journalists looking to capture the area’s flavour. Centrally located, it would be within walking distance of 8,500 hotel rooms (1998) with a further 3,200 rooms planned (also for completion by 2002).

CANDIDATE CITY QUESTIONNAIRE
No information about the Main Press Centre/International Broadcast Centre was provided.

CANDIDATURE FILE
The location of the International Broadcast Centre was initially planned in Richmond, adjacent to the Vancouver International Airport, at the proposed Richmond Trade and Exhibition Centre (RTEC). The 300,000-square-foot facility would have room for 2,000 vehicles and provide “a significant and much-needed legacy for the community of Richmond.” The Main Press Centre would be located at the Vancouver Convention and Exhibition Centre on Vancouver’s waterfront. Featured in many Games promotional materials, the centre was known for its distinctive sail-like roof design. In 2002, it was named the Apex Award winner for the “World’s Best Convention Centre” by the Association International de Palais des Congrès.
The Main Media Centre (MMC) and International Broadcast Centre for the 2010 Winter Games are located at the Vancouver Convention and Exhibition Centre on the city’s downtown waterfront. This venue allows VANOC to provide a common location with shared services for press and broadcasters, as per previous Olympic Winter Games in Torino and Salt Lake.

In November 2004, a project to expand the Vancouver Convention and Exhibition Centre began, and was completed in April 2009, tripling the size of the existing convention centre and offering more than 59,000 square metres of functional space. The expansion includes sustainable features such as a 24,000-square-metre living green roof and the restoration of marine habitat.

The existing convention centre facilities, located within the complex (known as Canada Place), will be the site of the Main Press Centre, providing workspace for approximately 2,800 accredited members of the written and photographic press. The space would host the shared services for all media (press and broadcasters). The International Broadcast Centre is to be housed in the newly expanded portion of the Vancouver Convention and Exhibition Centre, providing workspace for some 7,000 accredited broadcasters and technicians producing live television and radio coverage of the Games. Because of uncertainty surrounding the Richmond Trade and Exhibition Centre, the venue for the International Broadcast Centre was moved in 2004 based on the recommendations of a 2003 Olympic Games Study Commission report. The move was a significant improvement over the original plan — streamlining media operations, reducing infrastructure and operational costs. Located on the waterfront in the heart of downtown Vancouver, within walking distance of major competition and ceremony venues and with water and mountain views, the combined media centre offered a spectacular setting and enhanced the 2010 Winter Games experience, providing a stunning backdrop for the world to enjoy.
OPENING, CLOSING AND MEDAL CEREMONIES

DOMESTIC BID

Centrally located in downtown Vancouver, well-served by public transit and able to handle large crowds, BC Place was the proposed site for the Opening and Closing Ceremonies. The venue was opened in 1983 as the first covered stadium in Canada and the largest air-supported dome (by area) in the world. The stadium was the venue for the opening and closing ceremonies of Expo '86. As UBC was the proposed site for the Vancouver Olympic/Paralympic Village, it would be a 13-kilometre journey for athletes and Olympic Family members.

There would be two public, nightly Medal Presentations — one in Vancouver, at the Vancouver Trade and Convention Centre Plaza, and one in Whistler, at the Whistler Olympic Plaza. The Vancouver-based Medal Presentations would be able to host 50,000 people and have a sponsor hospitality concourse.

The Whistler-based Medal Presentations would host 5,000 spectators and be within walking distance of the athletes’ village.

CANDIDATE CITY QUESTIONNAIRE

The Opening, Closing and Medal Ceremonies were moved to BC Place, a location within walking distance of the Olympic/Paralympic Village in Vancouver. Whistler athletes would be celebrated at an Olympic plaza in the Whistler Village.

CANDIDATURE FILE

The Opening, Closing and nightly Medal Ceremonies remained at BC Place on Vancouver’s False Creek. The stadium, with a floor area of 22,230 square metres, included facilities for print and broadcast media.

The medal-winning athletes would be honoured and the efforts of all athletes recognized during the ceremonies. World-renowned entertainers would celebrate the day’s sporting triumphs with 40,000 members of the public and an additional 5,000 tickets reserved for the Olympic Family. Each evening’s Medal Award Ceremony would finish with a spectacular pyrotechnic and laser finale, located outside to entertain both Olympic Village residents and the general public.

The Candidature File also included plans for a nightly Medal Ceremony in Whistler at a temporary, outdoor Celebration Site with a capacity of 9,000, including 2,000 reserved seats for the Olympic Family.

The Bid Committee planned interactive programs between BC Place and the Whistler Celebration Site for both athletes and communities to share in the celebration.
COMPLETION

BC Place was able to accommodate approximately 60,600 spectators for the Olympic Opening and Closing Ceremonies and the Paralympic Opening Ceremony, and 24,000 for Victory Ceremonies (previously known as Medal Ceremonies). The enclosed venue offered many advantages in addition to protection from inclement weather, including an unprecedented opportunity to stretch the boundaries of ceremonies’ spectacle using state-of-the-art lighting, projection, sound and special effects technology.

In December 2008, against a backdrop of economic uncertainty, it was recommended that medal presentations for athletes competing in Whistler take place at the competition venues rather than at the Whistler Olympic and Paralympic Celebration Plaza to create a more efficient Games-time operating plan and streamline the Games operating budget.

By April 2009, based on a shared commitment to producing the best possible experience for athletes, spectators, broadcasters and the Whistler community, the IOC, VANOC and the Resort Municipality of Whistler worked together to make it possible to return the medal presentations to the Whistler Medals Plaza (previously known as the Whistler Olympic and Paralympic Celebration Plaza).

Funding for the revised $12.8 million Whistler Celebration Sites program was provided as per the following:

- $6.8 million from VANOC
- $5 million from the Government of Canada
- $1 million from the RMOW

The return of the medal presentations to Whistler Medals Plaza ensured Olympic broadcasters televised the nightly Victory Ceremonies, providing a greater overall profile for all events that took place there.
CONCLUSION

Almost 40 years after British Columbians began dreaming of hosting an Olympic Winter Games, and six-and-a-half years after Canada won the bid to host the Games, the XXI Olympic Winter Games will open on February 12, 2010, with the X Paralympic Winter Games opening a month later, on March 12, 2010.

Since the bid was one on July 2, 2003, overall the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) has lived up to the spirit and intent of the commitments made in the bid phase.

The OCOG, Host City and Host Province built stellar venues — venues that were completed well before the 2010 Winter Games period, allowing for extensive testing of facilities by both Canadian and international athletes alike. Many of the venues have already won awards for their environmental sustainability and design — and are on their way to leaving lasting community legacies.

Commitments to sustainability and social inclusion were also met. Through the course of its life cycle, the Organizing Committee has continually demonstrated that sustainability has been an integral element of all Games planning — underscoring the idea that, for VANOC, sustainability means managing the social, economic and environmental impacts and opportunities of the Games to produce lasting benefits, both locally and globally.19

VANOC also stayed the course through a building boom and subsequent recession, meeting its budget commitments and working with its many partners to exercise extraordinary financial prudence while continuing to make great strides in meeting VANOC’s mission, of touching the soul of the nation and inspiring the world by creating and delivering an extraordinary Olympic and Paralympic experience with lasting legacies.

19 For more on VANOC’s sustainability performance and innovations, refer to the OCOG’s annual sustainability reports, beginning with the 2005-06 report.