

Executive Summary of VANOC Master Schedule (as of Q2 2007)

Activities by Function	2007			2008				2009				2010		
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
All Games-time operations functions*														
Version 1 function and venue plans for Games-time operations completed				■										
Version 2 function and venue plans for Games-time operations completed							■							
Preliminary Games-time contingency plans developed							■							
Business continuity and emergency response plans developed							■							
Transition plan for Paralympic Games completed								■						
Test Events completed and lessons learned integrated into operational plans										■				
Games-time processes and procedures finalized										■				
Venue safety plans completed										■				
Version 3 function and venue plans for Games-time operations completed											■			
Functions and venues Games-ready (simulations and rehearsals completed)												■		
Main Operations Centre operational												■		
Aboriginal Participation														
Aboriginal licensing and merchandising program developed		■												
Aboriginal Sport Hall of Fame completed					■									
Plans for Aboriginal participation in ceremonies and Torch Relays developed							■							
Accommodation														
Media accommodation program for Sea-to-Sky Corridor finalized							■							
Accommodation payment process and schedules developed							■							
Plan for allocation of accommodation by customer group developed							■							
Appropriate accommodation for all customers secured										■				
Accreditation														
Accreditation System operational							■							
Main Accreditation Centre operational										■				
Accreditation applications for all categories received (deadline for return to VANOC)											■			
Olympic & Paralympic identity and accreditation cards distributed												■		

Expected completion date

*VANOC will develop Games-time operating plans for both functions and venues. Starting in the summer of 2007, high level planning will begin to describe the operational concepts for Games time. Over the next two years, increasing levels of detail will be progressively added until the operating plans are complete in the fall of 2009. The operating plans will include all the components needed by Functions and Venue Teams to operate the Games including service level descriptions, policies and procedures, staffing plans, technology and material needs, space requirements and contingency plans. These plans will focus on meeting the needs of VANOC's partners and customers including NOC/NPCs (athletes & team officials), international federations, media (press & broadcasters), Olympic & Paralympic family, spectators and sponsors.

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	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Anti-Doping														
Location of anti-doping accredited laboratory determined		■												
Recruitment for new doping control officers completed and initial training certification held (in co-operation with Canadian Centre for Ethics in Sport)			■											
Anti-doping information and awareness materials developed for distribution to NOCs and NPCs								■						
Games-time anti-doping procedures and rules approved									■					
Anti-doping laboratory accredited											■			
Games-time anti-doping testing program started												■		
Brand & Creative Services														
Olympic and Paralympic mascots launched			■											
Look of the Games concept approved			■											
Olympic & Paralympic medals, ribbons and diplomas designed						■								
Broadcast Integration														
Paralympic host broadcast contracts finalized					■									
Camera positions finalized for all venues								■						
Annual World Broadcasters meetings held (2008, 2009)				■				■						
Ceremonies														
Olympic Ceremonies producer selected and show development started		■												
Paralympic Ceremonies producer selected and show development started				■										
Cauldron designed							■							
Creative concept for Olympic & Paralympic Opening and Closing Ceremonies developed								■						
Ceremonies rehearsals started										■				
Olympic Opening and Closing Ceremonies												■		
Paralympic Opening and Closing Ceremonies												■		
Commercial Rights Management														
Brand protection strategic plan including communications strategy completed		■												
Federal brand protection legislation passed by Parliament			■											
Olympic clean venue tours completed (no unauthorized commercial marks)												■		
Communications														
Community information program plan completed		■												
Olympic Truce Resolution submitted to the United Nations								■						
Crisis communications workshop with partners completed										■				
Games-time website launched										■				
Production of Games-time publications completed											■			

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	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Cultural Olympiad														
Education program formally launched		■												
Annual cultural programs completed (2008, 2009)							■				■			
Olympic Arts Festival												■		
Paralympic Arts Festival												■		
Event Services														
Delivery model for Event Services selected		■												
Spectator guide project plan developed			■											
Event Services Test Event project plan developed					■									
Finance														
Rate Card (goods and services available for hire at Games time) project plan completed			■											
Asset disposal plan developed			■											
Rate Card items, pricing, terms and conditions approved				■										
Updated budget completed							■							
VANOC dissolution plan approved								■						
Rate Card order processing started								■						
Quarterly financial reports published (2007, 2008, 2009)	■		■	■	■		■	■	■		■	■	■	
Annual audited financial statements published (2007, 2008, 2009)			■				■				■			
Final audited financial statements published														■
Food & Beverage														
All customer requirements for food and beverage finalized				■										
Food and beverage site and service requirements for all venues finalized						■								
Food and beverage service providers contracted								■						
Food and beverage menus for athletes and officials confirmed								■						
Government Service Integration														
All Games-time city service umbrella agreements completed						■								
Detailed service agreement schedules completed										■				
All standard and exceptional permits and licenses obtained											■			
International Client Services														
National and international dignitaries program planning completed										■				
Olympic and Paralympic Hotels operational												■		
IOC and IPC sessions and meetings completed												■		

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	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Licensing & Merchandising														
Online store launched			■											
Superstores in Vancouver and Whistler operational											■			
Logistics														
Logistics Management System operational				■										
Main Distribution Centre operational					■									
Venue asset distribution commenced											■			
Asset recovery/disposition completed													■	
Look of the Games														
Look of the Games treatment and wayfinding signage applied													■	
Look of the Games transition for Paralympic Games completed													■	
Look of the Games treatments and wayfinding signage product removed and recovered													■	
Medical Services														
Inventory of medical equipment supplies completed and procurement initiated	■													
Agreements with Vancouver Coastal Health, public health services, Sport Medicine Council of BC, Emergency Health Services finalized		■												
Medical protocols developed for Field of Play access and treatment				■										
Agreements with Ski Patrols finalized							■							
Polyclinics at Olympic Athlete's Villages operational													■	
Wheelchair and prosthetic repair services and facilities operational													■	
Medical volunteer database transferred to sporting bodies, Sport Medicine Council of BC, Canadian Academy of Sport Medicine and Canadian Olympic Committee													■	
National Olympic Committee / National Paralympic Committee Services (NOC/NPC Services)														
Semi-annual progress report produced for NOCs and NPCs (2007, 2008)	■		■		■		■							
NOC and NPC Chefs de Mission Dossiers produced (publication describing VANOC operations and services for athletes and team officials)								■						
NOC and NPC Chefs de Mission seminars completed (meetings to review Games-time operations plans)								■						
NOC and NPC Chefs de Mission Manuals produced													■	
NOC/NPC Services Centres operational at Olympic & Paralympic Villages													■	
Olympic and Paralympic delegation registration meetings completed (athlete and officials sport entries and qualifications confirmed)													■	

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	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Olympic & Paralympic Villages														
Olympic & Paralympic Villages master plans approved														
Villages move-in, transition and move-out plans completed														
Olympic Villages officially opened														
Paralympic Villages officially opened														
Villages move-out completed														
Overlay														
Fabrication shop operational (production of overlay products)														
Overlay commodity procurement process begins														
Seating design and manifest completed (venue capacities finalized)														
Overlay drawings completed and customer feedback incorporated (7 iterations over 36 months)														
Overlay installation completed (temporary structures and services)														
Overlay decommissioning completed														
Paralympic Planning														
Paralympic School Day program launched														
Semi-annual IPC project reviews and progress reports completed (2007, 2008, 2009)														
Transition to Paralympic Games completed														
Press Operations														
Main Press Centre rental space allocated														
World Press Briefings held (2008, 2009)														
Annual IOC Press Commission meetings held (2007, 2008, 2009)														
Media Centres operational														
Project & Information Management														
2010 Observer Program developed (in partnership with International Client Services)														
Semi-annual IOC Coordination Commission meetings and progress reports and project reviews completed (2007, 2008, 2009)														
Transfer of knowledge to IOC & IPC completed (including VANOC Debrief, Knowledge Reports, Official Reports & Film)														
Security Integration														
Security communications protocol completed with V2010ISU														
Security equipment testing completed with V2010ISU														
Venue transportation security protocols completed with V2010ISU														
Snow Removal, Cleaning & Waste														
Cleaning, waste/recycling and snow removal services contracted														

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Sponsorship Sales & Servicing														
Beijing Games sponsor servicing plan developed		■												
Sponsor recognition plan developed			■											
Sponsor showcasing plan developed			■											
Sponsors for signature events secured (includes Arts Festivals and Torch Relays)							■							
Funding for Own The Podium 2010 achieved								■						
Annual sponsor workshops and Vancouver marketing clubs completed (2007, 2008, 2009)	■		■	■			■	■	■					
Sport														
Pre-Games operations started for Whistler Nordic Venue and Whistler Sliding Centre (opened for Canadian athlete training)			■											
All Test Event agreements signed by International Federations, IPC and National Sport Organizations				■										
Olympic & Paralympic Games competition schedules finalized					■									
Sport Entries process and timelines approved							■							
International Federations approval and homologation of Field of Play for all sport competitions attained								■						
Sport Entries Manual and Eligibility Forms distributed to NOCs and NPCCs									■					
International Federations agreements for Games-time services finalized										■				
Sport equipment received and distributed											■			
Detailed daily weather forecasting started											■			
Sport equipment donated to National Sport Organizations												■		
Sustainability														
Olympic Games Impact Report 2 completed								■						
Annual Sustainability Scorecard and Report completed (2007, 2008, 2009, 2010)	■			■				■				■		■
Technology														
Hardware, software and services requirements completed	■													
Network architecture approved				■										
Primary Data Centre operational				■										
Wide Area Network operational					■									
End-to-end technology testing and homologation (technical certification) completed										■				
Technology Operations Centre operational										■				
Temporary power infrastructure in place											■			
Secondary Data Centre operational											■			
Technical rehearsals completed											■			

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Ticketing														
Ticketing plan approved		■												
Ticket services provider selected		■												
Ticket sales to public started (without seat assignments)						■								
Ticket sales into specific seat locations started								■						
Tickets distributed to spectators											■			
Torch Relay														
Torch Relay marketing plan developed	■													
Torch Relay sponsor(s) secured			■											
Torch designed				■										
Community task forces for Torch Relay established					■									
Torch Relay city-by-city route finalized							■							
Torch Relay Test Event completed							■							
Torchbearer selection program launched							■							
Torch Relay street-by-street route confirmed								■						
Torch Relay community celebration content developed									■					
Lighting ceremony in Ancient Olympia											■			
Olympic Torch Relay started											■			
Paralympic Torch Relay started												■		
Transportation														
Real estate for bus system acquired				■										
Venue transport modeling completed				■										
Fleet Management and Scheduling System operational					■									
Translink and BC Transit agreements finalized						■								
Specific motor pool locations determined						■								
Bus Management and Scheduling System operational						■								
Majority of negotiations and bus contracts completed								■						
Public communications plan developed								■						
Arrivals and departures process approved									■					
Arrivals and Departures Manifest Management System operational									■					
Driver training started										■				
Majority of vehicle fleet received and commissioned											■			
Buses received and commissioned												■		

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	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Venue Construction														
Construction completed for Cypress Mountain (snowboard)			■											
Construction completed for Whistler Nordic Venue			■											
Construction completed for Pacific Coliseum			■											
Construction completed for Whistler Sliding Centre			■											
Construction completed for Whistler Creekside			■											
Construction completed for UBC Winter Sports Centre						■								
Construction completed for Richmond Oval						■								
Construction completed for Hillcrest/Nat Bailey Stadium Park							■							
Construction completed for Killarney Rink							■							
Construction completed for Whistler Athlete Centre							■							
Construction completed for Trout Lake Rink								■						
Construction completed for Vancouver Olympic and Paralympic Village													■	
Construction completed for Whistler Olympic and Paralympic Village													■	
Venue Management														
Model venue operating plan approved			■											
Function involvement matrix and service levels defined for Test Events				■										
All venue use agreements finalized							■							
Venue specific event communications plan developed													■	
Venue simulations completed													■	
Venue teams begin to move to venues													■	
Venue rehearsals completed														■
Workforce														
Games-time volunteer recruitment launched				■										
Workforce Staffing System operational				■										
Scheduling and Uniform Management Systems operational						■								
Uniforms designed; quantities and sizing determined							■							
Games-time service excellence training started								■						
Games-time headcount review completed			■		■				■					
Workforce scheduling and rostering started										■				
Games-time job-specific training started											■			
Workforce accreditation and uniform distribution started												■		
Exit process for majority of paid staff completed														■

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