



ICBC 2010 Carbon Neutral Action Report

Executive Summary

At ICBC, we're committed to making our business environmentally sustainable and contributing to the B.C. government's climate change objectives. 2010 was ICBC's first year as a carbon neutral organization and this report outlines the actions we took to reduce our carbon footprint and other environmental impacts.

We made our most significant impact by adding knowledge testing on fuel saving practices to our commercial driver licensing stream. We estimate that this will help reduce greenhouse gas emissions from trucking in B.C. by at least 25,000 tonnes per year over the next five years. We also saw the culmination of a project to replace our microfiche system with a digital image capture solution. The result is considerable savings of energy and paper, and annual savings of over 2 million gallons of fresh water.

We continue to reduce our carbon footprint from buildings, fleet and paper with measures such as energy retrofits and a switch to 100% post consumer recycled content paper.

I'm particularly proud of the contribution ICBC employees are making. In 2010, over 1300 employees participated in our "Curb the Carbon" program to reduce their impacts from transportation and energy use, and our in-house volunteer Green Team grew by 140% to 149 members. Employees across the corporation are working to help reduce waste and benefit the environment.

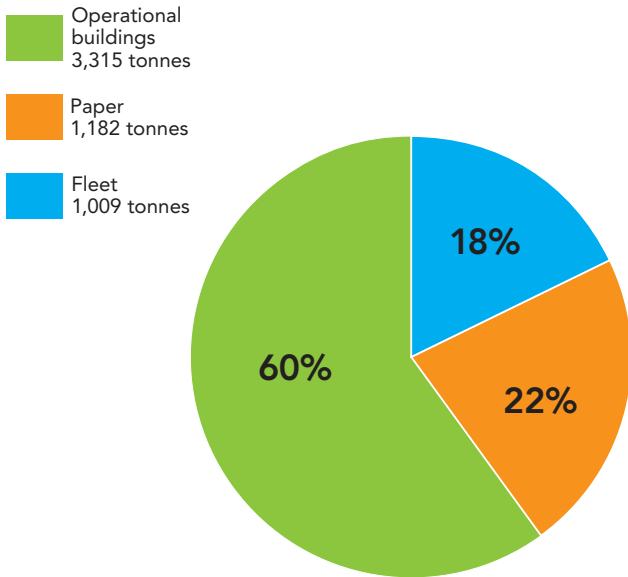
At ICBC, one of our corporate values is caring, for the communities we serve and for the natural environment. We are mindful of the connection between our customers' well-being and a healthy environment, and we are taking serious action to be part of the solution. I look forward to sharing news of further initiatives as we transform our business over the coming years.



Jon Schubert
President & CEO

2010 Greenhouse Gas Emissions

In 2010, ICBC's total greenhouse gas emissions from operations were 5,506 tonnes, broken down as follows:



As part of our investment portfolio, ICBC holds properties located in B.C., Alberta and Ontario. ICBC is also carbon neutral with respect to energy used in these properties. Total greenhouse gas emissions from investment properties were 14,958 tonnes.

With respect to both the operational and investment greenhouse gas inventories, it was estimated that stationary fugitive emissions from cooling, and emissions from diesel backup generators where applicable, do not comprise more than 0.1% of ICBC's total emissions and an ongoing effort to collect or estimate emissions from this source would be disproportionately onerous. For this reason, emissions from these sources have been deemed out-of-scope and have not been included in ICBC's total greenhouse gas emissions profile.



The new Port Coquitlam Driver Licensing Centre features a green roof to cool the building and slow storm water run-off, as well as solar photovoltaic panels.

Offsets Applied to Become Carbon Neutral in 2010

Total emission offsets of \$137,650 for ICBC's Operations, and \$373,950 for ICBC's Investment Properties, have been applied.

Emissions Reduction Activities

Actions Towards Carbon Neutrality

Buildings

ICBC's new Policy on Environmental Sustainability was approved by the Board of Directors in March, 2010, laying the groundwork for a stronger commitment to environmental considerations across the corporation. This policy supports our new Energy Policy and Energy Conservation Manual, approved at the executive level in 2010, and our Strategic Energy Management Plan. Together these form the framework for reducing carbon emissions from ICBC's buildings, our largest source of greenhouse gases.

Strong energy management is a key factor in reducing carbon emissions from buildings. ICBC is a BC Hydro Power Smart Partner, and participates in BC Hydro's Energy Manager Program. Benchmarking work performed with BC Hydro indicates that ICBC's performance in energy management has improved 24% over the past two years alone.

ICBC has an ongoing program to retrofit and optimize building equipment efficiency. In 2010 we implemented projects at 17 sites. Collective annual energy savings from this work is expected to be more than 1 GWh, enough energy to meet the annual needs of 100 B.C. homes. More than half of the savings result from one key project, a retrofit of ICBC's Head Office that included lighting upgrades, mechanical controls recommissioning and insulation repairs. ICBC plans to perform retrofits at an additional 22 buildings in 2011.

A program to upgrade direct digital controls (DDC) systems across the corporation got underway in 2010, with four sites receiving new systems. Upgraded DDC systems enable ICBC to conduct energy audits and systematically make improvements. At our Centralized Estimating Facility, the upgraded DDC system helped us identify energy savings and implement improvements that are expected to save enough energy to power 22 B.C. homes annually. In 2011, we will either install new systems or upgrade existing systems in seven more sites.

ICBC is also exploring renewable energy. A solar thermal system has been in place at Head Office since 2009, providing domestic hot water for ICBC's cafeteria. We also completed construction of our new Port Coquitlam Driver Licensing Centre, built to Leadership in Energy and Environmental Design (LEED) and expected to receive Gold certification in 2011. The building has numerous environmental and energy-saving features and photovoltaic panels to generate electricity.

Paper

The second largest share of ICBC's greenhouse gas emissions is associated with paper consumption. ICBC has come a long way to address this in the past two years. In 2009 we reported a switch to 30% post-consumer waste (pcw) recycled content office paper, and by the end of 2010 we had upgraded to 100% pcw recycled content. Our next step will be to convert our most commonly used forms, such as those used to print our customers' policies, to 100% pcw recycled content.

ICBC has also launched a program to replace some of our systems, which are up to 30 years old, with new computer systems and integrated technologies. Over the next few years, this effort will have various environmental benefits, not least being a shift away from a reliance on paper. A first step in this program was the replacement of ICBC's microfiche system with a digital image capture solution. The *Go Fiche* project is expected to result in annual savings of over 2 million gallons of fresh water from cooling, as well as 200,000 kWh of electricity and a 50% reduction in paper consumption.



This microfiche system was retired in 2010.

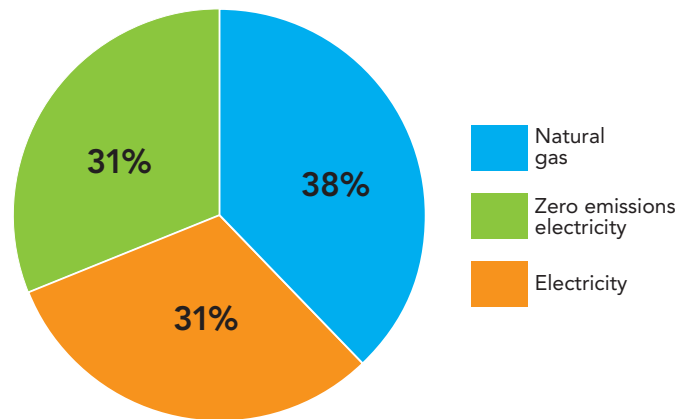
Fleet

Greenhouse gas emissions from ICBC's fleet of 230 vehicles make up 18% of our carbon footprint from operations. In 2010, we chose a new Fleet Management Program that will enable us to continue to reduce the size of our fleet and make sure that the vehicles we use are as efficient as possible. Moreover, the new program will track fuel consumption and maintenance at the vehicle level, thus helping drivers use the most fuel-efficient driving and maintenance practices. Our new Fleet Management Program will reduce our fleet size by at least 20 vehicles by 2013, and reduce emissions for our remaining vehicles.

Investment Properties

Over the past three years, ICBC has performed significant energy retrofits to two of its investment properties, and received the Building Owners and Managers Association's Building Environmental Standards (BOMA BESt) certification for environmental performance and management for a third. In the next three years, we will pursue BOMA BESt certification for nine further buildings.

The most significant step we have taken with respect to our investment properties, and our carbon footprint as a whole, has been purchasing zero emissions electricity for all investment properties located in Alberta. This action alone prevented the release of approximately 6,700 tonnes of CO₂ in 2010, thus reducing the footprint from ICBC's investment properties by 31%. We expect to see similar annual reductions in the years to come.



Awareness and Behaviour Change

We focused considerable efforts on awareness-building and behaviour change among our employees in 2010. At the beginning of the year, we joined BC Hydro's Join Team Power Smart Corporate Challenge, which resulted in 766 ICBC employees participating in Team Power Smart.

In June 2010, we launched a 10-month "Curb the Carbon" program to encourage and support our employees in reducing carbon emissions. The first half of the campaign focused on sustainable transportation and the second on saving energy at work. By the end of 2010 over 1300 employees had participated in the program.

Communication continued through various other channels as well, including internal presentations, intranet, kiosks, training sessions and articles, and through our in-house volunteer Green Team, which grew by 140% to 149 members.

Reducing Provincial Greenhouse Gas Emissions and Improving Sustainability

Business Travel and Employee Commuting

ICBC has a comprehensive program to encourage staff to use sustainable transportation, including employer transit pass programs, bicycle lock-up facilities, and preferred parking for carpoolers. We enhanced this program in 2010 by adding a ride-sharing portal in partnership with the Jack Bell Foundation.

ICBC continued to build on our video-conferencing, web-meeting and online training capabilities in 2010 to support our employees in reducing provincial emissions from business travel. Over the coming three years we expect to add to and enhance these tools and increase their use across the company.

Other Sustainability Actions

ICBC completed the implementation of all five phases of Natural Resources Canada's EcoEnergy for Fleets program in 2010, making B.C. one of the first jurisdictions in Canada to fully implement the program. Through the program, ICBC helped B.C.'s driver training industry integrate fuel-efficient driving techniques into commercial driver training materials. As of July 2010 this new material is being tested as part of qualifying for a learner commercial driver licence. Natural Resources Canada estimates that this program will create annual savings of at least 25,000 tonnes of greenhouse gas emissions in British Columbia over the next five years.

ICBC continued a program initiated in 2006 to reduce towing distances, with annual savings of approximately 150,000 km. We also continued to maintain a search engine for body shops to access recycled parts from 88 auto recyclers across the province.

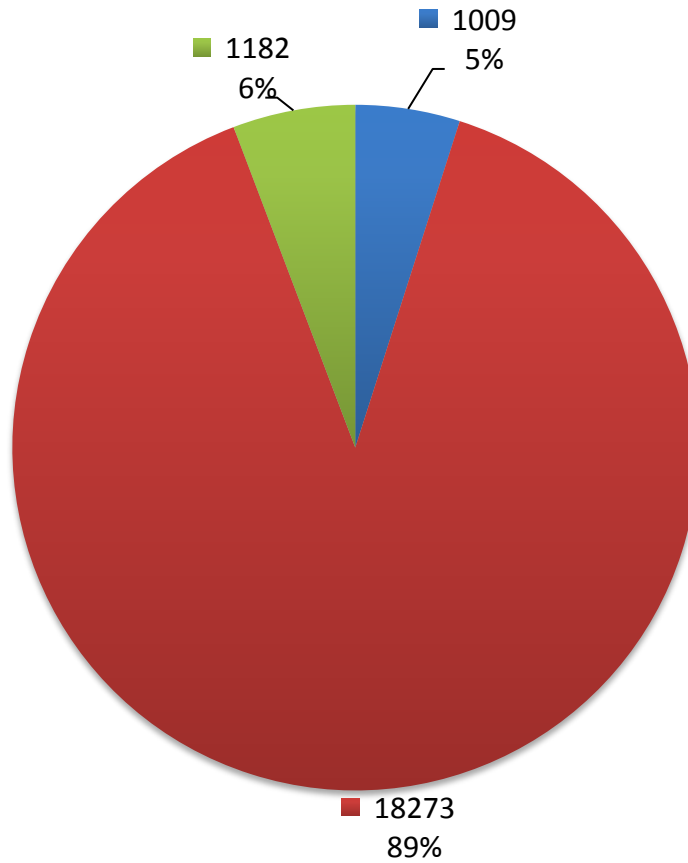
In our operations, ICBC continued with a broad range of measures to reduce waste and recycle paper, cardboard, toner cartridges, licence plates, metals and plastics, drycell batteries, fluorescent bulbs, computers and other similar materials and equipment. We plan to enhance this program over the next three years by exploring further opportunities to reduce waste, and building solid waste metrics and targets.



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ICBC

Greenhouse Gas Emissions by Source for the 2010 Calendar Year (tCO₂e*)



Total Emissions: 20464

- Mobile Fuel Combustion (Fleet and other mobile equipment)
- Stationary Fuel Combustion and Electricity (Buildings)
- Supplies (Paper)

Offsets Applied to Become Carbon Neutral in 2010

Total offsets purchased: **20464**. Total offset investment: **\$511,600.00**. Emissions which do not require offsets: **0** **

*Tonnes of carbon dioxide equivalent (tCO₂e) is a standard unit of measure in which all types of greenhouse gases are expressed based on their global warming potential relative to carbon dioxide.

** Under the *Carbon Neutral Government Regulation of the Greenhouse Gas Reduction Targets Act*, all emissions from the sources listed above must be reported. As outlined in the regulation, some emissions do not require offsets.

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Actions Towards Carbon Neutrality

The actions listed below contribute to a reduction in greenhouse gas emissions from sources for which public sector organizations are responsible under the carbon neutral government regulation of the *Greenhouse Gas Reduction Targets Act*.

Action	Status (as of 12/31/10)	Performance to Date (as of 12/31/10)	Steps Taken in 2010	Steps Planned for 2011 -2013	Start Year	End Year
Mobile Fuel Combustion (Fleet and other mobile equipment)						
Vehicle fuel efficiency						
Replace vehicles with more fuel-efficient models	Ongoing/In Progress		A new Fleet Management Program was chosen that includes replacement of all fleet vehicles with selection criteria that include fuel efficiency and safety; the fleet size was reduced by 2%	Reduce fleet size by a minimum of 20 vehicles; implement a new Fleet Management Program that includes a fuel and maintenance card to best track vehicle activity; select best fit vehicles during the turnover of fleet vehicles	2009	No End Date (Continuous)
Replace larger vehicles with smaller models according to fleet "right-sizing" principles	Ongoing/In Progress		New Fleet Management Program includes replacement of all fleet vehicles with selection criteria that include right-sizing	Implement new Fleet Management Program	2009	No End Date (Continuous)
Perform regular fleet maintenance to improve fuel-efficiency	Ongoing/In Progress		New Fleet Management Program includes a fuel and maintenance card to best track vehicle activity; activity history will be used to analyze life cycle of each vehicle, and monitor maintenance history and requirements	Implement new Fleet Management Program	2009	No End Date (Continuous)
Behaviour change program						
Provide fleet driver training to reduce fuel use	Ongoing/In Progress		Approval of revised policies and procedures including fuel-efficient driving practices	Monitor fuel consumption and maintenance costs on a per vehicle basis; provide training based on individual driver results; ensure all fleet drivers sign off on revised policies and procedures	2009	No End Date (Continuous)
Introduce anti-idling policy and/or raise anti-idling awareness for fleet drivers (e.g., signs, stickers, messages)	Ongoing/In Progress		Idling information included in revised policies and procedures	Reduce fuel consumption and offer more training information based on new policy and procedures and new Fleet Management Program	2009	No End Date (Continuous)
Encourage carpooling in fleet vehicles	In Development			Include information in new policy and procedures to promote driver awareness	2011	No End Date (Continuous)
Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking)	Ongoing/In Progress		Alternative transportation website offers information, tools and links	Increase communication activities	2009	No End Date (Continuous)
Stationary Fuel Combustion, Electricity and Fugitive Emissions (Operational Buildings)						
Planning/management						
Reduce office space (square meters) per employee	Ongoing/In Progress		New standards with reduced space introduced; new workstation dimensions used in retrofits of two buildings	New standards applied for retrofits on an ongoing basis	2010	No End Date (Continuous)
Install a real time metering system (e.g. Pulse, Reliable Controls, Houle Controls)	Ongoing/In Progress	44	% of buildings have a real time metering system installed	Direct digital controls enabled at five additional sites, resulting in a total of 44% of total owned building area having controls	2003	No End Date (Continuous)
Owned buildings						
Register for performance labelling/certification for operations and maintenance of owned buildings (e.g., LEED EB:O&M)	Ongoing/In Progress	26	% of owned buildings have operations and maintenance labelling/certification	Head Office BOMA Go Green Certificate obtained in 2008; in 2010, Head Office represents 26% of total area of owned buildings	2008	No End Date (Continuous)
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress		Working toward certification for one Driver Licensing Centre	Certification for one Driver Licensing Centre expected in 2011	2010	2011

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Action	Status (as of 12/31/10)	Performance to Date (as of 12/31/10)		Steps Taken in 2010	Steps Planned for 2011 -2013	Start Year	End Year
Incorporate integrated design process into new construction or during renovations of owned buildings	Completed in 2010	100	% of buildings built or renovated since start year indicated used the integrated design process	Incorporated integrated design for all new construction and renovations		2010	No End Date (Continuous)
Complete energy retrofits on existing, owned buildings	Ongoing/In Progress	64	% of owned buildings have undergone energy retrofits since start year indicated	Energy retrofits were completed in 17 additional buildings, bringing proportion of total owned building area that has received energy upgrades since start of 2009 to 64%	Energy retrofits planned for 22 buildings in 2011	2009	No End Date (Continuous)
Retrofitting owned buildings							
Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Ongoing/In Progress	12	% of retrofits since start year indicated had heating, cooling, and ventilation systems upgrades	Mechanical retrofits conducted at two sites	Mechanical retrofits planned for 11 sites	2009	No End Date (Continuous)
Upgrade lighting systems during retrofits	Ongoing/In Progress	47	% of retrofits since start year indicated had lighting systems upgrades	Lighting retrofits conducted at seven sites	Lighting retrofits planned for 10 sites	2009	No End Date (Continuous)
Upgrade/adjust control systems during retrofits	Ongoing/In Progress	24	% of retrofits since start year indicated had control system upgrades or adjustments	Upgraded sensors for control systems at four sites	Plans for controls to be determined pending other retrofit projects	2009	No End Date (Continuous)
Improve building insulation (including windows) during retrofits	Ongoing/In Progress	6	% of retrofits since start year indicated had insulation improvements	Envelope repairs at one site	Building envelope sealing improvements (excluding windows) planned for six sites in 2011	2009	No End Date (Continuous)
Install an on-site renewable energy demonstration project	Ongoing/In Progress	12	% of retrofits since start year indicated had on-site renewable energy components	Installed one solar PVC demonstration project	Explore further opportunities	2010	No End Date (Continuous)
Leased buildings							
Lease space with commercial interiors performance labelling/certification (e.g., LEED CI)	Ongoing/In Progress	0	% of leased buildings have commercial interiors labelling/certification	Ratified policy setting certification standards for leased spaces	Policy will apply to new leases	2010	No End Date (Continuous)
Lease space in buildings with new construction performance labelling/certification (e.g., LEED NC)	Ongoing/In Progress	0	% of leased buildings have new construction performance labelling/certification	Ratified policy setting certification standards for leased spaces	Policy will apply to new leases	2010	No End Date (Continuous)
Develop a green lease policy that requires green features to conserve energy be included in all lease negotiations	In Development	0	% of leases negotiated since start year indicated have included green features		Create corporate green lease template	2009	2012
IT power management							
Implement server virtualization	Ongoing/In Progress	32	% of servers have been virtualized since start year indicated	203 additional servers were virtualized	80% of servers virtualized by the end of 2013	2009	2013
Replace computers with ENERGY STAR models during regular computer upgrades	Completed in 2010	100	% of computers are ENERGY STAR rated	Completed ongoing replacements with Energy Star rated equipment		2007	2010
Appliances and electronic devices							

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Action	Status (as of 12/31/10)	Performance to Date (as of 12/31/10)		Steps Taken in 2010	Steps Planned for 2011 -2013	Start Year	End Year
Replace refrigerators with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			Replacement with Energy Star on an ongoing basis; procurement documents for all electrical goods include Energy Star and other certification, and relative energy efficiency	Continuous improvement of procurement documents and processes based on internal reviews	2010	No End Date (Continuous)
Replace other appliances or electronic devices with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			Replacement with Energy Star on an ongoing basis; procurement documents for all electrical goods include Energy Star and other certification, and relative energy efficiency	Continuous improvement of procurement documents and processes based on internal reviews	2010	No End Date (Continuous)
Behaviour change program							
Help staff reduce personal energy use through "workstation tune-ups"	Ongoing/In Progress			Included in "Curb the Carbon" behaviour change campaign, Q4 2010; 1318 employees participated	Future behavioural campaigns	2008	No End Date (Continuous)
Ask staff to unplug electrical equipment or switch off power bars when not in use	Ongoing/In Progress			Included in "Curb the Carbon" behaviour change campaign, Q4 2010; 1318 employees participated	Future behavioural campaigns	2008	No End Date (Continuous)
Ask staff to close blinds at end of work day to reduce heating/cooling demands	Ongoing/In Progress			Preparation for later modules of "Curb the Carbon"	Included in "Curb the Carbon" behaviour change campaign, Q1 2011	2008	No End Date (Continuous)
Encourage staff to use air dry setting on dishwashers	Ongoing/In Progress			Preparation for later modules of "Curb the Carbon"	Included in "Curb the Carbon" behaviour change campaign, Q1 2011	2008	No End Date (Continuous)
Encourage use of stairs instead of elevators	Ongoing/In Progress			Preparation for later modules of "Curb the Carbon"; escalator turned off one day per week at one site since 2009	Included in "Curb the Carbon" behaviour change campaign, Q1 2011	2009	No End Date (Continuous)
Provide reminders for turning off lights (e.g., signs, stickers, messages)	Ongoing/In Progress			Included in "Curb the Carbon" behaviour change campaign ; Q4 2010, 1318 employees participated	Future behavioural campaigns	2009	No End Date (Continuous)
Promote hot water conservation	Ongoing/In Progress			Preparation for later modules of "Curb the Carbon"	Included in "Curb the Carbon" behaviour change campaign, Q1 2011	2009	No End Date (Continuous)
Stationary Fuel Combustion, Electricity and Fugitive Emissions (Investment Properties)							
Register for performance labelling/certification for operations and maintenance of investment properties (e.g., LEED EB:O&M)	Ongoing/In Progress			One building certified BOMA BEST Level 3	One building certified BOMA BEST Level 2 by end of 2011; eight further buildings certified BOMA BEST by end of 2012	2009	No End Date (Continuous)
Complete energy retrofits on existing, investment properties	Completed in 2010			Two buildings underwent significant energy retrofits in 2007- 2009		2007	2010
Purchase zero emissions electricity for Alberta investment properties	Ongoing/In Progress	100	% of Alberta properties use zero emissions electricity	Purchased zero emissions electricity for all Alberta investment properties	Continue to purchase zero emissions electricity for all Alberta investment properties	2010	No End Date (Continuous)
Supplies (Paper)							
Paper Type							
Purchase 30% post-consumer recycled paper	Completed in 2010	87	% of total paper purchased contains 30% recycled content	Corporate standard for printer/photocopier paper switched from 30% to 100% post-consumer waste (pcw) recycled content in October 2010		2008	2010
Purchase 100% post-consumer recycled paper	Ongoing/In Progress	12	% of total paper purchased contains 100% recycled content	Corporate standard of 100% post-consumer waste (pcw) recycled content for printer/photocopier paper implemented in October 2010, resulting in 12% of total volume being 100% pcw in 2010	Review all high-volume pre-printed forms (currently at 30% post-consumer waste (pcw) recycled content) to determine which can be converted to 100% pcw and convert them	2010	2012
Printer/document settings							
Apply "print and hold" settings to networked printers to eliminate unclaimed print jobs	Ongoing/In Progress	91	% of network printers have 'print and hold' settings applied	Increased the number of printers with print and hold settings; continued to reduce number of jobs printed and not picked up	Continue program	2008	No End Date (Continuous)

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Action	Status (as of 12/31/10)	Performance to Date (as of 12/31/10)	Steps Taken in 2010	Steps Planned for 2011 -2013	Start Year	End Year
Electronic media in place of paper						
Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress		Work underway to redevelop ICBC's intranet and promote more information-sharing	Continue process of implementing business-focused solutions using collaboration, communities of practice, team sites and blogs; intranet redevelopment project complete in 2012	2010	2013
Use electronic document library for filing common documents	Ongoing/In Progress		Replaced existing microfiche technology with digital image capture solution, resulting in a 50% reduction in paper use as well as annual savings of over 2 million gallons of fresh water and 200,000 kWh of electricity	Broader application of electronic document library	2010	2013
Post materials online that were previously printed	Ongoing/In Progress		Work underway to redevelop ICBC's intranet and promote more information-sharing; ongoing conversion of internal manuals to online format	Intranet redevelopment project complete in 2012; commonly used manuals integrated into online job aids and work tools on an ongoing basis	2010	2013
Behaviour change program						
Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress		Online training tools provided for web content authors and publishing	Online training tools and expanded use of collaboration business solutions available to all users	2008	2013
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	Ongoing/In Progress		Paperless meetings encouraged throughout corporation; staff can share meeting documents using common file shares; wireless internet available at most locations; online meeting capabilities for multiple location meetings	Expand use of technologies and integrate into how employees communicate across the corporation	2008	2013
Other Paper Supplies Actions						
Switch from paper based claims files to electronic files	In Development		Internal development team in place	System implementation by 2012	2010	2012

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Actions to Reduce Provincial Emissions and Improve Sustainability

The actions listed below contribute to a reduction in greenhouse gas emissions from sources that fall outside of the reporting requirements defined in the carbon neutral government regulation of the *Greenhouse Gas Reduction Targets Act*. Public sector organizations can optionally use this section to report on actions that will help British Columbia meet its provincial greenhouse gas reduction targets, engage the public, and improve environmental sustainability across all aspects of their organization.

Action	Status (as of 12/31/10)	Performance to Date (as of 12/31/10)		Steps Taken in 2010	Steps Planned for 2011 -2013	Start Year	End Year
Business Travel							
Virtual meeting technology							
Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.)	Completed in 2010	100	% of computers have web-conferencing software installed	Completed installation of web-conferencing software		2009	2010
Make desktop web-cameras available to staff	In Development			Completed a limited pilot of web-cameras	General availability by end of 2011 based on business needs	2009	No End Date (Continuous)
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Ongoing/In Progress			Video-conferencing installed in 13 locations; additional high definition video-conferencing installed in four key locations; pilot of large scale video-conferencing complete	Additional rollout of equipment based on business needs; system implemented to monitor uptake	2009	No End Date (Continuous)
Behaviour change program							
Train staff in web-conferencing	Ongoing/In Progress			On-demand training materials	Continue program	2008	No End Date (Continuous)
Train staff in video-conferencing or provide technical support for video-conferencing set-up	In Development				Provide on-demand training	2010	No End Date (Continuous)
Encourage carpooling to meetings	Ongoing/In Progress			Implemented online ride-share matching through the Jack Bell Ride-Share program	Continue program	2010	No End Date (Continuous)
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Ongoing/In Progress			Transit tickets provided or carpooling encouraged; participation in employer transit pass programs; preferred carpool parking at Head Office and other locations; bicycle lock-up with lockers	Continue program	2007	No End Date (Continuous)
Other Business Travel Actions							
Reduce travel for training by providing employees with online access to comprehensive tools and training program previously only delivered live	In Development			Project resources in place, software purchased	System implementation by end of 2011	2010	2011
Provided financial sponsorship to Capital Regional District Transportation Tune-Up, delivering online courses to train-the-trainer in sustainable transportation in Victoria	Completed in 2010			One-time sponsorship by ICBC		2010	2011
Education, Awareness, and Engagement							
Team-building							
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Ongoing/In Progress			Green Team membership increased 140% to 149 members; regular web-meetings and special projects	Continue program	2003	No End Date (Continuous)
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress			Staff resources dedicated to Green Team leadership and coordination	Continue program	2003	No End Date (Continuous)
Staff Professional Development							

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Support green professional development (e.g., workshops, conferences, training)	Ongoing/In Progress		Professional development offered to employees with environmental component in their job descriptions; training sessions provided internally for broader management and staff	Continue program	2000	No End Date (Continuous)
Staff awareness/education						
Provide education to staff about the science of climate change	Ongoing/In Progress		Internal "Curb the Carbon" pledge-based campaign included five one-month modules on sustainable transportation and five one-month modules on energy conservation (1318 employees participated by year end); ongoing intranet articles, announcements, display booths, training and presentations	Complete "Curb the Carbon"; continue awareness activities	2009	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress		Internal "Curb the Carbon" pledge-based campaign included five one-month modules on energy conservation; participation in BC Hydro Join Team Power Smart Corporate Challenge (766 employees participated); ongoing intranet articles, announcements, display booths, training and presentations	Complete "Curb the Carbon"; continue awareness activities	2009	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Ongoing/In Progress		Intranet articles and announcements; website offering information on recycling, waste reduction, energy conservation, sustainable transportation	Continue program	2009	No End Date (Continuous)
Other Sustainability Actions						
Water conservation						
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	Ongoing/In Progress		Addition of aerators throughout Head Office complete; faucet replacement with autosensors as part of washroom renovations company-wide on an ongoing basis	Continue program	2008	No End Date (Continuous)
Put in place a potable water management strategy to reduce potable water demand of building-level uses such as cooling tower equipment, toilet fixtures, etc. and landscape features	Ongoing/In Progress		Low flush toilets as part of washroom renovations on an ongoing basis; drought-resistant plantings and zero irrigation for new construction	Formalize existing practice into policy	2008	2012
Introduce a stormwater management landscape strategy (e.g., vegetated roofs, permeable paving, rain gardens, bioswales)	Ongoing/In Progress		Stormwater management practices for new construction	Formalize existing practice into policy	2008	2012
Waste reduction/diversion						
Put in place an operations policy to facilitate the reduction and diversion of building occupant waste from landfills or incineration facilities	Ongoing/In Progress		Continue existing program: blue box, fluorescent tube and drycell battery recycling	Continue programs and create metrics and targets for waste reduction	2001	No End Date (Continuous)
Procurement (non-paper supplies)						
Incorporate minimum recycled content standards into procurement policy for consumable, non-paper supplies (e.g., writing instruments, binders, toner cartridges, etc.)	Ongoing/In Progress		Procurement documents include carbon footprint and product certification for general goods	Continuous improvement of procurement documents and processes based on internal reviews	2010	No End Date (Continuous)
Establish green standards for goods that are replaced infrequently and/or may require capital funds to purchase (e.g., office furniture, carpeting, etc.)	Ongoing/In Progress		Procurement documents include carbon footprint and product certification for general goods	Continuous improvement of procurement documents and processes based on internal reviews	2010	No End Date (Continuous)
Implement sustainable purchasing program for cleaning products, disposable paper products and trash bags	Ongoing/In Progress		Green cleaning requirements incorporated into janitorial contracts on an ongoing basis	Continue program	2008	No End Date (Continuous)
Commuting to and from home						

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Encourage commuting by foot, bicycle, carpool or public transit	Ongoing/In Progress			Implemented online ride-share matching web service, through the Jack Bell Ride-Share program. Continued existing programs for: employer transit pass, preferred carpool parking, free parking for Jack Bell vehicles, bicycle lock-up with lockers; promoted sustainable transportation via internal and external campaigns and events	Continue programs	2000	No End Date (Continuous)
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Ongoing/In Progress			End of Trip Facilities program includes bicycle lock-up, lockers and showers at Head Office and other locations	Continue program	2000	No End Date (Continuous)
Provide secure bicycle storage	Ongoing/In Progress			End of Trip Facilities program includes bicycle lock-up, lockers and showers at Head Office and other locations	Continue program	2000	No End Date (Continuous)
Other Sustainability Actions							
Participated in Natural Resources Canada EcoEnergy for Fleets, to integrate content on fuel-efficient driving and maintenance practices into commercial driver licensing stream	Completed in 2010			Completed rollout of all five phases of EcoEnergy for Fleets; energy efficiency content integrated into testing for commercial driver licensing in July 2010; Natural Resources Canada estimates that this will create annual savings of at least 25,000 tonnes of greenhouse gases		2009	2010
Support the implementation of roundabouts to increase safety, with the added benefit of reducing idling	Ongoing/In Progress	32	Roundabouts built since 2001 with CO2 savings of 20-40% at each roundabout	3 roundabouts in the Road Improvement Program	Target is to participate in at least 3 roundabout projects per year	2001	No End Date (Continuous)
Encourage use of recycled parts in automotive repairs	Ongoing/In Progress			Maintain a search engine for body shops to access recycled parts from 88 recyclers province-wide; continue with policy requiring body shops to use recycled parts where possible	Continue program and expand where possible	2000	No End Date (Continuous)
Revised towing procedures to reduce towing distance	Completed in 2010			New procedures implemented, resulting in a reduction of approximately 150,000 km annually		2006	No End Date (Continuous)
Carbon Partner for Vancouver 2010 Olympic Winter Games	Completed in 2010			Carbon neutral for all games-related emissions		2010	2010
	Completed in 2010						