

2010 Carbon Neutral Action Report

Executive Summary

Northern Health is pleased to submit our 2010 Carbon Action Neutral Report outlining the actions we have taken to address greenhouse gas emissions in this past year and our plans for the future.

For Northern Health 2010 was an exciting year of transition from planning to implementation of capital projects necessary to reduce energy consumption and greenhouse gas emissions throughout the entire health authority.



Northern Health Board Chair Dr Charles Jago accepts an award on behalf of Northern Health for sustainable lighting solutions.

In 2009 and 2010 we saw the completion of 24 lighting upgrade projects, reducing our electricity related carbon emissions. At the same time, we were able to lower the mercury content within our facilities through the use of the lowest mercury content fluorescent lamps available on the commercial market. With this initiative alone, Northern Health eliminated more than 80 tonnes of carbon pollution annually. In July 2010 Northern Health was recognized with the Philips Environmental Awareness and Knowledge Award (PEAK), for its conscious use of environmentally friendly and sustainable lighting solutions.

Further work was done on efficient heating systems and heating distribution at 20 facilities to reduce natural gas consumption and the carbon footprint associated with the burning of fossil fuels. More of this work will continue in 2011.

The combined reductions resulted in an avoidance of nearly 5 GWhr and 31,500 Gigajoules from electricity and natural gas respectively, corresponding to 1,715 tonnes of GHG emissions. Our 15% reduction in 2010 paper consumption resulted in an additional 55 tonne savings.

In addition to buildings, we assessed our needs and opportunities related to our own Northern Health vehicles and how we could achieve carbon reduction through the use of new fuel efficient vehicles. The results of this assessment will be implemented in 2011 and beyond.

Recognizing that greenhouse gas reduction can be influenced at all levels, Northern Health engaged a broad spectrum of the organization in the effort, from executive commitment to staff level energy awareness teams.

As we move forward into 2011, we look forward to continuing our efforts to reduce carbon emissions, through both ongoing capital projects as well as awareness and operational solutions. Northern Health is committed to sustainable actions and leaving a healthy environment for the future populations of northern British Columbia.

A handwritten signature in black ink, appearing to read 'Cathy Ulrich', with a horizontal line underneath it.

Cathy Ulrich
President and CEO, Northern Health

2010 Greenhouse Gas Emissions

Heating, lighting, ventilation and other building operations necessary to maintain a healthy patient and workplace environment resulted in the emission of 21,967 tonnes of carbon and carbon equivalents into the atmosphere. In addition, paper consumption and fleet vehicles resulted in an additional release of 1,194 tonnes of carbon equivalent emissions. In total, Northern Health had a measured carbon total footprint of 23,161 tonnes for the delivery of quality healthcare in the most challenging climate in the Province.

Offsets Applied to Become Carbon Neutral in 2010

Northern Health purchased 23,126 tonnes of carbon offsets to counter the emissions identified above, thereby achieving carbon neutrality in accordance with government legislation.

35 tonnes CO₂e of emissions resulting from the combustion of bio-fuel were reported as part of our emissions profile in 2010. However, they were not offset as they are considered carbon neutral in accordance with the government carbon accounting.

Emissions Reduction Activities

Northern Health continued its ongoing efforts in 2010 to reduce carbon emissions from its operations. This ongoing effort started in 2008 and will be an ongoing process of continual improvement towards carbon neutrality.

Actions Taken to Reduce Greenhouse Gas Emissions in 2010

In 2010, Northern Health (NHA) continued its effort in energy efficiency, carbon reduction and sustainability awareness. Important initiatives in 2010 included continuing improvements in lighting systems for hospitals and residential care facilities, improvements to heating boiler systems, implementation of building automation systems and automation system improvements. All of these efforts will result in the annual reduction of energy consumption and consequently carbon emissions. The combined reductions resulted in a 2010 avoidance of nearly 5 GWhr and 31,500 Gigajoules from electricity and natural gas respectively, corresponding to 1,715 tonnes of GHG emissions.

On a parallel track, we continued our investigation and evaluation of alternative fuels for heating and fleet vehicles, toward implementation in the near future. This includes pre-feasibility studies for renewable bio-mass fuel systems at three NHA hospitals and biomass district heating opportunities in several NHA communities. For fleet, we undertook an assessment of fuel efficiency of our fleet vehicles and options for replacement. We were excited to initiate a pilot program aimed at employee energy awareness and how employees could impact energy reduction at their

workplace and in their homes. Nine of our largest sites were enrolled in the BC Hydro Continuous Optimization program and Northern Health is an active partner in the BC Hydro Power Smart program.

In 2009 a paper awareness project was initiated and renewed this year. In 2010, Northern Health experienced a 15 % reduction in paper usage as a result of awareness and the move to electronic document systems. This reduced our emissions by 55 tonnes.

Recognizing that Northern Health is an integral part of the communities in which we provide services, we actively worked with our community counterparts in tackling issues such as climate change and carbon emissions. From speaking at climate workshops, such as "Small Steps and Big Leaps: Climate Action Mobilization in the Cariboo-Prince George Region", to discussions with communities about biomass district heating and meeting individually with community energy managers and sustainability leaders, Northern Health is reaching out to support and advance the movement to carbon neutrality and a sustainable environment.

Plans to Continue Reducing Greenhouse Gas Emissions 2011-2013

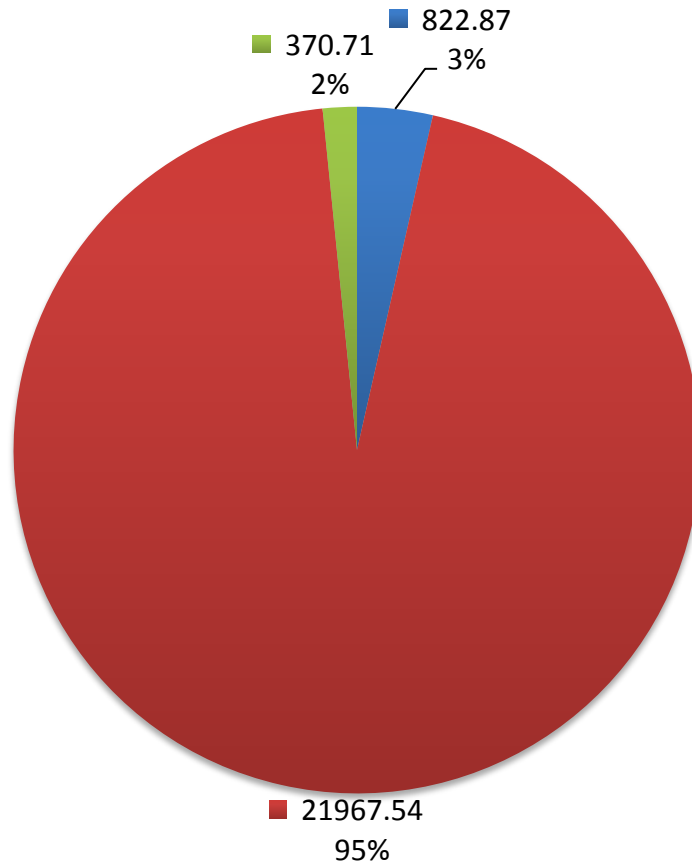
At Northern Health we are excited about the future. While recognizing there is a long way to go and a lot of work to do, there is also a growing awareness of what can be done to reduce greenhouse gas emissions. Supporting our efforts are industry advancements in technology and cost-efficiency of environmentally friendly solutions, which we look forward to implementing where appropriate.

In 2011 and going forward we will continue to improve building systems, including energy-efficient solutions, such as condensing boilers and heat recovery systems. We will undertake new energy audits of our facilities to identify more savings opportunities, we will monitor in "real time" energy consumption at nine of our largest sites and we will continue reporting energy consumption on a monthly basis to all our site leaders. We will intensify our efforts in energy awareness and look for opportunities to implement carbon neutral fuels. Our fleet will see a significant reduction of old, inefficient vehicles removed from service or replaced with modern fuel-efficient vehicles. We will continue to work with our community and industry partners in knowledge sharing and initiatives.

In 2012 we look forward to the opening of our first LEED Gold facilities: the new Fort St. John Hospital and the new North Peace Residential Care facility. We also look forward to the opening of the Northern Cancer Centre as a LEED Gold facility located on the grounds of the University Hospital of Northern BC in Prince George

The work that was started in 2008 and 2009 is beginning to take hold in 2010 and beyond.

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



Total Emissions: 23161.12

- 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: **23126.23**. Total offset investment: **\$578,155.75**. Emissions which do not require offsets: **34.89** **

*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		An assessment of vehicles available in the market for cost and fuel efficiency, including hybrid vehicles. Replaced 15% of current fleet with more fuel efficient vehicles	Continue to assess energy efficiency of vehicles as renewals occur	2010	No End Date (Continuous)
Replace larger vehicles with smaller models according to fleet "right-sizing" principles	Ongoing/In Progress		Subcompact vehicles were purchased. Large 4-wheel drive vehicles were replaced with smaller more fuel efficient cross-over vehicles and small pick-ups.	Putting in place an integrated mileage tracking solution to optimize utilization of fuel efficient vehicles while reducing personal work related mileage. Refresh of all depreciated fleet assets with a majority of sub compacts.	2010	No End Date (Continuous)
Perform regular fleet maintenance to improve fuel-efficiency	Ongoing/In Progress		Fleet maintenance and refresh cycle approval obtained from executive. Preventative maintenance and refresh procedures and policies review begun	Maintenance procedures and process implementation	2010	No End Date (Continuous)
Behaviour change program						
Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking)	In Development			Work on increasing utilization of NH Connections buses	2011	2012
Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings)						
Planning/management						
Reduce office space (square meters) per employee	In Development		Evaluating workspace reallocation for upcoming lease expirations	Intend on eliminating 2,000 square metres of leased space from building portfolio	2010	2012
Install a real time metering system (e.g. Pulse, Reliable Controls, Houle Controls)	Ongoing/In Progress		6 buildings representing approximately 25% of Northern Health building floor space had real-time metering installed in 2010	5 hospitals are slated for real-time meter installations in 2011	2010	2011
Owned buildings						
Establish energy performance baseline for owned buildings	Ongoing/In Progress		Northern Health employed a comprehensive business intelligence software tool to track and monitor energy consumption, including consumption, intensity, comparative use and cost. All owned sites receive a monthly electronic report on current and historical cost and consumption information	Use data to track improvements and to target reductions, track carbon emissions data for Smarttool entry	2009	No End Date (Continuous)
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress		100% of new owned facility construction in Northern Health will be to LEED Gold standards. The new Fort St John Hospital and the new Fort St John Residential Care buildings will be constructed to LEED Gold standards	Continue design and construction, incorporating LEED components to meet minimum Gold level.	2008	2012
Incorporate integrated design process into new construction or during renovations of owned buildings	Ongoing/In Progress	100	% of buildings built or renovated since start year indicated used the integrated design process	Continuous User Group and stakeholder meetings ongoing for the new Fort St John Hospital and Residential Care	2008	2012

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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 a refrigerant management strategy into regular building management/maintenance to reduce fugitive emissions	Ongoing/In Progress			Plant Maintenance Managers and Supervisors are familiar with legislative requirements to capture reffridgerant.	Ongoing	2008	No End Date (Continuous)
Complete energy retrofits on existing, owned buildings	Ongoing/In Progress			Multiple projects completed under the provincial PSECA program 9 hospitals and residential care facilities received lighting retrofits 13 Building Automation systems installs or upgrades completed; 2 in design in 2010. 7 boiler upgrades or replacements (Hi-efficiency condensing style) completed 4 heat recovery projects currently in design	Complete installation of tendered projects for building automation and heat recovery. Includes 3 additional sites for kitchen ventilation demand and 4 heat recovery projects	2008	2011
Retrofitting owned buildings							
Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Ongoing/In Progress			Completed retrofits of mechanical building systems at 5 sites and boilers upgrades at 7 sites. 4 mechanical systems heat recovery projects currently in design.	Complete installation of building automation upgrades, mechanical HVAC equipment and heat recovery	2009	2011
Upgrade lighting systems during retrofits	Ongoing/In Progress			Completed lighting upgrades at 9 facilities in 2010. Savings validated by BC Hydro.	Continue to look for interior and exterior lighting retrofit opportunities throughout Northern Health	2009	No End Date (Continuous)
Upgrade/adjust control systems during retrofits	Ongoing/In Progress			Upgraded control systems at 10 sites . Undertook design work at 3 additional sites for completion in 2011	Completion of control systems upgrades	2009	2011
Improve building insulation (including windows) during retrofits	Ongoing/In Progress			Implemented window and door replacements to more energy efficient units at 4 facilities	Complete window and door installations in 2011	2010	2011
Install an on-site renewable energy demonstration project	In Development			Investigated the potential for bioenergy heat generation. Commissioned a pre-feasibility study of bioenergy potential at 3 Northern Health Sites	Receive and review pre-feasibiltiy studies, participate in ongoing bioenergy seminars, workshops and conferences. Assess potential for bioenergy systems through energy contracting or other alternative energy means.	2010	No End Date (Continuous)
IT power management							
Install power management software which shuts down computers outside of regular business hours	Ongoing/In Progress	20	% of computers shut down automatically outside of regular business hours	Installed Faronics powersave to the desktop fleet. Turned on monitoring for all and appled puyer sve policy to 20% of the computers. Installation of power management software which shuts down computers outside of regular hours on all work stations	Adoption of HSSBC and IBM Destop Management Systems provincial strategites as strategies are unveiled	2009	No End Date (Continuous)
Implement server virtualization	Ongoing/In Progress			The existing server virtulization infrastructure continues to be well utilized. The reference architerture (i.e. default) for new servers at NH is to provision them as virtual servers - physical servers are now the exception rather than the norm. Most of the P2V's done this year were in the Citrix servers and it works out to about 45 servers. New VM's created this are are approximately 55 new VM's including the SharePoint servers, Citrix servers and other infrastrucutre requests	Continue with the process	2010	No End Date (Continuous)

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Apply auto-sleep settings on computer monitors and CPUs	Ongoing/In Progress	80	% of computers have auto-sleep settings applied	Powersave policies have been applied to 100% of our new systems as part of our standard base image. Faronics system has been deployed in audit mode on 2223 computers and 9% of our desktop fleet (or 329) systems have full Faronics powersave options running. All systems are preconfigured with the following power save settings at the base image: After 15 minutes, monitor enters screen saver mode. After 30 minutes monitor shuts off. Departments may adjust windows power saving setting at their discretion on an individual system level as operations requirements allow.	Adoption of HSSBC and IBM Destop Management Systems provincial strategites as strategies are unveiled	2009	No End Date (Continuous)
Remove stand-alone printers, copiers, and/or fax machines and install multi-function devices	Ongoing/In Progress	33	% reduction in printers, copiers, and/or fax machines since start year indicated	Performed re-evaluation of printer density and capacities to ensure multi-function fleet is right-sized. Removed 461 printers within the organization, a reduciotn of 33% from the original number of printers	Continue to monitor and evaluate potential reductions	2010	No End Date (Continuous)
Apply auto-sleep settings on printers, copiers, fax machines, and/or multi-function devices	Ongoing/In Progress	90	% of devices have auto-sleep settings applied	Settings applied to 90% of devices	Continue to apply settings where operationally appropriate	2009	No End Date (Continuous)
Replace computers with ENERGY STAR models during regular computer upgrades	Ongoing/In Progress	92	% of computers are ENERGY STAR rated	Replacement of older sytems with newer, Energy Star models as part of ongoing fleet replacement. 400 systems replaced in 2010.	Adoption of HSSBC and IBM Destop Management Systems provincial strategites as strategies are unveiled	2008	No End Date (Continuous)
Appliances and electronic devices							
Replace other appliances or electronic devices with ENERGY STAR models or source ENERGY STAR models for future purchases	Completed in 2010			Energy Star residential washers were purchased as replacements at one residential care facility		2010	2010
Behaviour change program							
Help staff reduce personal energy use through "workstation tune-ups"	In Development			In 2010 Northern Health initiated a Workplace Energy Conservation Awareness pilot program to be rolled out to 5 sites	Initial development undertaken in 2010 will be put into action in 2011 and 2012.	2010	2012
Encourage staff to use air dry setting on dishwashers	Ongoing/In Progress			Renovations do not include the installation of dishwashers for personal / office dishes	Continue practice of not providing dishwashers	2006	No End Date (Continuous)
Provide reminders for turning off lights (e.g., signs, stickers, messages)	In Development			In 2010 Northern Health initiated a Workplace Energy Conservation Awareness pilot program to be rolled out to 5 sites	Initial development undertaken in 2010 will be put into action in 2011 and 2012.	2010	2012
Other Stationary Fuel Combustion and Electricity Actions							
District Heating participation	Ongoing/In Progress			Evaluated benefits of participating in a community bioenergy District Heating System. Held discussion in regard to bioenergy district heating systems potential in several communities	Continue work on District Heating Systems participation	2009	No End Date (Continuous)
Energy Manager	Ongoing/In Progress			Renewed contract for Northern Health Energy Manager	Position to continue	2007	No End Date (Continuous)
Energy Specialist	Ongoing/In Progress			Engaged an Energy Specialist to assist Northern Health in quantifying energy usage, assessing opportunities for energy reduction and identifying opportunities for additional funding for energy reduction initiatives	Position to continue	2010	No End Date (Continuous)
Workplace Energy Conservation Awareness Program	Ongoing/In Progress			In 2010 Northern Health initiated a Workplace Energy Conservation Awareness pilot program to be implemented at 5 sites	Initial development undertaken in 2010 will be put into action in 2011 and 2012. Exact details and focus of program to be further developed in early 2011	2010	2012

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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
Energy Auditing	Ongoing/In Progress			Commissioned energy audits at 5 facilities in 2010	Receive commissioned audits; commission additional audits to renew audits completed in 2008 to ensure an ongoing process of energy efficiency and improvement	2008	No End Date (Continuous)
Supplies (Paper)							
Paper Type							
Purchase 30% post-consumer recycled paper	Ongoing/In Progress	7	% of total paper purchased contains 30% recycled content	Purchased 30% recycled content paper for part of our paper needs	Continuation of purchasing practices	2008	No End Date (Continuous)
Purchase 100% post-consumer recycled paper	In Development				Continue to monitor and implement as appropriate	2008	No End Date (Continuous)
Electronic media in place of paper							
Post materials online that were previously printed	Completed in 2010			Moved to electronic only posting of job postings		2009	2010
Switch to an electronic payroll notification system in place of paper pay stubs	Ongoing/In Progress			Provided all employees with electronic access to enable electronic pay stubs	Will be implementing electronic paystubs in 2011	2009	2011
Behaviour change program							
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	In Development			Through ongoing paper awareness campaign, corporate initiatives to reduce paper consumption (eg: electronic postings and notifications) and informal encouragement of paperless meetings	Continue effort toward paper reduction	2008	No End Date (Continuous)
Other Paper Supplies Actions							
Paper Usage Reduction Awareness	Ongoing/In Progress			Northern Health - wide paper consumption awareness was published along with a reminder to reduce printing where possible	Continue to publish annual consumption data with related facts (i.e. trees consumed, carbon emitted etc)	2009	No End Date (Continuous)

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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		Installed LiveMeeting on the remaining affected computers to enable web conferencing		2010	2010
Make desktop web-cameras available to staff	Completed in 2010		Cameras provided to requesting employees		2010	2010
Behaviour change program						
Train staff in web-conferencing	Ongoing/In Progress		Training provided by Information Technology on as requested basis	Ongoing training and technical support will be provided	2009	No End Date (Continuous)
Encourage staff to consider virtual attendance/presentation at events where possible	Ongoing/In Progress		Ongoing efforts to undertake virtual meetings and reduce travel	Continue efforts	2009	No End Date (Continuous)
Education, Awareness, and Engagement						
Team-building						
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Ongoing/In Progress		In 2010 Northern Health initiated a Workplace Energy Conservation Awareness pilot program to be rolled out to 5 sites. Sites will identify Energy Champions to lead site teams	Initial development undertaken in 2010 will be put into action in 2011 and 2012. Exact details and focus of program to be further developed in early 2011	2009	No End Date (Continuous)
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress		The implementation of the Workplace Energy Conservation program will be supported jointly by the NH Energy Manager and the Energy Coordinator	Continue program implementation	2010	No End Date (Continuous)
Providing behaviour change education/training to teams (e.g., community-based social marketing)	Ongoing/In Progress		as per above	as per above	2010	No End Date (Continuous)
Staff Professional Development						
Support green professional development (e.g., workshops, conferences, training)	Ongoing/In Progress		Supported training of staff in carbon economy and neutrality	Ongoing, including training in bioenergy alternatives	2010	No End Date (Continuous)
Staff awareness/education						
Provide education to staff about the science of climate change	In Development		Website space secured for intranet Environmental Sustainability	Ongoing development of Environmental Sustainability Intranet site	2010	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress		Website space secured for intranet Environmental Sustainability	Develop site and go live to NH employees	2010	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Ongoing/In Progress		Energy and carbon emissions news items at NH are published on the internal news website as they arise. Examples include the publication of an environmental award presented to Northern Health by Philips Lighting for environmentally friendly lighting upgrades	Ongoing as stories become available	2009	No End Date (Continuous)
Other Sustainability Actions						

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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
Water conservation						
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	Ongoing/In Progress		The new Fort St John hospital and residential care buildings are currently in design. As part of the LEED standard it will include consideration of a low-flow plumbing fixtures where appropriate	Design and Construction	2009	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		The new Fort St John hospital and residential care buildings are currently in design. As part of the LEED standard it will include consideration of a water conservation including cooling towers and fixtures	Design and Construction	2009	2012
Introduce a stormwater management landscape strategy (e.g., vegetated roofs, permeable paving, rain gardens, bioswales)	Ongoing/In Progress		The new Fort St John hospital and residential care buildings are currently in design. As part of the LEED standard it will include consideration of a stormwater management landscape strategy	Design and Construction	2009	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	In Development		Approved research into the potential of paper recycling opportunities and practices throughout Northern Health	Continue to investigate options for recycling and waste reduction	2009	No End Date (Continuous)
Procurement (non-paper supplies)						
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		Discussions were held with Materials Management with respect to energy efficient and life-cycle considerations in purchases	Purchasing policies and procedures have been assigned to the provincial Health Shared Services body	2010	No End Date (Continuous)
Building construction, renovation, and leasing						
Establish a policy to reuse materials where possible and divert construction and demolition debris from landfills and incineration facilities	Ongoing/In Progress		The new Fort St John hospital and residential care buildings are currently in design. As part of the LEED standard it will include consideration of construction waste minimization and diversion	design and construction	2008	2012
Incorporate lifecycle costing into new construction or renovations	Ongoing/In Progress		the new Fort St John hospital and residential care buildings is currently in design and will include consideration of life-cycle analysis	design and construction	2008	2012
Commuting to and from home						
Modify parking fees or parking availability for staff/students	Ongoing/In Progress		Review parking policies and parking fees at senior management and executive levels	Continuation of policy and procedure development	2009	2013
Other Sustainability Actions						
Green Housekeeping Policy	Ongoing/In Progress		Developed a green housekeeping policy relating to environmentally friendly cleaning products and procedures	Formal adoption of policy	2010	2011
Green Care	Completed in 2010		Adopted GreenCare logo and branding developed by Lower Mainland Health Authorities to ensure a common brand and message is delivered in BC Healthcare		2010	2010