

# ICBC 2011 Carbon Neutral Action Report

## Executive Summary

Now in our second year of being carbon neutral, ICBC is committed more than ever to conserving energy and minimizing our greenhouse gas emissions.

In the past year, we continued to reduce our operational carbon footprint from the 2007 baseline through a variety of means. 2011 saw the rollout of online tools that help our employees minimize work travel, resulting in cost and time savings as well as reduced emissions. We continued to retrofit our buildings to make their energy use more efficient, and this along with IT technology initiatives saved enough electricity to power 100 B.C. homes for a year. This was also our first full year of testing new commercial drivers on their knowledge of fuel-saving techniques, which reduced provincial emissions by an estimated 25,000 tonnes.

Our employees, led by our Green Team, continue to embrace waste and energy reduction programs. 2011 marked the completion of our Curb the Carbon campaign, which supported more than 1,900 employees in taking action to reduce their energy use at work — everything from conserving hot water to shutting off their computer monitors. Perhaps most exciting of all, ICBC was named first place winner in the 500-plus employees category of the Commuter Challenge; in just one day, our employees avoided more than 31,000 km of vehicle travel in a single-occupancy vehicle.

A March 2011 survey confirmed that our customers support such efforts, as 80 percent of respondents said that it was important for ICBC to show strong environmental leadership. ICBC customers are increasingly aware that saving energy can save them money, and we also believe that there is growing support for Crown corporations to be good environmental stewards.

Also in 2011, we continued our Transformation Program aimed at improving service for our customers and modernizing our company. As part of that modernization, we continue to identify opportunities to move our operations beyond carbon neutrality. We have set several targets for 2012, and we are pleased to announce a firm commitment to make an overall 33 percent reduction in operational greenhouse gas emissions from the 2007 baseline by 2020.



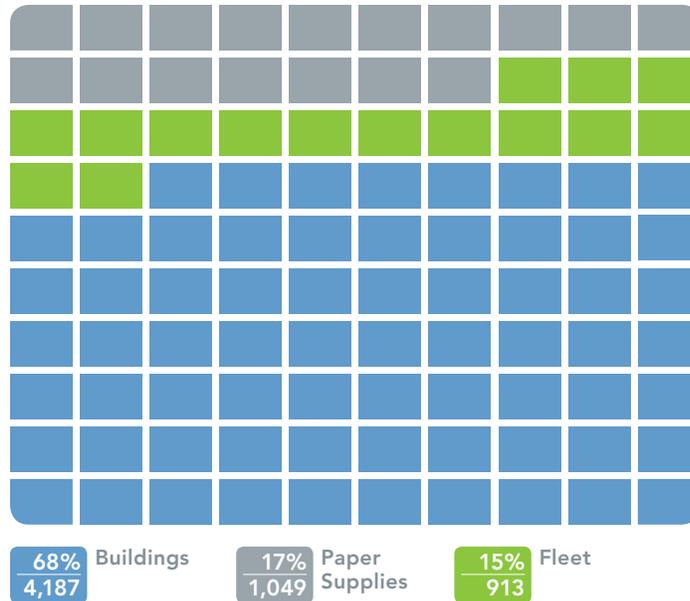
A handwritten signature in black ink, appearing to read 'Jon Schubert'.

**Jon Schubert**  
President & CEO

## 2011 Greenhouse Gas Emissions

In 2011, ICBC's total greenhouse gas (GHG) emissions from operations were 6,149 tonnes, broken down as follows:

### Operational Footprint



As part of our investment portfolio, ICBC owns properties located in BC, Alberta and Ontario. ICBC is also carbon neutral with respect to energy used in these properties. Total greenhouse gas emissions from investment properties were 16,952 tonnes.<sup>1</sup>

### Offsets applied to become Carbon Neutral in 2011

Total emission offsets of \$153,000<sup>2</sup> for ICBC's Operations, and \$406,350<sup>3</sup> for ICBC's Investment Properties, have been applied to achieve carbon neutrality in 2011.

### Changes to Greenhouse Gas Emissions and Offsets reporting from previous years

At the time of reporting for the 2010 calendar year, it was not possible to use the government reporting software for ICBC's investment properties. Therefore, ICBC's report relied on an estimate and following the public release of ICBC's 2010 Carbon Neutral Action Report, it was determined that the total emissions for investment properties for the 2010 calendar year were over reported by 698 tonnes of GHG emissions. The surplus of offsets purchased in 2010 has been applied against our 2011 emissions.

<sup>1</sup>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.

<sup>2</sup>Twenty-nine tonnes of emissions from biofuel combustion are reported as part of our greenhouse gas emissions profile. However, as set forth in Methodology For Reporting B.C. Public Sector Greenhouse Gas Emissions 2.0, the GHG emissions from the combustion of biogenic fuel sources do not require offsets.

<sup>3</sup>This figure reflects adjustments from the 2010 footprint.

# Emissions Reduction Activities

## Actions taken to reduce Greenhouse Gas Emissions in 2011

### Better Buildings

Making our buildings more energy efficient is a priority for ICBC as we continue to identify and act on areas of improvement. ICBC enabled direct digital controls (DDC) at seven buildings that revealed where upgrades were most needed. In response, we conducted system improvements such as mechanical recommissioning and occupancy controls. This is in addition to the upgraded DDC system completed in early 2011 at the Central Estimating Facility in Coquitlam that has reduced electricity usage there by 27% and eliminated previous complaints about staff comfort.

These projects, along with lighting retrofits implemented at nine sites, collectively saved enough electricity to power 90 homes annually and enough gas to heat 20 homes. We estimate that the energy conservation projects implemented in our operational properties in 2011 will result in net savings of over \$750,000 by 2020.

We are also performing energy retrofits on our investment properties. In 2011, two of these buildings received the Building Owners and Managers Association's Building Environmental Standards (BOMA BEST) certification for environmental performance.

The 2011 Nanaimo Driver Licensing office renovation featured sustainable products such as recycled content carpet and linoleum made from renewable raw materials.



### Resource Conservation

The education and dedication of ICBC employees (see below) is making it possible for the organization to set and attain our goals in conserving resources and reducing carbon emissions.

**Paper** — Paper consumption is an example of the organization's commitment to the three R's — reduce, reuse, recycle. To reduce the amount of paper used, we implemented 15 peer-to-peer collaboration sites that facilitate electronic editing and finished redeveloping our intranet so that materials previously being printed could be posted online. Our print shop is demonstrating creative reuse by making note pads out of scrap paper. 2011 marked the first full year that all our printer and copier paper was 100% post-consumer waste recycled content. And going beyond the organization's carbon footprint, in the past year ICBC began to reduce the number of hardcopy bid submissions by having evaluators review soft copies instead.

**Energy** — In our ongoing efforts to consume energy only when needed, in 2011 we completed a Green Information Technology study aimed at identifying energy saving opportunities with our IT equipment. This included

Since the implementation of DDC upgrades in some of the buildings he manages, Facilities Operator **Bill Coles** can check and remotely change temperature and ventilation settings, and he can even remotely turn off lights that have been left on, just by using his smartphone. This allows him to perform real time building energy management, from any place, any time.



looking at power management software to shut down computers outside of regular business hours and we 'virtualized' 15% of our IT servers and thus avoided the operation, powering and cooling of 186 physical servers.

**Fleet fuel** — We took several measures in 2011 to reduce our fuel consumption. We implemented a new fleet management program to ensure our vehicles are fuel-efficient and right-sized, revised policies for fleet driver training that will lead to reduced fuel use, completed a program to track fleet maintenance history that ensures regular maintenance that can improve fuel efficiency, and encourage carpooling in fleet vehicles. These efforts pay financial dividends as well; changes made in 2011 to our fleet will mean considerable financial savings by the end of 2012 and beyond.

**Business travel** — We are also working to further reduce business travel. We installed high definition video-conferencing equipment in 13 rooms and are monitoring them to maximize usage. Also, a virtual classroom to cut down on employee travel for training is really catching on — we were able to roll out eLearning that would have otherwise taken about 100 classroom sessions, thus saving carbon, costs and our employees' valuable time. And for when business travel is unavoidable, we continued to facilitate carpooling and provide transit tickets.

**Water and waste** — ICBC is also committed to sustainability in ways that are not part of the mandated carbon footprint. These include our efforts to reduce water usage and waste. In addition to ongoing renovations featuring low-flush toilets and faucets with auto sensors, we began in 2011 — as part of a pilot project at our North Vancouver head office — to collect storm water to store and use for landscape irrigation around the building, instead of relying on sprinklers during

the summer months. Along with continuing our existing recycling program, which includes fluorescent tubes and our employees' dry cell batteries from home, in the past year we conducted a waste audit and began composting garden waste at the ICBC headquarters. Additionally, we are incorporating green cleaning requirements into our janitorial contracts.

### Changing Behaviour

Particularly at a large organization such as ICBC, the collective actions of individual employees can make a significant difference. In 2011, we completed the Curb the Carbon campaign, aimed at raising awareness and changing individual behaviour. The result is that 1,906 ICBC employees know the importance of doing the little things — turning off lights, conserving hot water, retiring personal heaters, dressing appropriately for the weather, closing the blinds at the end of the day — that can add up to quite a lot. This is reinforced by green tips on waste reduction, recycling, energy conservation and sustainable transportation sent out via electronic newsletters and our staff website, and by examples such as the 5th and Cambie claim centre turning off an escalator every Friday to encourage fitness and save energy.

In addition to what happens at work, ICBC strives to reduce the carbon footprint of how our employees get to and from work. We continue to offer preferred carpool parking, bicycle lock-up with lockers, and a Jack Bell Ride-Share portal. In a demonstration of the can-do spirit of ICBC employees, we won the Commuter Challenge in the 500-plus employees category for the most kilometres (31,000 km) of vehicle travel avoided. More than 1,200 of our employees participated, commuting by bicycle, bus, train and even kayak.



**Sam Van Der Merwe** is a poster child for the national Commuter Challenge. Each year, this ICBC project manager (who regularly bikes to work), commutes from Ross Bay to the Victoria harbour in his fiberglass kayak. After stashing his mode of transport at the floatplane dock, he then walks the remaining half-block to the 910 Government Street office an hour after leaving his Fairfield home — depending on the tides.

Van Der Merwe's 22-km round trip along the shore of the Pacific Ocean is an annual inspiration to other ICBC employees, and in 2011, he was but one of the 1,223 ICBC employees who commuted to and from work without their cars. By using bikes, public transit, carpools and their own two feet, they saved 31,504 kilometres of single-passenger vehicle use and earned ICBC first place in the 500-plus employees category.

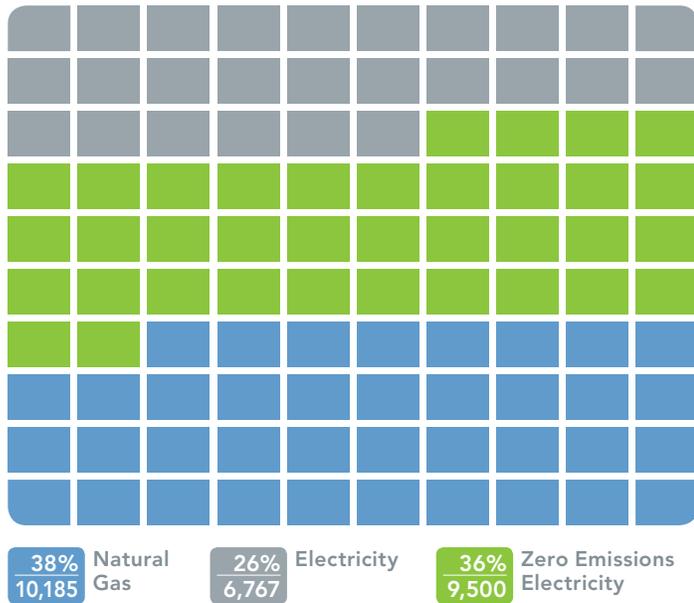
ICBC tries to embrace the spirit of the challenge throughout the year by offering a number of programs to support our employees as pedalers, passengers, carpoolers, pedestrians — and paddlers.

To encourage our customers to conserve energy, ICBC is making information and education programs about fuel-saving techniques available to commercial drivers. In 2011, more than 7,000 commercial drivers in B.C. passed the driver's licence test that included questions about fuel-saving practices such as minimizing idling, keeping tires correctly inflated and reducing speed. We also continue to remind our customers, through the Drive Smart campaign, not to waste fuel by driving aggressively or idling. And we sponsored Translink's Carpool Hero campaign to help raise awareness of the benefits of ride sharing.

### Clean Energy

We continue to grow our portfolio of investment properties, as real estate remains a good investment. In 2011, as in the previous year, we purchased zero emissions electricity for all of our investment properties located in Alberta. This action alone prevented the release of approximately 9,500 tonnes of GHG emissions in 2011, thus reducing the footprint from ICBC's investment properties by 36%. We expect to see similar annual savings in the years to come. Cumulative avoided GHG emissions to date are approximately 16,000 tonnes.

### Investment Properties



### Transformation

ICBC is in the midst of a multi-year Transformation Program aimed at making ICBC a more customer-focused company. To achieve this, ICBC is making significant improvements to customer service and upgrading key systems with modern technology. The program has already made some progress in reducing the need for paper documentation by storing more information electronically and online. Our Claims division will eventually use paperless files, which will make it easier for employees to access claims files and significantly cut down on the paper we use. This Transformation Program work complements our overall efforts to be carbon neutral through employee education, building retrofits and daily conservation of resources.



Tracy Diver walks up one of the 5th and Cambie escalators: "It's a step in the right direction."



Our new LED plaza lights reduce light pollution and maintenance costs, provide superior light control and colour, and use about half as much energy as the lamps they replaced.



In 2012 we plan to optimize the Head Office solar thermal system so that excess hot water capacity serves additional areas of the facility.

## Plans to continue reducing Greenhouse Gas Emissions 2012 – 2014

ICBC is pleased to announce targets for conserving paper, fleet fuel and the electricity and natural gas used in our buildings in 2012. We intend to reduce our operational emissions by 33% from our 2007 baseline by 2020, resulting in a cumulative reduction in GHG emissions of over 15,000 tonnes. In line with our long-term target, we have created specific targets for 2012 for all three source categories.

To reduce our greenhouse gas emissions associated with paper usage by 50 tonnes, ICBC will implement an ambitious Cut the Paper campaign that will feature a challenge to see which sites can reduce their paper load the most. We will also begin to use Forest Stewardship Council certified paper in our highest volume forms, continue to expand the number of online collaboration sites, and incorporate the electronic document library into various projects.

We plan to save 25 tonnes of GHG emissions from electricity and 42 tonnes of GHG emissions from natural gas in our buildings through a variety of means, including the implementation of recommendations in the Green IT study, energy retrofits performed on 20 additional buildings, digital controls enabled at five buildings, a solar thermal retrofit at headquarters, a corporate green office space lease template, and the establishment of a performance benchmark for key facilities. In addition, we expect our Port Coquitlam Driver Licensing office will achieve LEED (Leadership in Energy and Environmental Design) gold certification in 2012 for its numerous environmental and energy-saving features.

To conserve 50 tonnes of GHG emissions from fleet fuel, we will continue efforts to reduce the size of the fleet and replace some vehicles with more fuel-efficient ones.

Other measures planned for 2012 include a food-composting pilot, development of metrics and targets for solid waste, and personal e-waste collections at some sites.

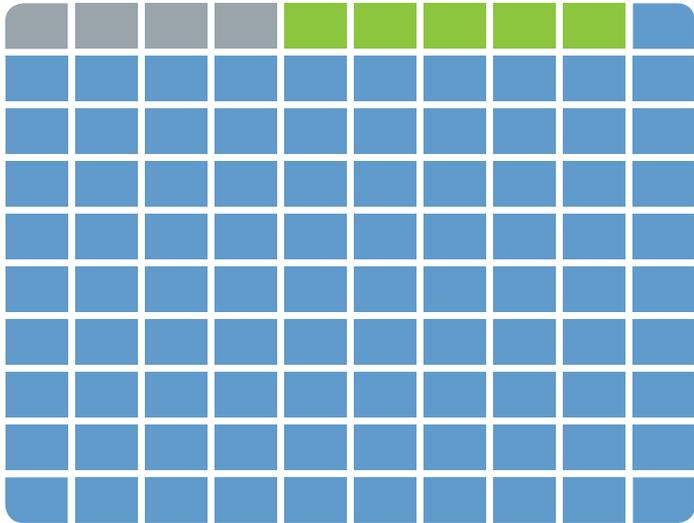
We look forward to implementing our new carbon-cutting programs as well as continuing current efforts, for what we do and set in motion in the next few years will be fundamental to our plan to achieve a one-third reduction in total greenhouse gas emissions from our operations by 2020.



ICBC Green Team members **Leslie Myers** and **Pamela Wong** demonstrate “green tag”, a program of friendly reminders and rewards Pamela developed to support the Curb the Carbon campaign.

## Combined Operations and Investments Greenhouse Gas Emissions by Source for the 2011 Calendar Year (tCO<sub>2</sub>e\*)

Total Emissions: 23,101



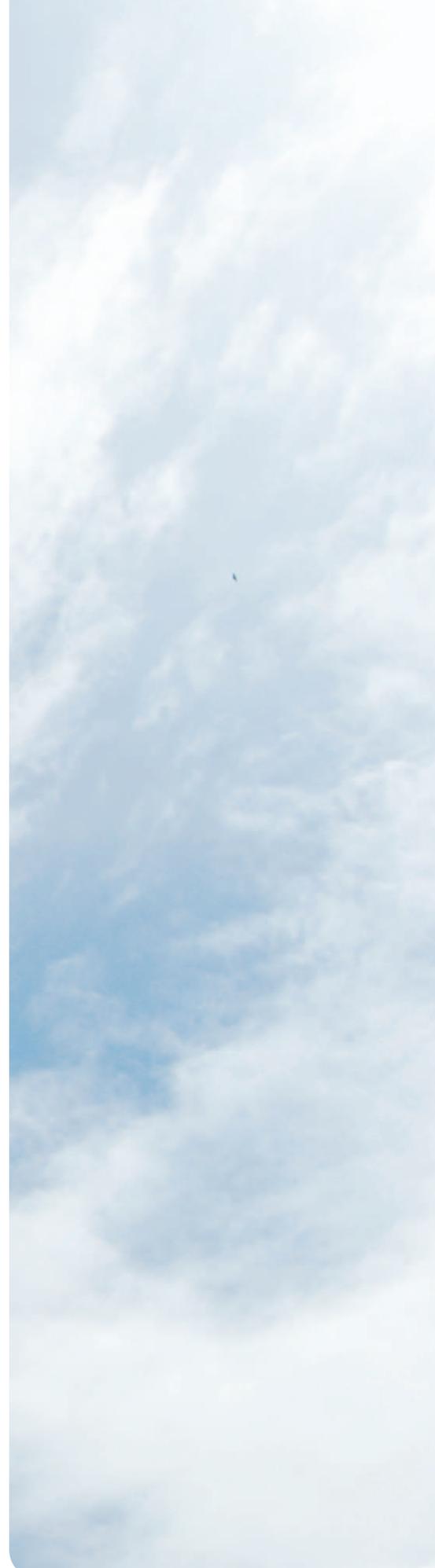
<b>91%</b> 21,139	Stationary Fuel Combustion and Electricity (Buildings)	<b>4%</b> 913	Mobile Fuel Combustion (Fleet)	<b>5%</b> 1,049	Supplies (Paper)
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### Offsets Applied to Become Carbon Neutral in 2011

Total offsets required: **23,072**. Total offset investment: **\$576,800** (before adjustments from 2010). Emissions which do not require offsets: **29\*\***

\*Tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) 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.





## Actions towards Carbon Neutrality

action	status (as of 12/31/11)	performance to date (as of 12/31/11)	
<b>Mobile Fuel Combustion (Fleet and other mobile equipment)</b>			
<b>Vehicle fuel efficiency</b>			
Replace vehicles with more fuel-efficient models	Ongoing/In Progress		
Replace larger vehicles with smaller models according to fleet "right-sizing" principles	Ongoing/In Progress		
Perform regular fleet maintenance specifically to improve fuel-efficiency	Completed in 2011	100	% of vehicles are subject to regular maintenance for fuel efficiency
<b>Behaviour change program</b>			
Provide fleet driver training to reduce fuel use	Ongoing/In Progress		
Encourage carpooling in fleet vehicles	Ongoing/In Progress		
Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking)	Ongoing/In Progress		
<b>Other mobile fuel combustion actions</b>			
Reduce number of fleet vehicles	Ongoing/In Progress	28	% reduction in size of fleet
<b>Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings)</b>			
<b>Planning/management</b>			
Enrol in a building energy benchmarking program (e.g., GREEN UP)	In Development		
Reduce office space (square meters) per employee	Ongoing/In Progress		
Install a real time metering system (e.g. Pulse, Reliable Controls, Houle Controls)	Ongoing/In Progress	62	% of buildings have a real time metering system installed

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

steps taken in 2011		steps planned for 2012 - 2014		start year	end year
Implemented a new fleet management program to replace all fleet vehicles using selection criteria that include fuel efficiency and right-sizing	Continue to replace vehicles with more fuel-efficient models	2009	No End Date (Continuous)		
Implemented a new fleet management program to replace all fleet vehicles using selection criteria that include fuel efficiency and right-sizing	Continue to replace vehicles with right-size models	2009	No End Date (Continuous)		
Fleet management program includes tracking of maintenance history to ensure regular maintenance to improve fuel efficiency	Continue program	2009	No End Date (Continuous)		
Revised policies and procedures	Continue program	2009	No End Date (Continuous)		
Sustainable transportation website offers information, tools and links; video and web-conferencing available and encouraged	Increase targeted communication activities for fleet drivers	2009	No End Date (Continuous)		
Sustainable transportation website offers information, tools and links; video and web-conferencing available and encouraged	Increase targeted communication activities for fleet drivers	2009	No End Date (Continuous)		
Reduced fleet size by 2%	Reduce number of vehicles by a further 20% by end of 2012; continue reductions	2009	No End Date (Continuous)		
Explored Energy Star Portfolio Manager program for Head Office	Create performance benchmark for key facilities	2011	2014		
Continued to apply new office space standards for retrofits and new locations on an ongoing basis	Continue program	2010	No End Date (Continuous)		
Direct digital controls enabled at seven additional sites, resulting in a total of 62% of total owned building area having controls	Five additional sites DDC enabled in 2012, for an additional 8% of owned buildings by area; target of 60% of owned building area with DDC controls has now been met	2003	No End Date (Continuous)		

action	status (as of 12/31/11)	performance to date (as of 12/31/11)	
<b>Owned buildings</b>			
Register for performance labelling/certification for operations and maintenance of owned buildings (e.g., LEED EB:O&M)	Ongoing/In Progress		
Register for performance labelling/certification for commercial interiors of owned buildings (e.g., LEED CI)	Ongoing/In Progress		
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress		
Perform energy retrofits on existing, owned buildings	Ongoing/In Progress	89	% of owned buildings have undergone energy retrofits since start year indicated
<b>Retrofitting owned buildings</b>			
Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Ongoing/In Progress	45	% of retrofits since start year indicated had heating, cooling, and ventilation systems upgrades
Upgrade lighting systems during retrofits	Ongoing/In Progress	21	% of retrofits since start year indicated had lighting systems upgrades
Upgrade/adjust control systems during retrofits	Ongoing/In Progress	26	% of retrofits since start year indicated had control system upgrades or adjustments
Improve building insulation (including windows) during retrofits	Ongoing/In Progress	3	% of retrofits since start year indicated had insulation improvements
Install an on-site renewable energy demonstration project	Ongoing/In Progress	5	% of retrofits since start year indicated had on-site renewable energy components
<b>Leased buildings</b>			
Establish energy performance baseline for leased buildings	Ongoing/In Progress	50	% of leased buildings have an established energy performance baseline
Lease space with commercial interiors performance labelling/certification (e.g., LEED CI)	Ongoing/In Progress		
Lease space in buildings with new construction performance labelling/certification (e.g., LEED NC)	Ongoing/In Progress		
Develop a green lease policy that requires green features to conserve energy be included in all lease negotiations	In Development		
<b>IT power management</b>			
Install power management software which shuts down computers outside of regular business hours	In Development		
Implement server virtualization	Ongoing/In Progress		

steps taken in 2011		steps planned for 2012 - 2014	start year	end year
Head Office BOMA Go Green Certificate obtained in 2008; in 2011, Head Office represents 29% of total area of owned buildings	Explore certification opportunities at select sites; 2012 certification renewal for Head Office on hold pending assessment of certification opportunities across the real estate portfolio	2008	No End Date (Continuous)	
Policy in place setting certification standards	Evaluate LEED:CI opportunities for retrofits on an ongoing basis	2010	No End Date (Continuous)	
Working toward certification for one Driver Licensing Centre	Certification expected in 2012	2010	2012	
Energy retrofits were completed in six additional buildings, bringing proportion of total owned building area that has received energy upgrades since start of 2009 to 89%	Energy retrofits planned for 20 buildings in 2012	2009	No End Date (Continuous)	
Mechanical retrofits conducted at six sites in 2011	Mechanical retrofits planned for ten sites in 2012	2009	No End Date (Continuous)	
Lighting retrofits conducted at nine sites in 2011	Lighting retrofits planned for four sites in 2012	2009	No End Date (Continuous)	
Upgraded lighting occupancy controls at six sites in 2011	At a minimum, controls are planned for the four lighting retrofit projects for 2012	2009	No End Date (Continuous)	
Insulation projects were not completed in 2011; however, small sealing projects were completed on numerous sites as part of cyclical maintenance	Building sealing/insulation project planned at one site for 2012; other opportunities will be explored	2009	No End Date (Continuous)	
No projects in 2011	Explore further opportunities; planned solar thermal retrofit at Head Office in 2012	2009	No End Date (Continuous)	
40 leased properties were added to the ICBC utility data management system in 2011	Assess opportunities to add additional leased properties into data system	2011	No End Date (Continuous)	
Policy in place setting certification standards	Policy applies to new leases	2010	No End Date (Continuous)	
Policy in place setting certification standards	Policy applies to new leases	2010	No End Date (Continuous)	
Incorporated a limited number of environmental provisions into existing templates	Create corporate green lease template	2009	2012	
Completed Green IT study to explore opportunity and quantify benefits of wake-on-lan software	Implement recommendations in Green IT study	2011	2014	
An additional 15% of servers were virtualized in 2011; 186 physical servers were avoided through server virtualization	80% of servers virtualized by the end of 2013	2009	2013	

action	status (as of 12/31/11)	performance to date (as of 12/31/11)	
<b>Appliances and electronic devices</b>			
Replace refrigerators with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress		
Replace other appliances or electronic devices with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress		
<b>Behaviour change program</b>			
Help staff reduce personal energy use through “workstation tune-ups”	Ongoing/In Progress		
Ask staff to unplug electrical equipment or switch off power bars when not in use	Ongoing/In Progress		
Ask staff to close blinds at end of work day to reduce heating/cooling demands	Ongoing/In Progress		
Encourage staff to use air dry setting on dishwashers	Ongoing/In Progress		
Encourage use of stairs instead of elevators	Ongoing/In Progress		
Provide reminders for turning off lights (e.g., signs, stickers, messages)	Ongoing/In Progress		
Promote hot water conservation	Ongoing/In Progress		
<b>Stationary Fuel Combustion, Electricity and Fugitive Emissions (Investment Properties)</b>			
Register for performance labelling/certification for operations and maintenance of investment properties (e.g., LEED EB:O&M)	Ongoing/In Progress		
Complete energy retrofits on existing investment properties	Ongoing/In Progress		
Purchase zero emissions electricity for Alberta investment properties	Ongoing/In Progress	100	% of Alberta properties use zero emissions electricity
<b>Supplies (Paper)</b>			
<b>Paper type</b>			
Purchase 30% post-consumer recycled paper	Ongoing/In Progress	55	% of total paper purchased contains 30% recycled content

steps taken in 2011		steps planned for 2012 – 2014		start year	end year
	Replacement with Energy Star on an ongoing basis; procurement documents for all electrical goods include Energy Star and other certification as well as relative energy efficiency requirements	Continuous improvement of procurement documents and processes		2010	No End Date (Continuous)
	Replacement with Energy Star on an ongoing basis; procurement documents for all electrical goods include Energy Star and other certification as well as relative energy efficiency requirements	Continuous improvement of procurement documents and processes		2010	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2008	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2008	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2008	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2008	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated; escalator turned off one day per week at one site since 2009	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2009	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2009	No End Date (Continuous)
	Included in "Curb the Carbon" behaviour change campaign, completed March, 2011; 1906 employees participated	Roll out local awareness campaigns through Green Team; continue company-wide challenges		2009	No End Date (Continuous)
	Two additional buildings certified BOMA BEST (1 level one and 1 level two) resulting in a total of three certified buildings in the portfolio	Five further buildings certified BOMA BEST by end of 2012		2009	No End Date (Continuous)
	Mechanical retrofits conducted at one site; lighting upgrades completed at one site	Further energy retrofits		2010	No End Date (Continuous)
	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)
	Highest volume forms converted to 30% post-consumer waste recycled content	Implement Forest Stewardship Council Certified paper for highest volume forms		2011	No End Date (Continuous)

action	status (as of 12/31/11)	performance to date (as of 12/31/11)	
Purchase 100% post-consumer recycled paper	Ongoing/In Progress	44	% of total paper purchased contains 100% recycled content
<b>Printer/document settings</b>			
Apply "print and hold" settings to networked printers to eliminate unclaimed print jobs	Completed in 2011	100	% of network printers have 'print and hold' settings applied
<b>Electronic media in place of paper</b>			
Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress		
Use electronic document library for filing common documents	Ongoing/In Progress		
Post materials online that were previously printed	Ongoing/In Progress		
<b>Behaviour change program</b>			
Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress		
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	Ongoing/In Progress		
Encourage re-use of scrap paper	Ongoing/In Progress		
<b>Other paper supplies actions</b>			
Switch from paper-based claims files to electronic files	In Development		
Company-wide three month "Cut the Paper" reduction campaign	In Development		

steps taken in 2011	steps planned for 2012 - 2014	start year	end year
Implemented corporate standard of Forest Stewardship Council Certified 100% pcw recycled content for all printer/copier paper	Continue program	2009	No End Date (Continuous)
Settings applied for all printers with print and hold settings; continued to reduce number of jobs printed and not picked up		2008	2011
Completed intranet redevelopment; began training and support for collaboration sites; implemented 15 collaboration sites by end of year	Continue to expand number of collaboration sites based on business needs	2010	No End Date (Continuous)
Tools and infrastructure in place	Electronic document library incorporated into various projects based on business delivery priorities	2010	No End Date (Continuous)
Completed intranet redevelopment	Explore further opportunities to reduce volume of printed materials	2010	No End Date (Continuous)
100% of training to introduce new Employee Portal was online	Online training tools and expanded use of collaboration business solutions available to all users	2008	No End Date (Continuous)
Implemented 15 collaboration sites; universal access to a variety of tools: web and video-conferencing, wireless internet, common file shares	Continue to expand number of collaboration sites based on business needs; continue to offer a range of tools to eliminate the need for paper handouts	2008	No End Date (Continuous)
Print shop prepares note pads from scrap	Continue program	2010	No End Date (Continuous)
Internal development team in place	Phased system implementation beginning Q1 2013	2011	No End Date (Continuous)
Developed company-wide "Cut the Paper" challenge to engage staff in reducing paper consumption	Implement "Cut the Paper" campaign	2011	2012

## Actions to reduce Provincial Emissions and improve Sustainability

action	status (as of 12/31/11)	performance to date (as of 12/31/11)	
<b>Business Travel</b>			
<b>Policy and budgeting</b>			
Create a low-carbon travel policy or travel reduction goal	In Development		
<b>Virtual meeting technology</b>			
Make desktop web-cameras available to staff	Ongoing/In Progress	10	% of staff have access to a desktop web-camera
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Ongoing/In Progress		
<b>Behaviour change program</b>			
Train staff in web-conferencing	Ongoing/In Progress		
Train staff in video-conferencing or provide technical support for video-conferencing set-up	Ongoing/In Progress		
Encourage staff to consider virtual attendance/presentation at events where possible	In Development		
Encourage carpooling to meetings	Ongoing/In Progress		
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Ongoing/In Progress		

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.

steps taken in 2011	steps planned for 2012 - 2014	start year	end year
	Introduce corporate guideline stating that arrangements should be strategically planned to minimize travel and directing employees to increase use of video-conferencing, teleconferencing, carpooling and public transit	2012	No End Date (Continuous)
Completed rollout to 10% of staff	General availability by end of 2012 based on business needs	2009	No End Date (Continuous)
High definition video-conferencing equipment installed in 13 additional rooms resulting in a total of 25 rooms across 10 sites offering high definition video-conferencing by the end of 2011; use monitoring system implemented	Additional rollout of equipment based on business needs	2009	No End Date (Continuous)
On-demand training materials available online	Continue program; increase communications, provide information sessions and lunch and learns to encourage use	2008	No End Date (Continuous)
On-demand training materials available online	Continue program; increase communications, provide information sessions and lunch and learns to encourage use	2010	No End Date (Continuous)
Web- and video-conferencing available; regular large scale online conferences	Shift to online-only events and training for some strategies; introduce new corporate guideline directing employees to increase use of video-conferencing and teleconferencing	2010	No End Date (Continuous)
Jack Bell Ride-Share Trip Link feature used for two large internal conferences to facilitate carpooling	Continue program; introduce new corporate guideline directing employees to increase use of carpooling where practical	2010	No End Date (Continuous)
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; introduce new corporate guideline directing employees to increase use of main public transit lines where practical	2007	No End Date (Continuous)

action	status (as of 12/31/11)		performance to date (as of 12/31/11)
<b>Other business travel actions</b>			
Reduce travel for training by providing employees with online access to comprehensive tools and training program previously only delivered through traditional classroom training	Ongoing/In Progress		
<b>Education, Awareness, and Engagement</b>			
<b>Team-building</b>			
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Ongoing/In Progress		
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress		
Providing behaviour change education/training to teams (e.g., community-based social marketing)	Ongoing/In Progress		
<b>Staff professional development</b>			
Support green professional development (e.g., workshops, conferences, training)	Ongoing/In Progress		
<b>Staff awareness/education</b>			
Provide education to staff about the science of climate change	Ongoing/In Progress		
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress		
Provide green tips on staff website or in newsletters	Ongoing/In Progress		
<b>Other education, awareness, and engagement actions</b>			
Title sponsor of the Commuter Challenge (BEST) in the Lower Mainland and sponsor of Translink's Carpool Hero campaign	Completed in 2011		
<b>Other Sustainability Actions</b>			
<b>Water conservation</b>			
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	Ongoing/In Progress		

steps taken in 2011	steps planned for 2012 – 2014	start year	end year
Implemented tools to support tracking, measurement and delivery of online learning, including virtual classroom	Embed online tools into training delivery strategy	2010	No End Date (Continuous)
Refined Green Team mandate and created “plug and play” campaigns for local implementation; struck sub-committees to assist with special projects; created a newsletter and continued with regular meetings	Build Green Team team site on intranet to increase collaboration and information-sharing; encourage local campaigns and continue program	2003	No End Date (Continuous)
Staff resources dedicated to Green Team leadership and coordination	Continue program	2003	No End Date (Continuous)
Provided training materials to Green Team to promote “Curb the Carbon” campaign and oversee workstation tune-ups	Continue to engage Green Team in similar campaigns	2011	No End Date (Continuous)
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)
1906 employees participated in the internal “Curb the Carbon” campaign in 2010 – 2011; ongoing intranet articles, announcements, training and presentations	Internal “Cut the Paper” module of the “Curb the Carbon” series; continue general awareness activities and roll out local campaigns via the Green Team	2009	No End Date (Continuous)
1906 employees participated in the internal “Curb the Carbon” campaign in 2010 – 2011, including a 5-month module on energy conservation; ongoing intranet articles, announcements, training and presentations	Internal “Cut the Paper” module of the “Curb the Carbon” series to reduce paper consumption; continue general awareness activities and roll out local campaigns via the Green Team	2009	No End Date (Continuous)
Intranet articles and announcements; website offering information on recycling, waste reduction, energy conservation, sustainable transportation; Green Team quarterly newsletter showcasing local events and initiatives	Continue program	2009	No End Date (Continuous)
Title sponsor of the Commuter Challenge (BEST) in the Lower Mainland and sponsor of Translink’s Carpool Hero campaign		2011	2011
Faucet replacement with autosensors as part of washroom renovations company-wide on an ongoing basis	Continue program and formalize existing practices into policy by end of 2013	2008	2013

action	status (as of 12/31/11)	performance to date (as of 12/31/11)	
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		
Introduce a stormwater management landscape strategy (e.g., vegetated roofs, permeable paving, rain gardens, bioswales)	Ongoing/In Progress		
<b>Waste reduction/diversion</b>			
Put in place an operations policy to facilitate the reduction and diversion of building occupant waste from landfills or incineration facilities	Ongoing/In Progress		
<b>Procurement (non-paper supplies)</b>			
Incorporate minimum recycled content standards into procurement policy for consumable, non-paper supplies (e.g., writing instruments, binders, toner cartridges, etc.)	Ongoing/In Progress		
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		
Implement sustainable purchasing program for cleaning products, disposable paper products and trash bags	Ongoing/In Progress		
<b>Commuting to and from home</b>			
Encourage commuting by foot, bicycle, carpool or public transit	Ongoing/In Progress		
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Ongoing/In Progress		
Provide secure bicycle storage	Ongoing/In Progress		
<b>Other sustainability actions</b>			
Participated in Natural Resources Canada EcoEnergy for Fleets, to integrate content on fuel-efficient driving and maintenance practices into commercial driver licensing stream	Ongoing/In Progress		
Minimize number of hardcopy bid and request for information submissions by vendors	Ongoing/In Progress		
Encourage use of recycled parts in automotive repairs	Ongoing/In Progress		

	steps taken in 2011	steps planned for 2012 – 2014	start year	end year
	Low-flush toilets as part of washroom renovations company-wide on an ongoing basis; drought-resistant plantings and zero irrigation for new construction	Formalize existing practices into policy by end of 2013	2008	2013
	Stormwater management practices for new construction; storm water collection pilot at Head Office	Formalize existing practices into policy by end of 2013	2008	2013
	Continued existing program: blue box, fluorescent tube and drycell battery recycling; conducted waste audit at Head Office; garden waste composting implemented at Head Office	Continue programs and create metrics and targets for waste reduction; organics diversion pilot	2001	No End Date (Continuous)
	Procurement documents include carbon footprint and product certification for general goods; reusable tote program implemented for regular deliveries of supplies	Continuous improvement of procurement documents and processes based on internal review; explore less frequent deliveries of supplies like stationery (i.e biweekly vs daily shipments)	2010	No End Date (Continuous)
	Procurement documents include carbon footprint and product certification for general goods; sustainability requirements included in procurement documents for facilities related items	Continuous improvement of procurement documents and processes based on internal review	2010	No End Date (Continuous)
	Green cleaning requirements incorporated into janitorial contracts on an ongoing basis	Continue program	2008	No End Date (Continuous)
	Continued existing programs: employer transit pass, preferred carpool parking, free parking for Jack Bell RideShare vehicles, bicycle lock-up with lockers, Jack Bell RideShare portal; 1,223 employees participated in the Commuter Challenge, avoiding 31,504 km of travel, and ICBC was named first place winner in the 500-plus employees category	Continue programs	2000	No End Date (Continuous)
	End of Trip Facilities program includes bicycle lock-up, lockers and showers at Head Office and other locations	Continue programs	2000	No End Date (Continuous)
	End of Trip Facilities program includes bicycle lock-up, lockers and showers at Head Office and other locations	Continue programs	2000	No End Date (Continuous)
	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	Explore integrating energy efficiency content from the ICBC Learn to Drive Smart manual into testing for passenger vehicle driver licensing	2010	No End Date (Continuous)
	Began to reduce number of bid hardcopy submissions by having evaluators review softcopies of submissions for bids	Continue program	2011	No End Date (Continuous)
	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)

