

## Carbon Neutral Action Report Interior Health Authority

### Executive Summary

On behalf of Interior Health, I am pleased to submit the 2008 Carbon Neutral Action Report. This report provides an overview of the environmental initiatives that IH has accomplished or initiated in the 2008 calendar year.

Ensuring IH minimizes its footprint on the ecosystem is of key importance to our staff, residents and other stakeholders. IH's goal is to increase the health and wellbeing of its residents; we clearly understand the linkage between health and the environment.

Although some jurisdictions have avoided tackling the environment and taking a stand, the Government of British Columbia is highly committed to protecting and restoring the environment and has become a North American leader in climate action initiatives. In fact, British Columbia has been dubbed North America's "greenest spot" by the media. Among Canadian provinces, BC has set the most aggressive targets and highest standards for the environment.

IH is committed to meeting those standards, to ensure the environment is one that flourishes for generations to come. Traditionally, healthcare has been the key priority for Canadians but in recent years the environmental movement and awareness has started to increase and now it has overtaken healthcare as the most important issue for voters.

An increasing focus will also be placed on engaging our community and stakeholders and taking action on climate change — or "Green Health Care" within the context of our overall strategy. Interior Health is recognized provincially and nationally for its environmental accomplishments.

Over the last few years we have experienced first hand that not only are IH's green initiatives good for the environment and our communities, but they also make sense from a financial lens. We have been able to save significant dollars in energy costs and reallocate the savings towards clinical care.

Highlights of these actions include: Energy efficiency retrofits at two of our larger hospitals and three of our extended care facilities; switching delivery trucks to bio-diesel; upgrading computers to energy-efficient Ultra-Slim desktop models; reducing the number of printers; progressing towards paperless technology; creating local Green Teams; hiring an Energy Manager; starting employee conservation awareness programs; and designing new facilities to LEED Gold standards.

### Objectives

The goals established by government directly align with IH's vision, values and planning. Reducing greenhouse gases (GHG's) and cleaning up our environment has a direct impact on healthcare as it improves the health and wellbeing of our residents. The following are examples of IH's Vision, Mission, Values, Principles and Goals that align with carbon neutral government.

- To set new standards of excellence in the delivery of health services in the Province of British Columbia.
- Promote healthy lifestyles and provide needed health services in a timely, caring and efficient manner, to the highest professional and quality standards.
- Integrity – We are authentic and accountable for our actions and words.
- Innovative – We find new ways to transform and improve the delivery of health care.
- Promote Health and Wellness - Interior Health will work at the environmental, policy and individual levels to protect the health of the population, reduce health inequities, and enable people to live healthier lives.
- Cultivate a Healthy Workplace and an Engaged Workforce - Interior Health will create work environments where culture, climate, and practices promote health and safety for our staff, physicians, and volunteers and will encourage and facilitate engagement and ownership to fulfill the goals of the organization.

## Part 1: Actions Taken to Reduce Greenhouse Gas Emissions in 2008

### Overview

Climate change has emerged as the foremost concern of our time. How society responds to this issue will shape the future of not just our environment, but also our economy, our communities, and our way of life. For this reason, IH is committed to a path of environmental sustainability. This means measuring and reducing Interior Health's environmental footprint in order to provide quality healthcare for its patients and to minimize the impact on the environment. A key organizational strategy for the organization in terms of Promoting Health and Wellness is to take action on climate change.

In May 2008, IH allocated a dedicated resource to provide leadership to environmental sustainability (Manager Environmental Sustainability), moreover, in September 2008 an Energy Manager was hired to help Interior Health reduce its energy requirements. IH's approach has been one of collaboration and teamwork, to this end, the first priority was to work with the other five health authorities in developing a coordinated approach to the environment. Provincially, the health authorities agreed to a common governance structure that would allow for a sustainability program to grow and flourish. This included developing Senior Environmental Advisory Committee (SEAC) and Green Team's at health authorities.

IH has completed a number of environmental sustainability initiatives that have reduced IH's environmental footprint. These initiatives have reduced GHG's and operating costs from paper consumption, energy management, and transportation. In addition to reducing carbon, IH has educated its workforce on climate change and are building a program that will continue to engage staff at the grass roots. IH's leadership is in full support of environmental sustainability and we have a number of individuals at the grass roots who have the passion and innovative suggestions to tackle climate change. The challenge now is to harness and engage these groups to continue to get results and traction.

### 1.1 Mobile Fuel Combustion

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Replaced # of TYPE OF VEHICLE with MORE EFFICIENT VEHICLE/Hybrid	Complete	Hybrids are approximately 35-40% more fuel efficient.	Replaced older fleet with 17 new Hybrids (Honda Civics & Ford Escapes)
Encouraged car pooling in fleet vehicles	Complete	Based on IH's annual 42 two-day courses and factoring in the geographical span, many KM and greenhouses gases will be saved.	Encouraged carpooling to Organizational Development Courses. Approximately 40% (8/20) of course attendees travel from another community. Prior to this initiative staff would travel in separate cars, now fleet vehicles are used (i.e. hybrids, or vans) and two vehicles are being used as opposed to eight per course.
Encouraged use of public transit/active transportation	Complete	Increased ridership on public transit and freed up parking space at site.	Send out communication to staff at Kelowna General Hospital to consider using public transit to and from work.
Encouraged alternatives to travel in fleet vehicles – bicycles, scooters, electric carts	In progress	A survey indicated that 55% of staff endorsed the pilot scooter initiative and would use it in Kelowna between May and October. A scooter is 113% more fuel efficient than a Hybrid Honda Civic.	Pilot Scooter Program Proposal will be launched in May 2009. The business case was approved by IH's Senior Environmental Advisory Committee.
Established travel reduction goals	In progress	A significant measurable reduction in travel in comparison to the previous period.	Senior Managers were instructed to decrease travel and to use more environmental friendly alternatives (i.e. video conferencing). By mid 2009, IH should have a target set to reduce travel.
Adopted a travel policy	In progress	More engaged workforce, that understands the value or sustainable options for travel.	In process of updating Interior Health's Travel Policy to incorporate green recommendations and tips (accommodations, food, video conferencing, and transportation). Meet with various internal stakeholders to seek input on development of policy. This policy will be developed by April 2009.

Switched diesel logistics delivery trucks to Bio-Fuel	Complete	Switched 4 of 6 (or 66%) diesel logistics delivery trucks to Bio-Fuel	Biodiesel is a bio-degradable, clean burning, non-toxic fuel that works in any diesel engine without modifications. It is made from sustainable locally grown crops, reducing the need to buy foreign oil. A great example of IH putting the community first by switching to clean air fuel.
Reids Corner Pilot Program	Complete	Freed up 8 parking stalls and have almost a dozen of staff who car pool.	Set up a pilot carpool program at Reids Corner Kelowna to provide staff an option to carpool to work and home together. Using a Global Positioning Software (GPS) map, we identified where our staff lived and illustrated to staff that they live very close to each other and could pick up one another on their way to work.

## 1.2 Stationary fuel combustion and electricity

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Replaced # computers with EnergyStar models	Complete	It is estimated that these actions will save saving over 151,000 kWh of electricity annually and reduce Greenhouse Gas emissions.	IH invested \$267,000 for the project with savings expected to be over \$6,500 per year. The current IH desktops have a 250 Watt power supply. This initiative replaces 300 of the old desktop PC's with new Ultra Slim Desktops that only require 135 Watts.
Asked staff to close blinds daily	Complete	Saving electricity and decreasing energy loss from buildings.	At some sites we have placed reminder notes for staff to close blinds, doors and lights at the end of the day.
Replaced other appliances (with EnergyStar rated appliance)	Complete	IH will replace a total of 1,069 TV's, saving an estimated 39,000 kWh of electricity annually.	Install LCD TV's at acute care sites. New energy-efficient flat screen LCD TV's are replacing the bulky old CRT TV's in acute care rooms.
Installed multi-function devices (and removed stand-alone printers/faxes)	Complete	Reduce the number of printers in a department/floor the printing is also decreased.	Reduced 33% of printers in the Information Management Information Technology (IMIT) department. Research indicates higher printer usage when the number of printers available is higher. Additionally, the closer the printer to the user, the more it is used.
Undertaken lighting retrofit	Complete	Reduced operating costs and reduced greenhouses gases.	Lighting retrofits (T12s to T8s) were done at many sites as part of renovations and upgrades.
Initiated or completed a building energy retrofit	Complete	Significant upgrades to lighting, building envelope and domestic water were completed at the following five site: <ul style="list-style-type: none"> <li>- Caribou Memorial Hospital, Williams Lake BC</li> <li>- Brookhaven Extended Care, Kelowna BC</li> <li>- Cottonwoods Extended Care, Kelowna BC</li> <li>- Three Links Manor Residential Care Home, Kelowna BC</li> <li>- Penticton Regional Hospital, Penticton BC</li> </ul>	IH invested approximately \$1.16 million on these five projects that will generate annual savings of \$114,000 from reductions in energy and water usage.

### 1.3 Supplies

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Committed to use 30% recycled paper	In Progress	IH is gradually increasing its purchase of recycled paper and now is proud to state that 21% of all paper used at Interior Health is 30% recycled.	Overtime, IH will increase this allocation and then switch over to 100% recycled paper. Currently IH does not have a target of when this will occur, but hopes its sooner than later.
Initiated automatic double sided printing	Complete	Reduced paper usage and decreased storage space. IH has approximately 1,511 printers of which 1,264 (or 84%) have the ability to duplex. 92% of those duplex printers have been defaulted to print on both sides.	Defaulted all corporate printers to double sided printing. In some clinical locations, due to unique software, or user requirements printing is still one sided but this very limited.
Paperless Surveys	In Progress	Conducted 47 online surveys, which had 3,071 responses. Based on 3 pages per response, IH saved approximately 9,200 sheets of paper.	Encouraged departments and managers to use electronic surveys where feasible as opposed to hard copies.
i-Site Personal Mileage Reimbursement	Complete	Not only is the new process more productive and better for auditing but it has reduced paper consumption and storage substantially. Since the summer of 2008, IH has definitely reduced GHG's emission from reduction in paper usage.	Staff who use their personal vehicles for business are eligible for reimbursement. Each month the payroll department would receive an approximately 7,500 sheets paper forms for reimbursement. This manual process has now been updated using technology where staff can claim reimbursements via their computers.
i-Site Internal Job Postings	Complete	Since July 9,000 job postings have been posted electronically and 20,000 electronic applications from candidates. Furthermore, Human Resources does not store any hard copies of postings.	Collective agreements required IH to physically post all internal positions. Now IH management has worked with the unions to incorporate technology into this process. Postings are now electronic and do not need to be posted at the facilities. Note: IH still needs to finalize a few items with some unions.
i-Site Seniority Reports	Complete	Reduction in paper consumption.	Collective agreements required IH to post seniority reports (monthly/quarterly) at the sites and Human Resources was required to keep a hard copy. Now these have been shifted to electronic copies, and information is available to staff via computers. Note: IH still needs to finalize a few items with some unions.
Physician Office Integration Project	Complete	900,000 results were sent electronically, which has allowed IH to save over 1.6 million sheets of paper.	Prior to this project, medical results were sent by mail and patients would wait up to a week for their results. Now physicians electronically receive lab results, diagnostic imaging consults and reports transcribed by health records directly to their offices.

## 1.4 Employee Engagement

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Provided climate change education	Complete	Increased IH's staffs awareness on the environment, inspired staff to change their habits/behaviours. Reduced energy requirements and GHG's for IH's operations.	The Manager Environmental Sustainability presented to various leadership tables, including the IH Strategic & Corporate Services conference which had over 200 attendees.
Developed Green Teams	In Progress	Set up one green team at Kelowna General Hospital and created a Senior Environmental Advisory Committee. They will start decreasing IH's footprint and GHG's.	The green team has representation from nursing, support services, and other multi-disciplinary teams. Moreover, the Senior Environmental Advisory Committee (SEAC) has a broad representation of leaders from IMIT, Purchasing, Facilities, Infection Control, Energy Management, and Physician (General Practice). We expect to have majority of the Green Teams set up by December 2009.
Supported Green Teams (resources)	Complete	More empowered Green Team members as they feel they are not alone and have the assistance and support of corporate.	The Manager Environmental Sustainability and the Energy Manager have both provided support in the implementation and ongoing maintenance of the Green Team.
Provided green tips	Complete	All queries are responded in a timely manner. Managers and staff are encouraged to implement their ideas/initiatives.	Managers and staff throughout IH have send emails and queries to the Sustainability Department on many aspects of the environment.
Interior Health Governance Structure	Complete	One of the primary goals of these green committees is to provide direction and implement initiatives that reduce Greenhouse Gases. With these committees in place we have framework for getting things done!	Worked collaboratively with the other health authorities to develop a common governance structure, where all Health Authorities' agreed to one structure with consistent naming of committees.
BC Hydro Power Smart Partner Program	In Progress	IH has signed the "Power Smart Partner Energy Conservation Pledge", which includes a commitment to: -Do our part to save energy and create a culture of sustainability. -Adopt the principles of energy efficiency into our ongoing business management practices. -Upgrade our existing facilities with energy conservation measures.	The Power Smart Partner Energy Conservation Pledge has been signed by IH's COO Strategic and Corporate Services to continue participation (program initiated in 2002) in the program to March 2010.
Energy Manager Program	Complete	A Professional Engineer has been hired to dedicate technical expertise to the conservation of energy and reduction of Greenhouse Gases emissions.	Created a full time position under the above BC Hydro Power Smart EM Program.
Pilot Carpooling Program	Complete	Half a dozen staff now carpool to and from work. Also freed up parking space, and increased work life balance for some staff.	To encourage carpooling, 250 staff at Reid's Corner (Kelowna BC) were encouraged to carpool to and from work. Everyone's address was plotted on a map to show staff how close they live to each other and that they could pick up people on they route to work.
Presentations to IH Leadership Tables	Complete	Educated and empowered over 200 senior leaders at IH on climate change. Provided tips/suggestions on how to green their operations and how to remove barriers and open doors for green champions.	The environmental sustainability department actively seeks opportunities to engage staff on the environment.
Green Articles in IH Newsletter	Complete	Strategically use IH communications department's channels to promote the various initiatives taking place at IH. Excellent venue to get the message out to staff who are geographically dispersed.	Strategically use IH communications channels to promote the various initiatives taking place at IH. Excellent venue to get the message out to staff who are geographically dispersed.

## 1.5 Sustainability Actions (others)

Action	Action Taken	Outcome/Performance Measure	Notes Clarifying Action Taken
Purchased green cleaning products	Complete	Reduce hazardous waste and toxics at sites.	Interior Health's housekeeping department has a policy and practice of using green cleaning products.
Waste Management Audit	In progress	Study still in progress, but initial feedback from consultant indicates many opportunities to improve the existing program.	In fall 2008, IH commenced an audit of its four largest sites (Kelowna General Hospital, Royal Inland Hospital, Vernon Jubilee Hospital, Penticton Regional Hospital) to determine how to reduce waste and ensure the recycling program is maximized.
Housekeeping Audit	In progress	Clear set of standardized expectations. Cleaner and healthier environments for patients and staff.	IH participates in provincial audits, standards and surveillance for environmental standards.
Room Sharing	In progress	Reducing IH's carbon foot with staff sharing hotel rooms.	Some staff at IH have encouraged their staff to share rooms when traveling for conferences and/or educational events. Currently working on incorporating this into the travel policy.
Fortis BC Conservation Excellence Awards	Complete	These projects reduced IH's annual GHG's and generate fiscal savings from a reduction in energy and water usage.	The awards specifically recognize energy projects at Kelowna General Hospital, Cottonwoods Extended Care and the Three Links Manor Residential Care Home in the Central Okanagan. These projects included lighting retrofits, central plant upgrades, building automation controls, building envelope upgrades and domestic water retrofits.

## Part 2: Plans to Continue Reducing Greenhouse Gas Emissions 2009 -- 2011

### Overview

IH has undertaken a number of initiatives to decrease IH consumption of fuels, electricity and paper consumption. Most of these were done on an ad hoc basis and going forward a more proactive strategic approach will be undertaken to maximize the impact. IH has a large geographic region that spans from Williams Lake to Cranbrook and travel is a necessity to ensure stakeholder engagement. Moreover, IH serves many communities and has hundreds of sites throughout a territory that has many climate regions. Some of the infrastructure is new but majority of the assets are over 30 years old with only minor upgrades. Despite the challenges IH is committed to greening its operations and engaging staff to seek innovative ways to change its practices.

## 2.1 Mobile Fuel Combustion

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Replace # of TYPE OF VEHICLE with MORE EFFICIENT VEHICLE/Hybrid	Planned	Hybrids are approximately 35-40% more fuel efficient.	IH will continue upgrading its fleets and replace older fleet with new hybrids.	2009
Provide driver training to reduce fuel use	Planned	Educated drivers will help IH reduce GHG's and increase the life of the capital assets while decrease operating costs.	Will provide driver training to target groups (i.e. high users of fleet vehicle). Initial thoughts are to deliver this training and education via video or MS PowerPoint presentation.	Sep 2009
Establish anti-idling behaviour change program (e.g. signs, stickers, messages)	Planned	Reduce GHG's and noise/smell pollution.	Planning to select a few key sites that have a drop off/pick up area and put up signage.	Jul 2009
Encourage car pooling in fleet vehicles	In-progress	Embed a culture of sustainability within the organization. Increase engagement and networking for staff as they now traveling together and have an opportunity to communicate more. Reduce GHG's and operating costs.	Will continue to educate staff and promote car pooling in fleet vehicles. The first phase has been for organizational development courses.	2009
Encourage use of public transit/active transportation	Planned	Free up parking space, and reduce GHG's.	Will use green teams to help promote transit and recognize staff that use public transit	2009

Encourage alternatives to travel in fleet vehicles – bicycles, scooters, electric carts	Planned	Decrease GHG's and promote sustainability	Planning to rollout a scooter program for corporate sites in Kelowna.	May to October 2009
Change from gas to electric lawn maintenance equipment	Planned	Reduce GHG's and maintenance costs.	Identify potential combustion lawn maintenance equipment that can be decommissioned and replaced with electric equipment.	May to November 2009

## 2.2 Stationary Fuel Combustion (including electricity)

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Encourage staff to use stairs	Planned	Reduce electricity consumption and operating cost. Change behaviour through education and awareness.	The Kelowna General Hospital Green Team's are planning to put up stickers through out the hospital near light switches reminding staff to turn off the lights.	March to December 2008
Turn off lights in unused rooms	Planned	Reduce electricity consumption and operating cost. Change behaviour through education and awareness.	The Kelowna General Hospital Green Team is planning to put up stickers through out the hospital near light switches reminding staff to turn off the lights.	March to December 2009
Undertake building energy audit at LOCATION(s)	Planned	Expecting a 10-12% decrease in electrical consumption and Greenhouse Gases' at whichever site is selected for the PSECA Phase 3.	To ensure IH has sufficient energy audits in place for PSECA Phase 3 submission, we will be commencing energy audits at multiple sites and locations throughout IH.	June to October 2009
PSECA III Funding	Planned	Energy reduction	Continue to seek external funding to upgrade Interior Health's capital infrastructure.	Sep-09
Printer Reduction Program	Planned	Reduce number of printers	Create challenges between local sites to see who reduces the greatest number of printers.	March to December 2009
Designing to LEED Gold	Planned	Reduction in: energy costs (24-29%), GHG's, water use, construction waste, and emission from building materials.	IH will continue to plan and build facilities to the LEED Gold standard. Currently IH is designing for LEED Gold for the Kelowna General Hospital and Vernon Jubilee Hospital Redevelopment.	January to April 2009

## 2.3 Supplies

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Commit to use 30% recycled paper	Planned	Expect a 11% reduction in GHG's for each additional sheet of 30% recycled paper used instead of 0% recycled.	Continue to switch from 0% recycled to 30% in 2009.	January to December 2009
Initiate automatic double sided printing	Planned	Reduce paper consumption and space requirements for storing paper.	Will continue to promote double sided printing. Planning to use Green Team Members to blow whistle on departments and individuals who bring single sided paper to meetings.	January to December 2009
Commit to hold paperless meetings	Planned	Changing behaviour and reducing paper consumption.	The SEAC will have to lead by example and in the summer of 2009 they will commit to paperless meetings. Some individuals throughout IH have taken this stand but it is not widely adopted.	June to December 2009
Health Authority Paper Challenge	Planned	Reduce paper consumption	Will be launching a challenge to the other five health authorities to see which organizations uses the least amount of paper per employee.	January to December 2009

## 2.4 Employee Engagement

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Provide climate change education	Planned	Buy-in and commitment from IH leaders which will help IH reduce its GHG's.	Planning to present at various leadership tables in Interior Health to promote the sustainability program and to seek feedback. Will use this opportunity to educate staff on climate change.	January to December 2009
Hold contests to change behaviour/make pledge	Planned	Broader awareness on sustainability and education to staff, which will help IH reduce its Greenhouse Gases'.	Local Site Teams will be encouraged to create competitions within their sites and among other sites.	January to December 2009
Develop Green Teams	Planned	More engaged workforce, that will work at the grassroots to reduce GHG's and build a sustainability program.	Planning to roll out green teams at Penticton Regional Hospital, Shuswap Lake Hospital and Corporate Sites Kelowna. With these teams on board, Interior Health will have 4 green teams and then be in a position to lunch more green teams by using the resources of the existing teams.	January to December 2009
Provide green tips	Planned	Reduced Greenhouse Gases'.	Planning to proactively target specific departments with green tips and suggestions.	January to December 2009
Public Sector Organizations Environmental Workshop (Vancouver, BC)	Planned	Enhance collaboration and reduce duplication.	Purpose is to get the largest 25 PSO's and share information on which initiatives each have taken and which they are planning to do.	January 2009.
Sustainability Videos	Planned	More engaged workforce who understands climate change and who can bring change to their workplace.	Planning to purchase a dozen environmental sustainability videos that staff can sign out from IH Library and watch.	February to April 2009
Sustainability Communication/Promotion	Planned	Promotion of the green efforts at Interior Health, which will help motivate others to take action. This newsletter will also help IH's Human Resources in recruitment, retention and engagement of staff.	For the Environmental Sustainability Department to publish its own quarterly or bi-monthly newsletter.	September to December 2009

## 2.5 Sustainability Actions (others)

Action	Action Planned	Outcome/Performance Measure	Notes Clarifying Action Taken	Timeframe
Reduce/replace bottled water with filtered or refrigerated water	Planned	Reduce the number of bottles going to the landfill and the emissions from transporting bottled water.	Planning to ban the use of bottled water for meeting unless a water advisory is on.	May to December 2009
Improve recycling measures	Planned	Reduce the amount of waste going to the landfill by diverting waste to be recycled	Plan to continue improving recycling at Kelowna General Hospital and a few of the corporate sites within IH. Once these sites are running smooth, other sites will be tackled.	January to December 2009
Telework	Planned	Reduce IH's energy consumption in addition benefit the community due to less commuting.	IH will launch a pilot project where employees work from home to reduce the Interior Health's use of energy.	March to December 2009
BC Transit PRO-Pass	Planned	Increased transit use and reduce parking constraints at key sites.	IH will launch PRO-Pass for Kelowna and Kamloops staff. PRO-Pass is the lowest rate available for public transit users.	Apr-09
Travel Reduction	Planned	Reduce greenhouse gases and reduce operating costs.	Currently planning to sets targets for travel reduction.	May to December 2008
Stationary fuel combustion and electricity- Vernon Jubilee Hospital, Vernon BC – Lighting retrofits, HVAC modifications, Building Envelope upgrades and Domestic Water retrofits.	Complete	It is estimated that these actions will significantly reduce GHG's.	IH invested over \$568,000 for the project with savings expected to be over \$57,000 per year with a 9.9 year simple payback period. The actions successfully undertaken were delivered 33% under budget while delivering the same energy and water savings resulting in an improved payback period.	January to December 2009



Stationary fuel combustion and electricity- Shuswap Lake General Hospital, Salmon Arm BC – Lighting retrofits, HVAC modifications, Building Envelope upgrades and Domestic Water retrofits.	Complete	It is estimated that these actions will significantly reduce GHG's.	IH invested over \$197,000 for the project with savings expected to be over \$17,000 per year with a 11.1 year simple payback period. The actions successfully undertaken were delivered 19% under budget while delivering the slightly less energy and water savings resulting in a slightly lower payback period.	January to December 2009
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