

BC Housing - 2009 Carbon Neutral Action Report

Executive Summary

BC Housing serves over 90,000 households in greatest need in 200 communities across the province. It is one of the province's biggest landlords with over 100 major developments, over 1,000 separate buildings. BC Housing's large and diverse building portfolio and its partnerships with the non-profit housing providers create unique opportunity to demonstrate leadership in construction and management of sustainable social housing.

In the 2009/10-2011/12 Service Plan BC Housing continued to identify "environmental leadership in the housing sector" as one of its key objectives. This objective is supported by BC Housing's sustainability action plan called 'livegreen'.



Some of the key livegreen initiatives undertaken in 2009 included:

- management of the \$177 million funding under Housing Renovation Partnership (HRP) - to renovate British Columbian social housing in greatest need of repair (including energy retrofits)
- changes to the organizational structure resulting in creation of a new branch solely responsible for BC Housing's asset management and portfolio planning
- innovative approach to the development of new housing units under the Senior's Rental Housing Initiative
- continuation of application of BC Housing's building standards with higher environmental requirements than the building code
- deeper integration of sustainability focus into the corporate culture, as well as, planning and reporting processes

Overviews

Actions Taken to Reduce Greenhouse Gas Emissions in 2009

Existing buildings

The biggest impacts in terms of reduction of BC Housing's greenhouse gas emissions (GHG) relate to BC Housing's energy retrofit program which was expanded to 52 sites (5,640 housing units). This is leading to progressive reductions of GHG emissions in the public housing portfolio. The program has been supported by tenant education initiatives, as well as distribution of 750 BC Hydro energy saving kits. In 2009 BC Housing together with the BC Non-Profit Housing Association received the Conservation Partner of the Year award at BC Hydro's annual Power Smart Awards.

New construction

A number of new construction projects were initiated in 2009. They are being designed and constructed to achieve LEED Gold certification and increased the number of projects registered with the Canadian Green Building Council to 26.

The development of new housing units under the Seniors Rental Housing Initiative included adoption of innovative, modular housing, employment of local contractors, use of local and recycled materials (such as the pine beetle wood).

Planning, reporting and engagement

In 2009 BC Housing completed its GHG inventory, established a baseline, and reported on the first year of portfolio-wide GHG emission reductions. The reduction strategies and other sustainability goals were created and supported by the whole organization. The new Asset Strategies branch, as well as, the newly established Livegreen Forum (BC Housing's corporate sustainability think-tank), and elected Employee Livegreen Council – played a particularly important role in deeper integration of sustainability focus into the corporate culture and processes.

The Council conducted BC Housing's first Livegreen Employee survey, which demonstrated a very high level of engagement across the organization, as well as, top ranking in the sustainable commuting category compared to regional average. During the year the council conducted several other employee engagement initiatives, including a launch of an interactive website and a number of interesting lunch & learn sessions.

The Forum oversaw the publication of BC Housing's first Livegreen Progress Report and shaped the development of the framework for the future livegreen plans.

Operational Changes in 2009

In 2009 BC Housing purchased or leased 27 buildings (868 housing units) preserving affordable housing in 17 communities.

Plans to Continue Reducing Greenhouse Gas Emissions 2010 – 2012

Achieving a carbon neutral goal is aligned with BC Housing's sustainability vision of providing global leadership in sustainable social housing. BC Housing will continue to integrate sustainability priorities in its decision making processes. Some of the key initiatives planned for the next couple of years include:

- continuation of upgrades of the building stock (including the energy retrofits) that will result in further significant GHG reductions, and cost savings in utility bills
- the development of a new sustainable design model to support the decision making process related to GHG reduction targets, LEED requirement and life cycle of buildings
- continued updates of BC Housing's building construction and maintenance standards
- employee engagement campaigns related to GHG reductions from operational activities (paper and energy use in offices)
- tenant engagement programs focusing on community development and incorporating sustainability awareness



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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 <i>Greenhouse Gas Reduction Targets Act</i> .							
Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	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	20	% of vehicles are fuel- efficient models	There were no changes to the fleet inventory in 2009. Smart cars have been used significantly more than in the previous year.	All new vehicles purchased will be as fuel efficient as possible.	2007	No End Date (Continuous)
Perform regular fleet maintenance to improve fuel-efficiency	Ongoing/In Progress	100	% of vehicles are subject to regular maintenance for fuel efficiency	Regular maintenance program is in place.	Fuel efficiency education to be more integrated into regular drivers' education program.	2005	No End Date (Continuous)
Behaviour change program							
Encourage carpooling in fleet vehicles	Ongoing/In Progress			Carpooling is encourage when feasible	Continuation of existing efforts	2008	No End Date (Continuous)
Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking)	Ongoing/In Progress			Alternative Transportation Strategy has been initiated.Using public transit is encouraged via communication and availability of free Translink tickets for local business travel. Existing travel policy encourages the use the most economical form of transport which usual means public transport.	Alternative Transportation Strategy will be supported by on-going communication and support programs. New Sustainable Travel Procedure will be launched.	2008	No End Date (Continuous)
Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings)							
Planning/management							
Reduce office space (square meters) per employee	Ongoing/In Progress			Increased number of employees have enrolled in the teleworking program making office space usable by other employees.	Creation of a three-year space planning strategy	2009	2012
Owned buildings							
Establish energy performance baseline for owned buildings	Ongoing/In Progress	93	% of owned buildings have an established energy performance baseline	(% based on the floor area) Energy and GHG emissions baseline was created for 500 sites (over 10,000 housing units). Audit and energy retrofit plans continued to be updated and implemented. Energy and condition verification audits were completed on 45% of public housing sites.	Esblishing an energy performance baseline for the remining 7% of the portfolio (Rural and Native housing).Implementation of retrofit programs. Design of a new tenant engagement strategy. Creation and implementation of modernization and improvement plan.	2008	2010
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress			All new construction projects are being designed to achieve LEED Gold certification. 26 projects were registered for LEED Gold certification in 2009	Sustainable design model will be created to address decision-making needs, LEED requirements, GHG reduction targets and life cycle of buildings.	2008	No End Date (Continuous)
Incorporate integrated design process into new construction or during renovations of owned buildings	Ongoing/In Progress			Integrated design process is adopted for both new construction and the energy retrofit program	Integrated design process will be continued	2008	No End Date (Continuous)
Complete energy retrofits on existing, owned buildings	Ongoing/In Progress			Energy retrofit program was expanded to include 10 directly managed sites (1,783 social housing units) and 20 Single Occupancy Hotels (1,156 social housing units). This increased the total of the retrofit program initiated two years ago to 72 sites (6,044 units) owned by BC Housing.	Continuation of the energy retrofit program with expantion including also sites owned by the no-profit housing societies	2008	No End Date (Continuous)
Retrofitting owned buildings							

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Upgrade mechanical systems (heating, cooling, ventilation) during retrofits	Ongoing/In Progress			Mechanical systems upgrades were part of the retrofit program. They are selected on project by project basis	Continuation of the energy retrofit program	2005	2012
Upgrade lighting systems during retrofits	Ongoing/In Progress			Lighting systems were upgraded at 15 buildings in 2009	Continuation of the energy retrofit program	2005	2012
Upgrade/adjust control systems during retrofits	Ongoing/In Progress			Control systems were upgraded or adjusted as part of the retrofit program. They are selected on project by project basis	Continuation of the energy retrofit program	2005	2012
Improve building insulation (including windows) during retrofits	Ongoing/In Progress			Insulation including windows was improved on a number of projects	Continuation of the energy retrofit program	2005	2012
Leased buildings							
Establish energy performance baseline for leased buildings	Complete	100	% of leased buildings have an established energy performance baseline	Energy performance baseline was established for offices which are the main leased buildings.	Employee energy saving campaign to be conducted in all offices.	2005	2012
Lease space with commercial interiors performance labelling/certification (e.g., LEED CI)	Complete			Was awarded LEED Gold certification for BC Housing's new home office in Burnaby. Highlighted features include: use of 100 per cent recycled wood and polypropylene, recycled, low-toxic carpet, use of cork rubber flooring, optimal use of natural daylight to reduce energy consumption, and others.		2005	2009
IT power management							
Implement server virtualization	Ongoing/In Progress	66	% of servers have been virtualized since start year indicated	Server virtualization is part of the business as usual work conducted by IT dept.	Continuation of on-going efforts to increase efficiency.	2008	2009
Remove stand-alone printers, copiers, and/or fax machines and install multi-function devices	Complete			All devices are multi-function ones		2005	2009
Apply auto-sleep settings on printers, copiers, fax machines, and/or multi-function devices	Complete			Auto-sleep setting have been applied		2005	2009
Replace computers with ENERGY STAR models during regular computer upgrades	Complete	95	% of computers are ENERGY STAR rated	95.45% of desktop computers have been replaced to EnergyStar models, 99.29% of monitors.41% of printers.	100% of desktop computers will replaced to Energy Star. 100% printers converted (budget permitted)	2005	2010
Appliances and electronic devices							
Replace refrigerators with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			At least 8,000 of public housing units have refrigerators updated to energy star performance. All new appliances installed are Energy Star	All new refrigerators will be replaced with Energy Star models	2007	2012
Replace other appliances or electronic devices with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			Washing machines and dishwashers updated to EnergyStar in Directly managed Buildings, Group Homes; and new construction units.	All new appliances and electronic devices will be replaced with EnergyStar models	2007	2012
Replace desk lamp incandescent bulbs with compact fluorescent (CFL) bulbs or source more efficient desk lamps for future purchases	Ongoing/In Progress			Distributed 30,000 CFLs under BC Hydro lighting program. Installed approx. 4400 bulbs in 1100 untis that were retrofited.	All lightbulbs in housing unts undergoing energy retrofit will be replaced to CFL bulbs	2007	2012
Behaviour change program							
Help staff reduce personal energy use through "workstation tune-ups"	In Development			Initial planning for employee campaign took place.	Employee energy saving campaign to be conducted in all offices.	2009	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Encourage use of stairs instead of elevators	Ongoing/In Progress			Continuation of award points allocation for consistent use of stairs instead of elevators	Continuation of the existing program	2007	No End Date (Continuous)
Supplies (Paper)							
Paper Type							
Purchase 30% post-consumer recycled paper	Ongoing/In Progress	9	% of total paper purchased contains 30% recycled content	2005 baseline was established for paper consumption and GHG emissions. Initial design was created for the 2010 paper challenge.	Employee paper challenge campaign to reduce paper consumption and GHG emissions. New Paper Purchasing procedure link to the Sustainability Policy to be created.	2007	No End Date (Continuous)
Purchase 100% post-consumer recycled paper	Ongoing/In Progress	75	% of total paper purchased contains 100% recycled content	2005 baseline was established for paper consumption and GHG emissions. Initial design was created for the 2010 paper challenge.	Employee paper challenge campaign to reduce paper consumption and GHG emissions. New Paper Purchasing procedure linked to the Sustainability Policy to be created.	2007	No End Date (Continuous)
Printer/document settings							
Switch networked printers and photocopiers to automatic double-sided	Complete	100	% of network printers or photocopiers are set to automatic double-sided	All black & white Home Office printers are set to automatic double sided printing		2008	No End Date (Continuous)
Electronic media in place of paper							
Use electronic document library for filing common documents	Ongoing/In Progress			Switched to on-line guidelines and documents. Organization-wide Forms Inventory underway to eliminate duplicates and reduce proliferation of paper.	New Content Management System will be implemented to enhance electronic document library for filing documents	2008	2012
Post materials online that were previously printed	Ongoing/In Progress			Annual calendar was switched to on-line only.	Where possible paper documents will be replaced with on-line version	2008	2012
Switch to an electronic payroll notification system in place of paper pay stubs	Complete			Electronic paystabs and personal records were introduced in 2007.		2007	2009
Behaviour change program							
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	Ongoing/In Progress			All Executive Committee meetings are paperless. Most of other branches meetings are paperless. New equipment (monitors, laptops) have been installed in meeting rooms.	Continuation of existing initiatives.	2007	No End Date (Continuous)
Encourage re-use of scrap paper	Ongoing/In Progress			Note pads available in Home Office are produced from scrap paper.	Continuation of existing initiatives.	2007	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 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Business Travel							
Policy and budgeting							
Create a low-carbon travel policy or travel reduction goal	Complete			2008 baseline was established for GHG emissions resulting from: fleet vehicles use, personal vehicles for business travel use, air travel, and commuting. The target was set at 5% reductions.		2009	2010
Virtual meeting technology							
Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.)	Ongoing/In Progress			Unified Communications System project was launched enabling web and video conferences, instant messaging and video calling.	Videoconferencing will be expanded to external parties	2007	2010
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Complete	100	% of meeting rooms have access to video-conferencing equipment	All offices have at least one meeting room with a video-conferencing equipment		2007	2009
Behaviour change program							
Train staff in video-conferencing or provide technical support for video-conferencing set-up	Ongoing/In Progress			Selected staff from all offices attended the trainings. Training manual is available on the website to all staff.	Staff will be trained on as needed basis.	2007	2009
Encourage staff to consider virtual attendance/presentation at events where possible	Ongoing/In Progress			Staff is encouraged to consider virtual attendance when possible by various communication channels, and examples from management. The annual executive tour was reduced from 4 people travelling to 2 while the rest participated via teleconference. The associated GHG emissions were reduced by half.	Continue current efforts. Introduce Sustainable Travel Procedure.	2007	No End Date (Continuous)
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Ongoing/In Progress			Transit tickets continued to be available to Home Office staff to use to travel to meetings.	Continuation of the existing programs.	2007	No End Date (Continuous)
Other Business Travel Actions							
Telework program was launched	Ongoing/In Progress	88	# of teleworkers	After a successful pilot last year, full program was launched in 2009. The estimated savings are: over 14,00 km traveled corresponding to 15 tonnes of CO2e, over \$15,000 and over 22,000 hours.	Continuation of the existing program.	2008	No End Date (Continuous)
Education, Awareness, and Engagement							
Team-building							
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Complete			Baseline for the engagement measure was established at 74%. Livegreen Employee Council continued to focus on engagement of employee and their families. In 2009 livegreen Forum was set-up to focus on corporate sustainability initiatives.	5% target was established for the measure. Strategic plan was created for the Employee livegreen Council.	2008	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress			Livegreen Council is allocated 12 paid hours per month per each member. Resources were made available to build a website and create a baseline survey and facilitated strategic planning process. Livegreen Forum has been supported to allocate their time on sustainability related tasks.	Livegreen Council will continue to receive the necessary support.	2008	No End Date (Continuous)
Providing behaviour change education/training to teams (e.g., community-based social marketing)	Ongoing/In Progress			Interactive livegreen website was launched. A series of Lunch & Learns with sustainability focus was conducted.	Launch a re-engagement strategy for the livegreen website.	2008	No End Date (Continuous)
Awards/Recognition							
Establish a sustainability/green awards or recognition program	Ongoing/In Progress			Green points award system continued.	Expand the green points program to include a wider range of activities.	2008	No End Date (Continuous)
Staff Professional Development							
Support green professional development (e.g., workshops, conferences, training)	Ongoing/In Progress			All livegreen Forum members completed The Natural Step Sustainability One-on-One e-learning program. Selected staff participated in specific sustainability training.	At least 60 employees across the organization will participate in training on LEED: Core concepts and strategies.	2008	No End Date (Continuous)
Include green options in employee performance measurement system	Ongoing/In Progress			Corporate Plan, Branch plans and a number of individual performance plans include sustainability related goals.	Integration of sustainability into corporate performance plans will continue.	2008	No End Date (Continuous)
Staff awareness/education							
Provide education to staff about the science of climate change	Ongoing/In Progress			A number sustainability related presentations were conducted during the year. One of the two Semi-Annual Staff meetings was focused on sustainability education and employee engagement. The Employee Livegreen Council conducts employee engagement campaigns - such as distribution of green cleaning products, educational lunch & learns, and others.	At least 20 new employees will complete the Natural Step Sustainability One-on-One e-learning program. The Livegreen interactive website will be used as a communication and educational tool for all employees. Employee Livegreen Council will continue to education through various engagement initiatives.	2008	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress	74	% of employees who indicate they feel supported by BC Housing to make good sustainability choices in the workplace and at home.	The Employee Livegreen Council conducts employee engagement campaigns - such as distribution of green cleaning products, educational lunch & learns, and others. A number sustainability related presentations were conducted during the year. One of the two Semi-Annual Staff meetings was focused on sustainability education and employee engagement.	All current educational initiatives will be continued. Sustainability will be included in the new Knowledge Network Program.	2008	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Ongoing/In Progress	79	% of employees who indicate they feel supported by BC Housing to make good sustainability choices in the workplace and at home.	Livegreen Employee Council provides regular green tips on BC Housing intranet sites. The Semi-Annual Staff meeting (town-hall style meeting) produced over 300 green tips that are being gradually communicated through the interactive livegreen website.	Employee Livegreen Council will continue to provide green tips via the website, creation of sustainability library (including books and films) and various initiatives. For 2010 the following has been planned: promotion of recycling programs, Meatless Mondays in March campaign, green cleaning products (cradle to cradle certified), support of alternative transportation initiatives, promotion of sustainable travel and vacation ideas.	2008	No End Date (Continuous)
Provide sustainability education during new staff orientation	Ongoing/In Progress			Presentation of BC Housing's commitment to sustainability is integrated in new staff orientation	Enhancement of the sessions to put emphasis on building an understanding of the importance of the issues.	2008	No End Date (Continuous)
Client/public awareness/education							
Provide education to clients/public about the conservation of water, energy, and raw materials	Ongoing/In Progress	773	773 BC Hydro energy conservation kits have been installed	Tenant education was conducted during the distribution of energy saving kits, and during the energy retrofits.	Tenant engagement strategy to be created and tested.	2009	No End Date (Continuous)
Other Education, Awareness, and Engagement Actions							

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
LEED training	In Development				1-day training for staff working on building projects across the organization. Modules will include: 'New Construction' and 'Core Concepts and Strategies'	2010	2010
Other Sustainability Actions							
Water conservation							
Establish a water conservation strategy which includes a plan or policy for replacing water fixtures with efficient models	Ongoing/In Progress			Efficient water fixtures were installed on sites include in the retrofit program	Efficient water fixtures will be installed on sites include in the retrofit program	2007	2012
Waste reduction/diversion							
Put in place an operations policy to facilitate the reduction and diversion of building occupant waste from landfills or incineration facilities	Ongoing/In Progress	70	Percentage of construction waste diverted from the landfill.	Vinyl siding recycling and other construction waste recycling was established for building envelope repair projects.Recycling programs set-up at all offices and all BC Housing owned sites where such programs are available. Continued CFLs and fluorescent lightbulbs and battery recycling program for 47 developments (5500 housing units).Maintained new paper, metal, and plastic recycling at all Lower Mainland Directly Managed sites. Maintained the expanded recycling programs at Home office by setting up battery and cream/milk containers and styrofoam recycling and expanding recycling systems on all floors. Piloted composting program at the Home Office.	Continuation of the existing recycling programs	2007	2012
Procurement (non-paper supplies)							
Incorporate minimum recycled content standards into procurement policy for consumable, non-paper supplies (e.g., writing instruments, binders, toner cartridges, etc.)	In Development			The framework for the sustainable procurement program was created.	Sustainable Procurement Program Product Guide to be created to include minimum recycled content standards.	2009	2010
Establish green standards for goods that are replaced infrequently and/or may require capital funds to purchase (e.g., office furniture, carpeting, etc.)	In Development			The framework for the sustainable procurement program was created.	Sustainable Procurement Program Product Guide to be created to include standards for goods that are replaced infrequently.	2009	2010
Implement sustainable purchasing program for cleaning products, disposable paper products and trash bags	In Development			Green cleaning products have been replacing other products at all directly managed sites. They were also made available to employees for personal use at home.	Continuation of the existing green cleaning program	2009	2012
Require a minimum purchase of sustainable, and organic food and beverages supplied by contracted food suppliers or caterers	In Development			The framework for the sustainable procurement program was created.	Sustainable Procurement Guide to be created for food products and services.	2009	2010
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	60	% of construction waste diverted from landfills	New construction debris and waste reduction standard was incorporated in BC Housing's building standards.	The standards for % of waste diverted from landfills from new construction projects and retrofits will be increased.	2008	No End Date (Continuous)
Incorporate lifecycle costing into new construction or renovations	Ongoing/In Progress			Lifecycle costing was incorporated into the retrofit program	Continue to use lifecycle costing	2008	No End Date (Continuous)
Indoor air quality							
Enforce a scent-free policy (e.g., no strong perfumes, deodorants, etc.)	Complete			Continued the policy	Continue the policy	2005	No End Date (Continuous)

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Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
Incorporate low volatile organic compounds (VOCs) standards into procurement policy for products such as paints, carpets, and furniture	Ongoing/In Progress		Phasing out of VOC and oil based paints at all BC Housing owned sites is in progress	Complete elimination of VOC and oil based paints from use at public housing sites	2008	2012
Commuting to and from home						
Introduce telework/work from home policy	Ongoing/In Progress		After a successful pilot a full telworking program was launched with high levels of participation across the organization.	Continue the teleworking program	2009	No End Date (Continuous)
Offer staff a compressed work week	Ongoing/In Progress		An option of compressed work week exist to the effect of increased work hours so that every three week an employee can take a flex-day	Compressed work week will be continued	2005	No End Date (Continuous)
Encourage commuting by foot, bicycle, carpool or public transit	Ongoing/In Progress		BC Housing participated in the Commuter Challenge & ranked fourth in its size category. BC Housing also participated in Bike to Work Week and Car Pool Week. Baseline for GHG emissions from commuting was established via an employee survey.Special parking spaces are designated for car pool vehicles.	Find at least two opportunities for BC Housing to participate in initiatives supporting alternative commuting as a sponsor	2005	No End Date (Continuous)
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Ongoing/In Progress		Additional bicycle racks were installed in the Home Office to accommodate an increase in number of staff that cycle to work.	Continue existing programs	2005	No End Date (Continuous)
Provide secure bicycle storage	Ongoing/In Progress		Secure bicycle storate exists at the Home Office	Continue existing programs	2005	No End Date (Continuous)