

# Ministry of Health Services - 2009 Carbon Neutral Action Report

## Executive Summary

The 2009 Carbon Neutral Action Report provides the framework for the Ministry of Health Services (MOHS) to reduce its greenhouse gas emissions related to business operations, and describes the actions taken by MOHS in 2009. The development and implementation of these reduction strategies ensures that enhanced environmental management techniques are applied to the ministry's business operations including: buildings, fleet, supplies, business travel and other sources of greenhouse gas emissions. The 2009 report includes the BC Ambulance Service (BCAS) and HealthLink BC (HLBC).



## Overview

### Actions Taken to Reduce Greenhouse Gas Emissions in 2009

In the 2009 calendar year, MOHS focused its efforts on workstation efficiency, technology improvements, paper consumption, fleet operations and business travel.

Examples of actions taken on IT workstations include installation of power management software and replacement of old computers with ENERGY STAR equipment. Paper consumption was addressed through the use of 100 per cent recycled paper, the use of Multi Function Devices, and default double-sided printing. In fleet operations, 95% of BCAS purchases were more fuel-efficient, lower-emission vehicles. Business travel was reduced through alternatives such as Live Meetings and video conferencing.

### Operational Changes in 2009

There were no significant operational changes in 2009.

### Plans to Continue Reducing Greenhouse Gas Emissions 2010 – 2012

Promotion of alternatives to business travel is continuing for the 2010 calendar year. BCAS is reviewing fleet requirements and is on track to a 33% reduction in GHG emissions by 2020. Another area critical to the reduction in operational emissions is staff engagement. Green teams promote environmentally sustainable operating practices by raising awareness and providing encouragement for employees to adopt environmentally sustainable behaviours in the workplace and at home. MOHS is a strong advocate for a healthy workplace. As such, many of the initiatives that are directed at improving health and wellness in the workplace are linked to a more sustainable, low-carbon workplace.

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## Actions Towards Carbon Neutrality

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

Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)		Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
<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	20	% of vehicles are fuel- efficient models	(BCAS) 121 new vehicles including 114 new Chevrolet diesel ambulances were delivered in 2009. Analysis of these new engines showed that diesel is considerably more efficient source of energy than gasoline delivering more horsepower for lower emissions including carbon dioxide, carbon monoxide, NMHC and NOx; particulate matter is zero for the new 2008 engines.	(BCAS) The delivery of these vehicles will allow for the retirement in 2010 of older Ford diesels which have higher emission levels. Following the retirement of those vehicles, emissions are expected to be at 95% of 2008 levels. With continuous replacement each year of some vehicles, it is anticipated that emissions will improve to 90.6% by the end of 2012, on track to a 33% reduction in GHG emissions by 2020 (base year is 2007).	2008	2010
Replace larger vehicles with smaller models according to fleet "right-sizing" principles	Ongoing/In Progress	33	% of vehicles down-sized since start year indicated	(MOHS) replaced three of nine fleet vehicles with hybrids in 2008	(MOHS) next lease to expire is in 2011. hybrid vehicle will be considered along with possible redeployment of current fleet in order to reduce the overall fleet size	2008	2012
Perform regular fleet maintenance to improve fuel-efficiency	Ongoing/In Progress	100	% of vehicles are subject to regular maintenance for fuel efficiency	All vehicles are subject to regular maintenance	Continue providing regular maintenance to all fleet vehicles	2008	No End Date (Continuous)
<b>Behaviour change program</b>							
Provide fleet driver training to reduce fuel use	In Development				(BCAS) Introduce driver training program - video will be made available online	2010	No End Date (Continuous)
Introduce anti-idling policy and/or raise anti-idling awareness for fleet drivers (e.g., signs, stickers, messages)	Complete			"Anti-Idling" bulletin distributed; Installation of signs at high idling locations at 1515 Blanshard	Continue providing information and awareness	2008	No End Date (Continuous)
Encourage carpooling in fleet vehicles	Ongoing/In Progress			(MOHS) When signing out pool vehicles for travel to a meeting or event, staff are asked if there is another staff member attending the same engagement to encourage carpooling.  (BCAS) Staff pool vehicles and carpooling are encouraged for travel. HQ Van used extensively during job action (April-Nov 2009) for managers deployed to other regions of the province.	Continue providing information and awareness	2008	No End Date (Continuous)
Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking)	Ongoing/In Progress			Ambulance Service at major events have been provided by a paramedic Bike-Squad which proved easier to manoeuvre through large crowds.	(BCAS) Continuation of Bike Squad for major events. (MOHS) Continue to promote alternative options for travel	2009	No End Date (Continuous)
<b>Other Mobile Fuel Combustion Actions</b>							
Idle Right technology Trial - implemented in 2 vehicles	Ongoing/In Progress			(BCAS) Trial of "Idle Right" technology underway - i.e. Vehicle left locked with lights/heat running from battery, engine runs only when battery power unable to support then engine cuts in.	Analysis and potential expansion of Idle Right technology to other vehicles	2009	No End Date (Continuous)
Alternative vehicles used at major events such as Celebration of Lights; Olympic venues	Ongoing/In Progress			(BCAS) In addition to the Bike Squad, two Gators have been added for special events - these have lower emissions than ambulances and are able to transport patients through crowded areas.	Continuation of service	2009	No End Date (Continuous)
<b>Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings)</b>							

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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
<b>Planning/management</b>						
Enrol in a building energy benchmarking program (e.g., GREEN UP)	Ongoing/In Progress		Shared Services BC partnered with the Canada Green Building Council to contribute to an energy benchmarking database for the Green Up initiative. Utility data from eight buildings were included in the initiative.	By December 2010 SSBC will be working with WSI to develop a per building cost associated with enlisting in CaGBC's Green Up program and an implementation strategy that aligns with the new funding model as appropriate (i.e. SSBC voted appropriation, cost recoverable or a blend)	2009	No End Date (Continuous)
Reduce office space (square meters) per employee	Ongoing/In Progress		Shared Services BC launched a portfolio-wide building and space rationalization initiative in 2009 to reconcile workspace allocations with government office space standards, and to consolidate customer workspaces where appropriate and available.	Space rationalization will continue through 2010 to strategically leverage opportunities to divest leases when renewal is considered and when appropriate.	2009	2012
<b>Owned buildings</b>						
Establish energy performance baseline for owned buildings	Ongoing/In Progress		Building level energy performance target setting was identified as one of six key priorities under an Energy Management and Conservation Strategy for core government buildings. The Strategy was completed in the spring of 2009. Shared Services BC, in partnership with government's outsource service provider for property management (BLJC-WSI) launched a building level energy performance target setting initiative in December of 2009. The results of this initiative will enable WSI operations and management teams to better monitor energy performance relative to a realistic baseline Building Energy Performance Index (BEPI) goal. The established goal BEPI is based on a combination of empirical knowledge of building-specific systems and energy accounting data. Issues related to tenant behaviour that may have a significant impact on the goal BEPI is being flagged for follow-up with appropriate client services and green team representatives.	A summary of operational efficiency opportunities and target building energy performance index will be finalized by end of Q2 2010. An implementation strategy will be follow, to be implemented Q3 and Q4 of 2010.	2009	2010
Register for performance labelling/certification for operations and maintenance of owned buildings (e.g., LEED EB:O&M)	Ongoing/In Progress		During the first quarter of 2009, SSBC participated in the LEED Canada 2009 initiative. Eight buildings were selected to participate in a benchmarking exercise. A workshop was also conducted by the Canada Green Building Council, during which participants from BLJC-WSI and SSBC completed a LEED certification gap analysis on selected buildings. In addition, two private sector landlords of buildings where government employees are accommodated have recognized the Province's interest in third party verification of government space. The eight buildings involved in the pilot included 3350 Douglas in Victoria, a building occupied by Citizens' Services staff.	A draft LEED EB-OM attainment strategy has been developed for further review during fiscal 2010/11.	2009	2011
Register for performance labelling/certification for commercial interiors of owned buildings (e.g., LEED CI)	Ongoing/In Progress		Two LEED CI certifications are being pursued at Robson Square in Vancouver. One is for showcase and hosting and one for the Asia Pacific Business Centre.	Other opportunities will be explored as they arise.	2008	2010
Achieve LEED NC Gold certification at a minimum for new construction or major renovations	Ongoing/In Progress		Several owned buildings were considered for LEED certification during the 2009 calendar year, including the Squamish-Lil-Wat Cultural Centre, the CL3 Laboratory at the Abbotsford Agricultural Centre, the Burnaby Youth Justice Services Centre, the Revelstoke Ambulance Station, and the Capital and infrastructure projects at several Correction Centres.	Any new facilities or major renovations will be constructed to achieve LEED Gold certification.	2008	2010

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Incorporate integrated design process into new construction or during renovations of owned buildings	In Development		The inclusion of the Integrated Design Process in procurement documents was piloted during the 2009 calendar on an adhoc basis by Shared Services BC. Process expectations were reviewed and a plan to better incorporate IDP expectations is being considered for future procurement activities.	The integrated design process will be further incorporated into procurement of new building developments as they arise.	2008	2010
Complete energy retrofits on existing, owned buildings	Ongoing/In Progress		SSBC successfully applied for retrofit funding through the Public Sector Energy Conservation Agreement to advance energy efficiency projects at several buildings, including the Prince George Courthouse (107k kWhs saved), Prince George Youth Custody Centre (800 GJ's saved), Robson Square Complex (7,460 GJs saved), BC Centre for Disease Control (2,060 GJs saved), Colony Farms Forensic Hospital (3,000 GJs saved), Abbotsford Agriculture Centre (1,600 GJs saved), and St. Anne's Academy (728 GJs saved). It is expected a significant amount of associated greenhouse gas emissions will be diverted as a result of these retrofits.	A list of potential projects has been scoped out for submission into the third PSECA funding intake. Approvals for projects are expected during Q3 2010. Projects (in some cases adding to previous retrofit measures in previous years) are proposed at Abbotsford Agricultural Centre (78612), BC Centre for Disease Control (90258), FPI Colony Farms, Port Coquitlam Courthouse (78604), Robson Square (45047,46581, 43398), Vancouver Courts 17871), and Queen's Printer (10652).	2008	2010
<b>Leased buildings</b>						
Establish energy performance baseline for leased buildings	Ongoing/In Progress		The same building level energy performance target setting exercise that is being applied to owned buildings is also being rolled out to leased facilities. The results of this initiative will enable WSI operations and management teams to better monitor and manage energy performance where they have influence, relative to a realistic baseline Building Energy Performance Index (BEPI) goal. The established goal BEPI is based on a combination of empirical knowledge of building-specific systems, lease terms, and energy accounting data where known. Issues related to tenant behaviour that may have a significant impact on the goal BEPI is also being flagged for follow-up with appropriate client services and green team representatives.	A summary of operational efficiency opportunities and target building energy performance index will be finalized by end of Q2 2010. An implementation strategy will be follow, to be implemented Q3 and Q4 of 2010.	2009	2010
Lease space with operations and maintenance performance labelling/certification (e.g., LEED EB:O&M)	Ongoing/In Progress		The known leased spaces where a green building or energy performance label has been sought (lead by landowners) include: 818 Fort Street (BOMA BEST Level 2), 1007 Fort Street (BOMA BEST Level 2), 1405 Douglas (BOMA BEST Level 2), 1802 Douglas (BOMA BEST Level 2), 3350 Douglas (BOMA BEST Level 3), 395 Waterfront (Gatehouse BOMA BEST Level 3), and 800 Johnson (LEED Gold). The following buildings have successfully passed their audits and are awaiting official confirmation of certification by BOMA; the Belmont Building (BOMA BEST Level 2), the Robert Kerr Building (BOMA BEST Level 2) and 3960 Quadra (BOMA BEST Level 3).	Other opportunities will be explored as they arise.	2008	2010
Lease space with commercial interiors performance labelling/certification (e.g., LEED CI)	Ongoing/In Progress		LEED CI certification was registered for one building within SSBC's portfolio (i.e., 976 Meares Street in Victoria).	Other opportunities will be explored as they arise.	2008	2010
Lease space in buildings with new construction performance labelling/certification (e.g., LEED NC)	Ongoing/In Progress		LEED certification was pursued in one new and leased building development projects, in Kamloops, occupied by the Ministry of Transportation.	Any new facilities or major renovations will be constructed to achieve LEED Gold certification.	2008	No End Date (Continuous)

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Develop a green lease policy that requires green features to conserve energy be included in all lease negotiations	Complete			A significant amount of government's building portfolio is leased space. SSBC has focused a considerable amount of research and analysis on green lease schedules that are intended to improve performance regarding conservation of energy and water, waste reduction and recycling, and support of green team activities. Schedules that have been drafted and available for use on new leases and lease renewals.		2008	No End Date (Continuous)
<b>IT power management</b>							
Install power management software which shuts down computers outside of regular business hours	Ongoing/In Progress	99	% of computers shut down automatically outside of regular business hours	In 2008, software was applied to all Ministry computers which powers them down outside of regular business hours (unless they cannot be powered down due to critical business needs). The same software was applied to any new workstations acquired in 2009.	Ensure any new workstations acquired between 2010 – 2010 have power management software installed.	2008	No End Date (Continuous)
Implement server virtualization	Ongoing/In Progress			Shared Services BC committed to virtualizing 65% of core government servers over 5 years between 2009 and 2014. As part of this initiative, an number of Ministry servers were virtualized in 2009.	As a best practice, server virtualization will be considered before any additional servers are added core government's data warehouse.	2009	No End Date (Continuous)
Apply auto-sleep settings on computer monitors and CPUs	Complete	100	% of computers have auto-sleep settings applied	As part of the U2.0 upgrade, workstations had their setting applied so that after 5 minutes of inactivity, all workstation CPU go into sleep mode and each monitor displays a screen saver. After another 5 minutes the monitor goes into sleep mode as well.		2008	2009
Replace computers with ENERGY STAR models during regular computer upgrades	Ongoing/In Progress	99	% of computers are ENERGY STAR rated	All Ministry workstations computers and monitors were replaced with ENERGY STAR models as part of the Government-wide U2.0 upgrade.	A few workstations that require specialized applications were not replaced during the upgrade. These will be replaced as new versions of the applications (compatible with the newer operating system) become available.	2008	No End Date (Continuous)
<b>Appliances and electronic devices</b>							
Replace refrigerators with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			(MOHS, HLBC) Facilities replaces refrigerators in staff break rooms with Energy Star appliances as needed	(MOHS, HLBC) Facilities replaces refrigerators in staff break rooms with Energy Star appliances as needed	2008	No End Date (Continuous)
Replace other appliances or electronic devices with ENERGY STAR models or source ENERGY STAR models for future purchases	Ongoing/In Progress			(MOHS, HLBC) Facilities replaces microwaves in staff break rooms with Energy Star appliances as needed	(MOHS, HLBC) Facilities replaces microwaves in staff break rooms with Energy Star appliances as needed	2008	No End Date (Continuous)
Replace desk lamp incandescent bulbs with compact fluorescent (CFL) bulbs or source more efficient desk lamps for future purchases	In Development				(HLBC) Send reminders to staff to turn off lights at the end of the day and to use only those lights necessary when working outside regular business hours.	2010	No End Date (Continuous)
<b>Behaviour change program</b>							
Help staff reduce personal energy use through "workstation tune-ups"	In Development				Workstation tune-up promotion planned for 2010	2010	No End Date (Continuous)
Ask staff to unplug electrical equipment or switch off power bars when not in use	In Development				Information and education will be part of the workstation tune-up promotion	2010	No End Date (Continuous)
Ask staff to close blinds at end of work day to reduce heating/cooling demands	In Development			(BCAS) Installed blinds on south side of HQ building to avoid unnecessary strain on air-conditioning system	Information and education will be part of the workstation tune-up promotion.	2010	No End Date (Continuous)

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Provide tips to staff on saving energy in the office while working outside of regular business hours	In Development			Information and education will be part of the workstation tune-up promotion	2010	No End Date (Continuous)
Encourage use of stairs instead of elevators	Complete		New updated Stairway to Health posters posted to encourage staff to use the stairs instead of the elevators	Continue providing information and awareness	2004	No End Date (Continuous)
Provide reminders for turning off lights (e.g., signs, stickers, messages)	Complete		signage installed	Continue to promote and encourage staff to turn off lights	2008	No End Date (Continuous)
Promote hot water conservation	Ongoing/In Progress		Motion sensors installed on taps in all washrooms at 1515 Blanshard. Other worksites are being reviewed	Ongoing	2008	No End Date (Continuous)
<b>Supplies (Paper)</b>						
<b>Paper Type</b>						
Purchase 30% post-consumer recycled paper	Ongoing/In Progress		Reduced overall office paper usage by 12.4% in 2009 vs. 2008 and usage of virgin paper (0% recycled content) by 26.8% while increasing the usage of 30% recycled content paper by 3.1%	Continue providing information and awareness	2009	No End Date (Continuous)
Purchase 100% post-consumer recycled paper	Ongoing/In Progress		Increased the usage of 100% recycled content office paper by almost 200% while reducing overall office paper usage by 12.4% in 2009 vs. 2008.	(MOH) Continue current practice. (BCAS) Given recent pricing changes, 100% recycled paper will be trialled again. (some issues with jamming of previous trial)	2009	No End Date (Continuous)
<b>Printer/document settings</b>						
Switch networked printers and photocopiers to automatic double-sided	Ongoing/In Progress		All new MFD's are set to automatic double side	Review current printer/MFD inventory to achieve overall reduction in total number of print devices. (HLBC) Switch remaining printers/copiers at HQ to automatic double-sided. Work with staff at other two sites o switch network printers to auto double sided.	2008	2011
Reduce default margin size in standard document templates (e.g., letters, briefing notes, forms, etc.)	In Development			(HLBC) Communications to all staff regarding reducing margin sizes; admin staff have been asked to revise all standardized templates	2010	No End Date (Continuous)
<b>Electronic media in place of paper</b>						
Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	Ongoing/In Progress		(MOHS, HLBC) 100% of staff have access to Groove, LiveMeeting, Communicator and SharePoint. (BCAS) Extensive use of SharePoint for Executive Correspondence for Ministry.	(BCAS) Expansion of usage to EHSC executive offices	2008	No End Date (Continuous)
Use electronic document library for filing common documents	Complete		As a general rule, common documents are stored electronically on the Local Area Network	Continue providing information and awareness	2008	No End Date (Continuous)
Post materials online that were previously printed	Ongoing/In Progress		Extensive use of intranet and email to distribute: Employee bulletins, newsletters, memos, directives, policies and protocols	Continued use of e-communications whenever appropriate.	2007	No End Date (Continuous)
Switch to an electronic payroll notification system in place of paper pay stubs	Ongoing/In Progress		(BCAS)Two notices have been sent to staff to encourage participation - however staff in isolated areas have limited access to internet. (HLBC) All staff were notified of the ability to receive paper stubs electronically. 45% of those notified have cancelled paper stubs.	(BCAS) Additional notice will be sent to staff that do not use 3-payroll notification.	2007	No End Date (Continuous)
<b>Behaviour change program</b>						

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Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.)	In Development		(MOHS) Computer refresh complete in 2009	Promote training for collaborative tools.	2010	2011
Encourage staff to hold paperless meetings or presentations (i.e., no handouts)	Ongoing/In Progress		(HLBC) Staff have been trained in the fundamentals of SharePoint	Continuing	2009	No End Date (Continuous)
Encourage re-use of scrap paper	Ongoing/In Progress		(MOHS) Obsolete letterhead repurposed to scrap pads	Continuing	2008	No End Date (Continuous)
<b>Business Travel</b>						
<b>Virtual meeting technology</b>						
Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.)	Complete		Installed as part of Vista refresh		2009	2010
Make desktop web-cameras available to staff	Ongoing/In Progress		(BCAS) As required	(BCAS) As required	2009	2010
Install video-conferencing units in meeting rooms or provide mobile video-conferencing units	Ongoing/In Progress		Video conferencing available at 1515 Blanshard(MOHS),Keating X RD, Virtual Way & Still Creek (BCAS) and Walnut Grove (HLBC)	Continued promotion and use of Video Conferencing	2009	No End Date (Continuous)
<b>Behaviour change program</b>						
Train staff in web-conferencing	Ongoing/In Progress		As required	Continue providing information and awareness	2009	No End Date (Continuous)
Train staff in video-conferencing or provide technical support for video-conferencing set-up	Ongoing/In Progress		As required. Technical support is available	Continue providing information and awareness	2009	No End Date (Continuous)
Encourage staff to consider virtual attendance/presentation at events where possible	Ongoing/In Progress		Staff are encouraged to use alternate communication/meeting strategies were feasible	Continue providing information and awareness	2009	No End Date (Continuous)
Encourage carpooling to meetings	Ongoing/In Progress		(BCAS) When signing out pool vehicles for travel to a meeting or event, staff are asked if there is another staff member attending the same engagement to encourage carpooling.  (BCAS) Staff pool vehicles and carpooling are encouraged for travel. HQ Van used extensively during job action (April-Nov 2009) for managers deployed to other regions of the province.	Continue providing information and awareness	2009	No End Date (Continuous)
Encourage alternative travel to meetings (e.g., bicycles, public transit, walking)	Ongoing/In Progress		(MOHS) Bike cage enlarged, Encouraged use of Ministry pool bikes. Emphasis and high profile surrounding Bike to Work week. Host location for employee transit renewal passes	Continue providing information and awareness	2009	No End Date (Continuous)

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## Actions to Reduce Provincial Emissions and Improve Sustainability

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

Action	Status (as of 12/31/09)	Performance to Date (as of 12/31/09)	Steps Taken in 2009	Steps Planned for 2010 -2012	Start Year	End Year
<b>Education, Awareness, and Engagement</b>						
<b>Team-building</b>						
Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement	Complete		Established green teams with executive endorsement		2009	No End Date (Continuous)
Provide resources and/or dedicated staff to support teams	Ongoing/In Progress		Resources provided to teams	continued support for green teams	2009	No End Date (Continuous)
<b>Staff Professional Development</b>						
Support green professional development (e.g., workshops, conferences, training)	Ongoing/In Progress		Annual Green Team Summit, monthly Green Team Forum, Carbon Neutral Action Plan Community of Practice.	Provide opportunities for staff to participate in Annual Green Team Summit, Green Team Forums, collaboration tools training.	2009	No End Date (Continuous)
<b>Staff awareness/education</b>						
Provide education to staff about the science of climate change	Ongoing/In Progress		Green Tips posted on Intranet, Enhanced Recycling Program (ERP) Education, 100 Mile Potluck, Newsletter, Idle-Free BC.	Green Tips, Green Newsletter, Live Meeting Challenge, Workstation Tune-Up, documentary showings, each Green team co-op holds at least one awareness-raising event.	2009	No End Date (Continuous)
Provide education to staff about the conservation of water, energy, and raw materials	Ongoing/In Progress		Green Tips posted on Intranet, Enhanced Recycling Program (ERP) Education, 100 Mile Potluck, Newsletter, Idle-Free BC.	Green Tips, Green Newsletter, Live Meeting Challenge, Workstation Tune-Up, documentary showings.	2009	No End Date (Continuous)
Provide green tips on staff website or in newsletters	Ongoing/In Progress		Seasonal Green Tips provided, advertising of upcoming events and educational information	status quo	2009	No End Date (Continuous)
<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	Complete		Shared Services BC's Technical Standards require water efficient fixtures when new developments and major tenant improvements are undertaken in owned government facilities.			No End Date (Continuous)
Put in place a potable water management strategy to reduce potable water demand of building-level uses such as cooling tower equipment, toilet fixtures, etc. and landscape features	Complete		Potable water management by Shared Services BC is done on a case by case basis to meet both customer programming needs and required codes and standards.			No End Date (Continuous)
Introduce a storm water management landscape strategy (e.g., vegetated roofs, permeable paving, rain gardens, bioswales)	Complete		Storm water management is considered on a case by case basis when determining the building site and systems design from a whole buildings perspective. Shared Services BC's Technical Standards require the consideration of indigenous plants and other water reduction strategies where appropriate.			No End Date (Continuous)
<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	Complete		Shared Services BC lead the development of a solid waste reduction program in 2009. Buy in to the program is at the discretion of Ministry customers.			No End Date (Continuous)
Implement a hazardous waste reduction and disposal strategy	Complete		Hazardous waste reduction and disposal is managed by Shared Services BC in accordance with strict laws and regulations.			No End Date (Continuous)

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<b>Procurement (non-paper supplies)</b>						
Implement sustainable purchasing program for cleaning products, disposable paper products and trash bags	Complete		In 2009, Shared Services BC's outsource service contractor for property management - WSI, issued a new janitorial contract that specified the usage of Green Seal and/or Ecologo products. Performance is audited by WSI.		2004	No End Date (Continuous)
<b>Building construction, renovation, and leasing</b>						
Establish a policy to reuse materials where possible and divert construction and demolition debris from landfills and incineration facilities	Complete		Under it's Master Services Agreement with WSI, Shared Services BC requires that 80% of waste be diverted from landfills on projects over \$80k in the Lower Mainland and Southern Vancouver Island where diversion facilities are available.			No End Date (Continuous)
Incorporate lifecycle costing into new construction or renovations	Complete		Shared Services BC's Technical Standards are based on lifecycle costing. All major projects where the Technical Standards are applied (e.g. Major tenant improvements and new construction) have been considered under a lifecycle costing model.			No End Date (Continuous)
<b>Indoor air quality</b>						
Incorporate low volatile organic compounds (VOCs) standards into procurement policy for products such as paints, carpets, and furniture	Complete		Shared Services BC's Technical Standards include consideration for reducing volatile organic compounds. Also, VOCs have been considered for all projects where LEED certification has been pursued (see section A2).			No End Date (Continuous)
<b>Commuting to and from home</b>						
Introduce telework/work from home policy	In Development		Shared Services BC conducted a study on the potential for and implications of a significant and mandated teleworking strategy. While more research is needed, while environmental impacts associated with transportation to and from work were assumed to be reduced, the potential net reduction in carbon emissions was inconclusive, as was the impact on the quality of program delivery to the public by various ministry customers.	Further investigation will be conducted once the standardized shared services model has been further defined and implemented, which is expected to be complete by Q4 2010.	2009	2011
Encourage commuting by foot, bicycle, carpool or public transit	Complete		High level of staff participation in Bike to work week		2008	No End Date (Continuous)
Provide shower or locker facilities for staff/students who commute by foot or by bicycle	Complete		shower and change room facilities available at 1515 Blanshard		2008	No End Date (Continuous)
Provide secure bicycle storage	Complete		expanded the bike cage at 1515 Blanshard to accommodate 100 bicycles		2009	No End Date (Continuous)