

The Ministry of Citizens' Services

2009 CARBON NEUTRAL ACTION REPORT

Executive Summary

In 2009, the Ministry of Citizens' Services continued to demonstrate its commitment to climate action through its Carbon Neutral Program. We took on several government-wide initiatives resulting in significant carbon emission reductions within ministries and the broader public sector.

Our ministry is responsible for the stewardship of government operations including strategic human resources and communications, and for government facilities, fleet, procurement and information technology. This presents our ministry with many opportunities to reduce its carbon footprint, and set examples so other government agencies can do the same.

To achieve government's goal of carbon neutrality by 2010 and beyond, the Carbon Neutral Program developed a strategy to address climate change. This strategy includes a framework that recognizes the importance of three fundamental drivers: human, financial and environmental. This Triple Bottom Line approach fosters decisions and action based on its impacts on people, the planet and the public purse. We are working towards long-term results, which will support the needs of the organization and future generations.

Our plan is to engage the entire ministry in the reduction of our carbon footprint. Our actions will seek to improve the energy efficiency of our infrastructure and find ways to bring about positive behavioural change. Reducing our carbon footprint is a challenge requiring the skills, ideas and enthusiasm that all Ministry employees have to offer. We are confident our ministry will be able to meet this challenge over the coming years, knowing that we are fortunate to have employees with the passion, courage and determination necessary to help us reach our goals.



Kim Henderson
Deputy Minister of Citizens' Services

A handwritten signature in blue ink, appearing to read 'Kim Henderson'.

Kim Henderson
Deputy Minister of Citizens' Services

Overview

Actions Taken to Reduce Greenhouse Gas Emissions in 2009

The Ministry of Citizens' Services made significant progress to establish long-term greenhouse gas emission reductions in three key areas: **infrastructure, operations and employee behaviour.**

Infrastructure relates to our buildings and the technologies that we choose to employ (machines, vehicles, software, etc.). Considering our buildings, our ministry employees occupy over 200,000 square metres¹ across the province. The energy required to heat, cool and power those buildings amounts to our largest challenge, and accounted for 74 per cent of our total emissions in 2008, and 5,236 tonnes of CO₂² overall. As the ministry responsible for maintaining our government's building portfolio, our organization completed a strategy in the spring of 2009 to set building energy performance targets for the space we occupy, as well as the space occupied by all government agencies. The results of this initiative will help us uncover **operational** efficiencies and better methods for reducing our energy consumption. In 2009, our ministry also began a space consolidation initiative to make our **operational** footprint smaller. Where possible, we will make better use of space and ensure that we are making the best use of our leased space.

We are also taking a greener approach to business travel. Government-wide restrictions on business travel were introduced last spring in response to economic pressures. These restrictions coincided with a large-scale project involving the upgrade of over 35,000 employee workstations with a new operating system and suite of Collaboration Tools. These tools allow staff to work together in an online environment through instant messaging, web conferencing and real-time document collaboration. Ministry staff use these tools in their business routines to maintain high levels of service and their connections to customers, partners and citizens. The travel reductions had an enormous impact on government's carbon neutral bottom line. Citizens' Services saw an **81% reduction**³ in Greenhouse Gas emissions associated with business travel compared to 2008.

On the **behavioural** front, our ministry continues to be a key supporter of the voluntary Green Team Program. The green teams are a grassroots network of individuals at all levels in the B.C. Public Service, who commit themselves to sustainable awareness and engagement of their fellow staff. Our ministry's Carbon Neutral Program enlists dedicated staff to provide tools, expertise and recognition for over 110 green teams across the B.C. Government.

¹ Data provided by Environmental Stewardship and Technical Value Branch of Shared Services BC. Data is the most current available and represents snapshot of space allocation as of March 2009, prior to organizational restructuring.

² Data accessed from SMARTTool, April 15, 2010.

³ Data accessed from SMARTTool, April 17, 2010.

Operational Changes in 2009

In June of 2009, the Premier announced a new Cabinet that included the appointment of the Honourable Ben Stewart as the Minister of Citizens' Services and Minister Responsible for Multiculturalism and the Public Affairs Bureau. Four defined areas of responsibility are now linked under the umbrella of this new ministry: Citizens' Services; Shared Services BC; the BC Public Service Agency; and, the Public Affairs Bureau.

The creation of this new ministry reflects government's shift to a model that unites the responsibilities for information, people, technology, and service delivery.

Plans to Continue Reducing Greenhouse Gas Emissions 2010 – 2012

As Citizens' Services improves its measurement of carbon emissions, we uncover more opportunities for sustainable improvements within our infrastructure, operations and employee behaviour. The adage, "you can't manage what you don't measure" is especially true for carbon emissions. Our organization is learning how technologies affect behaviour. Conversely, we are learning how behaviour affects the efficiency of technology. For example, the heating/cooling systems of buildings can be fine-tuned to reduce energy consumption but, if the people who occupy the building have a habit of leaving windows open, efficiencies are lost. The buildings example is especially important because it is here where we have the most potential to make significant behavioural gains.

Moving forward, our intent is to use measures like buildings' energy performance targets to tailor our behavioural initiatives to make the highest impact. Specifically in 2010, our ministry green teams will participate in the Power of Ten project to reduce energy consumption in 10 government buildings by 500,000Kwh over one year. Those savings will come from the building occupants and their willingness to go the extra step and introduce sustainable behaviours like taking the stairs rather than elevators, turning off lights in unused rooms, closing the window blinds to conserve heat, and other simple actions.

Regarding fleet vehicles and business travel, the organization will continue to maintain high standards and encourage car pooling and alternatives to travel. Currently, the B.C. Public Service maintains one of the largest hybrid vehicle fleets in North America. Also, we have taken a leadership role on virtual technology and, in the coming year, we will continue to provide free training to all B.C. Public Service staff in the use of collaboration software. These tools enable our employees to maintain high levels of service despite travel restrictions.

To achieve significant emission reductions, the organization will turn increasingly to planning and action that enables fundamental changes to the way we do business and to the delivery of our services; changes that substantially reduce environmental and carbon impacts of our operations while maintaining our ability to achieve client objectives and citizens' needs.



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Citizens' Services**

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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 |
|---|----------------------------|---|--|--|--|------------|--------------------------|
| Mobile Fuel Combustion (Fleet and other mobile equipment) | | | | | | | |
| Vehicle fuel efficiency | | | | | | | |
| Replace vehicles with more fuel-efficient models | Ongoing/In Progress | | | No new vehicles purchased or leased. | Review ministry fleet budget, plan for replacements where possible. | 2008 | 2010 |
| Replace larger vehicles with smaller models according to fleet "right-sizing" principles | Ongoing/In Progress | | | No new vehicles purchased or leased. | Review ministry fleet budget, plan for right-sizing where possible. | 2008 | 2010 |
| Perform regular fleet maintenance to improve fuel-efficiency | Ongoing/In Progress | 100 | % of vehicles are subject to regular maintenance for fuel efficiency | Ongoing and subject to existing operational standards. | Ongoing and subject to existing operational standards. | 2008 | No End Date (Continuous) |
| Behaviour change program | | | | | | | |
| Provide fleet driver training to reduce fuel use | Complete | | | All staff have access to DriveSmart BC and the Easy Green Drivers Guide. | Maintain DriveSmart BC and the Easy Green Drivers Guide on the Where Green Ideas Work website, a site managed and maintained by Citizens' Services. | 2008 | No End Date (Continuous) |
| Introduce anti-idling policy and/or raise anti-idling awareness for fleet drivers (e.g., signs, stickers, messages) | Ongoing/In Progress | | | Anti-idling stickers distributed for all vehicles as part of the rollout of the corporate anti-idling education initiative. | Anti-idling stickers available for Citizens' Service purchase on the Distribution Centre Victoria's Online Store. Support planning and implementation of government-wide anti-idling initiatives. | 2009 | 2009 |
| Encourage carpooling in fleet vehicles | Complete | | | Most ministry vehicles are used to deliver mail and goods. There is a limited number of units for general transportation and carpooling is standard practice, where practical. | Maintain standard practice of carpooling where applicable. | 2008 | No End Date (Continuous) |
| Promote alternatives to fleet vehicle travel where possible (e.g., bicycles, public transit, walking) | Ongoing/In Progress | | | Most ministry vehicles are used to deliver mail and goods. Non-vehicular alternatives are not generally an option. The ministry did explore the feasibility of all-electric units but the absence of permissive local bylaws prevented implementation. Walking is a common option for trips in the Victoria Legislative Precinct and downtown. Accommodation services provides a bus pass option to staff located at 3350 Douglas. Bicycles are provided as an option at 4000 Seymour. Secure bicycle storage and showers are available at some Citizens' Services facilities. | The ministry Green Teams will encourage ministry employees to participate in two alternate travel initiatives: Bike To Work Week, and Target: Green Streets. | 2007 | No End Date (Continuous) |
| Stationary Fuel Combustion, Electricity and Fugitive Emissions (Buildings) | | | | | | | |
| Planning/management | | | | | | | |
| Enrol in a building energy benchmarking program (e.g., GREEN UP) | In Development | | | 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) |

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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 |
|--|----------------------------|---|--|---|------------|----------|
| Reduce office space (square meters) per employee | In Development | | 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 |
| Owned buildings | | | | | | |
| 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 |
| Incorporate integrated design process into new construction or during renovations of owned buildings | Ongoing/In Progress | | 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 |

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| 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 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. | 2008 | 2010 |
| Leased buildings | | | | | | |
| 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 | 2010 |
| 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 have been drafted and are available for use on new leases and lease renewals. | | 2008 | No End Date (Continuous) |
| IT power management | | | | | | |

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| 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 | 2012 |
| 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 |
| Remove stand-alone printers, copiers, and/or fax machines and install multi-function devices | Ongoing/In Progress | | | Reduced several personal printers by introducing 28 multi-function devices to overall operations. | Continue to replace person printers with multi-function devices where possible. To date, in January, the ministry has replaced one personal printer for a multi-function device. | 2008 | No End Date (Continuous) |
| Apply auto-sleep settings on printers, copiers, fax machines, and/or multi-function devices | Ongoing/In Progress | | | Auto sleep settings are the standard default for all multi-function devices. No standard has been applied to personal printers, copiers, and faxes. | Maintain current standard for multi-function devices. | 2007 | No End Date (Continuous) |
| Replace computers with ENERGY STAR models during regular computer upgrades | Ongoing/In Progress | 100 | % 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) |
| Appliances and electronic devices | | | | | | | |
| Replace refrigerators with ENERGY STAR models or source ENERGY STAR models for future purchases | Ongoing/In Progress | | | Maintain public website access to Corporate Supply Agreement information concerning Energy Star fridges. Citizens' Services negotiated the CSA for fridges on behalf of ministry clients in 2008. | Maintain public website access to Corporate Supply Agreement information concerning Energy Star fridges. | 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 | | | Drafted guidelines for procurement of small appliances and other electronic devices, including an environmental criteria. | Post procurement guidelines on public LiveSmart government site. | 2009 | 2010 |
| Replace desk lamp incandescent bulbs with compact fluorescent (CFL) bulbs or source more efficient desk lamps for future purchases | Ongoing/In Progress | | | Made several selections of CFLs available to Citizens' Services and all ministries via the Distribution Centre Victoria's (DCV) online catalog . Additionally, the DCV sourced an energy efficient LED desk lamp, but found safety issues with excessive heat so the unit was discontinued. | Continue to make CFLs available to all ministries via the Distribution Centre Victoria's online catalog. | 2008 | No End Date (Continuous) |
| Behaviour change program | | | | | | | |
| Help staff reduce personal energy use through "workstation tune-ups" | Ongoing/In Progress | | | Launched the online Workstation Tune Up on the Where Green Ideas Work website through a partnership with BC Hydro. Promote the use of the tool to Citizens' Services Green Teams, and all Ministry Green Teams via the monthly Green Team Forum. | Implement "The Power of Ten" project that involves targeting occupant behaviour in ten government buildings to reduce energy conservation over one year. The Workstation Tune Up tool will be used to carry out initiatives in those buildings. | 2009 | 2011 |
| Ask staff to unplug electrical equipment or switch off power bars when not in use | Complete | | | Performed one-on-one Workstation Tune Ups with staff at 525 Superior during which participants were asked to perform the desired behaviour. | Implement "The Power of Ten" project that involves targeting occupant behaviour in ten government buildings to reduce energy conservation over one year. Asking staff to turn off electrical equipment is one of the target behaviours. | 2009 | 2011 |

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| Ask staff to close blinds at end of work day to reduce heating/cooling demands | Complete | | | Performed one-on-one Workstation Tune Ups with staff at 525 Superior during which participants were asked to perform the desired behaviour. | Implement "The Power of Ten" project that involves targeting occupant behaviour in ten government buildings to reduce energy conservation over one year. Closing blinds before leaving work is one of the target behaviours. | 2009 | 2011 |
| Provide tips to staff on saving energy in the office while working outside of regular business hours | Ongoing/In Progress | | | Drafted and distributed the "After Hours" Easy Green Guides via the Where Green Ideas Work website. This guide specifically address after hour conservation tips. | Maintain website intranet access to the Easy Green Guides for Citizens' Services and all ministry staff. Lead and participate in "The Power of Ten" project that incorporates "after hour" energy saving behaviours. Providing energy tips to staff for after hour behaviours is a deliverable of the project. | 2009 | No End Date (Continuous) |
| Encourage use of stairs instead of elevators | Ongoing/In Progress | | | Requested an evaluation of potential energy savings of this behaviour by a research analyst from the Ministry of Environment. Incorporated results into Workstation Tune Up initiative at 525 Superior. | Implement "The Power of Ten" project that involves targeting occupant behaviour in ten government buildings to reduce energy conservation over one year. Encourage the use of stair over elevators is one of the target behaviours. | 2009 | 2011 |
| Provide reminders for turning off lights (e.g., signs, stickers, messages) | Ongoing/In Progress | | | No new actions. PowerSmart energy prompt stickers have been in place in the majority of Citizens' Services buildings since 2007. | Implement "The Power of Ten" project that involves targeting occupant behaviour in ten government buildings to reduce energy conservation over one year. Turning off lights is one of the target behaviours. | 2007 | No End Date (Continuous) |
| Other Stationary Fuel Combustion and Electricity Actions | | | | | | | |
| Maintain a dedicated FTE energy conservation role to engage ministry staff in energy conservation behaviours. | Ongoing/In Progress | | | Role maintained for all of 2009. | Renegotiate contract with BC Hydro to renew role for two years as of August 2010. | 2008 | 2010 |
| Lead and participate in a major initiative to reduce energy consumption in 10 government buildings (including Citizens' Services buildings) by 500,000Kwh over one year. | Ongoing/In Progress | | | Initiated project with major stakeholders, including core government and BC Hydro. | Plan, design, and execute "The Power of Ten" project. | 2009 | 2011 |
| Supplies (Paper) | | | | | | | |
| Paper Type | | | | | | | |
| Purchase 30% post-consumer recycled paper | Ongoing/In Progress | 38 | % of total paper purchased contains 30% recycled content | 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% | Research a business case for buying higher recycled content paper in bulk to offset its marginally higher cost over virgin paper. Propose aggressive targets for reducing the use of 0% recycled paper. | 2007 | No End Date (Continuous) |
| Purchase 100% post-consumer recycled paper | Ongoing/In Progress | 10 | % of total paper purchased contains 100% recycled content | 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. | Research a business case for buying higher recycled content paper in bulk to offset its marginally higher cost over virgin paper. | 2007 | No End Date (Continuous) |
| Printer/document settings | | | | | | | |
| Switch networked printers and photocopiers to automatic double-sided | Ongoing/In Progress | | | Complete for all multi-function devices. | Green teams to participate "The Great Paper Chase", a behavioural initiative sponsored by the Climate Action Secretariat and resulting in an inventory of all printers and their default settings. One of the initiative's objectives is to ensure all printers are set to double-sided printing by default. | 2008 | No End Date (Continuous) |
| Reduce default margin size in standard document templates (e.g., letters, briefing notes, forms, etc.) | In Development | | | Narrow margins are practiced in some business units, but the concept does not have wide exposure. | Investigate feasibility of narrowing margins ministry-wide for archived documents. | 2010 | 2010 |
| Electronic media in place of paper | | | | | | | |

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| Install collaborative software for electronic editing (e.g. SharePoint, Groove, etc.) | Complete | 99 | % of staff workstations with software installed | All Ministry workstations computers were replaced and came pre-installed with the suite of Microsoft Collaboration Tools as part of the Government-wide U2.0 upgrade. | Maintain license agreements for software. | 2009 | No End Date (Continuous) |
| Use electronic document library for filing common documents | Ongoing/In Progress | | | All business units have network drives for document storage and backup. Standard practice is to store common documents electronically. | Maintain standard practice of storing documents electronically. | 2007 | No End Date (Continuous) |
| Post materials online that were previously printed | Ongoing/In Progress | | | Expanded use of SharePoint sites for posting documents electronically. | Continue to expand use of website technology to make electronic documents available to ministry staff members. | 2007 | No End Date (Continuous) |
| Switch to an electronic payroll notification system in place of paper pay stubs | Complete | | | Implemented ministry policy to eliminate paper pay stubs. | Maintain current policy to eliminate paper pay stubs. | 2009 | No End Date (Continuous) |
| Behaviour change program | | | | | | | |
| Train staff to use collaborative software for electronic editing (e.g. SharePoint, Groove, etc.) | Ongoing/In Progress | | | Developed and led the eTravel Challenge - an initiative to train ministry staff in the collaboration tools. | In partnership with Microsoft, initiate the ACCS Collaboration Group to provide free collaboration tool training to Citizens Services and all ministries. As well, Shared Services BC co-hosted a large event at St. Ann's Auditorium (Victoria) in March to promote the free training program. 196 cross-ministry staff attended. | 2009 | 2010 |
| Encourage staff to hold paperless meetings or presentations (i.e., no handouts) | Ongoing/In Progress | | | Drafted and distributed an Easy Green Guide to promote green meetings. Initiated Green Meeting Mondays at 525 Superior through that building's green team. | Continue to make the Easy Green Guide available on the Where Green Ideas Work website, and promote green meetings through the eTravel Challenge project. | 2009 | No End Date (Continuous) |
| Encourage re-use of scrap paper | Ongoing/In Progress | | | Promoted scrap paper use via Green Teams at 525 Superior, 538 Michigan, 3350 Douglas and 4000 Seymour in Victoria during various events like Earth Day. | Continue to promote scrap paper re-use during this years' Earth Day events organized by ministry Green Teams. | 2009 | No End Date (Continuous) |
| Business Travel | | | | | | | |
| Policy and budgeting | | | | | | | |
| Create a low-carbon travel policy or travel reduction goal | Complete | | | 2009 business travel was down sharply vs. 2008 due to financial restraint measures. The result was an 81% reduction of Greenhouse Gas emissions. | Continue to promote alternatives to travel and low carbon travel to avoid a sharp bounce back in travel and related emissions when financial restraint measures ease. | 2009 | 2010 |
| Virtual meeting technology | | | | | | | |
| Install web-conferencing software (e.g., Live Meeting, Elluminate, etc.) | Complete | 100 | % of computers have web-conferencing software installed | All Ministry workstations were replaced and came pre-installed with LiveMeeting as part of the Government-wide U2.0 upgrade. | Maintain license agreements for LiveMeeting software. | 2009 | No End Date (Continuous) |
| Make desktop web-cameras available to staff | Ongoing/In Progress | | | Purchased several units in key business areas such as the Public Service Agency and the Operations Division of the ministry. | Encourage the use of web conferencing via web cams through initiatives like the eTravel Challenge. | 2009 | No End Date (Continuous) |
| Install video-conferencing units in meeting rooms or provide mobile video-conferencing units | Ongoing/In Progress | | | Purchased three mobile web conferencing cameras and made them available for use by ministry staff. Cameras have seen great uptake by business units like Carbon Measurement and Reporting. As well, the cameras were used for the monthly Green Team Forums, hosted by Shared Services BC. | Continue to make mobile web conferencing cameras available to ministry staff to maintain service levels but reduce travel and related greenhouse gas emissions. | 2009 | 2010 |
| Behaviour change program | | | | | | | |

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|--|----------------------------|---|---|--|------------|-----------------------------|
| Train staff in web-conferencing | Ongoing/In Progress | | Developed and led the eTravel Challenge - an initiative to train ministry staff in the collaboration tools. | In partnership with Microsoft, initiate the ACCS Collaboration Group to provide free collaboration tool training to Citizens Services and all ministries. As well, Shared Services BC co-hosted a large event at St. Ann's Auditorium (Victoria) in March to promote the free training program. 196 cross-ministry staff attended. | 2009 | 2010 |
| Train staff in video-conferencing or provide technical support for video-conferencing set-up | Ongoing/In Progress | | Several ministry business units have initiated power user groups to build a viral uptake of the use of mobile cameras. Examples of user groups include the Roundtable Power Users group chaired by Workforce Planning, as well as the ACCS Power Users group chaired by Corporate Applications in Shared Services BC. | Support ministry staff through self-initiated user groups, and initiatives like the eTravel Challenge. | 2009 | No End Date (Continuous) |
| Encourage staff to consider virtual attendance/presentation at events where possible | Ongoing/In Progress | | Web conferencing and virtual attendance made major strides in 2009, and is fast becoming the new standard practice. | Continue to promote virtual attendance, in combination with ongoing travel spending restrictions. | 2009 | 2010 |
| Encourage carpooling to meetings | Ongoing/In Progress | | As noted previously, carpooling is standard practice when using fleet vehicles. As well, the Jack Bell Ride Share program was promoted throughout the ministry as a viable alternative when using personal vehicles. | Continue to promote carpooling alternatives like the Jack Bell Ride Share. | 2007 | No End Date (Continuous) |
| Encourage alternative travel to meetings (e.g., bicycles, public transit, walking) | Ongoing/In Progress | | Drafted and posted the Easy Green Travel Guide to promote alternate forms of travel. The Guide is available on the Where Green Ideas Work website. As well, the 525 Superior Green Team developed a low carbon transportation options program that was picked up by green teams in other ministries, including the Ministry of Agriculture and Lands. | Green Teams to expand the Low Carbon Transportation Options program where possible. | 2009 | 2010 |

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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 |
|---|----------------------------|---|---|---|------------|--------------------------|
| Education, Awareness, and Engagement | | | | | | |
| Team-building | | | | | | |
| Create Green, Sustainability, Energy Conservation, or Climate Action Teams with executive endorsement | Ongoing/In Progress | | Shared Services BC (SSBC) has been jointly responsible for the cross-ministry, volunteer Green Teams program since its inception in 2007. Throughout 2009, SSBC maintained a dedicated FTE (Green Team Forum Manager) to co-ordinate Citizens' Services green teams, as well as all ministries. | The Citizens' Services green team will execute a recruitment initiative to expand green team membership. | 2008 | No End Date (Continuous) |
| Provide resources and/or dedicated staff to support teams | Ongoing/In Progress | | Citizens Services maintains 6 green teams with between 50 and 70 members total. Each team has a lead who can spend two days a minimum of two days a month on green team activities. Each green team member can spend a minimum of 1 day a month on initiatives. | Continue to work with cross-ministry green teams by renewing the contract with BC Hydro to fund the Green Team Forum Manager role. | 2007 | No End Date (Continuous) |
| Providing behaviour change education/training to teams (e.g., community-based social marketing) | Ongoing/In Progress | | The Green Team Forum Manager in partnership with the Climate Action Secretariat developed the concept of an Annual Green Team Campaign that involves five initiatives spread out over a year. All the initiatives are based on community-based social marketing principles and methods. | Rollout the Annual Green Team Campaign in Citizens' Services involving five initiatives based on community-based social marketing principles and methods. | 2009 | No End Date (Continuous) |
| Awards/Recognition | | | | | | |
| Establish a sustainability/green awards or recognition program | Ongoing/In Progress | | Planned and organized the Annual Green Team Summit, along with the Climate Action Secretariat. Event was proposed for January of 2010. Developed a series of seven awards and evaluated over 40 nominations from ministry green teams. | Continue to co-host the Annual Green Team Summit. Evaluate cross-ministry green team award submissions for recognition. | 2008 | No End Date (Continuous) |
| Staff Professional Development | | | | | | |
| Support green professional development (e.g., workshops, conferences, training) | Ongoing/In Progress | | Focused green training and lectures on travel reduction and held several collaboration tool demonstrations for ministry staff. | The focus this year will be on energy conservation. Three energy experts will be invited to speak to staff as a part of a "Lunch and Learn" lecture series. | 2007 | No End Date (Continuous) |
| Include green options in employee performance measurement system | In Development | | In some circumstances, employees are encouraged to add green goals to their regular performance reviews. The human resource system responsible for capturing these goals was amended in 2008 to provide the necessary functionality. | Continue to promote green goals in staff performance reviews. | 2008 | No End Date (Continuous) |
| Staff awareness/education | | | | | | |
| Provide education to staff about the science of climate change | Ongoing/In Progress | | Maintained climate change information on the Where Green Ideas Website, an intranet site managed by Citizens' Services. | Review current climate change information on the Where Green Ideas Website, an intranet site managed by Citizens' Services. Update the content where necessary. | 2008 | No End Date (Continuous) |
| Provide education to staff about the conservation of water, energy, and raw materials | Ongoing/In Progress | | Hosted nine Green Team Forums and invited several guest speakers on the suggested topics. Organized and executed a green team field trip to the LEED Gold Dockside Green Development to learn about their water treatment plant and energy conservation efforts. | Continue to participate and contribute to the monthly Green Team Forums, now being facilitated by the Climate Action Secretariat. | 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 green tips on staff website or in newsletters | Complete | | Developed seven Easy Green Guides and posted them on the intranet site - Where Green Ideas Work. The Guides contain over 100 green tips. | Review Easy Green Guides and update where necessary. | 2009 | No End Date (Continuous) |
| Client/public awareness/education | | | | | | |
| Provide education to clients/public about the science of climate change | Complete | | Provided a climate change glossary of terms to the Climate Action Secretariat for posting on the public LiveSmart site. | Continue to migrate climate change information and from the internal Where Green Ideas Work website to the external and public facing LiveSmart website where applicable. | 2009 | No End Date (Continuous) |
| Provide education to clients/public about the conservation of water, energy, and raw materials | Ongoing/In Progress | | Drafted plans to provide behavioural tools like the Workstation Tune Up tool and the DriveSmart training tutorial currently housed on the Where Green Ideas Work website to the public LiveSmart site. | Continue to migrate useful behavioural tools from the internal Where Green Ideas Work website to the external and public facing LiveSmart website where applicable. | 2009 | No End Date (Continuous) |
| Provide green tips on client/public website or in newsletters | Ongoing/In Progress | | Consulted with stakeholders to revise the Easy Green Guides and post them on the public LiveSmart site. | Migrate the Easy Green Guides to the external and public facing LiveSmart website and maintain them on an ongoing basis. | 2009 | No End Date (Continuous) |
| Other Sustainability Actions | | | | | | |
| Water conservation | | | | | | |
| 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) |
| Waste reduction/diversion | | | | | | |
| 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) |
| Procurement (non-paper supplies) | | | | | | |
| Establish green standards for goods that are replaced infrequently and/or may require capital funds to purchase (e.g., office furniture, carpeting, etc.) | Complete | | As of August 2010 the Corporate Supply Agreement for furniture will specify that all purchases will adhere to Cradle-to-Cradle or Level Certifications. | Purchase furniture for Citizens' Services and all ministry customers as per the new CSA standards (see Steps Taken in 2009). | 2009 | 2010 |
| 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. | WSI to adhere to janitorial contract specifying usage of Green Seal or Ecologo products. | 2004 | 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 |
|---|----------------------------|---|---|--|------------|-----------------------------|
| Require a minimum purchase of sustainable, and organic food and beverages supplied by contracted food suppliers or caterers | In Development | | Obtained a list of sustainable-minded caterers from ActNow. Administrative assistants at 525 Superior and 3350 Douglas refer to list when catering meetings and events. | Post list on Climate Wiki to make available for Citizens' Services and all ministries. | 2008 | No End Date (Continuous) |
| Building construction, renovation, and leasing | | | | | | |
| Establish a policy to reuse materials where possible and divert construction and demolition debris from landfills and incineration facilities | 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) |
| Indoor air quality | | | | | | |
| 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) |
| Commuting to and from home | | | | | | |
| 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 |
| Offer staff a compressed work week | Complete | | 73 ministry employees participated in the Summer Voluntary Reduced Work Week Program. 55 employees participated in the Winter Program. The program was offered to all staff. | There are no current plans to renew this program. | 2009 | 2009 |
| Encourage commuting by foot, bicycle, carpool or public transit | Ongoing/In Progress | | Citizen's services participated in several "alternate travel" initiatives in 2009 including Bike To Work Week, Target Green Streets, and Low Carbon Transportation options. The initiatives were run or assisted by ministry green team members. | Green Teams to organize ministry participation in Bike To Work Week and Target: Green Streets. | 2008 | 2010 |
| Provide shower or locker facilities for staff/students who commute by foot or by bicycle | Ongoing/In Progress | | Although not a requirement, the provision of showers and bike locking facilities is a consideration of providing accommodations to ministry customers by Shared Services BC. Tenant improvements associated with the addition of showers and bike locking facilities that are requested and funded by Ministry customers will be reasonably considered by Shared Services where they can be provided. | No further SSBC action planned beyond consideration of Ministry requests for enhanced foot and cycling facilities. | | No End Date (Continuous) |
| Provide secure bicycle storage | Ongoing/In Progress | | Bike locking facilities that are requested by our ministry will be reasonably considered by Shared Services where they can be provided. | No further SSBC action planned beyond consideration of Ministry requests for secure bicycle storage. | | No End Date (Continuous) |