

Linking Goals to Performance Measures

GOALS	Goal 1 Financial Performance Meet financial objectives approved by government.	Goal 2 Workplace Quality and Employee Excellence Create a work environment that encourages greater employee engagement.	Goal 3 Customer Experience Maintain the high level of wholesale and retail customer satisfaction.	Goal 4 Business Effectiveness Maintain operating efficiencies in a climate of constant change.	Goal 5 Corporate Responsibility Encourage the responsible use of beverage alcohol.
STRATEGIES	<ul style="list-style-type: none"> • Grow sales and effectively monitor operating expense 	<ul style="list-style-type: none"> • Enhance staff skills and engagement through management development, employee training and increased communication • Implement succession management plans for the organization • Provide a safe, healthy and harassment-free workplace 	<ul style="list-style-type: none"> • Continuously refresh the store network • Continuously provide enhanced customer services 	<ul style="list-style-type: none"> • Maximize the potential efficiencies available through improved distribution operations • Increase the use of current and cost effective technology 	<ul style="list-style-type: none"> • Prevent sales to minors or intoxicated persons in BC Liquor Stores through increased staff education and enforcement of ID-checking requirements • Promote awareness of responsible use by continuing co-operative programs with suppliers and other stakeholders.
PERFORMANCE MEASURES	<ul style="list-style-type: none"> • Net income 	<ul style="list-style-type: none"> • Employee engagement 	<ul style="list-style-type: none"> • Retail customer satisfaction • Wholesale customer satisfaction 	<ul style="list-style-type: none"> • BC Liquor sales per square foot • Distribution Centre labour cost per case shipped • Distribution Centre order fill rate 	<ul style="list-style-type: none"> • Store compliance with ID-checking requirement • Customer awareness of LDB corporate responsibility programs

GOAL I: Financial Performance

Meet financial objectives approved by government.

2009/10 HIGHLIGHTS

Net income for fiscal 2009/10 was \$877.3 million which was \$18.8 million or 2.1 per cent below target. Compared to fiscal 2008/09, net income was \$13.8 million or 1.6 per cent lower. Despite this, the LDB met its total sales budget of \$2.85 billion which was \$60 million or 2.1 per cent higher than last year.

This reduction in net income performance relative to sales was caused by a shift in purchasing patterns from higher margin spirit products to lower margin beer and refreshment beverage products. The LDB believes that this consumer shift to lower cost products was related to the world recession which existed for most of the fiscal year and expects historical purchasing patterns to return as the economy improves.

In July 2010, LDB product mark-ups will be increased when the Harmonized Sales Tax (HST) is implemented in order to partially recover lost government revenue associated with the three per cent reduction in provincial liquor sales tax. The increase in mark-up revenue is reflected in the LDB's net income targets for 2010/11 and 2011/12.

The following charts show historical sales by the different product categories in dollars and litres.

Sales by Major Category (\$000s)

	2009/10	2008/09	2007/08	2006/07	2005/06	Change vs Previous Year	
						\$	%
Domestic Spirits	411,227	426,101	410,071	389,181	366,999	(14,874)	(3.5)
Import Spirits	318,559	314,827	294,881	267,723	239,560	3,732	1.2
Total Spirits	729,786	740,928	704,952	656,904	606,559	(11,142)	(1.5)
Domestic Wine	373,279	354,793	330,221	304,000	277,431	18,486	5.2
Import Wine	455,269	460,576	444,745	386,835	338,881	(5,307)	(1.2)
Total Wine	828,548	815,369	774,966	690,835	616,312	13,179	1.6
Domestic Refreshment	104,350	91,467	89,656	90,878	85,749	12,883	14.1
Import Refreshment	20,827	23,467	18,454	12,681	9,950	(2,640)	(11.2)
Total Refreshment	125,177	114,934	108,110	103,559	95,699	10,243	8.9
Domestic Beer	918,399	897,135	885,342	868,997	839,227	21,264	2.4
Import Beer	243,785	213,917	195,536	177,598	149,111	29,868	14.0
Total Beer	1,162,184	1,111,052	1,080,878	1,046,595	988,338	51,132	4.6
Miscellaneous/Special Orders	8,377	12,247	10,560	11,232	11,735	(3,870)	(31.6)
Total Sales	2,854,072	2,794,530	2,679,466	2,509,125	2,318,643	59,542	2.1

Sales by Major Category in Litres (000s)

	2009/10	2008/09	2007/08	2006/07	2005/06	Change vs Previous Year	
						\$	%
Domestic Spirits	14,846	15,867	15,829	15,488	15,152	(1,021)	(6.4)
Import Spirits	9,858	9,877	9,502	8,909	8,216	(19)	(0.2)
Total Spirits	24,704	25,744	25,331	24,397	23,368	(1,040)	(4.0)
Domestic Wine	30,299	29,044	27,766	26,781	25,763	1,255	4.3
Import Wine	28,490	28,298	27,710	25,087	22,726	192	0.7
Total Wine	58,789	57,342	55,476	51,868	48,489	1,447	2.5
Domestic Refreshment	22,938	19,165	18,799	19,267	18,387	3,773	19.7
Import Refreshment	3,454	3,970	3,061	2,048	1,471	(516)	(13.0)
Total Refreshment	26,392	23,135	21,860	21,315	19,858	3,257	14.1
Domestic Beer	241,385	236,782	240,933	239,868	237,338	4,603	1.9
Import Beer	52,363	46,357	43,671	39,356	33,274	6,006	13.0
Total Beer	293,748	283,139	284,604	279,224	270,612	10,609	3.7
Miscellaneous/Special Orders	163	164	187	194	201	(1)	(0.6)
Total Sales	403,796	389,524	387,458	376,998	362,528	14,272	3.7

GOAL I: FINANCIAL PERFORMANCE TARGETS AND RESULTS 2009/2010

GOAL

- Meet financial objectives approved by government

STRATEGY

- Grow sales and effectively manage operating expenses

Performance Measure	Targets (000s)	Result
Net Income (\$ millions)	09/10 – \$896.1 10/11 – \$973.7 11/12 – \$1,013.5	<p>Net income was \$877.3 million, \$18.8 million below target. This decrease was due to a shift in customer purchasing patterns from higher margin spirit products to lower margin beer and refreshment beverage products. The LDB's net income is the contribution made to the provincial government by the LDB from the total sales of liquor in the province and is audited by the BC Auditor General. LDB net income is an important source of funding for government programs and services and accounts for approximately 2.4 per cent of total government revenue.</p> <p>Previous years: 08/09 - \$891.1 million, 07/08 - \$857.2 million, 06/07 - \$840.3 million</p>

GOAL 2: Workplace Quality and Employee Excellence

Create a work environment that encourages greater employee engagement.

2009/10 HIGHLIGHTS

Succession Management and Leadership Development

The LDB's succession management plan focuses on the development of internal employees so that they will be qualified to fill key position vacancies in the future. During 2009/10 the LDB began sending high performing potential successors to the UBC Sauder School of Business' Accelerated Leadership Program. The LDB also engaged the UBC Sauder School of Business to develop a Strategic Leadership Framework that the LDB will use to develop an Internal Leadership Development Program for LDB management.

Recruitment

In 2009, the LDB developed and implemented a recruitment campaign targeting two types of prospective employees. *JUMP* is designed to attract the younger workforce to retail career opportunities with BC Liquor Stores and *STEP* targets individuals interested in the LDB's administrative and management opportunities. The LDB was recognized as one of "BC's Top 55 Employers for 2009" by Mediacorp Canada. This distinction helps to attract skilled external candidates to opportunities with the LDB. In order to improve internal employee skills in applying for positions, a program was also developed to improve resume writing and interview skills.

Training

During 2009/10, LDB employees participated in over 5,000 internal and external training opportunities. An important focus of training for this year was customer service and product knowledge training for store employees. A customized training program titled "Serving World Citizens" was provided to employees that worked in stores close to the 2010 Olympic and Paralympic Winter Games venues.

Grapevine

In 2009/10, the LDB re-vamped the quarterly employee newsletter — *Grapevine* — to improve communications with employees, one of the identified areas of opportunity from the 2009 Workplace Environment Survey.

Employee Wellness

The LDB expanded its newsletter *Live Well – Work Well*, which provides employees with practical tips to improve their health. In the fall of 2009, 400 employees participated in a Wellness Challenge in order to improve their personal lifestyles and fitness levels.

GOAL 2: WORKPLACE QUALITY AND EMPLOYEE EXCELLENCE TARGETS AND RESULTS 2009/2010

GOAL

- Create a work environment that encourages greater employee engagement

STRATEGIES

- Enhance staff skills and engagement through management development, employee training and increased communication
- Implement succession management plans for the organization
- Provide a safe, healthy and harassment-free workplace

Performance Measure	Targets	Result
Employee Engagement	09/10 – 70 10/11 – 72 11/12 – 74	<p>The LDB's Employee Engagement score for fiscal 2009/10 was 71 compared to the target of 70 and last year's score of 68. The fiscal 2009/10 score for the provincial public service was 68. BC Stats, the central statistical agency of the provincial government, conducts the LDB's annual Workplace Environment Survey (WES). BC Stats conducts the same survey for the provincial public service. The survey asks employees approximately 70 questions focused on 12 themes. The scores for all the questions in the WES are summarized into a single "Employee Engagement" score. The LDB uses the WES survey to determine areas of employee concern that need attention.</p> <p>Previous years: 08/09 - 68, 07/08 - Target not measured, 06/07 - 66</p>

GOAL 3: CUSTOMER EXPERIENCE

Maintain the high level of wholesale and retail customer satisfaction.

2009/10 HIGHLIGHTS

Retail Customer Service

A number of retail customer service initiatives were implemented in fiscal 2009/10, many of which are associated with the LDB's on-going efforts to create a consistent brand image for the BC Liquor Store chain, including:

Store Upgrades

In order to maintain a consistent level of quality for the 197 store chain, the LDB upgrades a selection of stores each year. During fiscal 2009/10, the LDB completed 18 store remodels, some of which included relocations to more suitable premises, and made minor renovations to a further 35 stores.

Olympic-themed Stores

During the 2010 Olympic and Paralympic Winter Games, a celebratory winter theme welcomed the world to the 22 BC Liquor Stores located near venue sites. Employees who spoke languages other than English were identified with country of origin badges to provide the many international visitors with service in their own language. Employees in these stores were also given a customized training program titled "Serving World Citizens."

Staff Training

In fiscal 2009/10, a Signature Training Program was introduced to provide store employees with skills in customer service, basic and advanced selling, staff coaching and mentoring. In addition, all LDB employees have access to the internationally-recognized Wine and Spirit Education Trust product knowledge courses. Currently, more than 1,000 of our store employees are enrolled. Next year, a store management program to assist in the development of new managers will be introduced.

TASTE Magazine

TASTE is a publication distributed in BC Liquor Stores that includes articles on beverage alcohol products, food and entertaining ideas written by well known wine and food experts. *TASTE* is very well received by BC Liquor Store customers and in fiscal 2009/10 distribution volume increased by 25 per cent to 500,000 copies and magazine content increased by approximately 20 per cent. *TASTE* is also available on the LDB website: **bclldb.com**.

Wine Information

Savvy Sippers and *90 Point Wines* – In fiscal 2009/10, the LDB implemented two in-store wine information initiatives that use shelf talkers to identify wines of interest to customers. *Savvy Sippers* identifies wines priced under \$20 per bottle that offer an exceptional combination of price and quality and *90 Point Wines* identifies high quality wines that have received a 90 point or higher rating from internationally acclaimed wine experts.

Website

The BC Liquor Store's website **bcliquorstores.com** was re-launched in fiscal 2009/10 with enhanced content, improved appearance and a better search tool.

Wholesale Customer Service

With the significant expansion of private retailers in recent years, the LDB has been enhancing its service capability to wholesale customers out of its two wholesale centres in Vancouver and Kamloops. In fiscal 2009/10, the LDB served approximately 1,800 bars, restaurants and private retailers out of the two wholesale centres. Initiatives to improve customer service from the wholesale centres included:

LDB Webstore

In fiscal 2009/10, the LDB fully implemented its internet-based wholesale customer order system referred to as *LDB Webstore*. Orders are processed 24/7 and wholesale customers receive direct shipments from the LDB's Wholesale Centre. By fiscal year end, 108 wholesale customers registered with *LDB Webstore* and product orders totalled \$68 million.

Vancouver Call Centre

A new telephone system was implemented at the Vancouver Wholesale Centre in 2009/10 that more efficiently processes customer telephone orders and queries. The system also provides management with detailed usage data which results in more efficient scheduling of staff.

GOAL 3: CUSTOMER EXPERIENCE TARGETS AND RESULTS 2009/10

GOAL	STRATEGIES
<ul style="list-style-type: none"> Maintain the high level of wholesale and retail customer satisfaction 	<ul style="list-style-type: none"> Continuously refresh the store network Continuously provide enhanced customer services

Performance Measure	Targets	Result
Retail Customer Satisfaction	09/10 – N/A 10/11 – 90% 11/12 – N/A	The retail customer satisfaction rating is determined by a survey of BC Liquor Store retail customers conducted by a professional survey company. This survey is conducted once every two years to provide customers an adequate amount of time to experience LDB service initiatives which often take more than one year to fully implement. A survey was not conducted in 2009/10 and the next survey will be conducted in 2010/11. Previous years: 08/09 - 99%, 07/08 - 98%, 06/07 - 98%
Wholesale Customer Satisfaction	09/10 – N/A 10/11 – 90% 11/12 – N/A	The wholesale customer satisfaction rating is determined by a survey of a sample of wholesale customers (bars, restaurants and private retailers) conducted by a professional survey company. The survey is conducted every two years. The next survey will be conducted in 2010/11. Previous years: 08/09 - 80%, 07/08 - Target not measured, 06/07 - 90%

GOAL 4: BUSINESS EFFECTIVENESS

Maintain operating efficiencies in a climate of constant change.

2009/10 HIGHLIGHTS

Preparing for the World

Preparing for the 2010 Olympic and Paralympic Winter Games required a significant amount of logistics and planning. Leading up to and during the Games, the LDB worked closely with a wide range of stakeholders including; VANOC, the Department of Foreign Affairs and International Trade, Canada Border Services Agency, Liquor Control and Licensing Branch, City of Vancouver, Vancouver Police and over 85 international delegations. This advanced planning and preparation ensured that our retail and wholesale customers were well served throughout the Games.

Recorded Information Management System

The LDB implemented an electronic records management system to manage corporate records in a digital rather than paper format. This system improves access and record sharing within a secure environment and reduces costs associated with record creation, storage and destruction. In addition, this initiative reduces the LDB's carbon footprint.

Point of Sale Register Upgrades

The LDB upgraded its aging Point of Sale (POS) cash register equipment in all BC Liquor Stores. This upgrade will ensure the ongoing reliability of the LDB's POS systems and enable a future software upgrade that will provide greater functionality. This new equipment accepts "chip and pin" credit cards and is an important milestone in achieving compliance with Payment Card Industry (PCI) standards to protect customer credit card information.

Business Continuity

The LDB established a data centre at its Kamloops Distribution Centre to ensure the LDB has back-up systems in the case of a major outage. This data centre is an important part of the LDB's business continuity and disaster recovery programs.

GOAL 4: BUSINESS EFFECTIVENESS TARGETS AND RESULTS 2009/10

GOAL	STRATEGIES
<ul style="list-style-type: none"> Maintain operating efficiencies in a climate of constant change 	<ul style="list-style-type: none"> Maximize the potential efficiencies available through improved distribution operations Increase the use of available, current and cost-effective technology

Performance Measure	Targets	Result
BC Liquor Stores Sales Per Square Foot	09/10 – \$1,301 10/11 – \$1,354 11/12 – \$1,391	In fiscal 2009/10 sales per square foot was \$1,270, 2.4 per cent below the target of \$1,301. This decline is attributable to a greater shift of wholesale customers from the store system to the Wholesale Customer Centres than was anticipated. This indicator is based on the annual dollar sales of the store system divided by total store system square footage. This measures how well the LDB converts its floor space into sales. Previous years: 08/09 - \$1,269, 07/08 - \$1,224, 06/07 - \$1,167

GOAL 4: BUSINESS EFFECTIVENESS TARGETS AND RESULTS 2009/10 *continued*

GOAL

- Maintain operating efficiencies in a climate of constant change

STRATEGIES

- Maximize the potential efficiencies available through improved distribution operations
- Increase the use of available, current and cost-effective technology

Performance Measure	Targets	Result
Distribution Centre Labour Cost Per Case Shipped	09/10 – \$1.69 10/11 – \$1.69 11/12 – \$1.69	<p>This productivity measure is calculated by dividing total Distribution Centre labour expenses by total case shipments. For fiscal 2009/10 the result was \$1.73 per case, 2.4 per cent below the target of \$1.69 per case. The below target result is attributable to management’s decision to increase staffing levels during the 2010 Olympic and Paralympic Winter Games to minimize the possibility of product order delays.</p> <p>Previous years: 08/09 - \$1.70, 07/08 - \$1.67, 06/07 - \$1.70</p>
Distribution Centre Order Fill Rate	09/10 – 90% 10/11 – 90% 11/12 – 90%	<p>The result for fiscal 2009/10 was 92.2 per cent, exceeding the target of 90 per cent. This common distribution industry measure is calculated by dividing the number of ordered items that are filled completely by the total number of items ordered. It includes orders made by the LDB store system and by wholesale customers that are served out of the Distribution Centres.</p> <p>Previous years: 08/09 - Target not measured, 07/08 - Target not measured, 06/07 - Target not measured</p>

GOAL 5: CORPORATE RESPONSIBILITY

Encourage the responsible use of beverage alcohol.

2009/10 HIGHLIGHTS

Support Dry Grad

BC Liquor Store customers donated \$594,000 in 2009/10 to support alcohol-free high school graduation events in their communities. During the campaign, customers are encouraged to donate one dollar or more. The LDB then provides 100 per cent of these funds to school districts for distribution to local Dry Grad event organizers. Since the inception of the program in 2001, a total of \$3.4 million has been raised.

Canadian Red Cross Haiti Earthquake Relief Fund

On behalf of the Canadian Red Cross, the LDB facilitated BC Liquor Store customer donations to the Haiti Earthquake Relief Fund. This month-long campaign raised \$350,000 for the Canadian Red Cross and the funds were eligible for the federal matching program.

Share-a-Bear

For 21 years, the LDB has sold plush teddy bears every November and December in its BC Liquor Stores. Every bear sold has a twin and this “twin” is donated by BC Liquor Stores to a children’s charity. Employees at BC Liquor Stores select the local charities to support, which include Christmas stocking funds, hospitals, police and ambulance services, and other community groups. In fiscal 2009/10, 30,500 bears were donated to charities.

Provincial Employee Community Services Fund

In 2009/10, LDB employees generously donated \$189,000 to the Provincial Employee Community Services Fund through personal contributions and fundraising events. Donated funds support charities throughout BC.

Easter Seal 24 Hour Relay for the Kids

The LDB’s Beer-O-Crats participate in this annual 24-hour relay to raise funds to support Easter Seal Camps in BC for children with disabilities. In 2009, the LDB team raised \$11,700, and over \$100,000 since joining the event in 1995.

Environment

The LDB worked on a number of initiatives to reduce its energy consumption and carbon footprint. Efforts to promote re-usable shopping bags or to encourage customers to take their purchase without a bag have reduced plastic bag usage by 25 per cent since 2008. The LDB began using the provincial government’s “Smart Tool” to measure its greenhouse gas emissions.

GOAL 5: CORPORATE RESPONSIBILITY TARGETS AND RESULTS 2009/10

<p>GOAL</p> <ul style="list-style-type: none"> Encourage the responsible use of beverage alcohol 	<p>STRATEGIES</p> <ul style="list-style-type: none"> Prevent sales to minors or intoxicated persons in BC Liquor Stores through increased staff education and enforcement of ID-checking requirements Promote awareness of responsible use by continuing co-operative programs with suppliers and other stakeholders
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Performance Measure	Targets	Results
<p>Store Compliance with ID-Checking Requirement</p>	<p>09/10 – 100% 10/11 – 100% 11/12 – 100%</p>	<p>The provincial identification (ID) checking requirement for liquor purchases is to ask for two pieces of ID for persons that look to be 19 years of age or younger. Each year, the Liquor Control and Licensing Branch (LCLB) conducts an ID checking compliance program at a sample of LDB stores using young-looking “mystery shoppers.” The LDB uses the summarized results for its performance measure (the total number of purchases attempted divided by the number of times the proper ID was requested by staff). LCLB did not conduct an ID compliance program for fiscal 2009/10 because staff resources were fully engaged in preparations for the 2010 Olympic and Paralympic Winter Games. The program will resume in fiscal 2010/11.</p> <p>Previous years: 08/09 – 56%, 07/08 – 77%, 06/07 – Target not measured</p>
<p>Customer Awareness of LDB Corporate Responsibility Programs</p>	<p>09/10 – N/A 10/11 – 90% 11/12 – N/A</p>	<p>The LDB places posters and other promotional materials in its stores that encourage the responsible use of beverage alcohol. The themes, e.g. preventing drinking and driving and preventing underage drinking, change every month. The LDB measures customer recall of this promotional material through the same customer survey the LDB uses to rate its customer service performance (see Goal 3). This survey is conducted every two years. The next survey will be conducted in 2010/11.</p> <p>Previous years: 08/09 – 88%, 07/08 – 89%, 06/07 – 96%</p>

Benchmarking

In 2009, with the assistance of consultants PriceWaterhouseCoopers LLP, the LDB benchmarked itself against a number of other organizations including: four provincial liquor boards, three non-Canadian government liquor authorities, three private distribution organizations and two private retailers. A total of 15 different measures were reviewed and results from the five most commonly used ones are shown below.

There are important differences in the operations and mandate of the LDB compared to most of these organizations and this affects their comparability. The LDB's relative performance to these organizations is shown below. Certain performance measures were only relevant to a selection of the organizations.

Benchmark Criteria	Performance Trend Ranking		Comparable Organizations
	WORST ←	→ BEST	
Financial Performance			
Operating Costs as a Percentage of Total Sales	LDB		8
Net Income as a Percentage of Total Sales	LDB		11
Operating Efficiency – GLSs			
GLS Sales per GLS FTE	LDB		6
Operating Efficiency – Distribution Centres			
Distribution Centres Cost per Case per Year	LDB		5
People			
Vacancy Rate	LDB		5

Operating Costs as a Percentage of Total Sales

This measure indicates the overall operational efficiency of an organization and represents the per cent of each sales dollar that is used for operating costs.

Net Income as a Percentage of Total Sales

This is a measure of the overall health and profitability of the organization, and represents the per cent of each sales dollar that is generated for government in the case of the public organizations such as the LDB, or to shareholders in the case of private companies.

GLS Sales per GLS FTE

This measures the productivity of GLS staff in terms of sales generation. FTE stands for "Full Time Equivalent" and is equal to the number of person-years of employment worked by staff.

Distribution Centre Cost per Case per Year

This measures how cost effective distribution centres are on a volume basis.

Vacancy Rate

This is a measure of the number of vacant staff positions relative to the total number of FTEs. It is a reflection of an organization's people management as it is affected by employee morale and staff turnover.

Shareholder’s Letter of Expectations

A key component of the LDB’s governance framework is the Shareholder’s Letter of Expectations — an agreement between the Minister (on behalf of the Government of British Columbia) and the General Manager of the LDB.

This document establishes the LDB’s mandate and identifies the Government’s strategic priorities and performance expectations for the LDB. Selected direction from Government and the status of the LDB’s actions to implement this direction is shown in the attached chart. The full document is available on the LDB’s website at bcldb.com/annual-report.

GOVERNMENT DIRECTION	LDB ALIGNMENT
<p>Inform the Shareholder on a regular basis of any major changes occurring or likely to occur in the beverage alcohol market, or within the LDB itself, that may impact on the LDB’s achievement of its Service Plan targets either negatively or positively.</p>	<p>The LDB reports financial results to the Shareholder on a monthly basis and regularly notifies the Shareholder of major changes likely to affect the beverage alcohol market or the LDB’s achievement of its Service Plan targets.</p>
<p>Comply with the Shareholder’s and LCLB’s direction to rationalize and improve the regulatory framework for the importation, distribution and retailing of beverage alcohol products in British Columbia.</p>	<p>The LDB complies with the direction of the Shareholder and LCLB.</p>
<p>Comply with the Shareholder’s and LCLB’s direction to deliver social responsibility programs and service delivery rules and regulations.</p>	<p>The LDB complies with the direction of the Shareholder and LCLB.</p>
<p>Implement financial reporting that clearly segregates retail and distribution operations to enable transparent disclosure of costs at the retail and wholesale levels.</p>	<p>The LDB provides quarterly reporting to the Shareholder for segmented retail and wholesale operations.</p>
<p>Comply with the Shareholder’s requirements to make the Public Sector carbon neutral by 2010.</p>	<p>The LDB began using the Smart Tool greenhouse gas measurement system and worked on a number of initiatives to reduce its carbon footprint.</p>