

GOAL 1: FINANCIAL PERFORMANCE

Maximize net income within the policy guidelines established by government.

PERFORMANCE HIGHLIGHTS

Sales of beverage alcohol exceeded Service Plan targets in fiscal 2008/09. Total sales for the year were \$2.8 billion, an increase of \$123 million or 4.6 per cent over the 2008/09-2010/11 targets and \$115 million or 4.3 per cent over last year. Net income for fiscal 2008/09 was \$891 million, exceeding the target by \$38 million. Net income – total revenue less total expenses – is the LDB's financial contribution to the province of British Columbia.

Sales in all categories performed ahead of forecast, with the exception of the non-alcoholic category which was below Plan (\$7.4 million). The strong sales were reflected in increases of 5.1 per cent in spirits, 5.2 percent in wine, 3.0 per cent in packaged beer, 1.5 per cent in draught beer and 6.3 per cent in the refreshment beverage category, compared to fiscal 2007/08.

An increase of 20 licensee retail stores (LRSs) contributed to the 6.8 per cent increase in sales to those outlets over the previous year. Total liquor outlets in the province increased by 51 from 1,305 to 1,356 during the year.

Sales by Major Category (\$000s)

	2008/09	2007/08	2006/07	2005/06	2004/05	Change vs Previous Year	
						\$	%
Domestic Spirits	426,101	410,071	389,181	366,999	353,392	16,030	3.9
Import Spirits	314,827	294,881	267,723	239,560	221,004	19,946	6.8
Total Spirits	740,928	704,952	656,904	606,559	574,396	35,976	5.1
Domestic Wine	354,793	376,762	304,000	277,431	251,009	(21,969)	(5.8)
Import Wine	460,577	398,204	386,835	338,881	306,904	62,372	15.7
Total Wine	815,369	774,966	690,835	616,312	557,913	40,403	5.2
Domestic Refreshment	91,467	89,656	90,878	85,749	87,526	1,811	2.0
Import Refreshment	23,467	18,454	12,681	9,950	10,876	5,013	27.2
Total Refreshment	114,934	108,110	103,559	95,699	98,402	6,824	6.3
Domestic Beer	897,135	885,342	868,997	839,227	830,380	11,793	1.3
Import Beer	213,917	195,536	177,598	149,111	137,554	18,381	9.4
Total Beer	1,111,052	1,080,878	1,046,595	988,338	967,934	30,174	2.8
Miscellaneous/Special Orders	12,247	10,560	11,232	11,735	10,164	1,687	16.0
Total Sales	2,794,530	2,679,466	2,509,125	2,318,643	2,208,809	115,064	4.3

Sales by Major Category in Litres (000s)

	2008/09	2007/08	2006/07	2005/06	2004/05	Change vs Previous Year	
						Litre	%
Domestic Spirits	15,867	15,829	15,488	15,152	14,739	38	0.2
Import Spirits	9,877	9,502	8,909	8,216	7,678	375	4.0
Total Spirits	25,744	25,331	24,397	23,368	22,417	413	1.6
Domestic Wine	29,044	29,593	26,781	25,763	24,012	(549)	(1.9)
Import Wine	28,298	25,883	25,087	22,726	21,122	2,415	9.3
Total Wine	57,342	55,476	51,868	48,489	45,134	1,866	3.4
Domestic Refreshment	19,165	18,799	19,267	18,387	18,665	366	2.0
Import Refreshment	3,970	3,061	2,048	1,471	1,602	909	29.7
Total Refreshment	23,135	21,860	21,315	19,858	20,267	1,275	5.8
Domestic Beer	236,782	240,933	239,868	237,338	237,623	(4,151)	(1.7)
Import Beer	46,357	43,671	39,356	33,274	31,109	2,686	6.2
Total Beer	283,139	284,604	279,224	270,612	268,732	(1,465)	(0.5)
Miscellaneous/Special Orders	164	187	194	201	199	(23)	(12.3)
Total Sales	389,524	387,458	376,998	362,528	356,749	2,066	0.5

GOAL I: FINANCIAL PERFORMANCE TARGETS AND RESULTS 2008/2009

Maximize net income within the policy guidelines established by government.

OBJECTIVE

I. Achieve or exceed net income targets

STRATEGY

I. Grow sales and effectively manage operating expenses

Performance Measure	Targets	Achievement
Total Sales (\$ billions)	08/09 – \$2.67 09/10 - \$2.73 10/11 - \$2.78	\$2.79 billion Target exceeded: Sales are an important measure of financial performance as they directly impact the LDB's ability to achieve or exceed net income targets. Total sales in fiscal 08/09 exceeded target by \$123 million. Previous years: 07/08 – \$2.68 billion, 06/07 - \$2.51 billion, 05/06 – \$2.32 billion
Gross Margin (\$ billions)	08/09 - \$1.12 09/10 - \$1.14 10/11 - \$1.16	\$1.15 billion Target achieved: Gross margin is an important measure of financial performance as it represents the funds remaining after the cost of product has been paid. These funds are applied to pay for operating expenses with the excess being the contribution to government. Previous years: 07/08 – \$1.1 billion, 06/07 - \$1.09 billion, 05/06 – \$1.02 billion

GOAL I: FINANCIAL PERFORMANCE TARGETS AND RESULTS 2008/2009 (CONTINUED)

Maximize net income within the policy guidelines established by government.

Performance Measure	Targets	Achievement
Operating Expenses (\$ millions)	08/09 - \$271.6 09/10 - \$279.7 10/11 - \$285.3	\$270.0 million Target achieved: Managing the operating expenses of the LDB is important to achieving the net income targets and is constantly monitored and analyzed. A number of favourable variances – such as employment, business continuity, and training more than offset some additional costs such as repairs and maintenance, merchandising, bank fees from the increased use of credit cards and freight to stores resulting from both increased volume and fuel surcharges. Previous years: 07/08 - \$256.1 million, 06/07 - \$256.3 million, 05/06 – \$242.4 million
Net Income (\$ millions)	08/09 – \$853.6 09/10 – \$863.1 10/11 – \$874.5	\$891.1 million Target exceeded: Net income is \$37.5 million ahead of target. This measure of financial performance – total revenue less total expenses – is the LDB's financial contribution to the province of British Columbia. Increased sales and tight management of operating expenses were the largest contributing factors in exceeding the target. Previous years: 07/08 - \$857.2 million, 06/07 - \$840.3 million, 05/06 - \$800.5 million
Total LDB Expenses as a Percentage of Total LDB Sales	08/09 – 10.2% 09/10 – 10.3% 10/11 – 10.3%	9.7% Target achieved: Managing operating expenses as a percentage of sales is an important financial index as it indicates the degree of efficiency attained by the LDB. Previous years: 07/08 – 9.6%, 06/07 – 10.2%, 05/06 – 10.5%

GOAL 2: WORKPLACE QUALITY & EMPLOYEE EXCELLENCE

Create a customer-focused, high performance work environment that encourages greater employee involvement, development, innovation and creativity.

PERFORMANCE HIGHLIGHTS

LDB Employees

Our people are our greatest asset. Our proven track record in providing consistently high levels of customer service is attributable to our employees' dedication, enthusiasm and professionalism.

Succession Management

The LDB continues to focus on meeting the challenges associated with an aging workforce. Our comprehensive succession management strategy (SMS) recognizes our commitment to retain and grow people at the LDB who exemplify our values. The SMS is complemented by our comprehensive recruitment strategy and is supported through coordinated workforce planning efforts.

Learning and Development

Our commitment to delivering outstanding customer service is the cornerstone of our success. To sustain this commitment, our Employee and Organization Development Department offers employees a multitude of internal and external learning and career development opportunities each year.

Work Environment Survey

Each year the LDB, with the assistance of BC Stats, conducts a Work Environment Survey to measure employee engagement, and is a valuable source for measuring strengths as well as outstanding needs in the organization. Feedback from the 2008 survey has resulted in a number of initiatives, including a new LDB Wellness Program and a New Manager Orientation Program.

Visit www.bclldb.com and click on the *About Us* link to find out about careers at the LDB.

LDB LEARNING PROGRAMS

- Customer Loyalty Strategies
- Product Knowledge Series
- Train the Trainer programs
- Signature Service
- Mobile Equipment Training
- Various Software Applications Training
- Occupational Health and Safety
- First Aid
- Safe Equipment Handling
- Community Services
- Harassment Prevention and Intervention

GOAL 2: WORKPLACE QUALITY AND EMPLOYEE EXCELLENCE TARGETS AND RESULTS 2008/09

Create a customer-focused, high performance work environment that encourages greater employee involvement, development, innovation and creativity.

OBJECTIVE	STRATEGIES
I. Continue to develop a customer-focused workforce that is knowledgeable, skilled, motivated and enthusiastic	<ol style="list-style-type: none"> 1. Enhance staff skills and engagement through management development, employee training and increased communication 2. Implement succession management plans for the organization 3. Provide a safe, healthy and harassment-free workplace 4. Promote a retail-oriented culture through an enhanced performance management and recognition process

Performance Measure	Targets	Achievement
Employee Engagement	08/09 – 75 09/10 – 80 10/11 – 80	<p style="background-color: #4b4b4b; color: white; padding: 2px;">68</p> <p>Target not met: Fiscal 2008/09 saw a two-point increase in our employee engagement measurement. Going forward, the LDB will continue to strive for yearly improvement in this goal.</p> <p>Previous years: 07/08 – target not measured, 06/07 – 66% employee satisfaction, 05/06 – 57% employee satisfaction</p>

GOAL 3: CUSTOMER EXPERIENCE

Maintain the high level of wholesale and retail customer experience.

PERFORMANCE HIGHLIGHTS

Customer Satisfaction

We again exceeded our target for retail customers' satisfaction in 2008/2009, with 97 percent of customers surveyed rating their LDB service as excellent, very good or good.

Vancouver Playhouse International Wine Festival

For the 31st consecutive year, the LDB operated an on-site wine store during this year's Vancouver Playhouse International Wine Festival. Considered Canada's preeminent wine event, this year 183 wineries from 15 countries attended the festival, pouring 1,600 wines at 61 events. British Columbia took centre stage as the regional theme, and the global focus was on Pinot wines. We also offered the Get Home Safe program again this year, with free transit tickets available for festival-goers to travel home safely after attending the event.

Website

We had an average of 75,000 visitors per month to our website during 2008/2009, more than double the per-month tally in the previous year. Customers can visit the LDB website to search for products and to find information on our stores, services, current in-store features, entertaining ideas and more, at www.bcliquorstores.com or www.bclldb.com.

Feature Programs

The LDB worked with consulates and trade organizations to support their marketing efforts this year and featured programs highlighting the wines of various regions, including South Africa, New Zealand, Chile, Argentina, Spain, Italy, and California. Programs included store displays, trade events and in-store tastings.

TASTE

We offer customers interesting food, drink and entertaining ideas in *TASTE*, our quarterly, in-store magazine. Some of BC's top food and drink writers recommend local and international wines, refreshing cocktails and delectable recipes. *TASTE* also profiles new products in BC Liquor Stores, and special wine, beer and cocktail tasting events.

To meet customer demand for this popular publication, we'll distribute 480,000 complimentary copies of *TASTE* at BC Liquor Stores in the coming year, up from 400,000 the year before.

Visit www.bclldb.com and click on *Entertaining & More* to read *TASTE* online.

GOAL 3: CUSTOMER EXPERIENCE TARGETS AND RESULTS 2008/2009

Maintain the high level of wholesale and retail customer experience.

OBJECTIVE	STRATEGIES
I. Continue to enhance the shopping experience for wholesale and retail customers	1. Continuously refresh the store network 2. Continuously provide enhanced customer services

Performance Measure	Targets	Achievement
Average Retail Customer Transaction Value	08/09 – \$30.15	\$31.35
	09/10 – \$31.05	Target exceeded: BC Liquor Store customers continue to explore and experiment with more premium beverage alcohol purchases. This has a positive effect on the average transaction value.
	10/11 – \$31.75	Previous years: 07/08 – \$30.22, 06/07 – \$28.95, 05/06 – \$27.22
Retail Customer Satisfaction	08/09 – 90%	99%
	09/10 – 90%	Target exceeded: 7,000 customers were surveyed: 32% responded with “excellent”; 41% responded with “very good”; 23% responded with “good”.
	10/11 – 90%	Previous years: 07/08 – 98%, 06/07 – 98%, 05/06 – 91%
Wholesale Customer Satisfaction	08/09 – 90%	80%
	09/10 – 90%	Target not met: The LDB Wholesale Customer Satisfaction survey was conducted in conjunction with the implementation of the LDB Wholesale Order Management system. (Changes were also made to response parameters to reflect consistency with the retail customer survey.) While we are pleased to have received a very high rating during a time of change, we will continue to strive for the exemplary target of 90%.
	10/11 – 90%	Previous years: 07/08 – target not measured, 06/07 – 90%, 05/06 – 90%

GOAL 4: BUSINESS EFFECTIVENESS

Maintain operating efficiencies in a climate of constant change.

PERFORMANCE HIGHLIGHTS

Green Plan

In 2008, the LDB developed a *Green Plan* that identifies and tracks more than 50 sustainable/environmental initiatives to reduce our carbon footprint. The Manager of Environmental Initiatives (created in January 2008) was tasked with providing a centralized focus, delivering expertise in sustainability and leading green programs at the LDB. In addition, we established a Climate Action Team – representing all core operational areas of the LDB – to support greenhouse gas reduction goals and act as Green Team leaders in their operational areas. Some key initiatives in 2008/2009 included:

- Conducting a Power Smart energy audit of all facilities to reduce energy requirements and costs
- Reviewing recycling practices to maximize material recovery and reduce costs
- Phasing in a replacement of fleet vehicles with more fuel-efficient hybrid cars
- Creating *Think Green, Shop Smart* marketing programs to heighten green awareness among LDB employees and customers
- Launching the *Best Bag is No Bag at All* in-store program, which has reduced single-bag use by 17.8 per cent, or 4.8 million bags, in just eight months

Technology

Modern business depends on information and technology, and these are key to the LDB's ability to deliver efficient and effective service to both wholesale and retail customers. The LDB has taken advantage of the recent technologies it has implemented to deliver new capabilities featured in many of the business initiatives undertaken this year. In 2008/09 the LDB added extensive server and storage virtualisation for better cost effectiveness as well as environmental benefits, and has re-architected its network security for better protection of information. It also continued to build its capabilities in technology architecture, project management, and integrated testing in order to deliver better business solutions.

Wholesale Business

A *LDB Wholesale* website—www.ldbwholesale.com—was launched in 2008/09 and piloted an online ordering system with 70 wholesale customers, processing 900 orders worth \$10 million in retail sales. As a customer service initiative, the LDB also began posting to the wholesale website Price Changes/Limited Time Offer reports as well as a stocked wholesale product report for access by all wholesale customers. The Vancouver Wholesale Customer Centre served 1,100 customers and processed 56,645 orders for more than 2,714,000 cases of beverage alcohol in the fiscal year.

Corporate Security

The LDB remains a leader in corporate security and safety systems with technology that enhances safety and security, such as video imaging and security panels. These technological advances provide effective prevention and incident resolution tools, which create a safe environment for customers and employees, while also protecting LDB assets. The LDB partners with provincial and federal agencies to monitor illegal activities such as theft and cross-border smuggling. LDB investigators work with police and government agencies to prevent illicit activities, minimize the impact on communities, and address community concerns.

Emergency Programs

In 2008/2009 the LDB completed a Pandemic Plan, an Enterprise-wide Risk Assessment, and a Business Impact Analysis to prioritize business processes and their alignment with LDB IT infrastructure. There is an emergency response team (ERT) in place as well as a functioning primary and secondary Emergency Operations Centre. All ERT members have been trained and participate in annual emergency response exercises. This past fiscal year, the LDB also made the decision to establish a second data centre at the Kamloops Distribution Centre. The new data centre will have more reliable infrastructure, facilitating a reduction in infrastructure-related outages, and enabling disaster recovery solutions. Both sites will serve as disaster recovery sites for each other.

Information Management

The LDB has updated record management practices and developed a new system to manage corporate records in electronic, rather than paper, format. These improvements will generate costs savings and greater efficiencies in handling and storing documents, improve turnaround times, and assist in reducing the LDB's carbon footprint.

GOAL 4: BUSINESS EFFECTIVENESS TARGETS AND RESULTS 2008/2009

Maintain operating efficiencies in a climate of constant change.

OBJECTIVE	STRATEGIES
1. Improve cost efficiencies	<ol style="list-style-type: none"> 1. Maximize the potential efficiencies available through improved distribution operations 2. Increase the use of available, current and cost-effective technology

Performance Measure	Targets	Achievement
Distribution Centre Accuracy Rate	08/09 – 99% 09/10 – 99% 10/11 – 99%	99% Target achieved: The Distribution Centre continually performs to a high standard; ongoing accuracy verification shows consistent, positive results. [Beginning next fiscal the Distribution Centre fill rate will become the target measure for the LDB service plan.] Previous years: 07/08 – 99%, 06/07 – 99%, 05/06 – 99%
Distribution Centre Labour Cost Per Case Shipped	08/09 – \$1.67 09/10 – \$1.69 10/11 – \$1.69	\$1.70 Target not met: A commitment to Wholesale direct delivery has increased the distribution service by 51 customers (14%). Wholesale customer orders are smaller than BC Liquor Store orders, requiring greater travel throughout the distribution centre as well as single bottle service, thereby increasing the cost per case. Previous years: 07/08 – \$1.67, 06/07 – \$1.70, 05/06 – \$1.58
BC Liquor Stores Sales Per Square Foot*	08/09 – \$1,228 09/10 – \$1,243 10/11 – \$1,261	\$1,269 Target exceeded: Customer Service surveys continue to reveal that the shopping experience in BC Liquor Stores is rated highly by our customers. Previous years: 07/08 – \$1,224, 06/07 – \$1,167, 05/06 – \$1,158

* This performance measure has been amended to no longer include the wholesale sales generated in store 100 and 231 as these stores are dedicated to serving only wholesale customers and do not operate any retail component.

GOAL 5: PUBLIC SAFETY & SOCIAL RESPONSIBILITY

Encourage the responsible use of beverage alcohol.

PERFORMANCE HIGHLIGHTS

Support Dry Grad

BC Liquor Store customers donated \$594,517 in 2008/2009 to support alcohol-free graduation events in their communities. During the campaign, customers are encouraged to donate one dollar or more to support dry grads in their communities. Since its inception in 2001, this annual campaign has raised more than \$2.8 million for dry graduation celebrations to protect youth throughout the province.

Share-a-Bear

For 20 years, we've sold plush teddy bears every November and December in BC Liquor Stores, and for every sale we donate a bear – its "twin" – to a children's charity to match each one a customer buys. Stores select local charities to support, which include Christmas stocking funds, hospitals, police and ambulance services, and other community groups. Our customers bought 30,500 bears in 2008/2009, up from 30,000 the previous year.

PECSF Campaign

LDB employees generously donated more than \$207,000 to the Provincial Employee Community Services Fund (PECSF) in 2008, the largest amount ever donated by LDB employees. An increase of over \$57,000 or 28 per cent over the year before, which exceeded the 11 per cent government-wide increase in overall donations to the Fund. All of the funds raised through employee contributions and fundraising events are given to charities across BC.

24 Hour Relay for the Kids

Members of the LDB Beer-O-Crats team ran the 24-hour relay track again in 2008 to raise funds for children with disabilities. The Lions Society runs three Easter Seal Camps in BC equipped for kids with disabilities, in Squamish, Shawnigan Lake and Winfield. The LDB team raised more than \$11,700 in 2008, and has raised more than \$100,000 since joining the event in 1995.

Visit www.bclldb.com and click on *About Us* for details of community involvement and social responsibility activities at the LDB.

SOCIAL RESPONSIBILITY

The LDB includes social responsibility as a part of its daily operations, and supports a variety of programs throughout the year to raise awareness of responsible alcohol use. The goal of these programs is to address risks such as drinking and driving, and over-consumption:

- Responsible consumption messages in stores each month
- Just Checking! ID compliance
- Support Dry Grad
- Get Home Safe
- Alcohol and pregnancy

GOAL 5: PUBLIC SAFETY AND SOCIAL RESPONSIBILITY TARGETS AND RESULTS 2008/2009

Encourage the responsible use of beverage alcohol.

OBJECTIVES		STRATEGIES
1. Prevent sales to minors or intoxicated persons through BC Liquor Stores 2. Increased awareness and promotion of the responsible use of beverage alcohol		1. Increased staff education and enforcement of ID-checking program requirements 2. Develop co-operative programs with beverage alcohol suppliers and other stakeholders
Performance Measure	Targets	Achievement
Store Compliance with ID-Checking Requirement	08/09 – 100% 09/10 – 100% 10/11 – 100%	77% Target not met: The LCLB conducts 2-ID compliance checks throughout the province with all retailers of beverage alcohol. While final measures for fiscal 2008/09 are not completed at time of this report, in 2007/08 the LDB had a compliance rate of 77% for checking two IDs, and a compliance rate of 91% for checking one piece of ID. The LDB continues to commit to ensure that no underage persons are sold beverage alcohol in the BC Liquor Store chain. Previous years: 07/08 – 77%, 06/07 – n/a, 05/06 – 69%
Customer Awareness of LDB Social Responsibility Programs	08/09 – 90% 09/10 – 90% 10/11 – 90%	88% Target not met: Awareness of overall of social responsibility campaigns is high, however the LDB will continue to strive to increase visibility of social responsibility programs. Previous years: 07/08 – 89%, 06/07 – 96%, 05/06 – 78%
In-Store Responsible-Use Beverage Alcohol Programs	08/09 – 12 09/10 – 12 10/11 – 12	12 Target achieved: One program per month is run in BC Liquor Stores. Some are sponsored entirely by the LDB and some are partnership endeavours. Previous years: 07/08 – 12, 06/07 – 12, 05/06 – 12

BENCHMARKING

The LDB benchmarks itself with three other provinces: Alberta, Manitoba and Ontario. Although other provincial liquor authorities have many similarities with the LDB, there are important differences that impact the comparability of certain statistics. For example, in Ontario most beer is sold through a private Brewers Retail system, which results in lower sales per square foot for government stores in that province when compared to the LDB, which sells a large amount of beer through its stores.

Average Retail Customer Transaction Value

Gross LDB store sales to retail customers divided by the number of retail customer transactions. This measure is an indicator of the LDB's success in improving the customer's retail shopping experience compared to government stores in other jurisdictions.

Per Capita Net Income of Beverage Alcohol

This measure shows how the British Columbia liquor system compares to other provinces from the perspective of generating government revenue.

Government Liquor Store (GLS) Operating Expenses as a Percentage of Store Sales

This measure is an indicator of LDB store efficiency as compared to other provincial government stores.

Sales Per Square Foot (retail and wholesale)

This is another indicator of the efficiency of the LDB's store system.

Benchmarking – Fiscal 2007/2008

	British Columbia	Alberta	Manitoba	Ontario
Average Retail Customer Transaction Value	\$30.22	N/A	\$35.79	\$37.32
Per Capita Net Income of Beverage Alcohol	\$196	\$189	\$181	\$144
GLS Operating Expenses as a Percentage of Store Sales	9.6%	N/A	9.3%	10.0%
Sales Per Square Foot (retail and wholesale)	\$1,536	N/A	\$957	\$930

Public Service Work Environment Benchmark

The LDB participated in the 2008 Work Environment Survey. The survey looked at which workplace experiences matter most to employees and serves as a tool for developing actions that could lead to beneficial changes to employee engagement within the LDB. The survey was based on the British Columbia Public Service Work Environment Survey and the results were compared to the results for the British Columbia Public Service overall.

Public Sector Work Environment Benchmark

Performance Measure	LDB	BC Public Service
Employee Engagement	68	66
Organization Commitment	70	67
Job Satisfaction	69	67
Organizational Satisfaction	65	62

SHAREHOLDER'S LETTER OF EXPECTATIONS

The Shareholder's Letter of Expectations is a key component of the LDB's governance framework, and is 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 corporate mandate and identifies 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: http://www.bcldb.com/pdf/2009_SLE.pdf

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>Done.</p>
<p>Comply with the Shareholder's requirements to make the Public Sector carbon neutral by 2010, including: accurately defining, measuring, reporting on and verifying the greenhouse gas emissions from the LDB's operations; implementing aggressive measures to reduce those emissions and reporting on these reduction measures and reduction plans; and offsetting any remaining emissions through investments in the Pacific Carbon Trust, which will invest in greenhouse gas reduction projects outside of the LDB's scope of operations.</p>	<p>Underway. Please see Goal 4: Business Effectiveness, page 15, for information on the LDB's <i>Green Plan</i> that identifies and tracks more than 50 sustainable/environmental initiatives to reduce our carbon footprint.</p>
<p>Comply with the Shareholder's and Liquor Control and Licensing Branch's direction to deliver social responsibility programs and service delivery rules and regulations.</p>	<p>Ongoing. Please see Goal 5: Public Safety and Social Responsibility, pages 17-18, for progress on social responsibility initiatives.</p>
<p>Support the Shareholder's Healthier Choices Initiative, including ensuring that all non-contracted vending machines located in facilities owned or leased by the LDB have food products which meet the Shareholder's Nutrition Guidelines for Vending Machines in Public Buildings, and that contracted vending machines be transitioned to the Nutrition Guidelines for Vending Machines in Public Buildings as soon as practicable upon expiry of their contracts.</p>	<p>Done.</p>