

**Practice Name:****Date Created:** 26-May-09**Author:****Last Updated:****Abstract:****GENERAL INFORMATION**

Name of Practice	Enabling a Sustainable Urban Form via the City's Sustainable Building Policy and Program
Date	3-July-08
Name of Municipality	<a href="#">City of Calgary</a>
Your Name and Title	Karen Wichuk, Senior Sustainable Infrastructure Engineer
Phone Number	403-268-8843
Fax Number	403-268-2066
E-mail for Practice Contact(s)	<a href="mailto:Karen.Wichuk@calgary.ca">Karen.Wichuk@calgary.ca</a>
Mailing Address	205 8th Avenue SE 6th Floor Calgary, AB T2G 0K9

**DISCLAIMER**

Terms of Use

This site is set up to allow municipalities to share their practices with each other. Information within the municipal practices is provided by municipalities. Information provided is solely for the user's information and is provided strictly as is without warranty of any kind. Alberta Municipal Affairs does not guarantee the accuracy of the practices. The municipal practices should not be relied upon without seeking legal or other professional advice.

Limitation of Liability

The Crown, its agents, employees or contractors (including Alberta Municipal Affairs) shall not be liable to any user for any losses, claims, or damages that may result either directly or indirectly from access to or any reliance upon the information contained within the municipal practices or information provided at any other site that can be accessed from this site.

Copyright

The copyright in the information within the municipal practices belongs to the municipality that submitted the practice to the Municipal Excellence Web site. The user should contact the municipality who posted the materials for permission to use or reproduce the materials.

[Click here for the site disclaimer](#)

**THE ISSUE****Abstract:**

What is the practice you developed or are developing (brief abstract)?

Please briefly describe the final practice developed. (e.g. if you developed a new Council agenda, list the agenda

items, or if a new communications plan was created, provide a summary of the plan's goals, objectives and highlights.)

The City's Sustainable Buildings Program - including the 'Sustainable Building Policy' and 'Strategic Sustainable Implementation Plan for Buildings' - is an initiative started to contribute to the pursuit of a sustainable urban form, thereby demonstrating the City's leadership in environmental stewardship and community sustainability.

In 2001, the City of Calgary began taking steps to ensure all of their own buildings were as sustainable as possible and began development of a corporate-wide municipal sustainable building program. The City of Calgary was the first Canadian municipality to adopt a Sustainable Building Policy – piloted in 2002 and formally adopted in 2004.

While a leading concept in 2001, seven years of continued commitment to this initiative by stakeholders from over 30 business units, have resulted in a sustainable building program that is fully integrated into normal business operations. Sustainable building principles are now part of the City of Calgary's culture. See Attachment 1 and 1a-1d for highlights of the program's successes.

Testimony to its integration into normal operation and maintenance practices are the most recent achievements. Through the joint efforts of all of the City's major building stakeholders, 2008 saw the significant upgrade to the Policy and the development of a Strategic Sustainable Implementation Plan for Buildings.

- The policy update: The updated policy is now more flexible and better suited to the wide range of city owned buildings.

- The detailed 3-year plan: The plan takes the program to a new phase. While the Policy gave the City necessary direction, the Plan provides a road map. It sets out aggressive, yet realistic and measurable deliverables, assigns roles and responsibilities, sets up an accountability framework, and indicates the cost to implement a sustainable building policy as well. See Attachment 2 for details.

**Need:**

Please describe (just a couple of sentences or bullet points) why you needed to create this practice (policy or process).

What issue made it necessary? (e.g. “We needed a comprehensive plan to deal with...”, or “We needed an annual forecasting tool because...”)

The need to build sustainably:

- The City owns and operates over 800 buildings worth over \$5 billion.
- These facilities provide work space to over 12,000 employees, as well as provide play areas and meeting spaces for thousands of other Calgarians e.g. via recreation centers, libraries, swimming pools, washroom facilities, fire halls, transit facilities, water pump stations, water and waste-water plants and administration buildings.
- With this large portfolio comes an enormous responsibility to show leadership in sustainable building best practices in both design, operations and maintenance.

The need for a coordinated corporate program:

- Operating sustainable buildings takes a diverse skillset e.g. water, energy, recycling, irrigation and indoor air quality. It is difficult for building operations to keep abreast of the latest technologies in each area and maintain their core business. For example, recreation facilities must also ensure they offer recreation programs for the public.
- City buildings are owned or operated by 12 different business units. This makes aligning and supporting sustainable building efforts challenging. The Policy was required to provide overall direction, consistency and transparency in the sustainable building area. The Implementation Plan helps coordinate limited resources and ensures accountability exists.
- The City of Calgary is undergoing a 3-year business planning process where projects are prioritized and funding is allocated for the next three years. The Plan informs senior management of program targets for the next 3 years and how much each target will cost to implement in each year.

## CREATING YOUR PRACTICE

### Research:

How did you obtain information to help design your practice (including consultation with stakeholders, formal and informal research)?

Please include any research documentation you can share, or give us a source reference (e.g. Web site, literature, “We reviewed the bylaws from other municipalities in the area...”).

All stakeholders were actively involved in research for the recent policy update and plan development. These stakeholders were engaged via email, telephone, group sessions or one-on-one meetings. Administration attends conferences and participates in formal and informal networking with other cities and organisations, which provides another source of information.

Stakeholder groups engaged:

The Sustainable Buildings Team: Members are from the following sixteen business units: Parks – irrigation, Parks – outdoor spaces, Purchasing, Supply Management, Water Resources – indoor water use, Corporate Properties & Buildings (CP&B) – interior spaces and indoor air quality, CP&B – office retrofits, CP&B – facility project management, Land Use Planning & Policy, Development & Building Approvals, Infrastructure Services – communications, Infrastructure Services – energy management office, Infrastructure Services – corporate engineering (mechanical, electrical and building envelope), Transportation – alternative transportation, Environmental Management and Waste & Recycling.

Internal City LEED building representatives (total of five buildings from five different business units): Calgary Public Library, Multiservices (Police, Fire & EMS), Recreation, and Water Resources and Water Operations.

City Building Owners and Managers Association (BOMA) Go Green pilot representatives from the following four business units: Fire, Recreation, Corporate Properties & Buildings and Water Operations.

Building representatives from all 12 city building owner/operators from the following business units: Fire, EMS, Police, Transit, Transportation Infrastructure, Roads, Parks, Fleet, Waste & Recycling, Water Resources – storm, sanitary and water, Corporate Properties & Buildings and Recreation.

**Process:**

How did you go about designing your practice? For instance, did you create a team, hire a consultant, borrow something ready-made from another jurisdiction?

Describe briefly who did the design work and what process they followed.

The process focused on stakeholder involvement, participation and buy-in. The team administering the policy worked with key stakeholders to set targets and develop ways of meeting and exceeding the goals.

Policy Development: the City followed the SMART project management process when developing the first Sustainable Building Policy. Interested stakeholders were involved in this early process which focused on a two year process of increasing understanding across the corporation around sustainable buildings and quick wins. For the recent policy upgrade all stakeholders mentioned above were engaged. Infrastructure Services, responsible for administering the Policy, led the update process but spent nine months with stakeholders in group sessions and one-on-one meetings gaining data, researching and presenting options, obtaining feedback on numerous drafts and making the changes needed to ensure all internal City stakeholders approved and bought in to the recommended update.

The Implementation Plan: the City acquired the services of consultant Applied Green Consulting Ltd to assist with the implementation plan. Using the SMART process, stakeholders met to agree on the project vision and mission. In the same session, the group brainstormed deliverables for the next three years. These were grouped into key results areas. At the next session the group prioritized the deliverables. Administration then met with Sustainable Building Team experts in one-on-one sessions to develop technical sub-deliverables, measures for the next three years and estimated budget requirements. Finally group sessions were held with the other internal stakeholder groups to understand what was possible to implement in City buildings over the next three years based on current resource conditions. The final version has been submitted to the 3-year business planning and budget process.

**Authority:**

Whose/what approval did you need to create and implement the practice?

Such an overarching initiative impacts all city employees and citizens, therefore required approval from all building owning/operating business unit senior management and council. Approval was also required by the Sustainable Buildings Team as per the Policy requirement. While “approval” was not required by the other stakeholder groups, buy-in is a major component of this initiative and many months were spent ensuring major stakeholders approved of the recommendations.

**Reporting:**

How did you inform the decision-maker(s) about the practice and your need for their approval?

Council is informed via the City’s council reporting process. See Attachment 2: Sustainable Building Policy Update Report to Council, for the reporting process used to update the Policy in 2008.

Please note the name of any documents provided to the decision-makers that you would be willing to share.

Internal stakeholders were communicated with via email, telephone, group sessions and one-on-one meetings.

**Consultation:**

Did you consult with stakeholders as part of your approval process?

See #3 for the City’s stakeholder consultation process. This consisted of engagement over a nine month period with all 30 business unit groups having either technical expertise on buildings or owning/operating city-owned buildings.

If so, how? If possible, attach a copy of templates, surveys or other documents you used as part of your consultation.

**IMPLEMENTING YOUR PRACTICE****Plan:**

Describe the process you went through to implement the practice. If you used an implementation plan, please note it here.

The Policy was implemented into normal business processes immediately after council approved the changes on February 25, 2008. Depending on a building project's completion status at the time of approval, some projects are still working to the previous version of the policy. All business units were informed of the change to the policy although this was deemed a formality as they had been intimately involved in the creation of the updated version.

The Implementation Plan (see Attachment 3: Strategic Sustainability Plan for Buildings – draft) exists to better enable policy implementation. This plan has been submitted to the 3-year business planning process and administration is awaiting news on the resulting budget allocation. Some areas of the plan are already being implemented. Administration will be better able to define implementation work plans for each deliverable when resources for the next three years are better understood.

**Policy:**

What changes to bylaws, regulations or procedures were needed to implement this practice and how did you deal with them?

Please attach a copy of the change in bylaw, policy or procedure.

No bylaw or regulation changes were required however major changes were made to the Sustainable Building Policy. See Attachment 4, “Sustainable Building Policy – Amended 2008 February 25”. Internal procedures relating to sustainable buildings were impacted by the change. The stakeholder engagement process adopted ensured issues were dealt with prior to the update.

Significant changes to the policy include:

- New non-brownfield sites over 500 sq. meters to meet or exceed LEED™ New Construction (NC) Gold. Previous target was LEED™ NC Silver. Brownfield sites to meet or exceed LEED™ NC Gold where technically practical and cost benefits permit. Previous target LEED™ NC Silver.
- Major renovations to meet or exceed either LEED™ NC Certified or LEED™ Commercial Interiors (CI) Silver. Previous target LEED™ NC Silver.
- All new affordable housing projects to meet or exceed BuiltGreen Silver. Previous N/A.
- All major affordable housing to demonstrate they have followed BuiltGreen Silver – certification encouraged. Previous N/A.
- All minor renovations, buildings <500 sq. meters and landscape and non-building infrastructure to meet sustainable building best practices. Best practices included on City internal website. Previous N/A.
- Greater emphasis on triple bottom line. A reminder to consider the economic and social implications as well as the environmental impacts.
- Included the need for sustainable operations and maintenance of facilities, as well as new and major renovation work.
- Preference given to Canadian rating system adoption.
- Greater emphasis on life cycle costing rather than first-cost.
- Ability for Administration to adjust policy requirements on a case-by-case basis.

**When:**

When did your municipality begin to use the practice?

Was it implemented all at once or in stages?

The Policy was piloted in 2002 and formally adopted in 2004. The initial focus was a) to adopt LEED™ NC Silver on all new and major renovation work and b) to achieve quick wins on selected sustainable building criteria to help gain support for the initiative.

A major policy review was conducted in 2007 which resulted in the policy being updated in 2008. The latest update applies to all building activity. This program is ongoing. Administration is still piloting the residential rating system “BuiltGreen” (for the next two years) and rating systems for existing buildings.  
- Note: A pilot of the BOMA Go Green program was carried out on four city buildings in 2007 as a potential existing building rating system for all City buildings. The results from this study were incorporated into the policy update and implementation plan but it was agreed not to adopt Go Green at this stage. Note that one facility went on to adopt some of the Go Green recommendations at an estimated cost saving of \$100,000/year.

**Who:**

Who was responsible for implementing the practice?

If someone else is responsible for ongoing management, who is it?

- The General Managers of City Departments and related agencies and societies whose responsibilities include planning, designing, constructing, managing, renovating, operating, and demolishing City-owned facilities, working in conjunction with Infrastructure Services, are responsible for ensuring that facilities and buildings comply with the Sustainable Building Policy.
- Infrastructure Services is responsible for coordinating any educational, technical and financial resources available to City departments, agencies and societies that promote sustainable building planning, designing, constructing, managing, renovating, operating and demolishing.
- Infrastructure Services is responsible for annually evaluating and reporting to council on how well City facilities meet the goal of sustainability.
- Infrastructure Services, in conjunction with the department, related agency or society, establishes the minimum number of credits required in each of the LEED™ (or other assigned system) category so that projects demonstrate performance in all categories.
- The City maintains a Sustainable Building Team, consisting of representatives of business units involved in environmental and sustainable building practices, to provide input into reviewing and updating the Sustainable Building Policy, helping provide technical expertise on specific sustainable building issues and coordinating sustainable building knowledge and LEED™ (or other assigned rating system) training. The Sustainable Building Team is also responsible for assisting project managers understand and apply the Policy and to help determine the most appropriate rating system and level.

## RESOURCES REQUIRED

### Budget:

How much did it cost you to design and implement your practice (i.e. We saved/spent \$XX per year)?

What are your ongoing operational and capital costs, if any?

Operating and capital costs for the design and implementation of the policy were found within existing funding. Some funding was used for communications and training but this was not excessive. For example \$10,000 for each “Policy to Practice” workshop held. Consultancy was used for formulation of the implementation plan at a cost of \$12,000. The actual implementation of the plan has significantly more resource demands. The amount will be posted once the 3-year business planning process is complete. The majority of the costs requested were for energy audits and expected resulting retrofits.

**Staff:**

What human resources did you need to design, implement and manage your practice? (e.g. “It took X staff member (s) X months on this” or “This is part of normal staff duties.”)

One person is assigned full time to the initiative and administers the program, provides administrative support and chairs the Sustainable Buildings Team. Three engineers are assigned full time (mechanical, electrical and building envelope) to provide building technical support to owners and operators and advice on sustainable building best practices. Sustainable Building team members meet once a month for an hour to discuss developments and give input on the direction of the Policy and the Plan. Building owners and operators meet on an as-needed basis.

Implementation of the plan itself will require more resources although the 3-year plan has been developed based on availability of existing resources. Success over the next three years will increase resource needs considerably for the 2012-2015 business planning process.

**Infrastructure:**

What “capital costs” (such as information technology, other equipment or building assets) did you need to design, implement, manage, and/or evaluate your practice?

No capital costs have been required for the program to date.

The implementation plan involves development of a triple bottom line measurement tool for sustainability in buildings, a footprint tool for buildings and an energy accounting system tool. The IT infrastructure required is yet to be determined and may be achieved with one system.

**EVALUATING YOUR PRACTICE**

**Formal:**

If you did a formal evaluation (e.g. user satisfaction survey, analysis of annual expenditures or number of rate payers served) for your practice, please describe the evaluation tool and the process used.

Tell us who was involved.

Little formal evaluation has been carried out. A few worth mentioning:

- Administration benchmarked four buildings against the BOMA Go Green criteria to better understand current operations and maintenance performance of existing buildings.
- The Corporation commissioned a consulting firm to quantify the energy use and water consumption patterns for some City facilities. Particularly, to confirm if Cardel Place – our LEED™ gold rated facility – does in fact use less resources when compared to similar-scope facilities of traditional designs. The results of the study determined Cardel Place has the best overall energy use index, roughly 20 per cent better than the next best facilities and over 40 per cent better than the least efficient facilities. The water savings at Cardel Place are significant with a 65 per cent to a 90 per cent reduction in water consumption when compared to all other facilities.

- Under the sustainable building program, the City introduced the Energy Performance Contracting Program (EPC) in 2002 to encourage energy efficiency retrofits for existing City buildings. The EPC program guarantee of the financing of projects through the energy savings was achieved. Transportation took advantage of the program to renovate its facilities at Manchester yards. For example, they replaced inefficient boilers and replaced lights with more energy efficient alternatives. Other participating business units included ENMAX/the Alberta Trade Centre, Corporate Properties & Buildings, Waste & Recycling Services and the Calgary Fire Department. An estimated annual reduction of 30,000 tones of greenhouse gas emissions were achieved as a direct result of the EPC initiative which wrapped up in 2004. Fire, in particular, achieved 7-14 per cent reduction in energy just by raising awareness, \$65,000 energy savings over three years and won a 2003 energy efficiency award from National Resources Canada.

**Informal:**

If you did an informal evaluation, describe what you did (such as discussing the practice with people in the office

See number 3 for the considerable amount of informal stakeholder engagement conducted over 2007.

or on the street, or letters/comments received).

### Performance measures:

Please list the performance measures for this practice (i.e. reduced number of complaints, money saved, or change in equipment life expectancy.)

Please list the process you used for measuring performance, (i.e. We do annual surveys on...) examples include:

- collecting data
- establishing a baseline
- applying the measures
- results
- follow up

Some performance measures were carried out. For example:

- **Building Inventory:** Building data is kept by individual business units. For example: Fire halls, recreation facilities and lift stations data is kept in different business unit databases. In 2007, under the program, the City worked to produce the first version of a corporate facility GIS system. See page 9 of Attachment 1. This project had two purposes: a) to combine city facility data into one location and b) to enable graphical reporting of sustainable building initiatives e.g. easily display City buildings that are LEED™ certified or that have implemented lighting retrofit programs.
- The City's Infrastructure Services business unit is overseeing a three-year PhD project, the scope of which is to better understand how to measure if a building is sustainable, to define what that means exactly and to develop a system for assessment. The one doctorate student assigned to the project is working closely with City staff to ensure the project addresses key priorities, is aligned with those priorities and helps the City move forward on its sustainability agenda.
- The following general statistics are gathered: Number of employees trained in sustainable building best practices (via training logs), number of LEED buildings completed or in progress (via Corporate Engineering records), number of LEED Accredited Professionals (via the Canadian Green Building Council) and the number of City employees who are members of sustainable building groups e.g. the CaGBC and BOMA Calgary (via these organizations).

The next phase of the program, addresses this area via the strategic sustainable buildings plan, and focuses on stronger performance measurement. In particular, it focuses on collecting data and establishing a baseline. Stakeholders voted this area as one needing a stronger focus in the upcoming 3-year business plan.

### Changes:

(a) Based on the evaluation (formal or informal), describe any changes you have made, or would like to make, to your practice as a result. (e.g. “After implementing this practice, we decided that it would be better if...”)

-or-

(b) Has your practice met your expectations and if so, how?

The City of Calgary’s administration views the practice to date as having met expectations.

The City’s Sustainable Building Policy has been well received, in principle and in practice, across the organization. All facility-owning business units have integrated sustainable building activities into their everyday culture. Doing so has become a matter of pride as well as expectation. In the past five years the City has completed five major building projects that qualified for varying levels of LEED™ certification. We now have 20 LEED™ eligible buildings representing all City business units. These buildings represent the wide range of City owned building types. All facilities are daily reminders to occupants and visitors of the value of sustainable buildings.

Having said that, the informal evaluation conducted in 2007 highlighted areas where improvement was needed – See Attachment 2 for details.

Two major changes resulted from this evaluation. One was a significant change to the policy itself. The other was to develop a detailed implementation plan for the upcoming 3-year period. Without this plan (and the associated budget) stakeholders felt that the policy was not likely to be as successful as it could be. See Attachment 3 for a summary of the proposed plan. The plan places more emphasis on building competency in existing buildings and adds more rigor in performance measurement.

## **LESSONS LEARNED / BENEFITS RECEIVED**

### **Benefits:**

What are the benefits of this practice to your municipality? (eg. Preparation of Council agenda packages now requires less time, etc.)

Sustainable buildings means the construction of more environmentally friendly structures and retrofitting existing buildings to become more efficient. These structures normally consume less energy and water, use recycled building materials, minimize waste to landfills and include ecologically sensitive landscaping. They also improve indoor spaces, increase building-occupant productivity and contribute to higher levels of physical and emotional well-being. The City aspires to be a global leader in sustainable infrastructure stewardship. With over 800 facilities under its direct control, and so many others being built throughout the city, the opportunity to lead by example is strong. City Council's approval to pilot the Sustainable Building Policy launched sustainable building practices for City-owned facilities. The intent was to demonstrate and promote sustainable development and operations within the urban setting.

By all measures, the Policy has been a resounding success. The City of Calgary was the first Canadian municipality to adopt a sustainable building policy. The Policy has:

- Accelerated sustainable building activity in City owned buildings.
- Promoted public acceptance of green building and its benefits.
- Encouraged the building industry, such as consultants and developers, to adopt green building practices. In turn, this created a market for green products and services. These practices, products and services are now available and being applied to residential and private sector buildings. The result is the delivery of a higher quality product for all Calgarians.
- Helped raise the profile of buildings by demonstrating their impact on the urban form. This helped City facilities align more closely with other strategic policies and initiatives like triple bottom line, the Corporate Accessibility Policy and related Access Design Guidelines, the City Centre Plan, the Ecological Footprint, climate change programs and our City greenhouse gas reduction objectives.

### **Key Lessons:**

What key lessons have you/your municipality learned through the process of:

- designing;
- obtaining approval;
- implementing; and
- evaluating your practice?

Include any problems, surprises, and unanticipated benefits. (e.g. “We realized that we needed to spend more time...”)

- A complex project: Even with solid leadership and the will by staff to implement sustainable building best practices, it is not an easy area to address. Sustainable buildings are complex in terms of the number of disciplines involved e.g. irrigation, automation specialists and indoor air quality experts. At the City of Calgary, 12 different business units own and operate our facilities which add to the complexity.
- Creation of a policy involving stakeholders takes time and commitment: This proactive approach, while longer to develop, has increased cooperation and facilitated implementation phases.
- Development of a policy provides an important tool for administration: The Policy states very clearly what the roles and responsibilities are. It outlines who will administer the policy, who will report on it, who is ultimately responsible for the final result, who must be involved in its development and who has the authority to approve exceptions. Having clear roles and responsibilities has helped legitimize stakeholder involvement in the process and need for their future involvement. In addition, it demonstrated senior management support for the process, established formal communication channels with decision-makers, detailed who would be responsible for the communications role and ensured major stakeholders were involved.
- State the “what” not the “how”: The Policy states what the end result should be, it does not state how the policy will be implemented. This allows building operators and owners flexibility with the implementation strategies used.
- Enable, don’t police: The Policy provided general direction, but more success was found by putting efforts into increasing competency (e.g. training and communications) rather than setting up rules to prevent unwanted behavior.
- Don’t have to be “first” to be a leader: While there is merit in being “first” and breaking new ground, there is value in putting effort into creating a solid base.

### **Advice to Municipal Peers:**

What advice would you give to another municipality that is considering adopting your practice? Is there anything

you might have done differently?

- A policy does not guarantee the end result: The fact that this policy document exists was no guarantee that it would be used the way it was intended and that the final result was as those administering it anticipated.

- Development of an Implementation Plan with targets, roles and responsibilities and budget requirements is critical.

Administration discovered a policy without an implementation strategy, assigned roles and responsibilities and budget meant implementation occurred but in an uncoordinated way. The implementation plan highlights the main focus for sustainable buildings over the next three years. There are limited resources in the City to aid in the program development, therefore it is even more critical that these resources are assigned in the most productive way. By gathering all stakeholders together and identifying and prioritizing areas of work for the next three years, we are better aligned, working on agreed high priorities, have pre-set targets and have assigned roles and responsibilities.

- Focus on the intent of the policy, and allow for exemptions: The previous draft of the policy was less flexible than the recent update. The latest draft approved in 2008, gives facility owners and operators the opportunity to push the boundaries but not at the expense of triple bottom line. The latest draft will grant a reduction in the rating level required if a valid business case can be made.

- Ensure Triple Bottom Line is emphasized: Some stakeholders commented that the Policy was an environmental policy. The latest draft attempts to clarify that the policy also focuses on the social and economic side e.g. it mentions affordable housing requirements and use of accessibility guidelines.

- Ensure all buildings are included: The Policy applies to all City owned buildings. Existing buildings represent over 97% of our buildings assets and there was a need to modify the policy to clarify this point.

## PRACTICE UPDATES

### New Information:

N/A

There may be some new information to add since this practice was first posted. This is especially true if:

- a new process has been implemented in your municipality;
- there are new practice evaluation results; or
- there has been a change affecting organizational direction. For example, explain how new economic conditions or a new vision/strategy affect the practice.

Please indicate those changes here. Don't forget to list any new documents that may be useful to your peers. Then go to "Other Information" to attach the new documents.

## OTHER INFORMATION

### Suggestions:

N/A

Please list relevant information sources that others might use or you would be willing to share (courses, Web sites, literature, experts).

### Documents & Attachments:

Please attach (using the "Browse" button below) any documents you would be willing to share with others interested in your practice (e.g. a bylaw, a policy, approval documents, templates).

\* Note: If you do not have an electronic copy of a document, please send Municipal Excellence a paper copy for scanning to:

Alberta Municipal Affairs  
Municipal Excellence Network  
17th Floor, Commerce Place  
10155-102 Street  
Edmonton, AB  
T5J 4L4

Attachment 1: 2007 Report on the Sustainable Building Policy

Attachment 1a: LEED Building Flyer 1

Attachment 1b: LEED Building Flyer 2

Attachment 1c: LEED Building Flyer 3

Attachment 1d: LEED Building Flyer 4

Attachment 2: Sustainable Building Policy Update Report to Council

Attachment 3: Strategic Sustainability Plan for Buildings – draft

Attachment 4: Sustainable Building Policy – Amended 2008 February 25

Attachment 4: Sustainable Building Policy – summary flyer

### Nominations:

Do you have any suggestions of other individuals or municipalities with municipal practices that we should add to the Municipal Excellence network? Please list their practice, municipality, and contact information.

Or, e-mail [menet@gov.ab.ca](mailto:menet@gov.ab.ca) and let us know about a municipal colleague that has a really good way of doing things.

## COMMENTS

Have we missed something; anything you'd like to add to the areas we have touched on, or an area we have not mentioned?