



COUNCIL POLICY

Policy Title: Corporate Workplace Framework Policy

Policy Number: CS002

Report Number: OE2003-78

Approved by: City Council

Effective Date: 2003 November 3rd

Business Unit: Corporate Properties and Buildings

BACKGROUND

The Corporate Workplace Framework provides a policy framework to guide decisions regarding workplace infrastructure.

PURPOSE

The Corporate Workplace Framework was developed at the request of Council in order that workplace infrastructure is developed in the context of a long-range plan. This policy provides vision, principles and structure to aid in the decision making process regarding workplace infrastructure.

The policy responds to growth of The City, changes to service delivery and the need for accountability and fiscal responsibility.

POLICY

[See attached Policy Document](#)

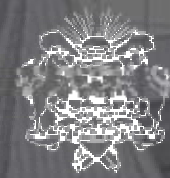
PROCEDURE

All new workplace infrastructure requirements and renovations to existing workplace infrastructure shall adhere to the vision, principles and structure of this policy. Detailed administrative procedures are currently being developed by Council and Administration to guide implementation.

AMENDMENTS

None

2010 revision- policy number change from AMCW002 to CS002 due to department reorganization.



THE CITY OF
CALGARY

Corporate Workplace Framework





The process of developing the Corporate Workplace Framework incorporated a stakeholder participation strategy that provided a number of opportunities for input. Participating stakeholders included members of Council and The City's Senior Administration.

All stakeholders expressed a strong desire and support for the development of a conceptual framework that integrates The City's long-term workplace infrastructure strategies with Council's long-range priorities and strategic initiatives undertaken by City departments.

There was significant support for developing a customer-focused framework that has as its goal – To position The City as a leader in developing and managing workplace infrastructure. The Guiding Principles contained within this policy document state the broad intended results of the Corporate Workplace Framework.

Corporate Workplace Framework

Catalyst

Council's request for putting workplace infrastructure into a long-term plan

Growth of the City, re-organization of City departments

Changes to service delivery, new accountability, a variety of related City initiatives, alternative funding opportunities

Planning process initiated with City departments for office space, operational requirements and protective services facilities

Need for accountability and fiscal responsibility

Purpose

Develop a strategic workplace infrastructure framework to help guide the growth and development within The City of Calgary and facilitate the coordination of workplace infrastructure policies, programs and capital investment between City departments

Ensure Council stewardship is reflected in workplace infrastructure strategies

Balance The City of Calgary corporate values:

- Strengthening the workforce
- Responsible asset management
- Provision of quality services

Process

Engage members of Council

Engage Stakeholders

Engage Senior City Administration and inform City employees



The Corporate Workplace Framework Executive Summary

The Corporate Workplace Framework provides a policy framework that defines and guides decisions for workplace infrastructure. What The City does today, will ultimately provide much-needed infrastructure for tomorrow.

The City of Calgary recognizes that a proactive approach to planning and developing City real estate assets will yield improved service levels to our customers and will ultimately result in better utilization of human, physical and financial resources.

The City of Calgary will become an industry leader in the provision of workplace infrastructure through the implementation of the Corporate Workplace Framework. The Corporate Workplace Framework supports the Corporate Vision of “Working together to create and sustain a vibrant, healthy, safe and caring community.”

The City of Calgary assigns a high priority to the responsible management of its assets. The Corporate Workplace Framework promotes a strong connection between The City’s long-term goals, the physical environment and workplace infrastructure¹ that supports those goals.

The Corporate Workplace Framework emphasizes the connections between policy thrusts and strategies as each relates to long-term workplace infrastructure. The Corporate Workplace Framework guides growth and development within The City of Calgary. It provides a basis for actions and decisions in order to better manage the increasing demands for workplace infrastructure over time to more effectively respond to Council’s agenda, improve the delivery of quality service and aid in strengthening the workplace.

1. Workplace infrastructure includes land and facilities such as offices, furniture, warehouses, garages and temporary structures. Workplace elements include the, lighting, temperature, ventilation and other related equipment.

The Corporate Workplace Framework has four primary purposes:

- **Vision** – establishes a vision for long-term workplace infrastructure that supports and enhances the delivery of City services;
- **Policy** – creates tools for decision making regarding workplace infrastructure by developing a policy framework, guiding principles, and strategies;
- **Implementation** – establishes a collective direction for implementation of the Corporate Workplace Framework; and
- **Success** – creates measures of success for achieving objectives of the Corporate Workplace Framework by setting targets for performance based on improved levels of service delivery.

The organizing principle of the Corporate Workplace Centre is around three interrelated workplace centres: a **Public Service Workplace Centre**; an **Operations Workplace Centre** and a **Protective Services Workplace Centre**. The workplace centres are a powerful tool for focusing The City’s service delivery more effectively to achieve higher operational efficiencies and synergies between and within City departments.

Corporate Properties and Buildings(CPB) will undertake the responsibility to implement the Corporate Workplace Framework.



Policy Direction

The City will become a leader in the provision of highly functional workplace infrastructure by establishing a responsible asset management approach to implementing the Corporate Workplace Framework. This will be accomplished through seven supporting principles:

- **Safe, secure and healthy work environments**
- **Highly functional, equitable work environments**
- **Optimize working relationships**
- **Best solutions based on corporate values**
- **Open and integrated process**
- **Sustainability**
- **Evaluation**



The Corporate Workplace Framework is Visionary, Strategic and Long-term

The Corporate Workplace Framework is a visionary, long-term strategy that integrates workplace infrastructure with city initiatives.

A Vision for the Future... Calgary, in the year 2024.

Population in Calgary continues to increase at a rapid rate. Because of the foresight of Council some 20 years ago, a common vision and direction are now established for workplace infrastructure. Our City departments work together more collaboratively than ever before and are not only meeting but also exceeding the expectations of our culturally diverse population through the implementation of three workplace centres. The three workplace centres established by the Corporate Workplace Framework are working to provide the right infrastructure, flexible and adaptable working situations and collaborative atmospheres to support the highest levels of service possible.

Through the establishment of the Workplace Centres, we have streamlined and re-oriented our service delivery models across all City departments to better reflect the needs and desires of our citizens. By conceptualizing services under three distinct but interrelated Workplace Centres, the Framework has made it easier to focus on services specific to City departments and identify both synergies and conflicts. We now offer choice by providing services where, when and in the formats citizens want through the deliberate placement of shared facilities throughout The City, the use of communications technology and by strategically locating City departments in close proximity to the services that we provide. We recognized early on that effective use of our public facilities involved increasing the utilization of our facilities

within the communities we serve. Community groups, essential services and public services staff now share the use of our public facilities to provide programs and services for citizens at all times of the day and evening. As a result, synergies and economies of scale create savings that are passed on to Calgarians helping to manage taxes despite the need to maintain a growing infrastructure.

Connecting people by using innovative communications technology and increasing the utilization of existing and new facilities, workplace infrastructure is no longer an issue. Some of our 15,000 employees work at home, some work within established Workplace Centres and some of our employees work directly in the communities they serve. Our collaborative and flexible workplace environments, combined with adequate space employees need to do their work, have helped create an environment for City employees that has made The City one of the best places to work in Calgary, making it easy to attract quality staff.

We have made some wise infrastructure decisions based on a solid understanding of service delivery from the perspective of those using the service. We have City buildings that are welcoming to the public. Our facilities are well managed and maintained and owned by The City. Our workplace infrastructure accommodates future growth and employees feel safe, happy and comfortable in their functional and flexible surroundings. We understood the importance of sustainable buildings and infrastructure in minimizing



impacts on social and environmental systems early on, and we continue to balance our fiscal priorities with our responsibility to make the right decisions for tomorrow. The City is considered a responsible asset manager.

Despite the City's ongoing growth, our Police, Fire and Protective Services, are able to respond to emergency situations more efficiently and quickly than even 20 years ago because of the advances in technology. Our emergency field workers are able to liaise with main headquarters from anywhere in The City at anytime. By sharing workplace infrastructure the number of communication systems required has decreased and workloads for office personnel are managed despite the growth of The City. Our fire fighters, and police officers are also more involved and connected to both the inner-city communities and outlying suburbs. The cost savings from our protective services working together and sharing workplace infrastructure, under the Protective Services Workplace Centre, are invested in infrastructure to bring emergency services personnel directly into the communities.

The long-term strategy established some time ago has also allowed for synergies and improved processes with new partners. For example, The City and the local health region are working together to provide shared facilities within existing communities. Local libraries, public health and diagnostic centres are linked through technology and in some cases, located together within sectors of our City to better serve the community-based health needs of our changing population.

Operationally, we are also connecting with and serving the needs of our citizens better than ever before. Our regional public works yards are fully operational serving established and new residential communities. Our public works yards embrace the urban design of the local communities each resides in and are an integral part of increasing the utilization of our facilities by supporting community programs and services. All our City departments share financial resources and are operating with a strong and healthy budget. Each works together to dispatch trucks to gravel our roads, fill our pot holes, maintain our playgrounds and recreational facilities, clean our water and process our waste. Through collaboration, the regional public works yards have streamlined operations resulting in a reduction in overall costs. Our budgets go further and provide opportunities to reinvest in service delivery.

The three Workplace Centres continue to guide the vision for the Framework. All facilities and associated infrastructure support new, collaborative service delivery models. Because employees have the facilities and equipment they need, service to the public has improved significantly. Through our workplace centres, we have created sustainable budgets by maintaining a long-term view of workplace infrastructure. We have maximized our infrastructure, and therefore our human and financial resources. We continue to improve the quality of life of our citizens through smart infrastructure decisions, which have enhanced our service delivery.



Four Cornerstones of the Framework

The City will be accountable for ensuring workplace infrastructure capacity to meet long-term service delivery requirements by making appropriate decisions based on civic priorities.

The City will use an integrated approach to implementing the vision for and the provision of the type of workplace infrastructure that will better support the service needs of all City departments by providing workplaces that are highly functional, safe and welcoming.

The Corporate Workplace Framework positions the City as a leader in the responsible management of its workplace infrastructure that supports excellence in service delivery.

A proactive approach to planning and developing City assets will yield improved levels of service to our customers and will ultimately result in better utilization of human, physical and financial resources. This policy incorporates four “cornerstones” which are the basis or foundation for guiding action:

Council Stewardship

Calgary has experienced strong population growth over the last decade growing by 223,067 persons between 1999 and 2009. Population growth is expected to continue over the next decade in a strong and steady but slightly moderated pattern.

As a result, The City is not able to fully respond to evolving workplace demands and is now coming to the close of the latest development cycle without the benefit of having been able to build up a strategic reserve. The ability of The City to maintain current service levels and to attract and retain public service workers may be compromised if a long-term workplace infrastructure strategy is not developed and adopted as a policy for all City departments within The City of Calgary.

Previously, The City took a proactive approach to creating infrastructure that had the capacity to meet long-term needs. In fact, much of The City’s growth, since the 1990’s has been accommodated because of decisions made in the late 1970’s and early 1980’s.

The time is right for Council to approve a proactive approach to creating a new vision of the type of workplace infrastructure that will better support the infrastructure needs of all City departments for accommodation. This approach will yield the most value for The City’s finite capital resources.

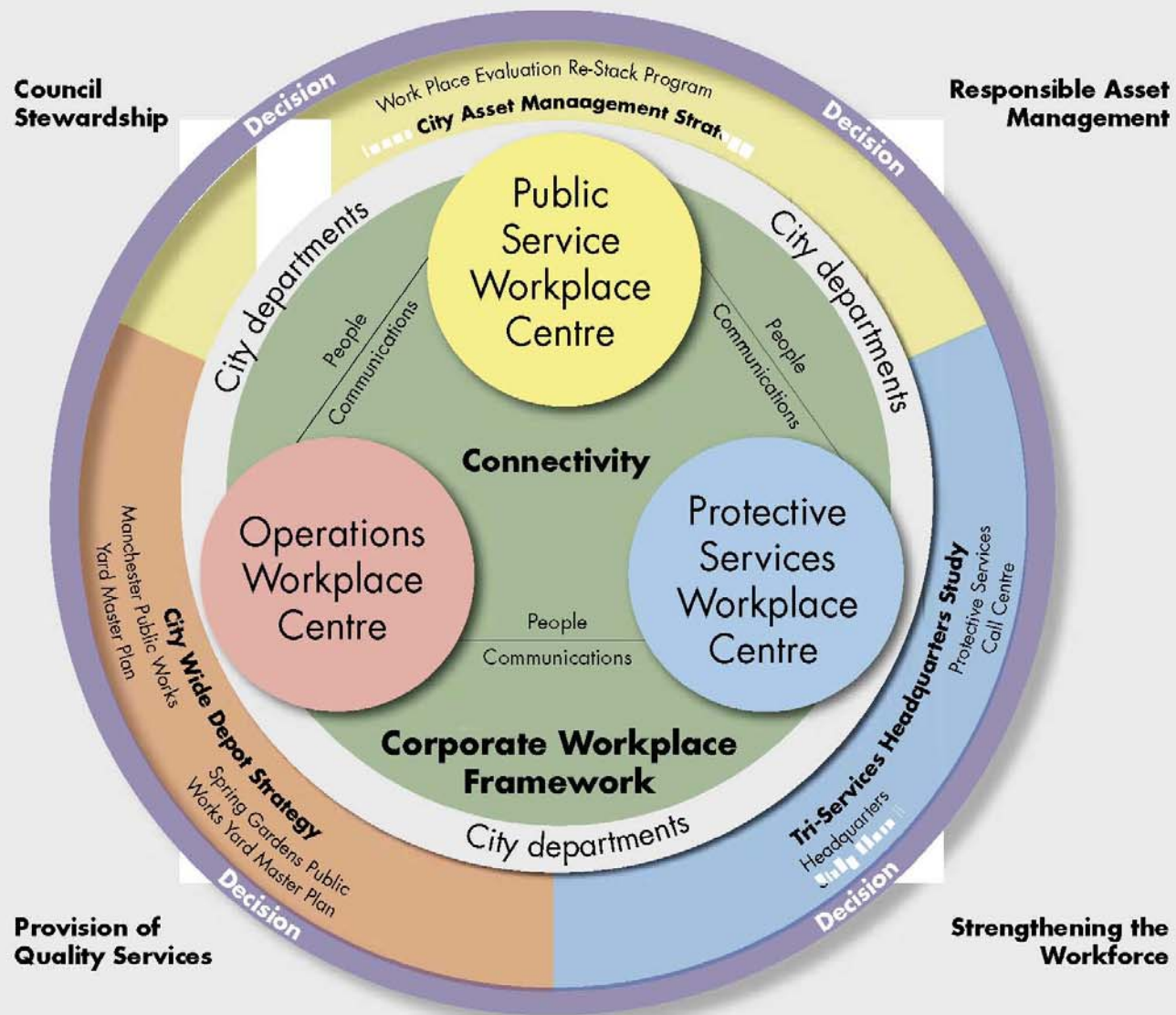
Responsible Asset Management

All City departments must ensure the best value for available funds. This means working together to achieve a proactive approach in implementing a framework that “looks at the big picture”, sharing budgets and physical resources, reducing redundancies and creating efficiencies in the provision of services to the public.

Now is the time for The City to be a leader in implementing a new vision for the type of workplace infrastructure that will better support the service needs of all City departments by focusing on highly functional workplaces.



Corporate Workplace Framework: A long-term vision for workplace infrastructure





The City will support the long-term recruitment and retention goals in part through the creation of workplaces that are supportive and enriching for City employees.

The City will ensure all workplace infrastructure is flexible enough to allow the continuation of a high level of services and support changes to delivery models over time.

Strengthening the Workforce

The City's Corporate Workforce Strategy in Administration Space seeks to support long-term recruitment and retention goals in part through the creation of workplaces that are supportive and enriching for City employees. There is also a need to ensure consistency and equity. The City organizational structure emphasizes a strong City mandate to provide leadership in strategically planning and managing workplace infrastructure.

The Corporate Workplace Framework, which encompasses long-term workplace infrastructure strategies, was developed within the context of other strategic plans relating to Calgary's urban structure, transportation and its people in supporting the corporate vision of working together to create and sustain a vibrant, healthy, safe and caring community."



Provision of Flexible, Quality Service

City departments are defining alternative service delivery methods that are changing the type of facility support required for City employees to do their work. Technology is also having a major impact on the manner in which The City of Calgary delivers services, and on the workplace environments that support such service delivery.

Increased public contact and expectations for easier access to City services impacts the type and location of accommodation infrastructure. As service delivery models change to reflect the desires of our citizenry, the infrastructure must be flexible enough to support those desires.

The requirements for flexible spaces that meet the needs of a changing workforce are a key driver to the Corporate Workplace Framework. How The City positions its accommodation strategy for change will be key to sustaining service delivery models. A proactive approach to planning and developing City real estate assets will yield improved service levels to our clients and will ultimately result in better utilization of human and financial resources.



The Role of the Corporate Workplace Framework

Workplace Centres: Supporting long-term workplace infrastructure needs

The vision for the Corporate Workplace Framework is a conceptual structure for the development of three “centres of excellence”. It promotes a strong connection between The City’s long-term goals, the physical environment and workplace infrastructure that supports those goals.

Currently, workplace infrastructure, as is the case with many organizations, is based on organizational structure and position within the Corporation. The fundamental challenge for The City of Calgary is to create flexible workplace infrastructure that is based on “function” as it relates to service delivery to citizens.

The organizing principle of the Corporate Workplace Framework is around three workplace centres. Policies, programs and capital investments are grouped under three interrelated workplace centres: a

Public Service Workplace Centre, an **Operational Workplace Centre** and a **Protective Services Workplace Centre**.

The workplace centres are based on the functional services each provides.

The workplace centres are a virtual concept providing powerful tools for focusing The City’s service delivery more effectively to achieve higher operational efficiencies and synergies between City departments. Through collaboration, shared human, technological and financial resources, the three workplace centres ensure an environment where people can be their most creative and excel, where barriers to innovation are minimized, and workplace infrastructure supports the development and seamless implementation of new ideas and services.

Although the Corporate Workplace Framework is organized into three components, none should be read in isolation of the other. Each centre has a role to play in supporting the long-term infrastructure needs of The City of Calgary.

Through these “centres of excellence”, the three workplace centres create a workplace environment that supports a wide range of employment and business development opportunities.



Work functions as they relate to the services The City provides, will determine the workplace infrastructure.



Workplace Centres: Supporting long-term space accommodation needs



Public Service Workplace Centres will primarily accommodate City functions that have a strong public interface or that support the symbolic public functions such as City Council.

The hub for this workplace centre is the existing Municipal complex, which includes City Hall, the Municipal Building, the Administration Building and other buildings in the downtown core. Over time, as The City grows, this Centre will be the hub from which public related function emanates, including services located in the communities throughout The City.

While the hub for this workplace centre will be located at the Manchester Centre, additional works yards will be added to the existing public works yards to ensure services are distributed equally across The City. Services can be provided most efficiently and cost effectively when close to the need.

Protective Services Workplace Centres accommodate the emergency and citizen response functions for The City's Protective Services. The centre will highlight the economies of scale that can be realized through joint effort and partnering. The outcome of the consolidation of services will further promote collaboration through a sharing of resources at an administrative level, allow strategic streamlining of communications and information management, providing increased opportunities to enhance recruitment potential and ensuring the most effective option for enhancing productivity and community service.

Operations Workplace Centres accommodate the majority of City departments that have an important "behind the scenes" role in servicing The City including citywide City departments such as Waste & Recycling Services, Water Services, Roads, Parks, Fleet Services, and Finance and Supply. This concept groups common and complementary functions together providing a well-integrated work environment.



The Guiding Principle: To position The City as a leader in asset management

This policy incorporates seven Supporting Principles, which guide decisions and state the broad intended results of the Corporate Workplace Framework. In the context of this policy statement, workplace infrastructure refers to land and its facilities such as offices, warehouses, garages and temporary structures.

The City will be accountable for the management of its assets by considering the objectives and goals of The City and applying those to all assets when making decisions. The ultimate goal is to provide the infrastructure including technology to both improve and sustain service delivery.

The premise of the Corporate Workplace Framework is to create highly functional workplaces based on requirements and service delivery models and not organizational structures. The concept of the workplace centres will create workplace infrastructure conducive to recruiting and retaining the highest quality staff possible and providing flexible work environments to support changing corporate culture, including:

- Increased flexibility to respond to diverse organizational needs today and facilitate changes over time,
- Decreased physical barriers to motion and communication including reducing distance between and within City departments creating workplace infrastructure that supports advanced use of technology including touchdown space and interconnectivity,

- Enhanced interaction and teamwork opportunities that encourage information exchange and shared decision-making,
- Increased access to learning and other support spaces conducive to employee well-being.
- Enhanced informal spaces in the workplace that encourage people to move and circulate throughout facilities, increase the frequency of informal contact, and support opportunities for impromptu meetings.

The City will consider four key areas in all infrastructure decisions: social, fiscal, environment/sustainability, and people and incorporate a clear “decision making” model based on these factors.

The outcome of this process is an effective, efficient method for decision-making that will allow City departments to focus on service delivery and their core business, provide a more direct approval process with a single point of accountability for assets and include budgets as part of a comprehensive planning tool.

By combining resources, re-allocating assets, improving processes and adopting best industry standards, the Corporate Workplace Framework will position The City of Calgary to become a leader in responding to the current demands for quality services, sustainable infrastructure and innovative ways to use technology to link City resources. This policy will ensure a high quality of life for all citizens.

The City will become a leader in the provision of highly functional workplace infrastructure by establishing a responsible asset management approach to implementing the Corporate Workplace Framework.



Supporting Principles



Safe, secure and healthy work environments

Working environments are an important component of the human resource strategy for any organization. This strategy, as articulated in the People Plan is an integral part of The City's goal of becoming an employer of choice. The City will, through its workplace infrastructure, reduce the number of occupational safety and health hazards and provide safe and healthful working conditions.

Ensuring a healthy workplace will involve an ongoing review of the elements associated with workplace infrastructure – the environment and equipment – and will be a priority under the Corporate Workplace Framework. The environment includes reviewing noise, indoor air quality, lighting, temperature, ventilation and other related equipment as well as all outdoor workplace environments.



Highly functional, equitable work environments

The City will create workplace environments that by design are flexible and based on the premise of a highly functional environment that supports changes in service delivery over time. As an employer, The City will ensure that workplaces are welcoming and provide the best infrastructure and elements to support the kind of high levels of service that City departments provide and Calgarians expect.

The City will review each situation within the context of the job function and the requirements to complete the work tasks on a daily basis. City employees at both an operational and administrative level require comfortable, safe and welcoming workplace environments in order to be at their most creative and productive. The City acknowledges that there is considerable variance across and within City departments regarding the quality of the working environment and will ensure the infrastructure supports the delivery of service.

Optimize working relationships

The City will provide leadership to effectively tie the delivery of service with workplace infrastructure over time by considering opportunities for sharing or collaborating of all City resources including land, buildings, people and budgets. Wherever possible, The City will



strive to optimize the accommodation of each Business Unit and the interrelationships between them to ensure appropriate adjacencies and improved efficiencies and communications, and to support the delivery of quality services to Council and the public.

Best solutions based on corporate values

The three workplace centres will create a physical environment that supports a wide range of employment and business development opportunities. The City will examine innovative approaches to maximizing service delivery and workplace utilization and ensure that all workplace infrastructure yields maximum operational value based on functionality and best industry practices in relation to corporate values and policies.



The City will strive to optimize workplace infrastructure by capitalizing on opportunities for sharing resources such as space and people thereby positioning The City to reduce future risk. The City will use its assets to develop and leverage its current and future asset base.

Open and integrated process

The City recognizes that decisions are improved by engaging stakeholders where appropriate, and is committed to transparent and inclusive processes that are responsive and accountable. The City will use an integrated process with all City departments that examines all opportunities for any given project as each relates to workplace infrastructure. The purpose of this process will be to balance identified opportunities with the goals of the Corporation, its customers and the operational objectives of each City department within The City.



Sustainability

The City believes in responsible stewardship of our natural, human and financial resources so that we can provide our services without compromising the environmental, social or economic systems within which we operate. The City will incorporate the concept of sustainability as it relates to workplace infrastructure, just as urban development, roads and other key areas are incorporated into the concept of sustainable communities.

Sustainable principles seek to minimize the impacts that our buildings have on our environment. The sustainable objective is to have a neutral impact: returning to the environment what we take from it and using resources in a balanced and continuously sensible and renewable fashion. The results of pursuing sustainable principles have direct benefits for operational costs and human productivity. These will occur with improvements to indoor air quality, access to daylight and once the individual responsiveness of workplace settings become common practice.

Consideration of these impacts will be central to decisions made on workplace infrastructure and will incorporate other sustainability policies approved by Council as well as all appropriate legislation.

Evaluation

The City will use performance indicators as a means to ensuring results and will define methodologies, establish baselines, review benchmark data and set targets for each measure. All workplace changes will be evaluated after implementation and measured against improvements in the delivery of services to our citizens.

Performance indicators help link today's actions with the achievement of priorities and ensures accountability. Performance indicators are an integral part of the implementation of the Corporate Workplace Framework.



Proactive Implementation of the Corporate Workplace Framework

The Corporate Workplace Framework provides a policy framework that defines and guides decisions for workplace infrastructure over the next 20-30 years. What The City does today will ultimately provide much-needed infrastructure for tomorrow.

The Corporate Workplace Framework ensures leadership in workplace infrastructure and recommends a policy outline for evaluating long-term accommodation options and facilitates the coordination of policies, programs and capital investments using four key result areas:

- **Service Delivery** – supports the provision of quality services by understanding the interrelationships between people, processes and places.
- **Strategic fit** - consistency with The City's established corporate direction. (Refer to policies such as Calgary Municipal Development Plan, Calgary Transportation Plan, or the Corporate Workforce Strategy in Administration Space).
- **Affordability and value** – fiscal responsibility and accountability are maintained by adhering to The City's financial plan and that decisions provide the best value based on established corporate direction.
- **Flexibility** – ongoing changes in both the operational and administrative structure of The City can be accommodated and supported over time.

The Corporate Workplace Framework responds to Council's agenda, supports the delivery of excellent public services, strengthens the workplace, and is aligned with the City's Corporate Values, which are:

- Be **Honest** and tell the truth;
- Pursue **Excellence**;
- Be **Accountable**;
- Be **Responsive**, compassionate, and fair; and
- **Treat others with respect.**

All City departments will use the Corporate Workplace Framework when planning for and developing new facilities, purchasing new lands or renovating existing buildings to ensure programs and capital investment are used for the benefit of the Corporation and the public.

The Corporate Workplace Framework will be implemented over time through the establishment of a planning process. This process is guided by the strategy documents developed for each of the workplace centres: The Inner City Asset Management Strategy; The Tri-Services Headquarters Study and The Citywide Depot Strategy.

If a project or program is considered a priority for The City and is consistent with the vision established by the Corporate Workplace Framework, each project or program is then further defined by a planning study and supported by a business plan.

Corporate Properties and Buildings will undertake the responsibility to manage and implement the Corporate Workplace Framework by:

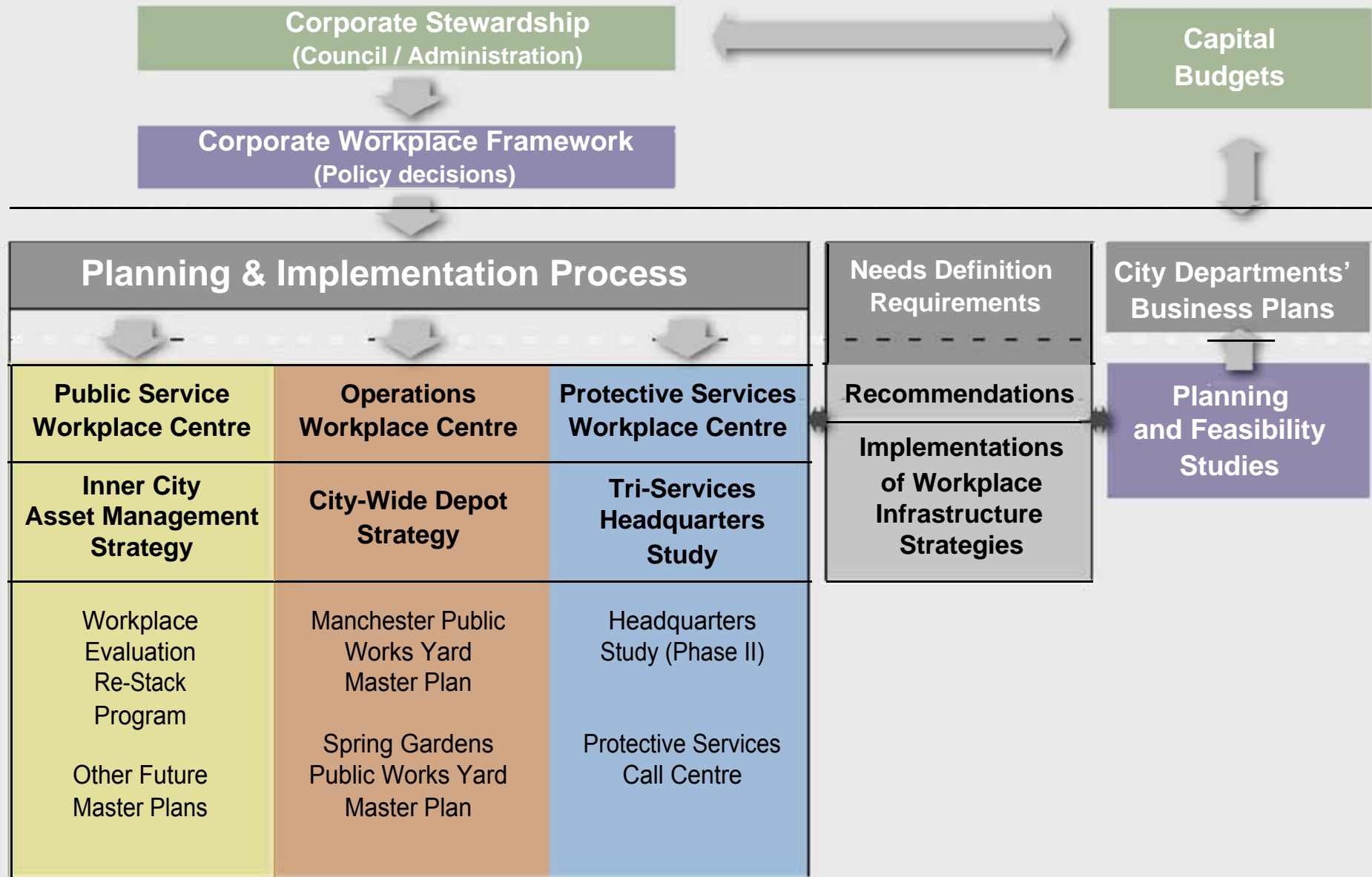
- Designing around whole products and services
- Establishing clear direction and goals
- Pooling of critical, scarce resources
- Maximizing cooperation and efficiency
- Ensuring a high level of service delivery is maintained through affordable infrastructure

Establishing a single point of ownership is key to implementing the Corporate Workplace Framework. Clarifying who is responsible for what actions will provide clear accountability for all workplace infrastructure projects.

Implementation of the Corporate Workplace Framework needs to consider various methods of reducing financial impact on the corporation. This can be achieved by examining alternative delivery models, resulting in a self-supporting business operation.



Decision Making Model



The City of Calgary Corporate Properties and Buildings

Mission Statement

“To exceed all internal and external client expectations by providing comprehensive professional services and solutions.”

“To provide clients with the means to carry out their work in a manner effective to their business needs.”

“To maximize the value of The City’s workplace infrastructure.”

While all City departments within The City of Calgary provide a service to a selection of internal and external clients, only a small number of Business Units are engaged in providing a service to all of The City of Calgary Business Units.

Corporate Properties and Buildings is one of those Business Units that not only provides a service to external City clients, but also has a responsibility to every single employee and contractor within The City to ensure that they are able to deliver the best service to their clients. The operations of Corporate Properties and Buildings have as a strategic foundation, The City of Calgary’s Vision and Mission as well as its own.

Corporate Properties and Buildings is a multi-dimensional Business Unit that provides all workplace infrastructure services for City lands, capital projects and property management services including ongoing asset management to other City departments.

Other City Policies in Support of the Corporate Workplace Framework

Municipal Development Plan (2009)
Calgary Transportation Plan (2009)
Corporate Workplace Strategy in Administration
Space (2008)

CPB Sustainability Principles (2009)
Sustainable Building Policy(2005)
Brownfield Strategy (2007)

The Corporate Workplace Framework will comply with all legislative requirements.

For inquiries please contact:
Corporate Properties and Buildings
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