Design Excellence Commitment

Vision Statement

We take pride in creating great buildings that work.

Innovative

Inspiring

Healthy

Sustainable

Accessible

Guiding Principles

Great design inspires and reflects pride of place in Alberta, its people and its communities.

Design in Alberta will honour our rich heritage and showcase our promising future.

Environmentally responsible, innovative and meaningful design is an important investment in the future of Alberta.

The Government of Alberta will be collaborative, creative and accountable in its pursuit of design excellence.

Government of Alberta ■
Infrastructure

Alberta ■
Freedom To Create. Spirit To Achieve.

August 2013

These procedures have been approved by the Divisional Executive Committee and the Assistant Deputy Minister. They represent an extensive survey of Design Excellence philosophies used by external jurisdictions, and have been thoroughly researched in conjunction with Policy and Planning. Using any or all of these initiatives neither guarantees nor precludes excellent outcomes; rather, the application of these procedures increases the likelihood of excellence in our built work. Excellence is the cumulative effect of a clear understanding and appreciation of the time, cost and quality of the work to be undertaken. Evaluate all procedures for applicability to each new Government of Alberta project; where a specific procedure is not applicable, an explanation should be available.

Quality means different things to different people: whether aesthetic, community, service, functionality, value, cost or schedule. Investment of time, staff, and budget resources is necessary to achieve quality, as is the willful commitment to do so. Because our projects are most often time sensitive and our in-house procedures remain clearly described in Project Implementation Management System (PIMS), Design Excellence procedures need to be clearly identified and closely linked to the appropriate project phase within PIMS for prompt and precise access by project managers.

Project managers are the intended audience for these procedures. They take their achievements personally, and despite the pressure of extremely compressed timeframes, are committed to delivering excellence in all procedural activities, whether through internal PIMS directives or external electives. Application of a consistent logic/ methodology for evaluating and determining which procedures are used for any given project should be utilized by project managers to increase the likelihood of successful outcomes and design excellence.

Additionally, a solid communications strategy is the basis for successful project delivery and contributes to excellent outcomes throughout all aspects of a project. Project managers must be the main point of contact in order to maintain efficient and effective communications with all stakeholders.
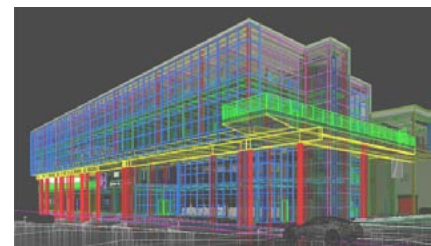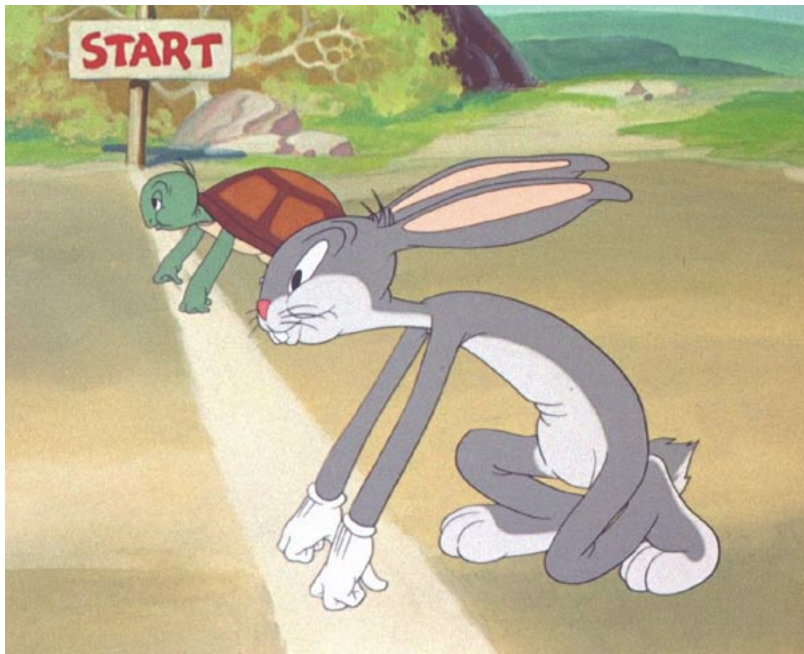
Great outcomes require great ideas, great design, and a thoughtful, methodical process. An engagement of community, staff, and users assures that the correct outcomes are designed and built. Excessive delays in public work frustrate communities and government, while a rush to exhibit political will through premature digging necessitates a rushed design and lack of engagement and pride. Time constraints preclude innovation, as old standards, practices and bad habits are reverted to. It is a characteristic of Building Information Modeling (BIM) and Integrated Project Delivery (IPD) to achieve substantially greater value (20-50%) by enabling design by the most effective team; these methods require the expenditure of more time and fees in planning the work but less in the execution. BIM and IPD statistics report schedule savings of 20%. Overall value (i.e. cost, quality, time, and long-term/lifecycle costs) is significantly enhanced by increasing planning time. A slower start equates with a faster finish (i.e. more initial planning/coordination time during design yields a smoother, more efficient completion).

http://www.aia.org/practicing/bestpractices/AIAB091185
http://www.raic.org/practice/bim/powerpoints/integrated-project-delivery.pdf
http://www.acebim.ca/
http://www.gsa.gov/portal/category/21062 & http://www.gsa.gov/graphics/pbs/Design_Excellence_Policies_and_Procedures_Chapter3.pdf

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Most sites are selected based on Transportation and Site Requirements checklists; however site directly influences the architecture of the project, including massing, sustainability, functionality and aesthetics. This in turn influences the experiences of users, visitors, and neighbours. Selected sites should inspire and engage architects, users and neighbours, and enhance interesting site characteristics. Rehabilitation of sites with sustainable infrastructure (i.e., proximity to public transit, recreation and commercial amenities, etc.) can revitalize neglected or underutilized buildings and communities. Technical Services Branch can assist in the review and recommendation of potential sites with respect to architectural and urban design potential.

http://www.cagbc.org/Content/NavigationMenu/Programs/LEED/RatingSystems/NewConstruction/default.htm

http://www.edmonton.ca/city_government/documents/PDF/2007EDCBrochure.pdf

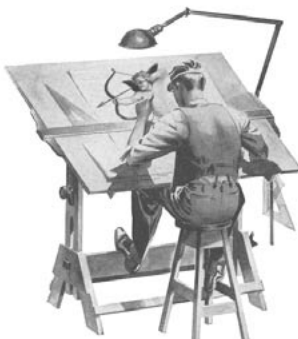http://www.gsa.gov/graphics/pbs/Design_Excellence_Policies_and_Procedures_Chapter4.pdf
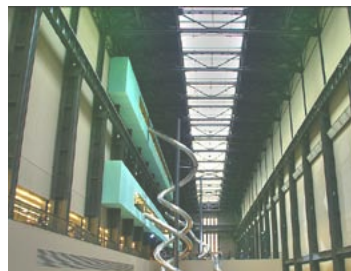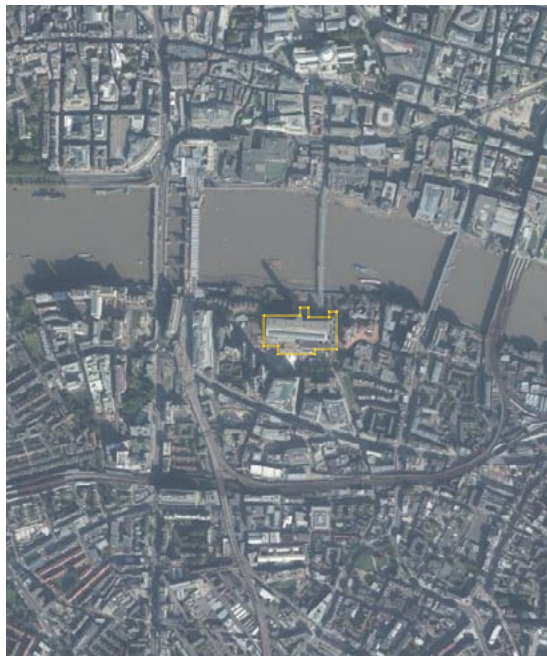
A two-step process emphasizes ideas, outcomes and (architectural) design leadership (refer to US General Services Administration Design Excellence program). Step one prequalifies a principal designer (architect) and requires a design portfolio review which provides information about the design potential of the project. Step two is the formal submission for the management and execution of the work (proposal). Upon pre-qualification of capable designers; use "Quality Based Selection" criteria to select the architect and team best-suited to the project based on their team and individual capability and experience, their methodology and their fee/schedule. Having some information on potential project outcomes (viewing the design portfolio) and including that information in the stage two evaluation process will assist in developing and maintaining the initial project vision.

http://www.gsa.gov/graphics/pbs/Design_Excellence_Policies_and_Procedures_ Chapter6.pdf
http://www.designcouncil.org.uk/resources-and-events/Business-and-public-sector/ Guides/Finding-and-working-with-a-designer/
http://howdesignworks.aia.org/pdf/How-to-Select-an-AIA-Architect.pdf
http://www.raic.org/architecture_architects/choosing_an_architect/index_e.htm

Bridging intends to provide knowledgeable (peer) goals and objectives to expedite the work. Exclude consulting firms from competition for work where they served as bridging consultants previously. When providing indicative design concepts, a minimum of two separate, distinct options should be prepared so that Design-Build teams must critically examine the pros and cons of a variety of approaches. This in turn demonstrates that the owner is open to innovation, and provides better value for the owner in terms of time, cost, function, and quality. Proponent evaluation should not be based on level of adherence to the indicative design; instead, creative, functional architectural responses will be encouraged (see Options section).
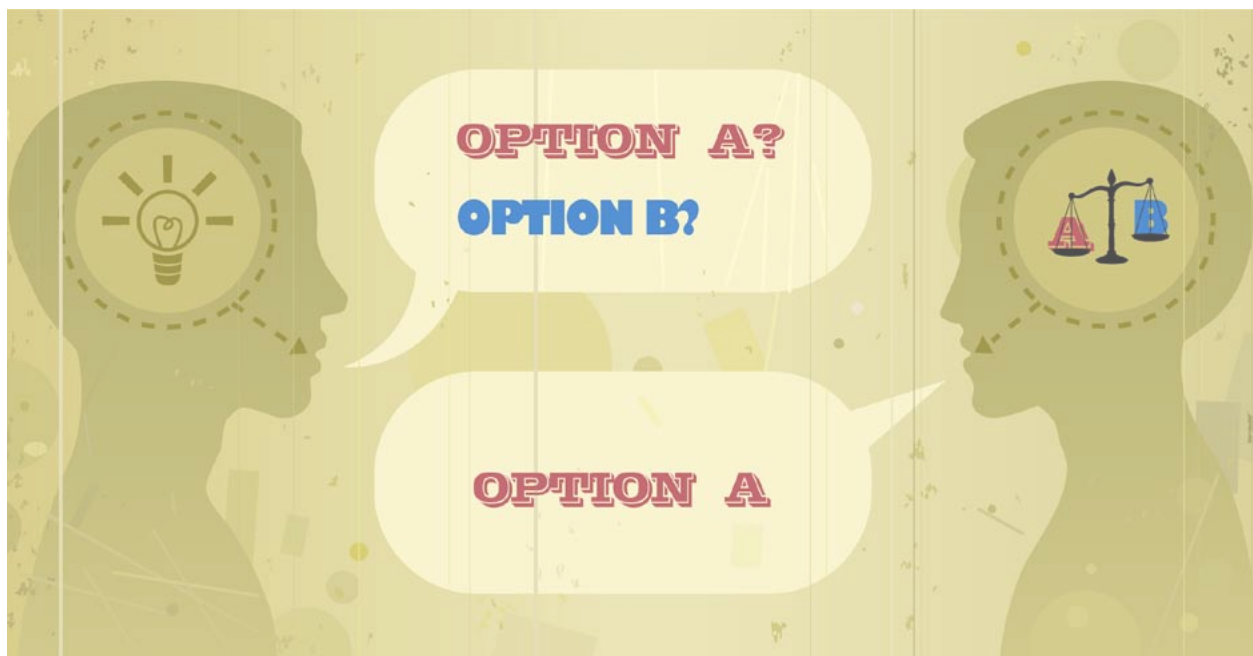
Design competitions increase public interest and expectation of architectural design quality. They generate a dialogue for what the long-term vision of a place may be, involve community, provide the owner with multiple design solutions, and offer a forum where younger or smaller design firms may compete on a level playing field with their established peers (including joint ventures with larger firms). The end result should be innovative, contextually responsive, attractive, efficient, functional, flexible, and affordable. Establish design thresholds based on cost, complexity, profile, etc., and provide project terms which incentivize design quality at a level equal to productivity. Require physical models and provide appropriate compensation (honoraria). Competitions take many forms (ideas/limited/open) and need not commit the owner to an irrational or unrealistic scheme. For example, the goal of an ideas competition is to explore significant design, technical, or planning issues, and generate interest in innovative architectural possibilities. The Alberta Association of Architects (AAA) Director of Practice and the Royal Architectural Institute of Canada (RAIC) Rules of Conduct for Competitions will be consulted in any design competition.
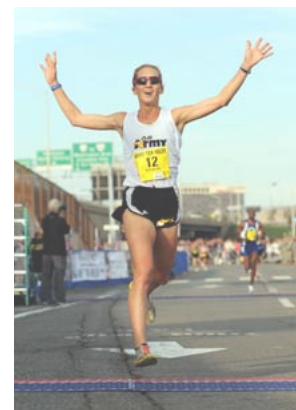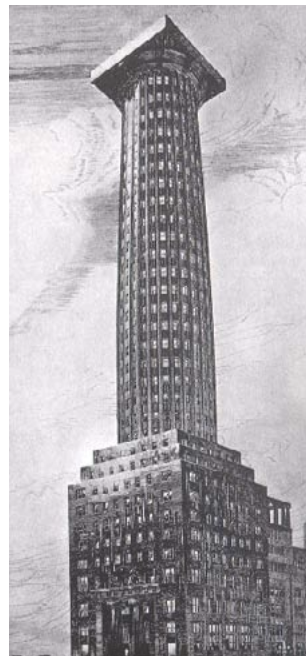
http://www.aia.org/practicing/akr/AIAB087309?dvid=&recspec=AIAB087309
http://www.raic.org/architecture_architects/architectural_competitions/categories_e.htm
http://www.gsa.gov/portal/content/104497
https://www.facebook.com/video/video.php?v=1703734826126

chicago tribune competition entries, 1922

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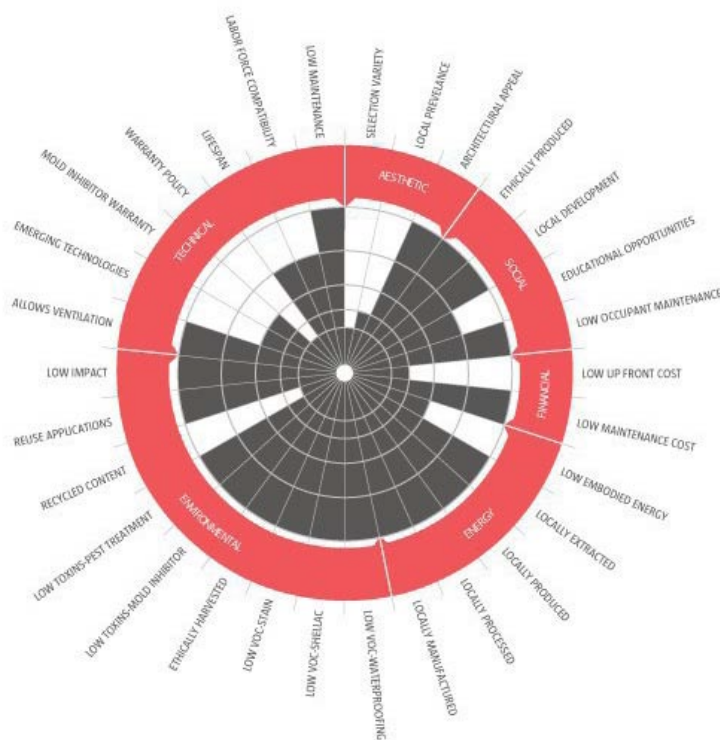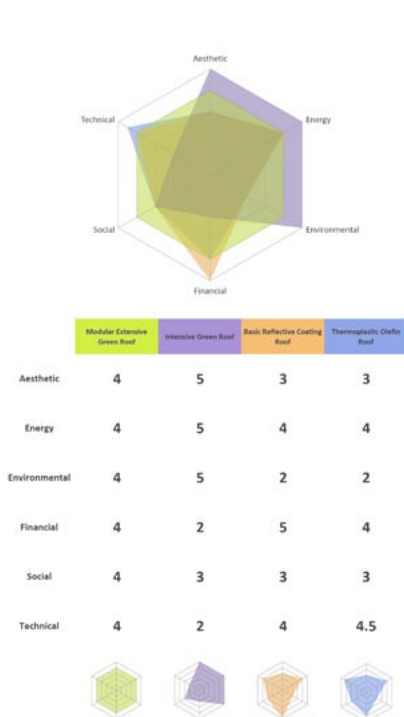
A two-stage selection process offers distinct advantages over a single-stage evaluation. Stage one provides a short-list of architects (portfolio-based selection process) to provide insight into what the project can become in terms of short and long-term outcomes beyond completion. In stage two of the evaluation, assessment (and ranking) of the assembled teams and delivery methods will determine the best suited from the prequalification list. Utilizing a blind weighted ranking system, where the evaluation committee compares the proponents to each other without knowing the weighting of the items being ranked, would aid in the efficiency of evaluations. The RAIC recommends comparing consultants in order to determine the best fit for the project. Clearly demonstrating a rank (compared to other candidates) in specific topic areas will also identify how the proposal could be improved and would aid debriefings. Check references and confirm "member in good standing" status with AAA or the Association of Professional Engineers and Geoscientists of Alberta (APEGA) prior to engaging a consultant.

http://www.raic.org/architecture_architects/choosing_an_architect/qbs_e.htm
http://www.designcouncil.org.uk/about-design/how-designers-work/design-methods/assessment-criteria/
http://www.architectmagazine.com/affordable-housing/ecomod.aspx

	Modular Extensive Green Roof	Intensive Green Roof	Basic Reflective Coating Roof	Thermoplastic Olefin Roof
Aesthetic	4	5	3	3
Energy	4	5	4	4
Environmental	4	5	2	2
Financial	4	2	5	4
Social	4	3	3	3
Technical	4	2	4	4.5

It is the nature of agreement to document each party's responsibilities and share of the risk and reward. The public sector has rigorous procurement procedures, is often short of time overall, and may choose to involve fewer parties (i.e. Design-Build or Public Private Partnerships). Despite the perceived efficiencies of "one-stop" agreements, the owner and users become distanced from the process and direction of the outcomes. A single, clear articulation of needs may deliver what was asked for, but may not deliver what was actually needed! Bundling of projects and services may be acceptable on clearly articulated (i.e. simpler) buildings. Long established agreements - Canadian Construction Documents Committee Document 2 (CCDC-2) and RAIC-6 - are widely accepted as 'balanced' and may be useful frameworks to build upon. These are based upon a generation of tri-party/two contract relationships. Today speed, complexity and the integration of data drive faster project completion times, modularity, computer-aided design (CAD), sustainability Leadership in Energy and Environmental Design (LEED), and other rigor in design. Industry is increasingly seeking collaborative and trust-based models (Construction Management and Design-Build evolving to BIM and IPD) to bring greater real value, smaller and more refined-purposeful design, and an involvement and understanding to key stakeholders at every stage. New forms of agreement are forthcoming.

http://www.ccdc.org/documents/   http://www.aia.org/contractdocs/

Whether a proponent is successful or not, a quality debriefing is an investment in enhanced future performance and improved industry relationships. Documented results of Request for Qualifications (RFQ) and Request for Proposal (RFP) evaluations form the basis of the debriefing and require attention to detail and good note-taking during evaluation team meetings. Written or oral debriefings may be required. Procurement and project management staff who participated in the evaluation must be present for debriefings, and it is recommended that professional (engineering/architectural) staff be present to debrief peer professionals. Do not disclose private information by discussing the best practices of others; all proponents have invested heavily in time and in spirit, and complaints can delay contract award and even force a project cancellation. A few constructively shared comments can validate the proponent's efforts and strengthen a future relationship.

http://www.infrastructure.alberta.ca/Content/docType486/Production/Debriefing_Guidelines.pdf

http://www.acquisition.gov/Far/current/html/Subpart%2015_5.html

9. Project Charter

The project charter is the planning team's concise statement of core goals, values, and intent and provides the ultimate policy direction for subsequent actions. During the focused intensity of a long design process, the project charter serves as a compass to keep the team firmly pointed towards achievement of the initial project goals. A good project charter becomes a daily reference point for settling disputes, avoiding "scope creep," judging the potential utility of new ideas as they arise, measuring progress, and keeping the development team focused on the end-result. Revisit the project charter at key project milestones to ensure the project direction and relevance.

http://www.gsa.gov/graphics/pbs/Design_Excellence_Policies_and_Procedures_Chapter3.pdf

Consultant teams are encouraged to analyze and prioritize the various documents and checklists available for reference during project design. These documents provide a solid foundation for architecturally responsive and innovative projects. Some basic examples are included below:

☐ Canadian Green Building Council LEED® Checklists (Membership & Login Required): http://www.cagbc.org/Content/NavigationMenu/Programs/LEED/RatingSystems/NewConstruction/default.htm

☐ Crime Prevention Through Environmental Design: http://livinglocal.efcl.org/News/tabid/614/ArticleID/930/Crime-Prevention-Through-Environmental-Design-CPTED.aspx

☐ Active Design Checklist: http://cppwbe.files.wordpress.com/2011/08/2_urban-design-checklist-for-repro.pdf

☐ Barrier-Free Design Guide: http://www.safetycodes.ab.ca/Public/Documents/2008_SCC_BFDG_FINAL_protected.pdf

☐ Universal Design: http://design-dev.ncsu.edu/openjournal/index.php/redlab/article/viewFile/130/79

☐ Design Report Table of Contents: http://www.infrastructure.alberta.ca/500.htm

☐ Urban Design, promoted by civic and research bodies; applicable to urban and non-urban sites: http://www.edmonton.ca/city_government/documents/PDF/2007EDCBrochure.pdf

☐ Commission for Architecture and the Built Environment (CABE): http://www.designcouncil.org.uk/our-work/CABE/

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Half of our experience in the city is in the public realm. Good urban design improves the human experience through interplay of buildings, transportation, outdoor public spaces and landscaping to create a pleasant, safe, and active environment. Consider materials, massing, proportions and style of surrounding buildings, as well as existing patterns within the site, neighbourhood, and city to create a sense of place and identity. Study the specifics of site, such as orientation, climate, topography, and natural features to generate a contextually responsive design. Preserve significant existing architecture through restoration, adaptive reuse, or integration with new construction. Utilize hard and soft landscaping, fixtures/furniture, lighting and public art to create connections and enhance the streetscape.

http://www.cip-icu.ca/web/la/en/pa/3FC2AFA9F72245C4B8D2E709990D58C3/template.asp

http://www.edmonton.ca/city_government/documents/PDF/2007EDCBrochure.pdf

http://www.raic.org/notices/regional-news/high-profile-bldgs.pdf

http://www.designcouncil.org.uk/documents/documents/publications/cabe/the-value-of-urban-design.pdf

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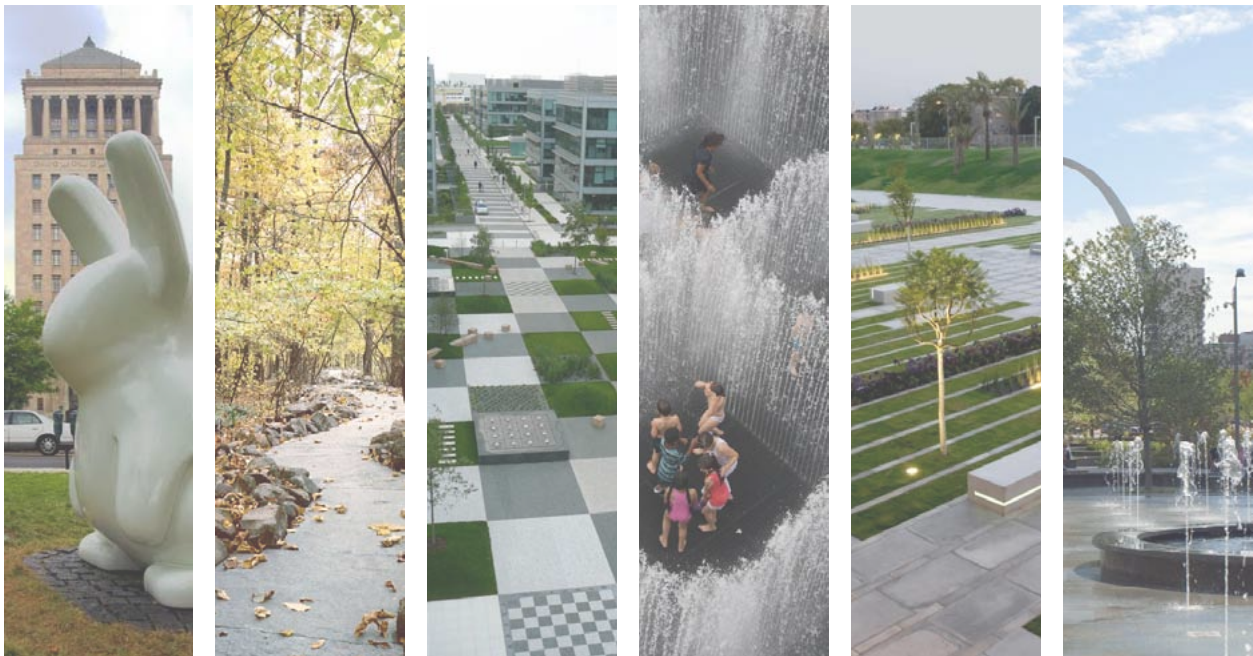
12. Landscape Design

Good landscape design responds to users, the climate, and community, and is vital to the image and impression of an organization. Adopt best sustainable practices (LEED) and incorporate native, resilient, drought tolerant vegetation which preserves and creates habitat for diverse flora and fauna species. Provide attractive, welcoming landscaping and site furnishings which create active, enjoyable public spaces, and include at least one area within the site for public art. A landscape architect should be included at the beginning of Schematic Design so that an integrated concept may be developed in conjunction with the architectural design. Design schemes should be suitable for conditions where maintenance is minimal, neglectful, or non-existent.

http://www.aala.ab.ca/profession/what-landscape-architects-do

http://www.csla-aapc.ca/csla-aapc

http://www.landscapeinstitute.org/PDF/Contribute/Landscapearchitecture-Aguideforclients2012A3.pdf

http://www.aia.org/aiaucmp/groups/ek_public/documents/pdf/aiab078712.pdf

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Provide at least three distinct design options. Options are considered archetype, form or organizational parti (not fenestration or material choices), and must meet or exceed the goals of the design brief. The architect may or may not offer a specific recommendation, however all options should be valid design solutions and communicate creativity, innovation, and functionality.
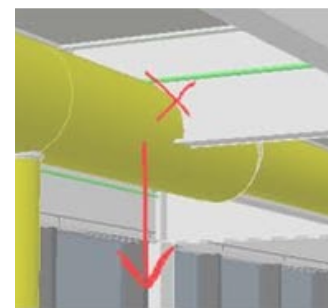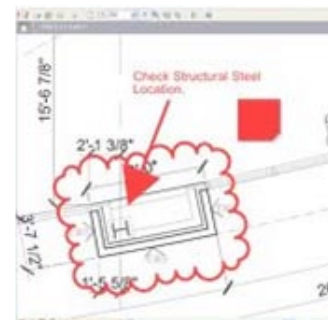
Early involvement of the Technical Services Branch provides design and technical feedback before changes become difficult or impossible to implement. Schematic Design and Design Development reviews may include in-person presentations by the design team and are intended to clarify design strengths and weaknesses, facilitate dialogue and identify opportunities for improvement. For focus and clarity provide the project's statement of intent or charter with successive reviews. Changes should be tracked to ensure mutual understanding and prompt resolution, and a single point of contact should be appointed for all disciplines in larger projects to facilitate responses.

http://www.designcouncil.org.uk/our-work/CABE/Review/

http://www.gsa.gov/graphics/pbs/Design_Excellence_Policies_and_Procedures_Chapter7.pdf

http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab096257.pdf

The quality of outcomes is determined early in design. Peer discussion amongst professionals identifies issues of form and detail which may impact schedule and budget. Consider the utility, flexibility, comfort, sustainability and constructability of the project, as well as third party commissioning, program verification and other areas of value. Three peer reviews add value to every project. These include a concept preview with the government chief architect (i.e. most senior registered architect), an initial peer review of conceptual options, and the final concept peer review. Build and maintain a bureau of renowned external peer professionals available to review a variety of project types. Examples of these exist at General Services Administration (GSA) and Commission for Architecture and the Built Environment (CABE). When peer groups are unfamiliar with a project, feedback will require additional attention for relevance to the project goals. Owner should keep all third party reviews as their own.

http://www.designcouncil.org.uk/our-work/CABE/Review/

http://www.gsa.gov/graphics/pbs/Design_Excellence_Policies_and_Procedures_Chapter7.pdf

http://www.aia.org/aiaucmp/groups/aia/documents/pdf/aiab096257.pdf
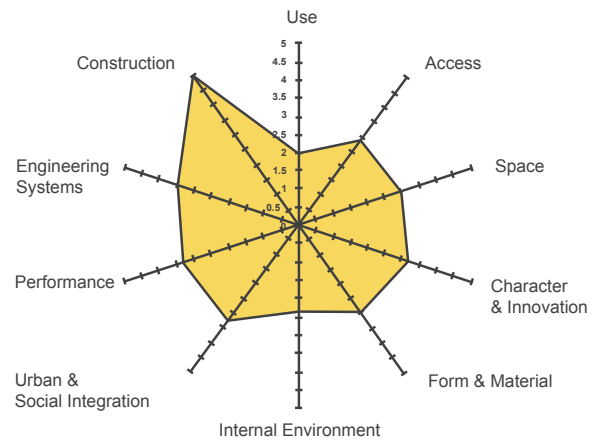
Evaluation tools for design quality are available and adaptable to the work of Alberta Infrastructure. A Design Quality Indicator (DQI), is a measured approach in ten subjects of functionality, impact, and build quality. This web-based tool reveals the various merits of a project and enables a dialogue on the relative design qualities and values of comparable buildings.
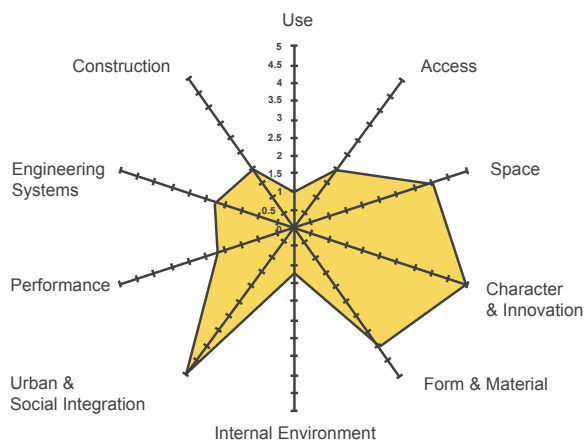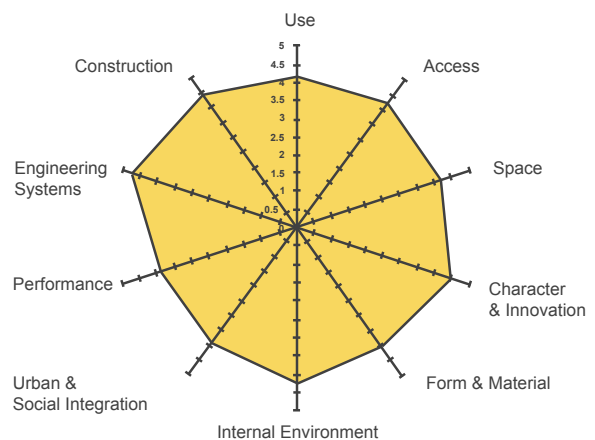
http://www.dqi.org.uk/howdoesdqiwork.php

http://www.architectmagazine.com/affordable-housing/ecomod.aspx

http://www.designcouncil.org.uk/our-work/CABE/Review/Review-library/

"Well Built"

"It's Got Curb Appeal"

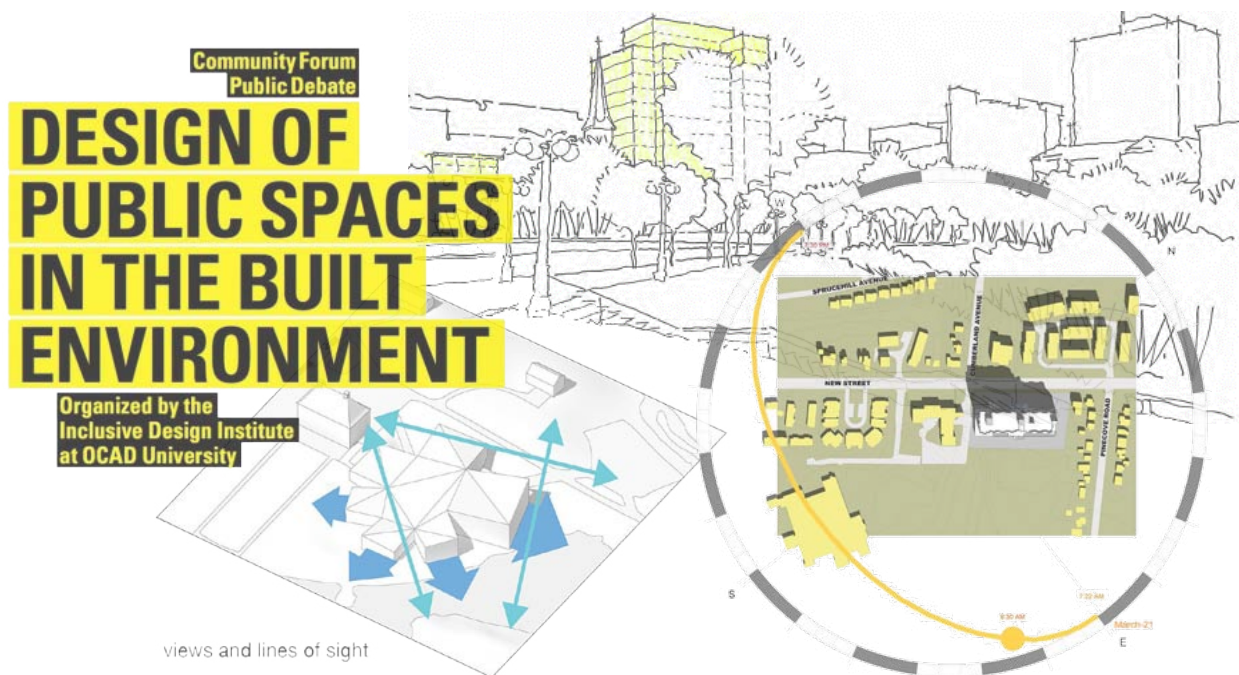**"A Real Rounder"**

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Fifty per cent of the built environment may be in the public realm. Outcomes are often institutional buildings of durable lasting value - distinct in design and role within the city. Coordination of planning, design and execution of public projects should be coordinated between levels of government and affected major public stakeholders; this may also include the University of Alberta and stakeholders of supported infrastructure. Establish coordination committees in key subject areas, zones or common interests such as land, views, height, urban design, design quality, servicing and parklands. Collectively consider paths, edges, districts, nodes, and landmarks.

http://www.gsa.gov/portal/content/104498

http://www.gsa.gov/portal/category/21088

http://www.designcouncil.org.uk/our-work/CABE/Localism-and-planning/Neighbourhood-planning-toolkits-and-guidance/

http://www.aia.org/about/initiatives/AIAS075265

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Public input should be proactive; done for real value, and not as a form of damage control. Major exterior alterations, new construction, disposal, change of use, or other projects having a significant visual public impact, must allow adequate time for public participation and must initiate consultation before planning decisions and budgetary actions affecting the project outcome, such as prospectus development and site selection, are made. Consultation for projects likely to result in demolition of historic properties or generation of substantial public controversy must develop particular methodologies to anticipate public response and develop appropriate public participation processes to minimize legal exposure as well as risks to the scope and schedule of the project. Carefully consider the session goals: for giving out of information, for limited interaction (perhaps on specific issues), or for fully engaging stakeholders to the process and outcomes (with accountability).

http://www.edmonton.ca/for_residents/public-involvement.aspx
http://www.aia.org/about/initiatives/AIAS075265
http://www.gsa.gov/portal/category/21088
http://www.designcouncil.org.uk/our-work/CABE/Localism-and-planning/Neighbourhood-planning-toolkits-and-guidance/

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Utilizing a value engineering process to determine efficiencies in design and construction techniques is a valuable tool to promote efficiency in design and construction of publicly-funded projects; however, it is often used as a reactive solution to cost overruns. Seek innovations which add true value to a project, as opposed to a focused pursuit and elimination of peripheral elements for cost savings. For example, the use of off-site constructed (prefabricated) components contribute to the quality of the building and design, and should be used where deemed feasible/beneficial. The use of an Integrated Design Approach assists in determining the applicability of use.

http://www.gsa.gov/portal/category/21589

Consultants must have designs approved by the Ministry at each stage: typically Schematic Design, Design Development, and Contract Documentation. Additional services of programming and planning require prior approval by the Ministry. Consider in advance the administrative level to which specific project approvals need to rise (as schedule and cost may be impacted, and additional representations of the design may be needed). Formal written approval from the Ministry should be received before the consultant proceeds to subsequent phases, as feedback from the design review may lead to changes which can affect the schedule and scope of work.
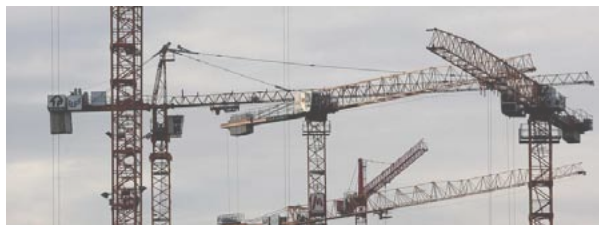
Remain faithful to the project intent and design/decision-making process during construction/execution. Involve the Design Architect in decisions that may impact the project design and/or intent. Maintain a log of significant variations from the Project Charter goals during project execution. Append the log to the Charter at the conclusion of project execution for comparison of how close the execution was to the original project goals.

http://www.gsa.gov/portal/content/100803

http://www.aia.org/aiaucmp/groups/ek_public/documents/pdf/aiap016815.pdf ?

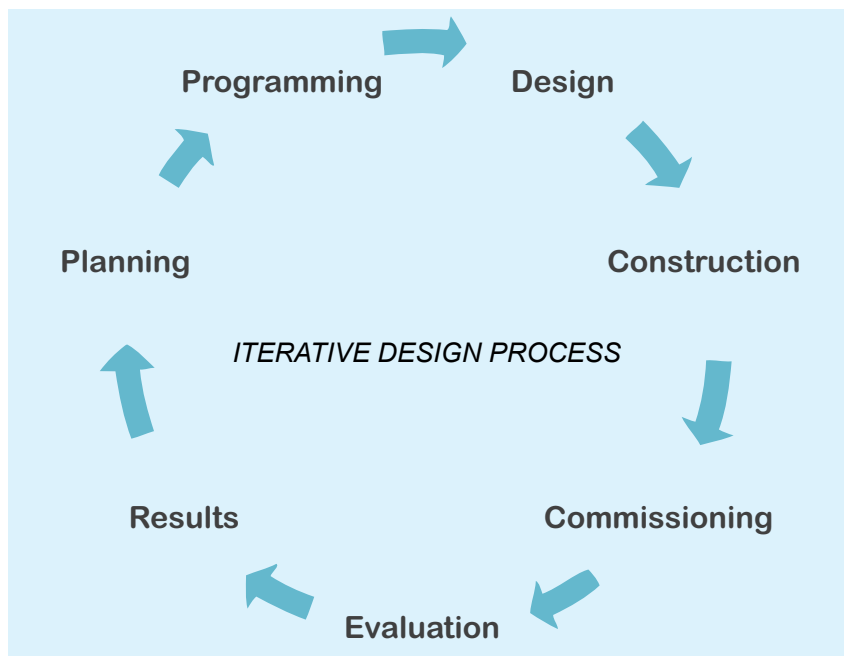http://www.aia.org/aiaucmp/groups/ek_members/documents/pdf/aiap016634.pdf

Knowledgeable owners gather lessons learned in their work, thereby "closing the loop" in an iterative design process. Learning from mistakes as well as recognizing particular accomplishments is valuable. Wait one year for follow-up evaluations, in order to allow user and building operation routines to become established, and processes optimized. Document the quantitative/performance findings in all disciplines. Use a factual driven approach to the qualitative and experiential findings (i.e. survey). Of particular interest is the functionality of a given work. Establish a format and templates for data gathering. Be aware of lessons in the process and in the overall built work, as well as quick wins (i.e. items with little to no time or financial impacts, and undertaken under warranty or by facility management). There are two key risks to be managed or allayed: the risk of retribution on individuals, and the anxiety of results changing operational priorities. The knowledge and science are the key outcomes; any action arising is a distinct exercise outside the scope of the building performance and evaluation process.

http://www.infrastructure.alberta.ca/Content/docType486/Production/POEMethodology.pdf
http://www.gsa.gov/portal/category/26723
http://www.gsa.gov/graphics/pbs/GSA_Assessing_Green_Full_Report.pdf
http://www.aia.org/aiaucmp/groups/ek_public/documents/pdf/aiap016772.pdf

Programming → Design → Construction → Commissioning → Evaluation → Results → Planning

*ITERATIVE DESIGN PROCESS*

Alberta Government

Be that most knowledgeable owner to our peers, to industry, and in the delivery of our work. The government is the purveyor, leader and role model of service; transparent and above reproach. Be certain the best advice, practice and value are being demonstrated constantly and consistently by our work. Provide worldwide, nationwide, and local benchmarking examples to support advice given. Encourage and participate in valuable general and specialized research of best practice in our work; engaging with product representatives, factory tours, travel to experience like-projects in use, and other first hand experience is most valuable to managerial and technical staff.

http://elearningcpci.raic.org/

http://www.infrastructure.alberta.ca/500.htm

https://intranet.infrastructure.alberta.ca/capitalprojects/IU/default.aspx

http://www.aaa.ab.ca/imis15/AAA/AAA_Professional_Development/NEW_Professional_Development__PD__Program.aspx
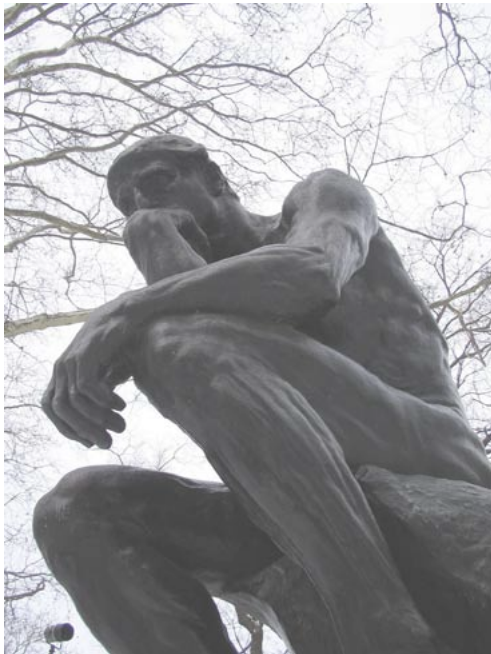
RESPECT

ACCOUNTABILITY

INTEGRITY

EXCELLENCE

Alberta's Public Service

Proudly working together to build a stronger province for current and future generations

Alberta Government

Participate in personal professional development, accreditation, seminars and continual research. Broaden and deepen the knowledge base within and external to government. Work with professional engineering and architectural design associations to deliver programs of ongoing professional competency for their general membership. Provide content on public and institutional building types and methodologies in the interests of both the consulting industry and public owners. Engaging with engineering and architecture partners in public practice provides opportunities for owners to discuss best practices, emerging trends, and coordinating value from industry.

http://elearningcpci.raic.org/

http://www.infrastructure.alberta.ca/500.htm

https://intranet.infrastructure.alberta.ca/capitalprojects/IU/default.aspx

http://www.aaa.ab.ca/imis15/AAA/AAA_Professional_Development/NEW_Professional_Development__PD__Program.aspx
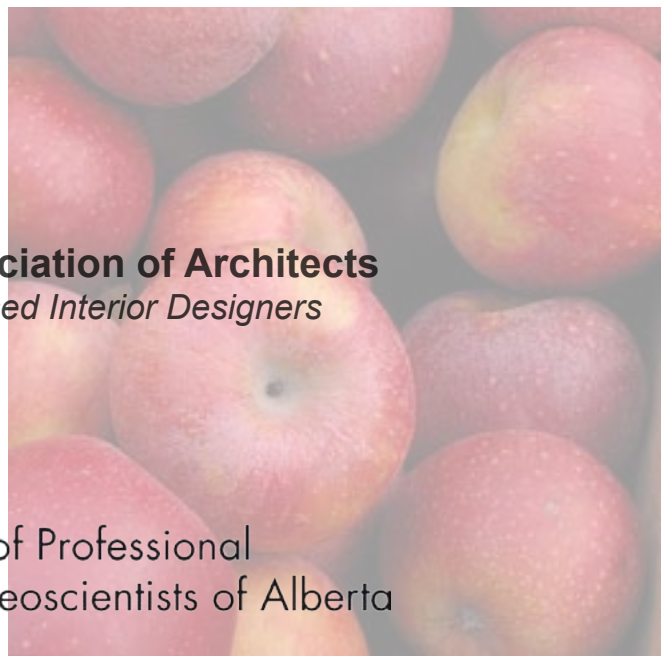
http://www.aia.org/education/index.htm

The Alberta Association of Architects
Architects and Licensed Interior Designers

APEGA
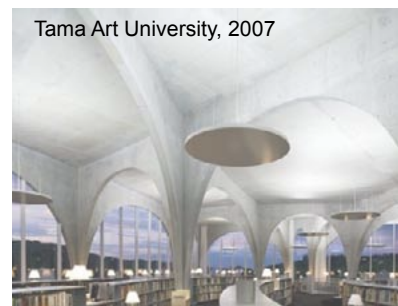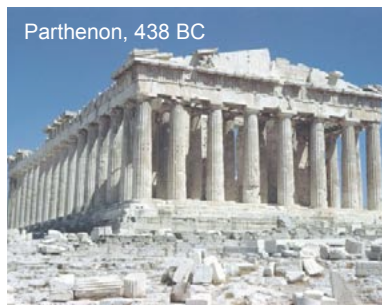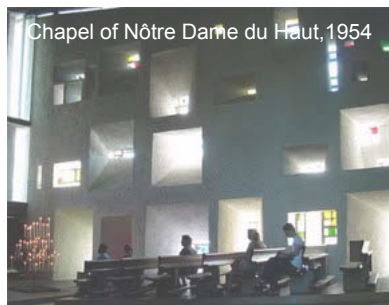The Association of Professional Engineers and Geoscientists of Alberta

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External case studies should be provided by consultants in order to research (benchmark) examples of successful and relevant projects in other parts of the province, country and the world. These projects educate the owner on the range of possible directions a design solution may take, and establish an appropriate level for design expectations going forward (i.e. not every project needs to be "world class"). Know and apply distinctions in the brief for: world class, high quality, and good ordinary design (terms used by CABE in the UK). Development of a building typology/quality matrix could be undertaken in order to determine the level of design excellence for a particular project. The Government of Alberta, should in turn celebrate and promote owned projects which exemplify design excellence as a resource to designers and as a means of positive public communications and accomplishment (internal case studies).

http://www.designcouncil.org.uk/our-work/CABE/our-success-stories/

http://www.gsa.gov/graphics/pbs/Sustainability_Matters_508.pdf

http://www.aia.org/practicing/AIAB095443?dvid=&recspec=AIAB095443

Chapel of Nôtre Dame du Haut,1954

Parthenon, 438 BC

Mosque of Cordoba, 784

Sarphatistraat Offices, 2000

Museum of Modern Literature, 2006

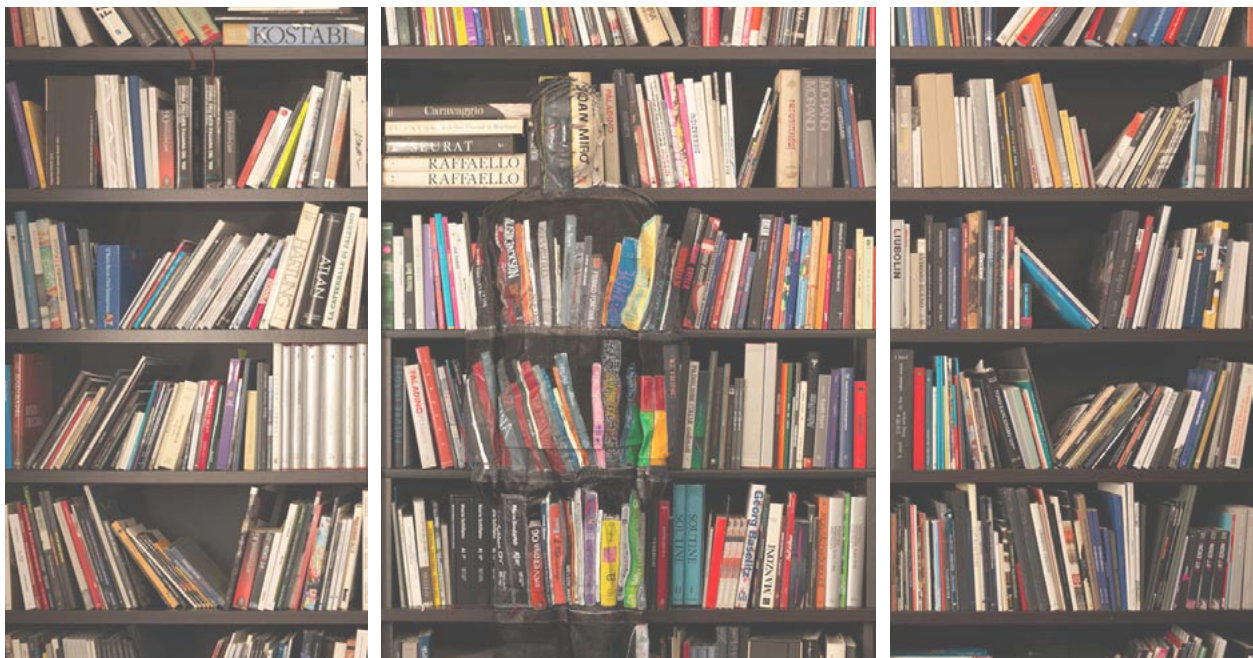Tama Art University, 2007

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Encourage all employees to conduct and publish research. Awards and recognition of exceptional work reflects positively on the organization as well as the individual. The publication of research papers and relevant projects prior to selected conferences could be prepared and made available as part of summary documentation on technical subjects, building types, and evidence-based design experience. Eventually, publications could create a powerful online resource for promoting and furthering the design excellence program as well as specific technical achievement, and would be used as an educational tool for designers, the public, and other jurisdictions.

http://2030.raic.org/lawrence/overview_e.htm

http://webarchive.nationalarchives.gov.uk/20110118095658/http://www.cabe.org.uk/buildings/good-design

http://www.infrastructure.alberta.ca/500.htm

http://www.gsa.gov/graphics/pbs/oaspublications.pdf
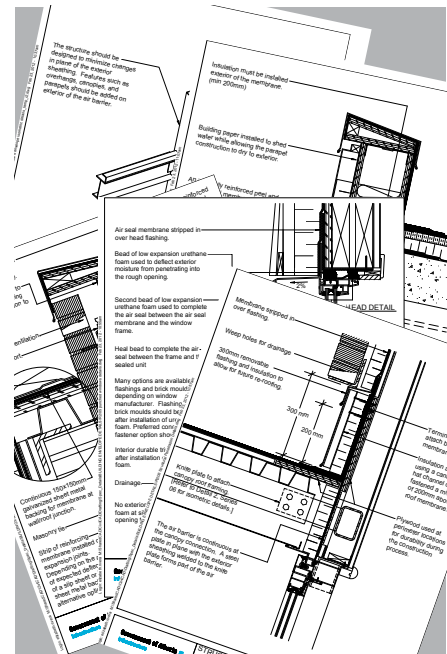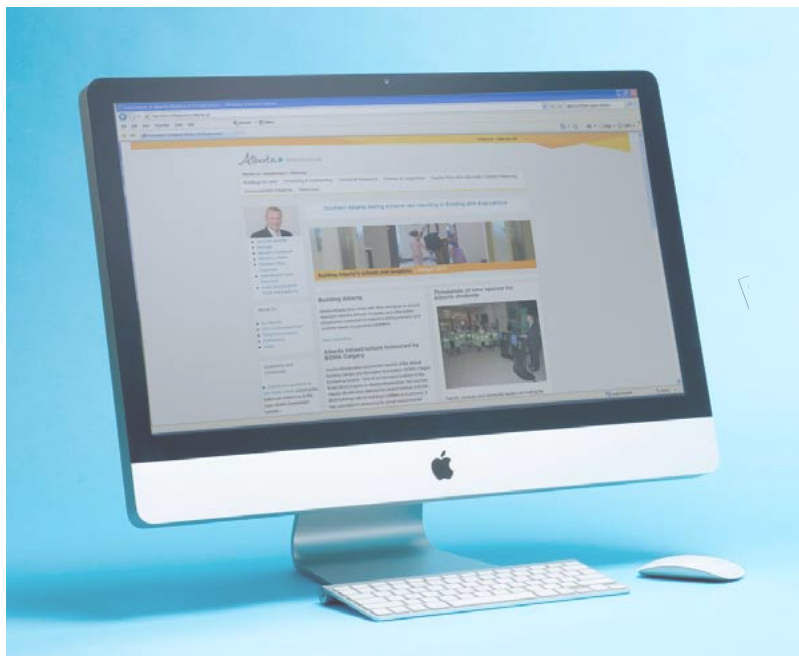
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Build and maintain an online, user friendly and searchable design centre containing Design Excellence and best practice procedures, specifications, lessons learned, relevant standards, drawings and project case studies (with high quality photographs) as a provincial resource for information, communication, and outreach. The database will provide the consultant with information and tools from pre-design through construction. It will also build upon and enhance previous project experience, reduce redundant design/research, and ensure compliance with Infrastructure standards. The Online Design Centre is one component of prudent project research and is not intended to dictate to consultants how projects are to be designed.

http://www.infrastructure.alberta.ca/500.htm

http://www.gsa.gov/portal/category/21080

http://www.gsa.gov/graphics/pbs/CABE_Value_of_Good_Design.pdf

http://www.aia.org/practicing/bestpractices/index.htm

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28. Hosting Symposia (Design Outreach)

A Built Environment Design Excellence Symposium, hosted by Alberta Infrastructure (for example, presented every two years opposite the Infrastructure Partners Conference) will celebrate design excellence by showcasing high-profile and innovative projects completed by Alberta Infrastructure in the prior two years. Presentation of research and hosting of guest speakers on relevant topics would also create continuing education opportunities for professionals from Alberta and other jurisdictions. The purpose of the Symposia would be to continue to promote and develop design excellence, and inspire those who have influence on the quality of the built environment.

http://www.cefpi.org/i4a/pages/index.cfm?pageid=1

http://www.cagbc.org/Content/NavigationMenu/Chapters/Alberta/Program/default.htm

http://www.cea.ca/events-a-seminars/infrastructure-conference

http://www.aia.org/conferences/index.htm

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29. Recruiting Interns

Sections should recruit an intern wherever possible. Promoting Alberta Infrastructure to new people entering the profession will establish Alberta Infrastructure as a desirable option for employment, either at graduation or later in the future. Ongoing promotion of Alberta Infrastructure to applicable post-secondary institutions fosters a positive perception of the Ministry to industry; great values, challenging work, and an employer of choice. Creating a three or four month work program, in association with work experience placements, will foster the recruiting and placement of interns. As part of the program, a detailed job description and potentially a list of tasks to assist the intern with settling into an office environment, usually for the first time, will help create a strong first impression of Alberta Infrastructure. Too often, an intern begins work and immediately "shadows" someone. While job shadowing is important, meaningful individual and team work allows the intern to take ownership of their experience and feel valued.

https://intranet.infrastructure.alberta.ca/capitalprojects/dcb/Projects/cool/default.aspx

https://intranet.infrastructure.alberta.ca/Start/default.aspx

Consider ideas which may add value to the design, construction, efficiency or quality of a project. Consider cross-departmental incentivizing of innovation (i.e., social, technical, environmental or fiscal). For example, modularity and prefabrication may improve building performance and reduce time, cost, and material waste. Other ideas have more qualitative benefits. For example, a green roof on a prominent public building can project a positive image of its owner, enhance the urban environment, and teach visitors about sustainability. Provide the necessary flexibility within procurement procedures to incorporate innovation and creativity where it serves to improve Alberta's infrastructure; Building Information Modeling and IPD are two methods of promoting innovation and design excellence through collaboration, technology and trust.

http://www.designcouncil.org.uk/resources-and-events/Business-and-public-sector/Guides/Innovation/

http://www.raic.org/honours_and_awards/awards_raic_awards/2007recipients/greenstone_e.htm

http://www.raic.org/honours_and_awards/awards_raic_awards/2007recipients/albertachildrens_e.htm