

December 9, 2016

Meghan Fay Zahniser,
Executive Director

The Association for the advancement of sustainability in Higher Education (AASHE)
Suite 102, 2401 Walnut Street
Philadelphia, PA 19103

Dear Ms. Zahniser,

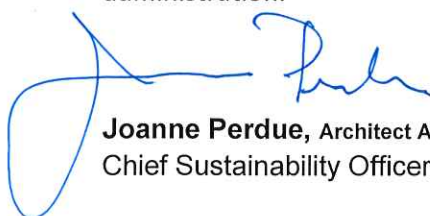
On behalf of the university of Calgary, it is with great pleasure that I present this submission to the Sustainability, Tracking, Assessment and Rating System (STARS). This represents our third STARS submission, and demonstrates our continued commitment to advancing sustainability on campus and in the broader community.

The University of Calgary has made sustainability a priority in our institution's plans and strategies. Earlier this year, we launched a comprehensive Institutional Sustainability Strategy that joins three frameworks for sustainability in our university's education and research, community engagement, and administrative and operational excellence. Additionally, our institutional *Eyes High* strategic direction, Academic Plan and Strategic Research Plan each prioritize sustainability as well.

The STARS reporting framework serves an important and valuable tool to help us measure our progress against our strategic goals and to demonstrate leadership in the area of sustainability. We also value the opportunity for transparency and disclosure that STARS offers.

At the University of Calgary, we continually to challenge ourselves to be better, and that is why it is with such pleasure that I share this submission, demonstrating growth and improvement in the sustainability culture on our campus since our last gold submission in 2013. It reflects the hard work and dedication of our students, faculty and staff — both on campus and in the wider community.

This submission has been prepared by the University of Calgary's Office of Sustainability together with our academic and operational sustainability committees and working groups, student's groups, faculties and business units. To the best of my knowledge, this submission is an accurate measurement of our progress to date. This marks an important milestone in our commitment to excellence and leadership in advancing the pursuit of sustainability in teaching and research, engagement, operations and in planning and administration.



Joanne Perdue, Architect AAA, MRAIC, LEED Fellow
Chief Sustainability Officer