



# Introduction to the Integrated Civic Facility Planning Program

## Supporting the vision for Calgary

Calgary's civic services are enabled by facilities that are the heart of our communities, supporting the needs of our citizens while providing social, economic, and environmental benefits for resilient communities.

## Background

The City of Calgary's facilities have a book value of \$3.72 billion and are a vital resource for both citizens and the day to day activities of our organization. Seven different business units plan, own and manage the majority of our facilities.

As such, City Council has directed administration to look at how we can better plan our facilities to support the larger vision for Calgary, achieve economies of scale, support multiple services and ultimately, meet citizens' needs (LAS2014-0050; CPC2015-0010).

The City has a wide variety of facilities; many inner city facilities are deteriorating and there is insufficient funding to build in new communities. There are organizational constraints around capital budgeting timelines and consistent facility standards. There is also no corporate-wide process to coordinate business demand for facilities and identify opportunities for economies of scale.

In order to achieve this, and become audit compliant (AC2014-0086), the Administrative Leadership Team directed Corporate Properties & Buildings (CPB) to work across the organization to develop a corporate-wide approach for planning and implementing civic facilities. From this direction, the Integrated Civic Facilities Planning (ICFP) program was created (ALT2015-0332).

## ICFP program outcomes: what are we trying to achieve?



## The Mission

The ICFP Program will work collaboratively with civic service providers to develop a corporate facility planning framework that enables The City to plan and deliver sustainable facilities.

## How will ICFP work?

Although ICFP is operated out of CPB, the first principle of the program is to work in collaboration across The Corporation. Many business areas have expertise in the planning and delivery of facilities and ICFP will bring together these groups to develop a framework that will work for The Corporation. These groups also best understand their current and future service delivery needs - a crucial input for developing facility plans.

The program has strong leadership support. The general manager of Community Services & Protective Services is executive sponsor and the director of CPB is program sponsor. There is also representative governance with a director's steering committee (the Accommodation and Infrastructure Steering Committee) and a managers' steering committee. These governing bodies will ensure that timely decisions are made based on what is best for The Corporation while still meeting the service requirements of business units.

## What will ICFP do?

The ICFP program has identified four different streams of work that are required to fulfill the direction given by Council and ALT. All four will require the participation of various stakeholders from across The Corporation.

### Civic Facility Planning Framework

The Framework identifies how we plan facilities in a coordinated way and the tools and processes we use to support the shared vision for our facilities. It will be built collaboratively to come to common understanding of governance, the facility planning model and standards, the required information and data for planning, and the cross corporate roles and responsibilities.

**Example projects:** Facility planning model and processes, capital funding and budgeting processes

### Learning Projects

The learning projects are projects that help identify areas that the framework needs to address, and as the framework is developed, allow it to be tested. A learning project forum provides the opportunity for lessons to be exchanged. These are led by the business area responsible for their implementation with coordination from ICFP.

**Example projects:** Fire stations, inner city facility revitalization, service counters

### City of Calgary Facility Strategies

Facility Strategies develop our common vision for civic facilities. They align with the Municipal Development Plan, Council priorities and community planning outcomes and form the basis around which we make decisions. They provide guidance on how space should be provided in response to service delivery needs.

**Example strategies:** Workplace strategy for administrative spaces, operational workplace strategy, partnership strategy, facility location strategy, innovative funding strategies

### City of Calgary Strategic Facility Plans

These are work plans that provide a 10 to 20 year portfolio view of The Corporation's facility needs. They are working documents that are refreshed with our business cycle to ensure that they are aligned with the strategic plans and can meet the changing needs of the organization.

**Example plans:** Corporate Administrative Strategic Facilities Plan, Civic Facilities Strategic Facilities Plan

For more information on ICFP contact Laurie Boucher, Manager, ICFP at [laurie.boucher@calgary.ca](mailto:laurie.boucher@calgary.ca) or 403.803.1770.