

Corporate Facility Planning & Delivery Framework Implementation

Approval of the Policy will allow Administration to move forward with implementation and embed its goals, actions and processes as standard operating procedure for the planning and delivery of facilities. The Corporate Facility Planning & Delivery Framework and Policy represent a significant change for the organization, as such this plan integrates change management, communications and engagement throughout the implementation. The plan has been developed with implementation taking place in four waves:

Wave 1 Test: In 2017 September, the ICFP Steering Committee endorsed Wave 1 implementation to prototype the processes developed in preparation for the One Calgary capital budget (2019-20122). Wave 1 focuses on coordinated portfolio planning and identifying potential multi-service facilities that can be planned and delivered as part of the One Calgary budget. Key accomplishments include:

- Collection of base information to deliver a comprehensive portfolio plan
- Identification of priority facilities sites during the next business cycle in alignment with Green Line, Main Streets, Transit Oriented Development and Growth Management
- Coordination of ten development areas and supporting business cases for One Calgary
- A collaborative process that has coordinated the facility planning efforts of 20 different services lines
- The first iteration of the 1 – 30 year Corporate Facility Portfolio Plan (targeted for completion in Q4 2019) which will be a set of short, mid, and long-range plans that will optimize the existing portfolio and identify what facilities The City should build, demolish, renovate, acquire, maintain and relinquish
- Implementation of the Policy

Wave 2 Iterate and Complete Dependencies: Targeted to commence in Q1 2019, Wave 2 is based on capital budget approvals, focused on removing dependencies and roadblocks from implementing key strategies, and solidifying processes. It includes implementation of program planning and coordinated design and delivery for approved One Calgary Facility Projects as well as implementation of an evaluation model. Key components include:

- Finalization of collaborative governance tools, such as standard terms of reference
- Completion of detailed process, tools and analysis methodologies
- Completion of strategies and required dependencies
- Implementation of the program planning processes developed from the Learning Projects

Wave 3 Integrate into Standard Operating Procedure: Targeted to commence in Q1 2020 Wave 3 is focused on implementing the Framework as standard operating procedure and allowing The City to effectively and consistently coordinate with the private sector and other levels of government. It also includes:

- Collaborative planning and delivering of City facilities, resulting in an increase in multi-service sites
- Coordinated budgeting for mid-cycle adjustments

Wave 4 Continuous Improvement and Sustainment: The Framework defines and guides decisions for facility infrastructure over the next 40 years. Ongoing continuous improvement will occur so that:

- Strategies can be refreshed or new ones developed
- Processes can be updated based on lessons learned
- The Framework can respond to new technologies and facility management best practices

Administration will track lessons learned on projects and document standards, processes, tools and strategies. Future updates to the Framework, specifically the goals, actions, principles and governance will be done through a collaborative corporate-wide approach. Amendments to the Corporate Facility Planning & Delivery Policy will be approved through Council.

Corporate Facility Planning & Delivery Framework Implementation Plan

