

Title: Corporate Facility Planning & Delivery Policy
Number: CP2025-18
Effective Date: 2026 April 22
Responsible Business Unit: Project Development

1. PURPOSE

1.1 The purpose of this Council policy is to:

- a) Define the goals and principles for the planning and delivery of The City's facility infrastructure;
- b) Foster transparency and accountability through the definition of roles and responsibilities;
- c) Provide flexibility for Administration to professionally plan and deliver The City's facilities assets; and
- d) Establish consistent practices for planning The City's facility portfolio, allowing for greater management of risk and supporting innovative strategies for delivery.

2. APPLICABILITY

2.1 This Council policy applies across all directly delivered City of Calgary services and other services delivered in a multi-service facility.

3. POLICY STATEMENT

- 3.1 The City of Calgary plans and delivers its facility infrastructure collaboratively across The Corporation to avoid redundancy and duplication of effort, increase economies of scale, and ensure that facility decisions are evaluated under the same set of goals (see Schedule 1) and principles (see Schedule 2).
- 3.2 The City of Calgary uses a consistent, transparent process for the planning and delivery of facilities. This enables Administration to take a comprehensive, portfolio view to optimize facility assets, determine what services can locate together to maximize service and benefit to Calgarians, assess if a single-use or multi-service facility is most appropriate, and consider opportunities to work with the private sector, non-profit agencies, external organizations or other levels of government.

4. ROLES AND RESPONSIBILITIES

4.1 City Council is responsible for:

- a) Approving the Corporate Facility Planning & Delivery Policy and future amendments;
- b) Receiving facility planning and delivery progress reports; and

c) Providing input and consultation on facility portfolio and program plans.

4.2 City of Calgary Administration is responsible for:

a) Adhering to this Policy;

b) Establishing cross-corporate governance bodies to provide direction and approval on facility plans and projects and support collaboration between all service owners; and

c) Coordinating development of new and innovative approaches to planning and delivery of facilities.

d) Project Development, the representative service owner and business unit, is accountable to implement, coordinate, and support the consistent management of this Policy and related procedures as outlined in the [Corporate Facility Planning & Delivery Framework](#). This includes, but is not limited to:

i. Acting as the Policy Owner for this Policy;

ii. Facilitating the collaboration of City services to ensure facilities meet service requirements and opportunities for multi-services facilities are identified;

iii. Coordinating the planning and delivery of the corporate-wide facility portfolio plan and facility program plans and projects on behalf of The City and in accordance with the Policy goals and principles;

iv. Delegating responsibility to other service owners for the planning, development or management of facility projects as determined by the appropriate corporate facility governance body;

v. Developing tools, templates, and processes to support the [Corporate Facility Planning & Delivery Framework](#);

vi. Facilitate, support and report to the governance bodies responsible for making decisions on The City's facility portfolio;

vii. Sustaining and continuously improving the [Corporate Facility Planning & Delivery Framework](#); and

viii. Reporting on the status of facility plans and projects to the appropriate governance bodies.

e) City of Calgary service owners are responsible for:

i. Identifying and understanding each services' customers and customer needs;

ii. Identifying service requirements and drivers of service change;

iii. Contributing to facility planning and design activities so service delivery requirements are met;

iv. Providing functional requirements for service delivery and operational needs;

v. Providing short, mid-, and long-range service plans;

- vi. Delivering and operating the service;
- vii. Forecasting workforce levels in the short, mid-, and long term; and
- viii. Contributing to the evaluation of the facility within the context of service delivery to Calgarians.

4.3 Strategies:

- a) Facility strategies will be developed in alignment with the goals outlined in this Policy (see Schedule 1) and the strategic actions referenced in the [Corporate Facility Planning & Delivery Framework](#). Administration will determine the approving body for each strategy based on the strategy's content and impact.

4.4 Process:

- a) The process defined in the [Corporate Facility Planning & Delivery Framework](#) provides guidance for how Administration will plan and deliver facility infrastructure. Modifications are expected as part of continuous improvement through lessons learned and will not require amendments to this Policy.

4.5 Evaluation:

- a) An evaluation model and reporting procedures will be developed in alignment with the goals and principles within this Policy. Regular reporting periods will be determined as part of this model.

4.6 Schedules:

- a) Schedule 1 – The City of Calgary Facility Planning & Delivery Goals;
- b) Schedule 2 – The City of Calgary Facility Planning & Delivery Principles; and
- c) Schedules form part of the Council policy. Future change(s) to the schedule(s) require a decision from Council.

5. DEFINITIONS

5.1 In this Council policy:

- a) **Asset** means machinery, property, buildings, information technology hardware and software code, and other items and related systems that have a distinct and quantifiable business function or service, and a financial value and economic life greater than one year. The asset referred to in this Policy is buildings or facilities;
- b) **City** or **The City** means The City of Calgary, a municipal corporation pursuant to the *Municipal Government Act* (Alberta);
- c) **Corporate Facility Portfolio Plan** refers to a long-range (one to 30 years) facility plan encompassing the entire City portfolio of owned and/or leased space and outlines what facilities The City will build, renovate, demolish, sell, and/or lease over the long-term. It aligns to the goals outlined in the [Corporate Facility Planning and Delivery Framework](#) and responds to Council's priorities and the organization's

service requirements. The portfolio plan informs short-term (four year) tactical plans including the prioritization of, and funding for, facility related programs and projects;

- d) **Council** means the Council for The City constituted pursuant to the *Municipal Government Act* (Alberta);
- e) **Council Policy** means a policy passed by resolution of Council;
- f) **Facility or Facility Infrastructure** refers to permanent, temporary or portable building structures, such as offices, garages, parkades, warehouses and recreational facilities intended to shelter persons and/or goods, machinery, equipment and working space. The building or space may be City-owned or City-leased. Includes heritage buildings that are used for administrative or operational purposes and leasehold improvement. Also referred to as a building;
- g) **Facility Portfolio** refers to the total facility holdings of The City of Calgary;
- h) **Facility Program** refers to a group of projects, subprograms and program activities related to the outcome for a specific site. A facility program plan outlines The City's long-term vision for a site, how and when it will be built, what and when services will be provided, and how the site will be operated;
- i) **Framework** refers to the basic structure and system for the planning and delivery of facilities made up of vision, goals, governance, processes, and strategies;
- j) **Goals** refers to the clearly defined and agreed to objectives of developing and redeveloping City of Calgary facilities (see Schedule 1);
- k) **Guiding Principles** refer to the norms or ethics that guide the way The City plans and delivers facilities (see Schedule 2);
- l) **Multi-service facility** refers to a facility with two or more different uses or services provided within;
- m) **Optimization** is defined as making the best or most effective use of a resource. In context of this Policy it refers to delivering the appropriate facility asset at the right time according to service needs, maximizing the utilization of asset holdings, and disposing surplus assets in a timely manner to reduce operational and maintenance costs;
- n) **Service/Services** refers to services delivered by The City of Calgary ;
- o) **Service owner(s)** refers to the individual responsible for planning and monitoring a service, and for collaborating across organizational lines to represent and continually improve the service;
- p) **Single-use facility** refers to a facility with only one use or service provided;
- q) **Strategic actions** refers to the actions that can be taken to contribute to an overall goal or outcome; and
- r) **Strategies** refers to a defined approach, plan of action or policy designed to achieve overall aims or objectives. It includes a clearly defined objective, principles

by which decisions are made, and the governance required to support decision making.

6. ASSOCIATED GOVERNANCE

- 6.1 This Council Policy complies and is aligned with requirements under the Municipal Government Act (Alberta)(MGA) and other applicable legislation.
- 6.2 The City's facilities must align with Part 1, Section 3, of the MGA, municipal purposes: The purposes of a municipality are (a) to provide good government, (a.1) to foster the well-being of the environment (b) to provide services, facilities or other things that, in the opinion of Council, are necessary or desirable for all or a part of the municipality, (c) to develop and maintain safe and viable communities, and (d) to work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services.

7. HISTORY

Action	Date	Approval	Description
Review - Clerical Correction	2026 Apr 22	Policy Lead	Completed clerical corrections to update titles, remove outdated references and use the new Council policy template.
Review No Change	2021 Jun 30		Reviewed with no changes needed.
New	2018 Jul 31	UCS2018-0525	New policy.

SCHEDULE 1

Goals for the Planning and Delivery of City of Calgary Facilities

The following six goals guide all facility decisions made at The City of Calgary. Potential strategic actions that will help achieve the goals are included in the *Corporate Facility Planning & Delivery Framework*.

1. **Efficient and Effective Service Delivery:** City facilities are planned to support the efficient and effective delivery of services to Calgarians.
2. **Reduced and Avoided Costs:** The City plans its facility portfolio with the objective of achieving the best value for money while demonstrating value to Calgarians.
3. **Calgarian Focused Facilities:** The City of Calgary's facilities are planned and designed with Calgarians front of mind to support how they receive services, how they interact with facilities in their communities, and how facilities contribute to quality of life.
4. **A Resilient Facility Portfolio:** Future-forward planning for the facility portfolio will contribute to the economic, environmental, social, and cultural resiliency of Calgary.
5. **Complete Communities:** City of Calgary facilities contribute to the Municipal Development Plan (MDP) objective of Complete Communities by aligning facility planning and delivery with city growth and community planning objectives in new and established communities.
6. **Enhanced Employee Experience:** Facilities developed by The City contribute to the well-being and performance of City of Calgary employees by focusing on health and safety and pro-actively planning for the evolution of work practices, technology, and the changing demographics of the workforce.

SCHEDULE 2

Guiding Principles for the Planning and Delivery of City of Calgary Facilities

The following guiding principles will be used during the planning and delivery of City of Calgary facilities:

1. **Value for Calgarians:** Planning for the facility portfolio will focus on value for Calgarians through the ongoing optimization of the portfolio.
2. **Outcome Driven & Evidence-based:** Facility decisions will be driven by the goals approved within this Policy. Evidence-based decisions will be made to support the best and highest use of City facilities through appropriate benchmarking and data collection based on professional facility management industry measures and an evaluation model that supports ongoing management and continuous improvement.
3. **Long-term & Strategic:** Planning will be proactive, long term and strategic to establish a vision for the facility portfolio and ensure projects are aligned with that vision over time.
4. **Integrated & Collaborative:** Facility planning and delivery will be coordinated with internal and external interested parties to leverage resources, capitalize on the range of expertise available, and meet corporate objectives.
5. **Consistent yet Flexible:** The City of Calgary will follow a consistent and repeatable process for how analysis is done and facility decisions are made. Processes will also allow for flexibility to respond to the rapid technological, societal and organizational changes.