Capital Projects Planning Process
Facilities and Operations, Planning and Project Delivery

Presentation to – GFC Facilities Development Committee
September 2019
• Role of Primary Planning Documents
• Auxiliary Strategic Documents
• Project Implementation and Governance
• Approval and Reporting
• Special Considerations
There are key guiding documents that are used to aid Facilities and Operations in accommodating the growth of the university and the changing needs for program delivery:

- Academic Plan’s
- Programming
- Business Case(s)/Opportunity Paper(s) (BC)
- Long Range Development Plan (LRDP)
- Sector Plan(s) (SP)
- Integrated Asset Management Strategy (IAMS)
Collaborative process that is undertaken within the context of assessing the overall needs of the university as outlined in strategic documents such as the Institutional Strategic Plan (ISP), Capital Plan and Faculty Academic Plans.

GENERAL SPACE PROGRAM (GSP):

- Description of the scope and activities of the particular faculty, department or unit as they currently are and how they are envisioned to be over the planning horizon - usually 5 or 10 years.
- Quantification of the number of students, faculty, staffing and supports needed to carry out these functions properly.
- Identification of the current space locations and allocations by type/function and position in the form of a current inventory.
- Forecast of space needs using space guidelines to accommodate current uses as well as 5 to 10 year growth plans.

Not solution oriented and does not guarantee that all of these needs will be met. Approved at FDC.

FUNCTIONAL PROGRAM:

Specifically developed to inform the development of a building or major alteration to a building.

- Serves to establish and manage the scope of a defined building project while not intending to limit creative and innovative planning and design solutions.
- Studies the functional adjacencies, traffic flow, and fit of function to the building in greater detail.
• Outlines the need for a new/repurposed building and is tied to the General Space and Functional Programs for the respective Faculty and/or Administration Units.

• Provides the institution and Government with strategic information such as: strategic alignment, operational benefits, program risks, and a cost benefit analysis.

• Outlines the program that will be accommodated, the scale of the building, its budget, funding sources, and respective lights-on funding requirements.

• Key document regarding funding request to Government.
Provides a planning framework to accommodate and guide physical development on University lands over a 30+ year time frame.

It responds to the Comprehensive Institutional Plan, which sets the academic and research goals for the institution.

Outlines high-level, strategic planning principles that are to be followed as development proceeds.

It is not a building plan, but a road map that guides future planning and design of specific areas and/or buildings as opportunities arise, ensuring that the University’s aspirations and goals are met.
• Land Use Patterns
• Transportation: Vehicles and Transit
• Parking
• Pedestrian and Bicycle Access and Circulation

• Open Space and Landmarks
• Gateways and Way-Finding
• Support Infrastructure
• Environment
• Facilities and Built Form

There are extensive strategies, initiatives, & guidelines established for each planning element.

• Using the LRDP as the framework, Sector Plans provide the next level of detail of an integrated land use plan.

• Land use is further refined with the identification of pathways, open spaces, nodes, circulation routes, and development zones.

• Like the LRDP, development zones represent where a building is to be located, not the actual building.

• Development zones will contain connecting elements (landscape, paths, services) to major site elements.

• Build-out concepts are developed to verify massing and that the planned growth/program can be accommodated within the prescribed guidelines.
Integrated Asset Management Strategy

Multi facilitated implementation program that focuses on the required goals and action the University of Alberta will take to future proof and align our physical assets to enable effective stewardship of our infrastructure.

Goals

• Strengthen campus planning processes and output to consider future events, innovation and risks.

• The University’s infrastructure will meet end-users’ space needs while enabling a positive experience.

• Stakeholders are appropriately informed and engaged when there are significant changes to assets.
• Evaluate space aspirations to align within a framework of established criteria.

• Optimize operations to strategically re-invest funding to maintenance programs and/or capital renewal efforts to better manage the growing deferred maintenance liability.

• The renewal, repurposing and end-stage of assets or their components will inform decisions as part of an integrated process.

• Establish a strong information and analytics platform to support evidence-based decision-making.

• Enhanced monitoring and reporting of progress will be embedded into the Facilities and Operations portfolio processes.
• Institutional Strategic Plan (ISP)

• Comprehensive Institutional Plan (CIP) (broad University governance)

• Integrated Asset Management Strategy (IAMS) (Portfolio planning reports shared with Government):
  - Capital Plan (embedded w/in CIP)
  - BLIMS and IMP (Building Land Information Management System and Infrastructure Maintenance Program)
  - 10 Year Deferred Maintenance Plan
  - Energy Management Program
  - Utilities Master Plan
  - Residence Master Plan
  - Campus Open Space Master Plan

Auxiliary Strategic Documents
PROJECT INITIATION

Purpose
• Align with mission, vision, mandate of the U of A
• Meet approved goals, institutional priorities, budgets, and schedules
• Develop space effectively and responsibly with clear lines of accountability
• Project controls utilized to minimize and manage risk accordingly

General Project Phases
• Project Assessment
• Project Definition
• Documentation
• Implementation
• Feedback
Capital Projects Process - Summary

Project Assessment
- Develop the vision
- Programming
- Develop the Project Scope
- Develop Project Administration
- Project Delivery Strategy
- Financial Resources Strategy

Project Definition
- Confirm the Project Scope
- Schematic Design
- Design Development
- Refine Project Cost
- Report on Funding

Documentation
- Contract Documents
- Working Drawings
- Specifications
- Confirm Funding
- Pre-tender Estimate

Implementation
- Tender
- Construction
- Change Management
- Warranty
- As-Builds

Feedback
- Occupancy
- Post-Occupancy Review - Facilities
- Post-Project Review - Team & Process
Capital Project Governance and Review Flow Chart

- **General Space Programming (GSP)**
  - Faculty and CIP Alignment
  - Outlines future growth of faculty/admin group

- **Project Sponsor (Building/Program)**
  - Project Identification & Needs Assessment

- **Concept Plan (Functional Program)**
  - Scope of Project Defined

- **BFPC/BOG**
  - Project Team
  - Construction Documents
  - Tender and Construction
  - Occupancy & Warranty

- **FDC**
  - Governance Approval for Documentation
  - Potential Approval Points for Funding

PEC-O - President’s Executive Committee - Operational
FDC - Facilities Development Committee
BFPC/BOG - Board Finance and Property Committee/Board of Governors
Project Team - Faculty Sponsor, Facilities and Operations, Consultants, End Users
• Partnership Projects
• Tenant Occupancies/Leases
• Alternate Delivery Models
• Discussion/Information vs Approval
• Documentation
Questions?

Presenters:
Pat Jansen, Associate Vice-President, Planning & Project Delivery
Ben Louie, Director, Office of the University Architect
Lorna Baker Perri, Director, Space Management