

Ministry

Infrastructure

## Describe: Basic Job Details

### Position

Position Name (30 characters)

Planning Manager

Current Class

Manager (Zone 2)

Job Focus

Corporate Services

Supervisory Level

01 - Yes Supervisory

### Organizational Structure

Division, Branch/Unit

Properties, Asset Management/SAAP

## Design: Identify Job Duties and Value

### Changes Since Last Reviewed

Date yyyy-mm-dd

2024-03-14

Responsibilities Added:

#### Additional language added under Activities:

1. Initiates and leads planning studies, functional programming studies, feasibility studies and development of business cases pertaining to accommodation requirements for the client portfolio. This includes leading team members, managing consultant contracts, establishing project scope including consultant responsibilities as required, project budget, project schedule and ensuring that deliverables are achieved.
2. Initiates and leads planning and feasibility studies including master planning initiatives for geographic areas and development of business cases pertaining to accommodation and asset management requirements. This includes leading team members, managing consultant contracts, establishing project scope including consultant responsibilities as required, project budget, project schedule and ensuring that deliverables are achieved.

Responsibilities Removed:

n/a

## Job Purpose and Organizational Context

Why the job exists:

This position manages the development of short and long term accommodation plans for a client portfolio of Government departments, boards, and agencies. In addition, the Planning Manager provides direction for strategic asset planning for assigned geographical areas of the province, managing processes to ensure long and short term facility and land utilization plans for the region and associated locations maximize the use of government owned and leased facilities and forecast future needs for new development.

This position supervises and leads a team of Accommodation Planners, Strategic Asset Planners and Planning Assistants to develop and coordinate plans, business cases, studies, budgets, lease renewals, and other activities for the assigned client portfolio and region. The Planning Manager is also responsible for providing direction to the Parking Planner and Lease Renewal Coordinator. The Planning Manager collaborates with Asset Management Directors, other Planning Managers and Project managers to support a coordinated and integrated approach to accommodation and regional planning for the Alberta Government. The Planning Manager also models a collaborative and consultative approach when working with clients and stakeholders to ensure plans achieve an acceptable balance between meeting the accommodation requirements of departments, boards, and agencies, and facilitating the effective utilization of government owned and leased facilities within the region.

Reporting to the Strategic Asset and Accommodation Planning Director, this position performs all responsibilities within the parameters of applicable legislation, policies, guidelines, standards, and procedures.

## Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

1. Short and long term accommodation plans for the assigned client portfolio are developed through consultation with client representatives and review of their three-year business plans; assessment of government owned and leased facilities available to meet client requirements; and consideration of relevant policies, standards, and guidelines.

### Activities:

- Develops effective collaborative relationships between client ministries and planning
- Leads Accommodation Planners to determine short and long term accommodation and associated budget requirements for the client portfolio through extensive consultation with senior representatives of client departments, boards, and agencies; this includes needs assessments for larger accommodation issues that may be funded through the government Capital Program.
- Initiates and leads planning studies, functional programming studies, feasibility studies and development of business cases pertaining to accommodation requirements for the client portfolio. This includes leading team members, managing consultant contracts, establishing project scope including consultant responsibilities as required, project budget, project schedule and ensuring that deliverables are achieved.
- Develops accommodation planning budget for assigned client portfolio and collaborates with other Planning Managers and Directors to develop a prioritized annual accommodations plan within Ministry budget targets.
- Leads Accommodation Planners in developing timely and effective accommodation solutions that meet requirements of individual or multiple client departments in varied buildings and locations, including establishing the parameters of the project scope for tenant improvement projects for the assigned client portfolio.
- Provides direction that is coordinated with short and long term facility plans for the assigned client portfolio to Lease Managers in Realty Services for lease renewals. Ensures that stakeholder input from Property Management and client representatives is addressed; develops annual projections for new leased space and lease renewals for Realty Services' budget process.
- Collaborates with Accommodation Planning Directors, Managers, Planners, and Planning Assistants to support the development of integrated and comprehensive accommodation plans for all departments, boards, and agencies.

2. Short and long term space plans for an assigned region of the province are developed through extensive consultation with departments, agencies, and affected non-government users, various municipalities, health authorities, and post-secondary institutions; assessment of government owned and leased facilities available in the region; and consideration of relevant policies, standards, and guidelines.

### Activities:

- Leads and directs Strategic Asset Planners in developing short and long term plans for government owned and leased facilities within the assigned region. This requires consultation with clients, stakeholders, others within Asset Management, Property Management, and Realty Services to determine current and projected accommodations requirements for delivery of government programs in the region.

<ul style="list-style-type: none"> <li>• Initiates and leads planning and feasibility studies including master planning initiatives for geographic areas and development of business cases pertaining to accommodation and asset management requirements. This includes leading team members, managing consultant contracts, establishing project scope including consultant responsibilities as required, project budget, project schedule and ensuring that deliverables are achieved.</li> <li>• Analyses the impact of government re-structuring initiatives, program growth, and new services on the regional inventory and oversees the development of short and long term accommodations strategies in collaboration with clients, stakeholders, Accommodation Planners, Property Management and Realty Services.</li> <li>• Supports annual reporting on effective / efficient utilization of space, program functional adequacy of space and other metrics that Asset Management Branch is accountable for.</li> </ul> <p>3. Accommodation and regional planning, provincial parking planning, and lease renewal operations are planned and managed to deliver outcomes associated with business and operational plans and performance agreements.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Coordinates operations for assigned client portfolio and region, the provincial parking program, and payable lease renewals, including efficient and effective use of resources to achieve goals.</li> <li>• Develops, implements, and evaluates operational and communication processes, including identifying issues; developing related recommendations; and preparing plans, schedules, communication plans and status reports.</li> <li>• Manages staff members (i.e. recruitment of team members; development of performance agreements and learning plans; performance management; and ongoing allocation and management of workload).</li> <li>• Develops, monitors, and manages the accommodation budget for planning services associated with the assigned client portfolio and region.</li> <li>• Provides leadership and direction for the determination of requirements for consultants and associated acquisition of resources.</li> </ul>	<p>4. The Director and Executive Director are supported in achieving the mandate and goals of the Asset Management Branch and Strategic Asset and Accommodation Planning Unit.</p> <p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Provides consultation and recommendations for issues, opportunities, and challenges associated with accommodations and regional planning operations, including active contribution to business planning and reporting activities.</li> <li>• Manages preparation of action request responses, ministerial briefings, background documents, correspondence, and recommendations for consideration by senior Ministry and Government representatives and officials.</li> <li>• Establishes and maintains positive relationships with Ministry and Government representatives, consultants, contractors, and stakeholders.</li> <li>• Represents the accommodations and regional planning program on Division, Ministry, cross-Government, and external working groups and committees with diverse mandates and responsibilities.</li> <li>• Provides support for the development and implementation of the Branch and Division Business and Operational Plans.</li> </ul>
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## Problem Solving

Typical problems solved:

This position manages operations associated with the provision of space and accommodation planning services to an assigned client portfolio and region of the province, as well as providing direction to the provincial parking planning program and the payable lease renewal function. The Planning Manager plans and manages activities and resources to effectively deliver assigned responsibilities within budget constraints and in compliance with relevant legislation, policies, and standards. This position is expected to pro-actively recognize potential issues and concerns relating to accommodations and strategic asset planning, including those with political sensitivity, and alert senior Ministry representatives and officials accordingly. The Planning Manager recommends options to senior Ministry representatives and officials for emerging and complex accommodation and regional planning issues and leads the delivery of associated response strategies.

This position is continually challenged with balancing the accommodations requirements of the client portfolio with the overall constraints that exist relating to the availability of government owned and leased facilities, budgets, and overall government priorities. The Planning Manager is further challenged with developing and enhancing regional plans for the assigned geographical area of the province, requiring extensive collaboration and consultation with stakeholders to

ensure the overall requirements of GoA are addressed. A comprehensive knowledge of the inventory of government owned and leased properties and land within the region is also required to maximize utilization.

The Planning Manager develops solutions to resolve challenges associated with the use of facilities by multiple departments and to maximize cost-effectiveness and efficiency of facility and land utilization, including recommendations to terminate leases or dispose of surplus buildings and land as appropriate. Government re-structuring initiatives also pose significant challenges for the position, both in terms of facilitating associated changes to accommodations plans for the client portfolio and overseeing significant revisions to regional master plans.

This position must understand complex relationships and facilitate decision-making processes involving clients, stakeholders, Branch and Ministry representatives, and consultants. The Planning Manager is a front-line contact for senior client, municipal, facility, and other stakeholder representatives, and must recognize the occasionally conflicting perspectives, requirements, and priorities of these parties while leading them to consensus in relation to the development of short and long term accommodation plans.

Sound professional judgment, analytical, and evaluation abilities are required to make decisions relating to allocation of resources and workload; determination of priorities; analysis of problems and complaints; negotiation of plans; assessment of results; and development of solutions and recommendations. In addition, highly developed collaboration and communication skills are essential to function effectively within the Branch's matrix organization structure and contribute effectively to the Branch management team.

The Planning Manager functions within the context of policies, directives, guidelines, and targets developed by Alberta Finance, Treasury Board, and Cabinet. Key pieces of legislation and policy that set parameters and expectations for the work of this position include the Government Organization Act, the Government Accountability Act; the Financial Administration Act; Regulatory Reform initiatives; policies and guidelines established by Cabinet, Alberta Finance with the input of the Auditor General, the Minister, and the Deputy Minister.

#### Types of guidance available for problem solving:

The Director is available to clarify goals, objectives, and priorities and provide consultation and guidance as required. Within these parameters, this position is delegated significant authority to determine approaches to responsibilities and provide leadership to planning operations for the assigned client portfolio and region. This includes developing relationships with clients, partners, and stakeholders; identifying emerging trends, opportunities, and challenges; and developing coordinated and integrated approaches to program delivery.

#### Direct or indirect impacts of decisions:

Long-term direction and key priorities for the Strategic Asset and Accommodation Planning Branch and the accommodation and regional planning programs are determined by the Executive Committee and other senior Ministry and Government officials. The work carried out is complex and affected significantly by political decisions and priorities established in Government and Ministry strategic business plans. As a member of the Branch management team, the Planning Manager is jointly responsible for contributing to the achievement of relevant Branch, Division, and Ministry goals.

This position is delegated significant freedom to organize and coordinate the work associated with accommodation planning for the client portfolio and regional (facilities and sites) planning for the assigned geographical area of the province. The requirement for leadership and collaboration is considerable as the work involves directing and participating in multi-functional teams; consulting with clients with diverse accommodations requirements; and functioning in a matrix organization with associated complexities relating to communication, accountability, and authority structures.

Actions and decisions of the Planning Manager impact multiple stakeholders, including the public; facility users, tenants, and owners; government employees; and private sector consultants. The Planning Manager must ensure that planning services meet the needs of clients and stakeholders, the accountability requirements of the Ministry and Government, and established Ministry standards and processes. In addition, this position must balance the accommodations needs of the client portfolio with the requirement to maximize utilization of government owned and leased facilities within the region, and through collaboration with other Accommodation Planning representatives, the province.

The Planning Manager works closely with other Planning Managers and Director to ensure plans for the assigned client portfolio and region align with other Branch planning initiatives and projects. This position is relied on to coordinate and prioritize client and regional planning requirements; contribute to the effective management of relevant budgets and utilization and function of government owned and leased assets; and deliver planning services for the client portfolio and region within relevant financial and resource constraints. Issues dealt with have the potential for political sensitivity and significant public interest, with this position providing advice and recommendations that demonstrate awareness of the

sensitivities while also ensuring consistency with applicable legislation, policies, standards, and business plan goals.

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

Regular and on-going contact with:

Staff members (Accommodation, Strategic Asset, and Parking Planners, Planning Assistants, Lease Renewal Coordinator)

- Provide direction and advice; collaborate on planning and operational delivery approaches, strategies, and processes; provide information and coaching; resolve issues

Branch, Division, and Ministry representatives, including in-house technical resources and leasing staff

- Facilitate delivery of accommodation and regional planning programs; support financial and budget planning activities; resolve issues and concerns; exchange information; solicit expertise and advice; represent accommodation and regional planning perspectives on teams and committees

Director and Executive Director

- Provide information to support planning and decision-making; provide recommendations, interpretation, and consultation and receive direction relating to client portfolio and regional planning initiatives and directions

### External

Regular and on-going contact with:

Senior representatives of client departments, boards, and agencies and stakeholders (i.e. municipal and facility representatives)

- Exchange information and assess planning requirements

and concerns; negotiate solutions to issues and concerns; provide recommendations; share best practices and innovations

Consultants

- Provide information relating to client requirements and

Ministry standards and expectations; provide direction for completion of studies, negotiation of fees, and development of contracts; resolve conflicts, issues, or disputes

Offices of Ministers, MLAs, and appointed officials

- Respond to requests and exchange information relating to accommodation and regional planning issues

## Required Education, Experience and Technical Competencies

Education Level

Bachelor's Degree (4 year)

Focus/Major

Other

2nd Major/Minor if applicable

Designation

If other, specify:

Beneficial if background in planning, design, architecture or project management

Job-specific experience, technical competencies, certification and/or training:

The Planning Manager requires comprehensive and demonstrated knowledge of:

- Development of long and short term strategic plans with ability to successfully implement
- Government strategic and policy directions as they relate to the Ministry mandate and initiatives.
- Ministry business plan goals and Government priorities associated with accommodation and regional planning, budgets, and projects.
- Business, operational, financial, and human resource planning and accountability processes used in the Ministry and Government.
- Accommodation and regional planning principles and techniques, including development and use of administrative control systems, costing and budgeting processes, and management of contracts.
- Applicable regional and urban plans in relation to government program requirements.
- Planning, design, and construction standards and documentation requirements of the Ministry.
- Client and stakeholder communities affected by accommodation and regional planning, including relevant departments, committees, advisory groups, and representatives.
- The political environment within which the Ministry operates and Government decision-making processes.
- Applicable Government and Ministry policies, functions, standards, procedures, and resources relating to accommodation and regional planning.
- Applicable legislation, regulations, and guidelines (i.e. Government Organization Act, Public Works Act, Financial Administration Act).
- Software tools used to carry out responsibilities (eg. Microsoft Word and Excel; BLIMS).

An understanding of design and construction theories, disciplines, and processes (including those relating to architecture and structural, mechanical, and electrical engineering); provincial and national building standards and codes; construction industry and trades definitions; building systems and components / products; and contract law is also required

A related university degree is required, along with progressively responsible experience in planning and the management of staff and financial resources.

### Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	<div>Level</div> <div>A B C D E</div>	Level Definition	Examples of how this level best represents the job
Systems Thinking	<div> <input type="radio"/> A <input type="radio"/> B <input checked="" type="radio"/> C <input type="radio"/> D <input type="radio"/> E </div>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	
Creative Problem Solving	<div> <input type="radio"/> A <input type="radio"/> B <input type="radio"/> C <input checked="" type="radio"/> D <input type="radio"/> E </div>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	
Develop Self and Others	<div> <input type="radio"/> A <input type="radio"/> B <input checked="" type="radio"/> C <input type="radio"/> D <input type="radio"/> E </div>	<p>Plans according to career goals and regular development:</p> <ul style="list-style-type: none"> <li>• Aligns personal goals with career goals</li> <li>• Leverages strengths; attempts stretch goals</li> <li>• Provides feedback and openly discusses team performance</li> <li>• Values team diversity, and supports personal development</li> </ul>	

Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	Collaborates across functional areas and proactively addresses conflict: <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates communication and collaboration</li> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	
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