

## **The winds of change for Defence Real Property Management**

In the summer of 2012, the Defence Renewal Team was established with a mandate to do business smarter and reinvest in capabilities and readiness. Ongoing transformation and business renewal is becoming the new reality for all of us. ADM (Infrastructure and Environment) is fully engaged in several transformation initiatives.

### **IE Business Model**

The [Deputy Minister](#) and [Chief of the Defence Staff](#) approved a new Infrastructure and Environment (IE) business model which responds to the government's direction in Budget 2012 for Defence to centralize real property management to improve efficiency and effectiveness. This is a significant milestone in our renewal journey, as it provides senior leadership direction for transitioning from the current nine-custodian federated model to a new centralized model with a single portfolio manager and four custodians no later than July 31, 2014, and to a single real property custodian potentially by summer 2016. Transforming the Department's real property management model will ensure that our infrastructure is strategically managed in an efficient and effective manner to meet departmental and [Canadian Armed Forces'](#) program and operational needs.

### **Real Property Focus**

The new Real Property management model, with a focus on meeting Level 1 capability requirements will enable continuous improvement by defining new governance and clear performance metrics, and align delivery of real property management programs and services consistent with industry best practices, all while providing the best value for Canadians.

You can follow us on our IE Transformation journey by visiting our intranet page at <http://admie.mil.ca/Transformation/IETT-eng.asp>.

### **IE Transformation initiatives**

- **IE Symposium:** ADM(IE) will host a national symposium from November 19-20. During this symposium, base/wing commanders and engineers will gather to discuss anticipated challenges with upcoming transformation which will have a direct impact on the IE community.
- **IE Business Modernization program:** The IE Business Modernization program aims to modernize IE governance, processes and IT systems through a phased approach. The program rolled out Stream One in the fall of 2012 to bring national-level Real Property portfolio and project management into DRMIS. Stream Two, currently in the planning stages leverages NOVUS, and SAP-based real property solution, to build on the functionality of existing information management systems and will result in improved integration and more accurate reporting. Work is anticipated to begin in early Fall 2013.

- **National Real Property Procurement Strategies:** Real property service delivery transformation involves a paradigm shift from a transactional approach to a more strategic focus. This shift will find efficiencies by eliminating duplication of effort at all levels; consolidating contracts for economy of scale savings; shifting the in-house workforce to critical core activities; and leveraging private sector capabilities to ensure the right mix of in-house and external delivery options. As we move forward with our procurement consolidation efforts, we will learn lessons from Level 1 efforts and apply these best practices department-wide.
- **The Defence Real Property Strategy:** We are preparing to publish the *Defence Real Property Strategy: Efficiently Enabling Defence Capability*. This strategy commits the Defence Team to move beyond status quo management approaches by setting out a deliberate plan for achieving excellence and value for Canadians throughout the Defence real property portfolio. This strategy will guide a renewed Defence real property portfolio that is more responsive, affordable, sustainable and innovative.