

The Keystone Series

Clarity is catalytic.

When complex infrastructure and city-building projects falter, it rarely stems from technical error. It comes from misalignment, unclear accountability, and risks that sit between teams, not within them. Shared clarity can become a strategic keystone, anchoring relationships, structures, and discipline across the entire project lifecycle.

Explicitly Diagnostic. Not Prescriptive.

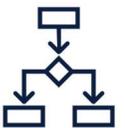
The Keystone Series is a senior-led workshop series designed to help leadership teams step back and assess the health and trajectory of their program. Together we surface blind spots, challenge assumptions, and reveal where issues threaten to emerge so that you can:



Surface and articulate risk areas that are currently overlooked



Understand gaps and overlap between internal capacity, vendor delivery, and external stakeholders



Establish principles that ensure decisions can be made with confidence as complexity increases

Gaps and tensions often surface at pivotal moments in a project, widening over time if left unaddressed or papered over. At Falcon & Frost, we designed the Keystone Series to help you start strong and stay the course.

While early is best, it's never too late.

WHEN A KEYSTONE IS THE RIGHT MOVE

- A project is newly funded or about to accelerate
- Vendors are partially in place or procurement is imminent
- Stakeholder and community engagement is underway or approaching
- Communications and engagement capacity feels stretched or misaligned
- Decision-making roles are unclear under pressure

In these moments, leaders often sense risk but can't define it clearly enough to act. Keystone exists to close that gap.

Choosing the right level of diagnostic clarity

The Keystone Series is designed to meet leadership teams where they are, offering three levels of diagnostic depth, each with distinct strategic value and time commitment.

All Keystone options are:

- Delivered directly by Falcon & Frost partners.
- Curated to reflect the current project or program context.
- Designed to move quickly and deliver immediate, usable insights.

OPTIONS AND INVESTMENT

	Keystone Light	Keystone (Core)	Keystone Plus
Strategic Purpose	A strategic entry point. Focused to rapidly surface key risk areas and insights without opening the full project ecosystem.	The flagship diagnostic. The preferred choice when complexity, visibility, and accountability are increasing and leaders need system-wide clarity.	Deeper insight and continuity. For teams seeking deeper insights and guidance to de-risk next phase engagement and delivery.
Best suited for	Smaller systems, narrower risk/functional boundaries	Newly funded or accelerating projects with multiple interfaces	Projects where risk is visible and momentum is high
Format*	2 half-day workshops + Partner-led synthesis report	3 half-day workshops OR 2-half-day workshops + up to 4 interviews and synthesis report	3 half-day workshops + up to 8 interviews and insights report + transition guidance
Timeline	~3-4 weeks	~4-6 weeks	~6-8 weeks
Recommended areas of focus	Structural strengths and gaps, stakeholder fundamentals	Capacity, governance, engagement & procurement-related risks	Leadership alignment, broader risk appetite and trade-offs, next-phase priorities
Decision-Enabling Outcomes	Confident prioritization of emerging areas of risk and team alignment gaps	Shared, defensible understanding of system-wide risk areas and implications	Comprehensive perspective and insight to inform next-phase readiness and accelerate decision-making
Investment	From \$25,000 CAD	From \$50,000 CAD	From \$75,000 CAD

**Workshops will be customized to reflect insights identified through interviews and next phase needs.*

Specific report outputs will be aligned with selected workshop objectives and tailored to your project context.

HOW IT WORKS

Falcon and Frost partners with leaders to curate the most impactful workshop series for every client. Your needs guide the focus; our proven approach guides the process.



DIAGNOSTIC LENSES

In every Keystone engagement, we dig into **recognized patterns of unmanaged complexity** seen across large-scale projects and multi-year delivery, helping leaders see around corners to protect critical relationships and outcomes.

STRUCTURAL FUNDAMENTALS

Areas of Focus

- Internal capacity and gaps
- Team objectives, operating principles and role clarity
- Future requirements

Identifies: Shared strategic objectives. Where accountability, current skills and capacity are misaligned or underutilized.

VENDOR RELATIONSHIP DESIGN

Areas of Focus

- Vendor, partner, and sub remits
- Reporting and delivery accountabilities
- Issues escalation pathways

Identifies: Broader team capacity, areas of risk and/or redundancy, cross-functional alignment.

BENEFITS & NARRATIVE

Areas of Focus

- Project benefits and outcomes
- Consistency in narrative and articulation of benefits
- Public narrative and advocacy

Identifies: Strength and consistency of benefits articulation and narrative across internal and external audiences.

PRE/POST CONSULTATION ALIGNMENT

Areas of Focus

- Desired outcomes and shared objectives
- Risk identification and reporting
- Insights alignment and synthesis across internal and partner teams

Identifies: Shared goals for public and stakeholder engagement. Consistent interpretation and alignment on insights gained through external feedback.

GOVERNANCE & DECISION MAKING

Areas of Focus

- Existing and required governance structures
- Reporting lines and decision-making authorities
- Risk mitigation and management accountability

Identifies: Shared understanding of escalation process and expectations, risk-related accountabilities, how decisions are made.

STAKEHOLDERING OVER THE PROJECT LIFECYCLE

Areas of Focus

- Stakeholder influence and relationship ownership
- Engagement expectations aligned to project milestones
- Communications and stakeholder risk areas

Identifies: Key internal and external stakeholder groups, relationships and shifting dynamics over the project lifecycle.