



<b>SUBJECT</b>	<b>POLICY 126 – CAPITAL PROJECTS, CAPITAL PURCHASES AND INTERNAL LOANS</b>
<b>MEETING DATE</b>	<b>JUNE 14, 2017</b>

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR  
SUBMISSION**

Santa J. Ono, President and Vice-Chancellor

<b>DECISION REQUESTED</b>	<b>IT IS HEREBY REQUESTED that the UBC Board of Governors approve proposed Policy 126 (Capital Projects, Capital Purchases and Internal Loans) in the form attached hereto.</b>
-------------------------------	---

<b>Report Date</b>	May 16, 2017
--------------------	--------------

**Presented By** Hubert Lai, Q.C., University Counsel  
 Andrew Simpson, Vice-President Finance and Operations  
 Angela Redish, Provost and Vice-President Academic *pro tem*

**EXECUTIVE SUMMARY**

On June 14, 2016, the UBC Board of Governors granted delegated approval authority to the University Administration for capital projects and internal loans up to \$5.0 million, to ensure that Board of Governors’ efforts are focused on major capital projects with significant campus impact. The UBC administration proposed to revise and consolidate relevant policies and signing resolutions accordingly.

On Feb 14, 2017, the Board of Governors received for information a substantively revised Policy 126 - Capital Projects, Capital Purchases and Internal Loans. The proposed Policy formalizes the procedures and approval requirements for all capital expenditures and internal loans at UBC.

The proposed Policy 126 was subsequently released for public consultation, resulting in one comment from UBC Information Technology (IT). Additional internal consultations were undertaken and the Policy Development Committee reconvened to review the comments and the proposed policy. As a result, the Committee has recommended various clarifying amendments, which are summarized in the Description & Rationale section below.

The Committee unanimously recommends the proposed Policy 126, as amended, to the Board for approval.

**INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED**

- Learning       Research       Innovation       Engagement       International  
 (Internal / External)
- or  Operational

**DESCRIPTION & RATIONALE** On February 14, 2017, the Board received the proposed Policy 126 – Capital Projects, Capital Purchases and Internal Loans for information.

The University community was invited to submit comments on the proposed Policy 126 between February 21, 2017 and March 31, 2017 (5 ½ weeks). In addition, directed consultations were undertaken within the Provost’s office, and UBC IT, and the proposed Policy was brought to the President’s Executive Committee, where the proposed Policy was supported, with minor refinements. A description of the comments received, and additional consultations undertaken, are set out in the Consultation section of this Board Report.

The Policy Development Committee met throughout April to review the comments and the Policy text. As a result, the Committee agreed on various clarifying amendments, which may be summarized as follows:

- Numerous non-substantive refinements and clarifications of the text. These changes run throughout the Policy and Procedures.
  - Budget increases within the Incremental Limit (15% of the approved budget, up to \$2.5m) were originally to be made by the approving authority’s delegate (e.g. the Board’s delegate, or the Executive’s delegate). It was left to the approving authority to make that delegation. The feedback was that the most appropriate delegate is the Responsible Executive (the Vice President, Finance and Operations), and so that delegation should be made by the Policy itself; and that the Responsible Executive should be permitted to sub-delegate in appropriate circumstances. To ensure accountability, the budget increase must be reported to the original approving authority at the next reasonable opportunity. (See section 7 of the Policy, pages 4.)
  - The Aggregate Estimated Value of an IT Project is described in the Procedures as including certain identified costs. The feedback received was to revise the description to more closely match the definition of IT Projects in the Policy, and to remove items that are subject to ongoing consideration (e.g. internal costs). (See section 2.3 of the Procedures, Page 7.)
  - The procedures for approving IT Projects under \$2.5m were originally general—requiring the approval of the Provost and/or Deputy Vice Chancellor (DVC) (as applicable) and the Chief Information Officer (CIO). The feedback was to provide more specific guidance. Therefore, to mirror the corresponding procedures regarding Construction Projects, the section has been revised to identify the delegations already
-

approved by the Provost, DVC and CIO. (See section 4.4 of the Procedures, Pages 8.)

- The Procedures for seeking the Executive’s approval for all IT Projects under \$5m and the Board’s approval for IT Projects over \$5m have been refined to describe:
  - those matters that brought for information, to assist the approving authority to make a decision; and
  - those matters that are brought for approval.

By way of example, for an IT Project seeking Board 3 approval, approval is required for the updated capital budget and final funding release. Information required for the Board to make a decision include: functional and technical fit/gap, solution architecture, detailed risks and constraints, implementation strategy and plan, updated change management strategy and plan, final operating budget, funding sources, and financing (if required).

For easy reference, a summary of the proposed Policy 126, as presented in February 2017 to the Board, may be found on the Board’s website, at pages 2 - 5: [http://bog3.sites.olt.ubc.ca/files/2017/02/2.6\\_2017.02\\_Capital-Projects-and-Internal-Loans.pdf](http://bog3.sites.olt.ubc.ca/files/2017/02/2.6_2017.02_Capital-Projects-and-Internal-Loans.pdf).

Clean and black-lined copies of the proposed policy are attached. The black-line copy shows the changes made to the proposed policy since it was presented to the Board in February 2017. A copy of the current policy is available at <http://universitycounsel.ubc.ca/files/2010/08/policy126.pdf>.

---

<b>BENEFITS</b> Learning, Research, Financial, Sustainability & Reputational	The proposed Policy 126 provides clarity to the University community regarding the approvals required for capital projects, capital purchases and internal loans.
<hr/>	
<b>SCHEDULE</b> Implementation Timeline	Upon approval by the Board, the proposed Policy 126 will take immediate effect.
<hr/>	
<b>CONSULTATION</b> Relevant Units, Internal & External Constituencies	<p>The University community was invited to submit comments on the proposed Policy 126 (the consultation period was from February 21, 2017 to March 31, 2017 (5 ½ weeks)).</p> <p>The sole comment received is attached hereto. It expresses a concern that the approval requirements set out in the proposed Policy 126 would introduce delays for large research projects, particularly those funded by the Canadian Foundation for Innovation (CFI).</p> <p>The Policy Development Committee considered the issue, and concluded that the concern, while important, is unfounded. In particular, because the approvals under the proposed Policy need not be obtained before applications are submitted to CFI. That is, applications to CFI for a project may proceed prior to formal approval from the Executive and Board for that project. Similarly, from a governance perspective, CFI funding does not obligate UBC to</p>

carry out the funded project, so there is no concern that the funding will interfere with the normal UBC approval requirements.

Therefore, the Policy Development Committee did not recommend any resulting changes to the proposed Policy. However, at the Chief Information Officer’s request, the author of the comment, the Associate Director, Quality and Methods, Office of the CIO, joined the Policy Development Committee.

Additional, directed consultations were then undertaken within the Provost’s office and on May 9<sup>th</sup>, the proposed Policy was brought to the President’s Executive Committee. Each consultation resulted in support for the proposed Policy, with helpful minor refinements.

The proposed Policy is supported by all members of the Policy Development Committee, which has been drawn from staff involved in Capital Projects, Capital Purchases and Internal Loans from the Vancouver and Okanagan campuses. The members of the Committee are as follows:

1. Hubert Lai, Q.C., University Counsel, Office of the University Counsel (Committee Chair)
2. Michal Jaworski, Legal Counsel, Office of the University Counsel (Secretary)
3. Naureen Ali, Associate Director, Financial Reporting, Office of the Vice-President Finance and Operations
4. Heather Berringer, Chief Librarian, UBC Okanagan
5. Jennifer Burns, Chief Information Officer
6. Rob Einarson, Associate Vice-President Finance and Operations, UBC Okanagan
7. Linda Josh, Managing Assistant Treasurer
8. John Metras, Managing Director, Infrastructure Development
9. Trish Pekeles, Executive Director, Financial Operations
10. Jennifer Sanguinetti, Director, Project Services (commencing in April 2017)
11. Michael Shakespeare, Executive Director, Finance and Operations, Faculty of Medicine
12. Anthony Shelton, Professor and Director, Museum of Anthropology
13. Peter Smailes, Treasurer (commencing in April 2017)
14. Anje Skomorowski, Associate Director, Quality and Methods, Office of the CIO (commencing in April 2017)

- Attachments**
1. Comment from Anje Skomorowski, Associate Director, Quality and Methods, Office of the CIO
  2. Proposed Policy 126 – Capital Projects, Capital Purchases and Internal Loans
  3. Blackline showing changes from the version of Proposed Policy 126 presented to the Board for Information; and the currently proposed Policy 126.

<b>Previous Report Date</b>	February 14, 2017
<b>Decision</b>	The Proposed Policy 126 – Capital Projects, Capital Purchases and Internal Loans was presented for information.

<b>Action / Follow Up</b>	The Proposed Policy 126 would be put out for public consultation, and the proposed Policy would be prepared and brought forward by the University Counsel to the Board of Governors for approval at the June 2017 Board meeting.
<b>Previous Report Date</b>	June 14, 2016
<b>Decision</b>	The UBC Board of Governors grants delegated approval authority to the University Administration for capital projects and internal loans up to \$5.0 million, to ensure that Board of Governors’ efforts are focused on major capital projects with significant campus impact.
<b>Action / Follow Up</b>	As reported to the Board, several UBC policies and signing resolutions reference the \$2.5 million thresholds or otherwise address relevant aspects of UBC’s capital projects processes. Examples include Policy #125 (Retained Risk Fund for Major Capital Projects), Signing Resolution #10 (Major Construction and Real Estate Activities) and Signing Resolution #16 (Minor Capital Projects). The UBC administration proposed to revise and consolidate these policies and signing resolutions into a Capital Policy which would cover all aspects of the capital planning, approval and development process, including the new \$5.0 million approval threshold. It was intended for Retained Risk Fund coverage to still apply to building projects greater than \$2.5 million. The Capital Policy would be prepared and brought forward by the University Counsel to the Board of Governors by the end of the year.
<b>Previous Report Date</b>	September 27, 2011
<b>Decision</b>	Increase capital project and internal loan approval threshold to \$2.5 million.
<b>Action / Follow Up</b>	Threshold increase was implemented.

**Attachment 1**  
**Comments re Policy 126**

**Wong, Elaine**

---

**From:** Skomorowski, Anje  
**Sent:** Thursday, April 06, 2017 4:53 PM  
**To:** Wong, Elaine; Jaworski, Michal  
**Cc:** Burns, Jennifer  
**Subject:** RE: Policy 126 Comments received & upcoming Apr.12 committee meeting question  
**Attachments:** Appendix - CFI project summary (over \$2.5M).xlsx

Good afternoon

I have gathered some additional commentary on Policy 126 that we might wish to discuss at the policy meeting on the 12<sup>th</sup> or 19<sup>th</sup>. After discussion with Helen Burt, Gail Murphy, and Jennifer Burns the 2 recommendations below are suggested for consideration. Since the official commentary date has closed, is it still possible to bring this forward to the committee?

===

**Impact to Research (Risks and Concerns)**

We have concerns that the proposed changes to Policy 126 will introduce significant delays for large research projects, particularly those funded through Canada Foundation for Innovation (CFI) competitions. The concern is particularly acute for projects with IT components. As both the CFI and the Province have numerous deadlines for CFI projects, we are concerned that adding additional approvals will further complicate the process and cause confusion for faculty who are Project Leads. The added benefits of the approvals are small given the well-established multi-stage processes in place to mitigate the risks associated with these research projects. The delays may have a negative impact on research and may potentially violate one of the CFI requirements to implement CFI projects on a timely basis.

**Recommendation**

1. Our recommendation is to add a clause to the policy definitions around being "projects funded wholly or by a significant portion (>60%) by UBC operating and capital funds" to allow research projects with significant financial controls and multi-stage internal and external review (i.e., CFI Projects) to continue with the current process.
2. A second amendment might be to Section 4.5 (IT approvals between \$2.5 and \$5M) so that research IT projects follow a path of going to Executive for approval with joint presentation by VPR and CIO.

**Current Processes**

Existing processes for capital projects and purchases through CFI awards are extensive. Internal controls are in place to ensure compliance with UBC and external funding agency guidelines.

- The Institutional Programs Office (IPO) manages the full cycle of CFI awards from the application stage, receiving funds, annual financial reporting to external agencies (i.e., CFI), quarterly cash flow reporting to the Province, project implementation and audit preparation. When IT infrastructure is involved, the IPO works closely with the Advanced Research Computing team (joint between VPR and VPA).
- The application for large CFI projects including budget goes through a multi-stage review before submission to the CFI. This review includes a peer review, budget review, mock panels, and an editorial review. The IPO consults with Deans and Executives as part of the review process before submission to the CFI. The CFI budget is well defined per CFI guidelines.

- After the CFI project is funded, there is a budget finalization process to revisit the budget and have CFI approve the final budget before project implementation. As part of this process, IPO ensures all funding is in place, including matching funds for the project.
- Once the final budget is approved by the CFI, the CFI PG is setup and the project leader leads project implementation. The IPO monitors spending on a quarterly basis to ensure spending is as planned per the project budget.
- On an annual basis, the IPO also reconciles the final project budget and spending before filing the annual financial report to the CFI. When IT is involved, the IPO works closely with the Advanced Research Computing team throughout the project.

## Project Impact

Attached is a spreadsheet of CFI projects with a project cost greater than \$2.5M over the last 10 years to give an overview of the kinds of projects that would likely be affected by the proposed Policy 126 changes.

===

**Attachment not included, but is available to the Board upon request.**

Anje Skomorowski  
Associate Director, Quality and Methods  
Office of the CIO | Engage. Envision. Enable.  
The University of British Columbia  
Tel: 604.827.2397 | Cel: 778.866.0148

**Attachment 2**  
**Proposed Policy 126 – Capital Projects, Capital Purchases and Internal Loans**

 <p><b>The University of British Columbia Board of Governors</b></p>	<p><b>Policy No.:</b>  <b>126</b></p>	<p><b>Approval Date:</b> June 2017 [anticipated]</p> <p><b>Last Revision:</b></p>
<p><b>Responsible Executive:</b> Vice President, Finance &amp; Operations</p>		
<p><b>Title:</b>  <b>Capital Projects, Capital Purchases &amp; Internal Loans</b></p>		
<p><b>Background &amp; Purposes:</b></p> <p>Pursuant to the <i>University Act</i>, the Board of Governors must act in the best interests of UBC, and must ensure the proper management, administration and control of UBC’s property, revenue, business and affairs.</p> <p>UBC receives funds from many sources, including governments, public agencies, contracting parties, and donors, to carry out its research and teaching mission.</p> <p>The Board of Governors has identified certain types of capital expenditures as being associated with higher risk and requiring greater oversight as part of UBC’s risk management strategy.</p> <p>The purposes of this Policy are to:</p> <ul style="list-style-type: none"> <li>• ensure there is appropriate oversight of capital expenditures and internal loans commensurate with the value and risk associated with those activities; and</li> <li>• establish a framework for requests, approvals, monitoring and reporting.</li> </ul> <p>The approval requirements of this Policy are in addition to other Board of Governors Policies and Procedures, and the signing resolutions adopted by the Signing Committee of the Board of Governors, which govern signing agreements and commitments on behalf of UBC.</p> <p>This Policy should be read in conjunction with:</p> <ul style="list-style-type: none"> <li>• <i>Policy #92 – Land Use and Permitting;</i></li> <li>• <i>Policy #122 – Purchasing;</i></li> <li>• <i>Policy #125 – Retained Risk Fund for Major Construction Projects;</i> and</li> <li>• <i>UBC’s Signing Resolutions.</i></li> </ul>		

**1. Scope**

- 1.1. This Policy applies to Capital Projects and Capital Purchases, and establishes different approval requirements based on their respective Aggregate Estimated Value. This Policy also applies to Internal Loans, and establishes different approval requirements based on loan value.
  
- 1.2. This Policy applies to Capital Projects and Capital Purchases regardless of the source of the funding or financing. For greater certainty, this Policy applies where a Capital Purchase or Capital Project is fully or partially funded by grants and agreements of any kind (including, but not limited to, research grants and agreements), and donations.

## 2. Definitions

### 2.1. In this Policy:

- 2.1.1. “**Aggregate Estimated Value**” means the aggregate estimated value of a Capital Project or Capital Purchase, which includes all costs and expenditures that may be reasonably expected as part of the project or purchase, as further described in the Procedures to the Policy.
- 2.1.2. “**Board**” means the UBC Board of Governors.
- 2.1.3. “**Capital Projects**” means, collectively, Construction Projects and IT Projects.
- 2.1.4. “**Capital Purchases**” means the purchase of physical and intangible assets (whether by way of ownership or leasehold interest, or license) that are used for productive purposes, that have a useful life of over one year, and that do not take place as part of a Construction Project or IT Project, including the purchase of:
- (a) real property;
  - (b) equipment or software, or both, acquired or licensed for research purposes;
  - (c) mechanical and electronic equipment and related software;
  - (d) tools, vehicles, furniture and fixtures;
  - (e) any form of content for the UBC Library’s collections;
  - (f) works of art or other items for public display, education or research for UBC’s museums, art galleries or outdoor art collections; and
  - (g) any other purchases of a similar capital nature, as determined by the Responsible Executive.
- 2.1.5. “**Construction Projects**” means the construction, renewal, renovation, restoration, and replacement of buildings, structures, improvements, and other physical infrastructure, and any parts thereof.
- 2.1.6. “**Executive**” means the President’s Executive Committee.
- 2.1.7. “**Internal Loans**” means loans made by the UBC Treasury to UBC’s own academic, administrative and ancillary units in return for a commitment to repay the loan, with interest.
- 2.1.8. “**IT Projects**” means projects that involve the acquisition or development of software (including purchases, licenses, and subscriptions (e.g. software as a service)) or the acquisition of information technology hardware, or both, including upgrades from one major version to another, and a range of associated activities and services (including planning, scoping, requirements-gathering, installation, development, integration, configuration, and implementation).

### **3. Approvals, Generally**

- 3.1. Regardless of the Aggregate Estimated Value of a particular Capital Project, Capital Purchase or Internal Loan, if:
  - 3.1.1. the Responsible Executive determines that the matter is precedent-setting or sensitive; or
  - 3.1.2. a member of the Board requests that the matter be brought before the Board for approval,  
that Capital Project, Capital Purchase or Internal Loan (as the case may be) must be brought to the Board for approval, through the relevant Board approval process identified in this Policy and its Procedures.
- 3.2. The approvals required by this Policy are in addition to the requirements otherwise established by the Board, including, without limitation:
  - 3.2.1. all procurements related to Capital Projects and Capital Purchases must be made in compliance with Policy #122 – Purchasing;
  - 3.2.2. all legally binding commitments and agreements required to carry out every Capital Project and Capital Purchase must be signed in accordance with the Signing Resolutions adopted by the Board’s Signing Committee, or as otherwise indicated by the Board;
  - 3.2.3. all Construction Projects must comply with Policy #125 – Retained Risk Fund for Major Construction Projects (as applicable) and Policy #92 - Land Use and Permitting, including all applicable Land Use Rules adopted thereunder, and the applicable Governance Requirements (as defined in Policy #92); and
  - 3.2.4. Construction Projects on UBC’s Vancouver Campus must not be inconsistent with UBC’s Land Use Plan; and Construction Projects on UBC’s Okanagan Campus must be in accordance with the applicable land use bylaws and resolutions of the City of Kelowna.

### **4. Approvals for Capital Purchases**

- 4.1. Every faculty, unit, department or individual that is responsible for a Capital Purchase must ensure that the purchase is made in good faith to advance UBC’s mission and mandate, is within the relevant budget or is otherwise fully funded, and that the purchase is conducted in compliance with all policies, rules and regulations relevant to that faculty, unit, department or individual, including the administrative directives issued by the Responsible Executive, or delegate in accordance with the Procedures to this Policy.
- 4.2. However, the execution of legally binding agreements or commitments to complete a Capital Purchase must be made either:
  - 4.2.1. in accordance with the Signing Resolutions approved by the Signing Committee of the Board; or otherwise,
  - 4.2.2. with the approval of the Board.

## **5. Approvals for Capital Projects (Construction Projects and IT Projects)**

- 5.1. Capital Projects with an Aggregate Estimated Value of over \$5 million require the approval of the Board.
- 5.2. Capital Projects with an Aggregate Estimated Value of \$5 million or less require the approval of the Executive, or their delegate.

## **6. Consultants for Construction Projects**

- 6.1. The procurement process for all Construction Projects must ensure that the process for selecting prime consultants (architects, engineers etc.) ensures the public's confidence in the integrity of the selection process, including without limitation: the principles contained in Policy #122 – Purchasing, and ensuring that equal opportunities for consideration are provided to all interested and eligible firms. The Executive may issue administrative directives regarding selecting prime consultants, and upon publication, all Construction Projects where prime consultants are engaged, must comply with those directives.
- 6.2. It is expected that Construction Projects conducted on UBC premises (owned, leased or otherwise occupied or controlled) will be managed by a UBC department or related-entity with the mandate of providing professional project management and coordination services to UBC. In exceptional circumstances, the Responsible Executive or his/her delegate may approve the delivery of such services by other entities (e.g. the owner of a premises leased by UBC).

## **7. Budget Increases For Capital Projects**

- 7.1. In this Section 7, the “**Incremental Limit**” is a proposed increase that is both:
  - 15% or less of the originally approved Aggregate Estimated Value; and
  - under \$2.5 million.
- 7.2. Where there is a proposal to increase the Aggregate Estimated Value of a Capital Project, the following sections apply:
  - 7.2.1. If the new, increased Aggregate Estimated Value remains within the monetary threshold of the original approval authority, approval for the increase must be sought from that same authority or, if the increase is within the Incremental Limit, the Responsible Executive or their delegate, provided that the Responsible Executive must report the approval to the original approval authority at the next reasonable opportunity.
  - 7.2.2. If the new, increased, Aggregate Estimated Value exceeds the original approval authority's monetary threshold:
    - (a) if the proposed budget increase is within the Incremental Limit, approval for the increase must be sought from the original approval authority, or the Responsible Executive or their delegate, provided that the Responsible Executive must report the approval to the original approval authority at the next reasonable opportunity; and
    - (b) in all other cases, approval for the increase must be sought from the next higher approval authority.

## **8. Internal Loans**

- 8.1. Internal Loans with a value of over \$5 million require the approval of the Board.
- 8.2. Internal Loans with a value of \$5 million or less require the approval of the Executive, or their delegate.
- 8.3. The Responsible Executive shall establish administrative directives that set out the principles, criteria and approval processes for any UBC faculty or unit to obtain an Internal Loan, and the terms upon which Internal Loans will be granted.
- 8.4. All applications for Internal Loans must be developed and brought forward for approval in accordance with those administrative directives, and all Internal Loans must be granted on terms consistent with those administrative directives.

## **9. Planning and Reporting**

- 9.1. The Executive shall establish the terms of reference for an advisory group named the Capital Planning Working Group, consisting of members from the UBC Vancouver and UBC Okanagan campuses, to:
  - 9.1.1. evaluate and prioritize planned and foreseeable Capital Projects (that are determined to be “major” in the terms of reference);
  - 9.1.2. propose a major capital priorities plan; and
  - 9.1.3. propose the Provincially required five-year capital plan.
- 9.2. At least annually and at such other times as requested by the Board, the Responsible Executive will deliver a report to the Board:
  - 9.2.1. on current Capital Projects and Internal Loans and those expected in the next fiscal year; and
  - 9.2.2. the number and value of Capital Projects approved under this Policy in the preceding year, highlighting projects with high profile and significant impact on UBC.

## **10. Recording**

- 10.1. All Capital Projects and Capital Purchases that meet the criteria established by the Responsible Executive must be recorded on the UBC Capital Asset Register established and administered by the Responsible Executive.
- 10.2. All Internal Loans must be recorded on the UBC Internal Loan Register established and administered by the Responsible Executive.

## **PROCEDURES**

**Approved: June 2017 [anticipated]**

*Pursuant to Policy #1: Administration of Policies, "Procedures may be amended by the President, provided the new procedures conform to the approved policy. Such amendments are reported at the next meeting of the Board of Governors".*

*Note: the most recent procedures may be reviewed at <http://universitycounsel.ubc.ca/policies/index/>.*

### **1. General**

- 1.1. Approval by the Board means a formal approval in accordance with the Board's bylaws, rules and regulations. Matters brought before the Board for information only are not thereby deemed approved.
- 1.2. Approval by the Executive means approval by the executive committee established by the President, in accordance with that committee's rules and regulations. Matters brought before the Executive for information only are not thereby deemed approved.
- 1.3. If there is any doubt about whether a particular purchase, acquisition, or project is a Construction Project, an IT Project, a Capital Purchase or an Internal Loan, then subject to any direction by the Responsible Executive, the following individuals may make the determination:

Construction Project	Managing Director, Infrastructure Development
IT Project	Chief Information Officer
Capital Purchase	Executive Director, Financial Operations
Internal Loan	Treasurer

- 1.4. Every delegation made under this Policy or these Procedures must be made in writing.

### **2. Requirements regarding the Aggregate Estimated Value**

- 2.1. Where a Capital Project or Capital Purchase will or may reasonably be expected to require additional expenditures, whether because such expenditures will become necessary or advisable as a direct or indirect result of the project or purchase, or are otherwise part of an overarching project or strategy that is broader than the current project or purchase, the following sections apply:
  - 2.1.1. the aggregate estimated value of these additional expenditures must be disclosed at the time of the request for the approval of the Capital Project or Capital Purchase (as the case may be); and
  - 2.1.2. unless otherwise instructed by the Responsible Executive, if:
    - (a) these additional expenditures will be sought within the next two fiscal years; or
    - (b) these additional expenditures are material, as determined by the Responsible Executive,  
  
the cost of these additional expenditures must be added to the Aggregate Estimated Value of the Capital Project or Capital Purchase.
- 2.2. The Aggregate Estimated Value of all Construction Projects must include the total estimated cost of the following, as applicable: construction, fixturing (furniture, fixtures and equipment), fitting out and commissioning, associated landscaping, soft costs (including architectural, engineering, project management, legal costs (internal and external), and other pre- and post-construction expenses),

construction period financing costs, permit and development fees and charges (whether imposed by UBC or a municipal authority), contingencies, retained risk (if applicable, see UBC Policy #125), taxes and such other costs as determined by the Responsible Executive.

2.3. The Aggregate Estimated Value of all IT Projects must include:

2.3.1. the estimated costs related to the acquisition or development of the asset(s) (e.g. software) including purchase, licensing or subscription (as the case may be) during the planning, scoping, configuration, customization, development, installation, implementation and integration phase of the IT Project (as the case may be), related vendor and third-party services (including project/program management, configuration, customization, implementation and integration services), contingencies, and taxes;

2.3.2. in a software as a service (or similar) acquisition, the estimated licensing/subscription fees, maintenance (if applicable) and support service fees, etc., for the anticipated initial term of the contract(s) with the service provider(s); and

2.3.3. such other costs (including applicable internal costs) as determined by the Responsible Executive.

2.4. The Responsible Executive may issue directives providing details, interpretations, and guidance regarding determining the Aggregate Estimated Value of Capital Projects.

### **3. Approvals for Capital Purchases**

3.1. The Responsible Executive, or delegate, shall establish, maintain and publish administrative directives to manage the process for applying for the processing of all Capital Purchases, which shall at minimum include confirmation of the source and availability of funds for the purchase, and the required approvals from the unit originating the purchase.

3.2. Where the proposed Capital Purchase may be approved under a Signing Resolution authorized by the Signing Committee of the Board (i.e., the purchase is under \$10 million and is not precedent setting and does not involve sensitive issues) the faculty, department or unit proposing the purchase must ensure that the legally binding agreement or commitment to complete a Capital Purchase is entered into in accordance with the Signing Resolutions issued by the Signing Committee of the Board.

3.3. Where a proposed Capital Purchase may not be approved under a Signing Resolution authorized by the Signing Committee of the Board (i.e. the purchase exceeds \$10 million, or is precedent setting or involves sensitive issues), the faculty, unit or department proposing the purchase must:

3.3.1. proceed in accordance with the administrative directives issued by the Responsible Executive, or delegate; and

3.3.2. seek Board approval through the relevant Dean, if the purchase relates to a faculty, the University Librarian, if the purchase relates to the UBC Library, or otherwise the Vice-President to whom the unit or department reports.

3.4. At least annually, the Responsible Executive shall present to the Board a report of the UBC's aggregate spending on all Capital Purchases.

#### 4. Approvals for IT Projects

4.1. References to the “**Provost/DVC**” in this Section 4 mean:

- 4.1.1. for IT Projects with a material impact upon both the UBC Vancouver and Okanagan campuses and off-campus sites and facilities under joint purview, both the Provost & Vice President Academic (UBC Vancouver), and the Deputy Vice Chancellor and Principal (UBC Okanagan);
- 4.1.2. for IT Projects with a material impact upon only the UBC Vancouver campus and off-campus sites and facilities under its purview, the Provost & Vice President Academic (UBC Vancouver); and
- 4.1.3. for IT Projects with a material impact upon only the UBC Okanagan campus and off-campus sites and facilities under its purview, the Deputy Vice Chancellor and Principal (UBC Okanagan).

4.2. For convenient reference, as further described in this Section 4, all IT Projects require the following approvals:

<b>Aggregate Estimated Value of the IT Project</b>	<b>Approval Authority</b>
under \$2,500,000	Provost/DVC and Chief Information Officer, or their delegates (see Section 4.4 below)
\$2,500,000 and over, up to \$5,000,000	Executive
Over \$5,000,000	Board

4.3. All IT Projects must be developed and brought forward for the approvals described above in accordance with any administrative directives issued by the Provost/DVC and Chief Information Officer.

4.4. Procedures for IT Projects under \$2,500,000:

The Provost/DVC and Chief Information Officer have delegated approval authority as follows:

- (a) for IT Projects with an Aggregate Estimated Value of less than \$250,000 and primarily for the benefit of and consistent with the approved budget of a faculty or unit, that faculty’s Dean or the unit’s Head (or equivalent) or their respective delegate;
- (b) for IT Projects with an Aggregate Estimated Value between \$250,000 and \$1,000,000 and consistent with the approved budget of initiating faculty or administrative unit, the Chief Information Officer;
- (c) for IT Projects with an Aggregate Estimated Value over \$1,000,000, up to \$2,500,000 and consistent with the approved budget of the Provost/DVC, the Provost/DVC;
- (d) notwithstanding the foregoing, for IT Projects with an Aggregate Estimated Value of \$2,500,000 or less where greater than 60% of the funding is from a research grant, the Vice President Research, or their delegate; and
- (e) for all other IT Projects, the Provost/DVC and Chief Information Officer, or their delegate.

4.5. Procedures for IT Projects \$2,500,000 and over, up to \$5,000,000:

4.5.1. The procedure for obtaining the approval of the Executive is the following multi-stage process:

- (a) Provost/DVC 1 Approval: approval of the project idea and rationale.
- (b) Provost/DVC 2 Approval: approval of funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Provost/DVC, and is expected to include: sponsors and advisors, high level scope, initial estimates of capital and operating costs, and funding sources.
- (c) Provost/DVC 3 Approval: approval of funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Provost/DVC, and is expected to include: business case, outline overall expected duration, organizational (people) impact assessment, updated capital and operating budget envelope, and funding sources.
- (d) Executive 1 Approval: approval of project in principle, business case, capital budget envelope and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: operating budget, overall expected duration of project, organizational (people) impact assessment and funding sources.
- (e) Executive 2 Approval: approval of updated capital budget envelope and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: governance structure, functional and technical requirements, business architecture, change management strategy and plan, funding sources, updated operating budget, revised overall duration of the project, privacy and security assessments, and identification of preferred supplier(s).
- (f) Executive 3 Approval: approval of final capital budgets, final funding release and proceeding to award to supplier(s) and proceed to implementation. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: functional and technical fit/gap, solution architecture, detailed risks and constraints, implementation strategy and plan, revised change management strategy and plan, final operating budgets, funding sources, and financing (if required).

4.5.2. For each IT Project approved under this Section, the project's proponent must submit a post-completion report to the Executive, for information only (sometimes referred to as an Executive 4 Report).

4.5.3. It is expected that all approval requests will be presented by the Chief Information Officer and, if applicable, representatives from the highest-ranking governance committee of the IT Project.

#### 4.6. Procedures for IT Projects of over \$5,000,000:

4.6.1. Prior to Board approvals described in this Section, IT Projects must have received Provost/DVC 3 approval, as described in the Section above.

4.6.2. The procedure for obtaining the approval of the Board is as follows:

- (a) Executive 1 Approval: approval of project idea and rationale.

- (b) Executive 2 Approval: approval of initial capital budget, and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: sponsors and advisors, high level scope, initial operating budget, and funding sources.
- (c) Executive 3 Approval: approval of updated capital budget envelope, and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: business case, outline overall expected duration, Organizational (people) Impact assessment, and funding sources.
- (d) Board 1 Approval: approval of project in principle, capital budget envelope and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Board, but is expected to include: business case, outline overall expected duration, Organizational (people) Impact assessment, operating budget and funding sources.
- (e) Board 2 Approval: approval of updated capital budget envelope (if applicable), proceeding to select supplier(s), and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Board, but is expected to include: Governance structure, functional and technical requirements, Business Architecture, Change Management Strategy and Plan, updated operating budget, funding sources, revised overall duration, and privacy and security assessments.
- (f) Board 3 Approval: approval of updated capital budget (if applicable) and final funding release, and authorization to proceed to award to supplier(s) and proceed to implementation. The information that will be required to obtain this approval will be determined by the Board, but is expected to include: functional and technical fit/gap, solution architecture, detailed risks and constraints, implementation strategy and plan, updated change management strategy and plan, final operating budget, funding sources, and financing (if required).

4.6.3. For each IT Project approved under this Section, the project’s proponent must submit a post-completion report to the Board, for information only. This is sometimes referred to as the Board 4 Report.

4.6.4. It is expected that all approval requests will be presented by at least the Provost/DVC and the Chief Information Officer.

**5. Approvals for Construction Projects**

5.1. For convenient reference, as further described in this Section 5, Construction Projects require the following approvals:

<b>Aggregate Estimated Value of the Construction Project</b>	<b>Approval Authority</b>
Under \$2,500,000	Executive or delegate (see Section 5.3 below)
\$2,500,000 and over, up to \$5,000,000	Executive
Over \$5,000,000	Board

5.2. All Construction Projects must be developed and brought forward for the approvals described in this Section in accordance with any administrative directives issued by the Executive or their delegate.

5.3. Procedures for Construction Projects under \$2.5 million:

The Executive has delegated approval authority as follows:

- (a) for Construction Projects primarily for the benefit of and consistent with the approved budget of a faculty, that faculty's Dean or their delegate;
- (b) for Construction Projects primarily for the benefit of and consistent with the approved budget of the UBC Library, the University Librarian; and
- (c) for all other Construction Projects, the member of the Executive in whose portfolio the Construction Project primarily falls, or their delegate.

5.4. Procedures for Construction Projects \$2,500,000 and over, up to \$5,000,000:

5.4.1. The procedure for obtaining the approval of the Executive is as follows:

- (a) Executive 1 Approval: approval of project concept, rationale, and funding release for activities required to proceed to the next approval.
- (b) Executive 2 Approval: approval of site, initial capital and operating costs, funding sources, the master program and FTE/space allocation, and funding release for activities required to proceed to the next approval.
- (c) Executive 3 Approval: approval of detailed capital and operating costs, funding sources, financing (if required), functional program, urban design context, and schedule and funding release.

5.4.2. It is expected that all approval requests will be presented by at least the Responsible Executive and the Managing Director, Infrastructure Development.

5.4.3. For each Construction Project approved under this Section, the project's proponent must submit a post-completion report to the Executive, for information only (sometimes referred to as an Executive 4 Report).

5.5. Procedures for Construction Projects of over \$5,000,000:

5.5.1. Prior to Board approvals described in this Section, Construction Projects must have received Executive 3 approval, as described in the Section above.

5.5.2. The procedure for obtaining the approval of the Board is as follows:

- (a) Board 1 Approval: approval of project in principle, preliminary program and schedule, location, preliminary capital and operating budgets, funding sources, authorization to proceed to schematic design, and approval of funding release for next stage.
- (b) Board 2 Approval: approval of revised capital and operating budgets (if applicable), and development permit, authorization to proceed to working drawings and tender, updated funding sources (if applicable), updated schedule, detailed program, and approval of funding release for next stage.

(c) **Board 3 Approval:** approval of final capital and operating budgets, funding sources, financing (if required), authorization to proceed to award construction contracts, and approval of final funding release.

5.5.3. It is expected that all approval requests will be presented by at least the Responsible Executive and the Managing Director, Infrastructure Development.

5.5.4. For each Construction Project approved under this Section, the project's proponent must submit a post-completion report to the Board, for information only. This is sometimes referred to as the Board 4 Report.

5.6. Exceptions

For greater certainty, Construction Projects of various values (most often renovations, restorations, renewals and replacements) may be approved by the Executive and the Board as part of the annual routine capital program administered by UBC's department of Infrastructure Development and Campus Operations and Risk Management (UBCO), or the annual budget of Student Housing and Hospitality Services. Unless otherwise indicated by the Executive or the Board, once so approved, such Construction Projects need not proceed through an additional approval process described below, provided however that the other provisions of this Policy apply to such projects.

6. Internal Loans

6.1. For Internal Loans valued at under \$1 million, the Executive has delegated approval authority to the Responsible Executive.

6.2. For convenient reference, all Internal Loans require the following approvals:

<b>Loan Value</b>	<b>Approval Authority</b>
under \$1,000,000	Responsible Executive
\$1,000,000 and over, up to \$5,000,000	Executive
Over \$5,000,000	Board

**Attachment 3**  
**Blackline showing changes from the version of Proposed Policy 126 presented to the Board for Information; and the currently proposed Policy 126.**

 <p><b>The University of British Columbia Board of Governors</b></p>	<p><b>Policy No.:</b></p> <p align="center"><b>126</b></p>	<p><b>Approval Date:</b> June 2017 [anticipated]</p> <p><b>Last Revision:</b></p>
	<p><b>Responsible Executive:</b> Vice President, Finance &amp; Operations</p>	
<p><b>Title:</b></p> <p align="center"><b>Capital Projects, Capital Purchases &amp; Internal Loans</b></p>		
<p><b>Background &amp; Purposes:</b></p> <p>Pursuant to the <i>University Act</i>, the Board of Governors must act in the best interests of UBC, and must ensure the proper management, administration and control of UBC’s property, revenue, business and affairs.</p> <p>UBC receives funds from many sources, including governments, public agencies, contracting parties, and donors, to carry out its research and teaching mission, <del>including making capital expenditures that facilitate research and provide for physical and technological infrastructure.</del></p> <p>The Board of Governors has identified certain types of capital expenditures as being associated with higher risk and requiring greater oversight as part of UBC’s risk management strategy.</p> <p>The purposes of this Policy are to:</p> <ul style="list-style-type: none"> <li>ensure there is appropriate oversight of capital expenditures and internal loans commensurate with the value and risk associated with those activities; and</li> <li>establish a framework for requests, approvals, monitoring and reporting.</li> </ul> <p>The approval requirements of this Policy are in addition to other Board of Governors Policies and Procedures, and the signing resolutions adopted by the Signing Committee of the Board of Governors, which govern signing agreements and commitments on behalf of <del>the University, UBC.</del></p> <p>This Policy should be read in conjunction with:</p> <ul style="list-style-type: none"> <li><i>Policy #92 – Land Use and Permitting;</i></li> <li><i>Policy #122 – Purchasing;</i></li> <li><i>Policy #125 – Retained Risk Fund for Major Construction Projects;</i> and</li> <li><i>UBC’s Signing Resolutions.</i></li> </ul>		

**Commented [JM1]:** Deleted as unnecessary and creating impression that this Policy is geared toward research.

**1. Scope**

- 1.1. This Policy applies to Capital Projects and Capital Purchases, and establishes different approval requirements based on their respective Aggregate Estimated Value. This Policy also applies to Internal Loans, and establishes different approval requirements based on loan value.
- 1.2. ~~This Policy applies to Capital Projects and Capital Purchases made by UBC, regardless of the source of the funding or financing for the acquisition.~~ For greater certainty, this Policy applies ~~to where a Capital Projects fully funded by grants~~ ~~Purchase or donations, or both, and Capital Purchases~~ ~~Project is~~ fully or partially funded by grants and agreements of any kind (including, but not limited to, research grants and agreements), and donations.

**Commented [JM2]:** Non-substantive clarification that the scope of the policy; avoiding apparent focus on research projects.

## 2. Definitions

### 2.1. In this Policy:

2.1.1. “**Aggregate Estimated Value**” means the aggregate estimated value of a Capital Project or Capital Purchase, which includes all costs and expenditures that may be reasonably expected as part of the project or purchase, as further described in the Procedures to the Policy.

2.1.2. “**Board**” means the UBC Board of Governors.

2.1.3. “**Capital Projects**” means, collectively, Construction Projects and IT Projects.

2.1.4. “**Capital Purchases**” means the purchase of physical and intangible assets whether by way of ownership or leasehold interest, or license that are used for productive purposes, that have a useful life of over one year, and that do not take place as part of a Construction Project or IT Project, including the purchase of:

Commented [JM3]: Clarifying scope of Capital Purchases

(a) real property;

Commented [JM4]: Added for completeness

~~(b)~~ equipment or software, or both, acquired or licensed for research purposes;

~~(c)~~ mechanical and electronic equipment and related software;

~~(d)~~ tools, vehicles, furniture and fixtures;

~~(e)~~ any form of content for the UBC Library’s collections;

~~(f)~~ works of art or other items for public display, education or research for UBC’s museums, art galleries or outdoor art collections; and

~~(g)~~ any other purchases of a similar capital nature, as determined by the Responsible Executive.

2.1.5. “**Construction Projects**” means the construction, renewal, renovation, restoration, and replacement of buildings, structures, improvements, and other physical infrastructure, and any parts thereof.

2.1.6. “**Executive**” means the President’s Executive Committee.

2.1.7. “**Internal Loans**” means loans made by the UBC Treasury to UBC’s own academic, administrative and ancillary units in return for a commitment to repay the loan, with interest.

2.1.8. “**IT Projects**” means projects where a significant component of the deliverables include that involve the acquisition or development of software (including purchases, licenses, and subscriptions) (e.g. software as a service) or the acquisition of information technology hardware, or both, including upgrades from one major version to another, and updates a range of same, and all-associated activities and services (including planning, scoping, requirements-gathering, installation, development, integration, configuration, and implementation).

Commented [JM5]: Clarifying scope of IT Projects

2.2. ~~If there is any doubt about whether a particular purchase, acquisition or endeavour is a Construction Project, an IT Project, a Capital Purchase or an Internal Loan, the Responsible Executive, or his/her designate, shall make the determination.~~

**Commented [JM6]:** Relocated to the Procedures and revised – see s. 1.3 on Page 7.

### 3. **Approvals, Generally**

3.1. Regardless of the ~~monetary value~~ **Aggregate Estimated Value** of a particular Capital Project, Capital Purchase or Internal Loan, if:

**Commented [JM7]:** Clarification

3.1.1. the Responsible Executive determines that the matter is precedent-setting or sensitive; or

3.1.2. a member of the Board requests that the matter be brought before the Board for approval,

that Capital Project, Capital Purchase or Internal Loan (as the case may be) must be brought to the Board for approval, through the relevant Board approval process identified in this Policy and its Procedures.

3.2. The approvals required by this Policy are in addition to the requirements otherwise established by the Board, including, without limitation:

3.2.1. all procurements related to Capital Projects and Capital Purchases must be made in compliance with Policy #122 – Purchasing;

3.2.2. all legally binding commitments and agreements required to carry out every Capital Project ~~and Capital Purchase~~ must be signed in accordance with the Signing Resolutions adopted by the Board's Signing Committee, or as otherwise indicated by the Board;

**Commented [JM8]:** Correction

3.2.3. all Construction Projects must comply with Policy #125 – Retained Risk Fund for Major Construction Projects (as applicable) and Policy #92 - Land Use and Permitting, including all applicable Land Use Rules adopted thereunder, and the applicable Governance Requirements (as defined in Policy #92); and

3.2.4. Construction Projects on UBC's Vancouver Campus must not be inconsistent with UBC's Land Use Plan; ~~and Construction Projects on UBC's Okanagan Campus must be in accordance with the applicable land use bylaws and resolutions of the City of Kelowna.~~

**Commented [JM9]:** Confirming circumstances at UBCO

### 4. **Approvals for Capital Purchases**

4.1. Every faculty, unit ~~or~~ department ~~or individual~~ that ~~instigates~~ **is responsible for** a Capital Purchase must ensure that the purchase is made in good faith to advance UBC's mission and mandate, is within the relevant budget or is otherwise fully funded, and that the purchase is conducted in compliance with all policies, rules and regulations relevant to that faculty, unit, department or ~~unit~~ **individual**, including the administrative directives issued by the ~~Director, Financial Operations~~ **Responsible Executive, or delegate in accordance with the Procedures to this Policy.**

**Commented [JM10]:** Change to Responsible Executive made on the basis that the title and responsibility may change from time to time. This allows the Responsible Executive authority, and the authority to sub-delegate.

4.2. However, the execution of legally binding agreements or commitments to complete a Capital Purchase must be made either:

4.2.1. in accordance with the Signing Resolutions approved by the Signing Committee of the Board; or otherwise,

4.2.2. with the approval of the Board.

5. **Approvals for Capital Projects (Construction Projects and IT Projects)**

5.1. Capital Projects with an Aggregate Estimated Value of ~~over \$5 million or more~~ require the approval of the Board.

**Commented [JM11]:** Small shift of \$1, to allow reference to round numbers in the Procedures.

5.2. Capital Projects with an Aggregate Estimated Value of ~~less than \$5 million or less~~ require the approval of the Executive, or their delegate.

**Commented [JM12]:** Small shift of \$1, to allow reference to round numbers in the Procedures.

6. **Consultants for Construction ~~Contracts~~ Projects**

**Commented [JM13]:** Correction

6.1. The procurement process for all Construction Projects must ensure that the process for selecting prime consultants (architects, engineers etc.) ensures the public's confidence in the integrity of the selection process, including without limitation: the principles contained in Policy #122 – Purchasing, and ensuring that equal opportunities for consideration are provided to all interested and eligible firms. The Executive may issue administrative directives regarding selecting prime consultants, and upon publication, all Construction Projects where prime consultants are engaged, must comply with those directives.

6.2. It is expected that Construction Projects conducted on UBC premises (owned, leased or otherwise occupied or controlled) will be managed by a UBC department or related-entity with the mandate of providing professional project management and coordination services to UBC. In exceptional circumstances, the Responsible Executive or his/her delegate may approve the delivery of such services by other entities (e.g. the owner of a premises leased by UBC).

7. **Budget Increases For Capital Projects**

7.1. In this Section 7, the “Incremental Limit” is a proposed increase that is both:

- 15% or less of the originally approved Aggregate Estimated Value; and
- under \$2.5 million.

~~7.2. Each approval of a Capital Project includes the authorization to delegate authority to approve budget increases that do not exceed the Incremental Limit.~~

**Commented [JM14]:** Deleted as unnecessary given 7.2

~~7.3.7.2.~~ Where there is a proposal to increase the Aggregate Estimated Value of a Capital Project, the following sections apply:

~~7.3.1-7.2.1.~~ If the new ~~increased~~ Aggregate Estimated Value remains within the monetary threshold of the original approval authority, approval ~~for the increase~~ must be sought from that same authority or, if the increase is within the Incremental Limit, ~~the Responsible Executive or their delegate, provided that the Responsible Executive must report the approval to the original approval authority at the next reasonable opportunity.~~

**Commented [JM15]:** The most appropriate delegate is the Responsible Executive (the Vice President, Finance and Operations), and so delegation should be made by the Policy itself. The Responsible Executive should be permitted to sub-delegate in appropriate circumstances. The increase approval must be reported to the original approval authority.

~~7.3.2-7.2.2.~~ If the new ~~increased~~ Aggregate Estimated Value exceeds the original approval authority's monetary threshold:

- (a) if the proposed budget increase is within the Incremental Limit, ~~the approval for the increase must be sought from the original approval authority and, or the Responsible Executive or their delegate may approve the increase, provided that the Responsible Executive must report the approval to the original approval authority at the next reasonable opportunity;~~ and

**Commented [JM16]:** See comment above.

(b) in all other cases, approval for the increase must be sought from the next higher approval authority.

## 8. Internal Loans

8.1. Internal Loans with a value of over \$5 million or more require the approval of the Board.

8.2. Internal Loans with a value of less than \$5 million or less require the approval of the Executive, or their delegate.

8.3. The Responsible Executive shall establish administrative directives regarding that set out the principles, criteria and approval processes for any UBC faculty or unit to obtain an Internal Loan, and the terms upon which Internal Loans will be granted.

8.4. All applications for Internal Loans must be developed and brought forward for approval in accordance with those administrative directives, and all Internal Loans must be granted on terms consistent with provisions of the those administrative directives.

## 9. Planning and Reporting

9.1. The Executive shall establish the terms of reference for an advisory group named the Capital Planning Working Group, comprised consisting of members from the UBC Vancouver and UBC Okanagan campuses, to:

9.1.1. evaluate and prioritize planned and foreseeable Capital Projects; (that are determined to be "major" in the terms of reference);

9.1.2. develop propose a major capital priorities plan; and

9.1.3. develop a propose the Provincially required five-year capital plan.

9.2. Capital Planning Working Group shall annually update and present the five year capital plan to the Board.

9.3.9.2. At least annually and at such other times as requested by the Board, the Responsible Executive will deliver a report to the Board:

9.3.1-9.2.1. on current Capital Projects and Internal Loans and those expected in the next fiscal year; and

9.3.2-9.2.2. the number and value of Capital Projects approved under this Policy in the preceding year, highlighting projects with high profile and significant impact on UBC.

## 10. Recording

**Commented [JM17]:** Small shift of \$1, to allow reference to round numbers in the Procedures.

**Commented [JM18]:** Small shift of \$1, to allow reference to round numbers in the Procedures.

**Commented [JM19]:** Clarifying scope of the Working Group.

10.1. All Capital Projects and Capital Purchases that meet the criteria established by the Responsible Executive must be recorded on the UBC Capital Asset Register established and administered by the Responsible Executive.

10.2. All Internal Loans must be recorded on the UBC Internal Loan Register established and administered by the Responsible Executive.

DRAFT

## **PROCEDURES**

**Approved: June 2017 [anticipated]**

*Pursuant to Policy #1: Administration of Policies, "Procedures may be amended by the President, provided the new procedures conform to the approved policy. Such amendments are reported at the next meeting of the Board of Governors".  
Note: the most recent procedures may be reviewed at <http://universitycounsel.ubc.ca/policies/index/>.*

### **1. General**

- 1.1. Approval by the Board means a formal approval in accordance with the Board's bylaws, rules and regulations. Matters brought before the Board for information only are not thereby deemed approved.
- 1.2. Approval by the Executive means approval by the executive committee established by the President, in accordance with that committee's rules and regulations. Matters brought before the Executive for information only are not thereby deemed approved.

1.3. If there is any doubt about whether a particular purchase, acquisition, or project is a Construction Project, an IT Project, a Capital Purchase or an Internal Loan, then subject to any direction by the Responsible Executive, the following individuals may make the determination:

<u>Construction Project</u>	<u>Managing Director, Infrastructure Development</u>
<u>IT Project</u>	<u>Chief Information Officer</u>
<u>Capital Purchase</u>	<u>Executive Director, Financial Operations</u>
<u>Internal Loan</u>	<u>Treasurer</u>

1.4. Every delegation made under this Policy or these Procedures must be made in writing.

### **2. Requirements regarding the Aggregate Estimated Value**

- 2.1. Where a Capital Project or Capital Purchase will or may reasonably be expected to require additional expenditures, whether because such expenditures will become necessary or advisable as a direct or indirect result of the project or purchase, or are otherwise part of an overarching project or strategy that is broader than the current project or purchase, the following sections apply:
  - 2.1.1. the aggregate estimated value of these additional expenditures must be disclosed at the time of the request for the approval of the Capital Project or Capital Purchase (as the case may be); and
  - 2.1.2. unless otherwise instructed by the Responsible Executive, if:
    - (a) these additional expenditures will be sought within the next two fiscal years; or
    - (b) these additional expenditures are material, as determined by the Responsible Executive, the cost of these additional expenditures must be added to the Aggregate Estimated Value of the Capital Project or Capital Purchase.
- 2.2. The Aggregate Estimated Value of all Construction Projects must include the total estimated cost of the following, as applicable: construction, fixturing (furniture, fixtures and equipment), fitting out and commissioning, associated landscaping, soft costs (including architectural, engineering, project management, legal costs (internal and external), and other pre- and post-construction expenses),

**Commented [JM20]:** Relocated from Section 2.2 of the Policy. Added designations of the individuals having authority to make determinations regarding classifying purchases and projects.

**Commented [JM21]:** Added reference to existing best practice of ensuring delegations are made in writing.

construction period financing costs, permit and development fees and charges (whether imposed by UBC or a municipal authority), contingencies, retained risk (if applicable, see UBC Policy #125), taxes and such other costs as determined by the Responsible Executive.

2.3. The Aggregate Estimated Value of all IT Projects must include:

- 2.3.1. the estimated costs related to the acquisition or development of the asset(s) (e.g. software) including acquisition/purchase, licensing or subscription (as the case may be) during the planning, scoping, configuration, customization, development, installation, implementation and integration phase of the IT Project (as the case may be), related vendor and third-party services (including project/program management, configuration, customization, implementation and integration services), contingencies, and taxes and directly related internal UBC costs (e.g. staff time to configure, customize and implement the project, including ongoing training and support, and any financing and legal costs (internal and external));
- 2.3.2. the costs related to operating the asset(s) for its useful life (normally at least 5 years), including ongoing in a software as a service (or similar) acquisition, the estimated licensing/subscription fees, maintenance and support services, and ongoing internal staff requirements (if applicable) and support service fees, etc., for the anticipated initial term of the contract(s) with the service provider(s); and
- 2.3.3. such other costs (including applicable internal costs) as determined by the Responsible Executive.

2.4. The Responsible Executive may issue directives providing details, interpretations, and guidance regarding determining the Aggregate Estimated Value of Capital Projects.

**3. Approvals for Capital Purchases**

- 3.1. The Director, Financial Operations The Responsible Executive, or delegate, shall establish, maintain and publish administrative directives to manage the process for applying for the processing of all Capital Purchases, which shall at minimum include confirmation of the source and availability of funds for the purchase, and the required approvals from the unit originating the purchase.
- 3.2. Where the proposed Capital Purchase may be approved under a Signing Resolution authorized by the Signing Committee of the Board (i.e., the purchase is under \$10 million and is not precedent setting and does not involve sensitive issues) the faculty, department or unit proposing the purchase must ensure that the legally binding agreement or commitment to complete a Capital Purchase is entered into in accordance with the Signing Resolutions issued by the Signing Committee of the Board.
- 3.3. Where a proposed Capital Purchase may not be approved under a Signing Resolution authorized by the Signing Committee of the Board (i.e. the purchase exceeds \$10 million, or is precedent setting or involves sensitive issues), the faculty, unit or department proposing the purchase must:
  - 3.3.1. proceed in accordance with the administrative directives issued by the Director, Financial Operations Responsible Executive, or delegate; and
  - 3.3.2. seek Board approval through the relevant Dean, if the purchase relates to a faculty, the University Librarian, if the purchase relates to the UBC Library, or otherwise the Vice-President to whom the unit or department reports.

**Commented [JM22]:** Revised to more closely match the definition of IT Projects in the Policy, and to remove items that are subject to ongoing consideration (e.g. total cost of ownership, internal costs).

**Commented [JM23]:** Change to Responsible Executive made on the basis that the title and responsibility may change from time to time. This allows the Responsible Executive authority, and the authority to sub-delegate.

**Commented [JM24]:** Change to Responsible Executive made on the basis that the title and responsibility may change from time to time. This allows the Responsible Executive authority, and the authority to sub-delegate.

3.4. At least annually, the Responsible Executive shall present to the Board a report of the UBC’s aggregate spending on all Capital Purchases.

**4. Approvals for IT Projects**

4.1. References to the “Provost/DVC” in this Section 4 mean:

- 4.1.1. for IT Projects ~~affecting with a material impact upon~~ both the UBC Vancouver and Okanagan campuses and off-campus sites and facilities under joint purview, both the Provost & Vice President Academic (UBC Vancouver), and the Deputy Vice Chancellor and Principal (UBC Okanagan);
- 4.1.2. for IT Projects ~~affecting primarily with a material impact upon only~~ the UBC Vancouver campus and off-campus sites and facilities under its purview, the Provost & Vice President Academic (UBC Vancouver); and
- 4.1.3. for IT Projects ~~affecting primarily with a material impact upon only~~ the UBC Okanagan campus and off-campus sites and facilities under its purview, the Deputy Vice Chancellor and Principal (UBC Okanagan).

**Commented [JM25]:** Adding materiality threshold

**Commented [JM26]:** Adding materiality threshold

**Commented [JM27]:** Adding materiality threshold

4.2. For convenient reference, as further described in this Section 4, all IT Projects require the following approvals:

Aggregate Estimated Value of the IT Project	Approval Authority
under \$2,500,000	Provost/DVC and Chief Information Officer, or their delegates (see Section 4.4 below)
\$2,500,000 <del>and over, up to \$4,999,999</del> <del>5,000,000</del>	Executive
<del>Over \$5,000,000 and over</del>	<del>Preliminary approval: Executive</del> <del>Final approval: Board of Governors</del>

**Commented [JM28]:** Changed so as to allow for round numbers.

**Commented [JM29]:** Eliminating concept of preliminary approval, as not expressly addressed elsewhere.

4.3. All IT Projects must be developed and brought forward for the approvals described above in accordance with any administrative directives issued by the Provost/DVC and Chief Information Officer.

4.4. Procedures for IT Projects under \$2,500,000:

~~The Provost/DVC and the Chief Information Officer shall establish and publish the process for seeking and obtaining~~ have delegated approval ~~from the Provost/DVC authority as follows:~~

- ~~(a) for IT Projects with an Aggregate Estimated Value of less than \$250,000 and primarily for the benefit of and consistent with the approved budget of a faculty or unit, that faculty’s Dean or the unit’s Head (or equivalent) or their respective delegate;~~
- ~~(b) for IT Projects with an Aggregate Estimated Value between \$250,000 and \$1,000,000 and consistent with the approved budget of initiating faculty or administrative unit, the Chief Information Officer, or their delegates;~~
- ~~(c) for IT Projects with an Aggregate Estimated Value over \$1,000,000, up to \$2,500,000 and consistent with the approved budget of the Provost/DVC, the Provost/DVC;~~

(d) notwithstanding the foregoing, for IT Projects with an Aggregate Estimated Value of \$2,500,000 or less where greater than 60% of the funding is from a research grant, the Vice President Research, or their delegate; and

(e) for all other IT Projects, the Provost/DVC and Chief Information Officer, or their delegate.

4.5. Procedures for IT Projects ~~between \$2,500,000 and over, up to \$4,999,999~~5,000,000;

4.5.1. The procedure for obtaining the approval of the Executive is the following multi-stage process:

- (a) Provost/DVC 1 Approval: approval of the project ~~concept~~idea and rationale.
- (b) Provost/DVC 2 Approval: approval of funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Provost/DVC, and is expected to include: sponsors and advisors, high level scope, initial estimates of capital and operating costs, funding sources, and funding release for the next stage sources.
- (c) Provost/DVC 3 Approval: approval of funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Provost/DVC, and is expected to include: business case, outline overall expected duration, organizational (people) impact assessment, ~~secondary~~updated capital and operating budgets budget envelope, and funding sources, ~~proceed to mobilization, and funding release for next stage.~~
- (d) Executive 1 Approval: approval of project in principle, business case, ~~outline~~capital budget envelope and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: operating budget, overall expected duration of project, organizational (people) impact assessment, ~~secondary~~capital and operating budgets envelope, funding sources, ~~proceed to mobilization, and funding release for next stage.~~
- (e) ~~Executive 2 Approval- Governance~~Executive 2 Approval: approval of updated capital budget envelope and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: governance structure, functional and technical requirements, business architecture, change management strategy and plan, ~~revised capital and funding sources, updated~~ operating budget envelope, ~~funding sources,~~ revised overall duration of the project, privacy and security assessments, ~~proceed to select~~and identification of preferred supplier(s), ~~and funding release for next stage.~~
- (f) ~~Executive 3 Approval~~Executive 3 Approval: approval of final capital budgets, final funding release and proceeding to award to supplier(s) and proceed to implementation. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: functional and technical fit/gap, solution architecture, detailed risks and constraints, implementation strategy and plan, revised change management strategy and plan, final ~~capital and~~ operating budgets, funding sources, and financing (if required); ~~award of implementation contracts, proceed to implementation, and final funding release.~~

**Commented [JM30]:** The feedback was to provide more specific guidance. Therefore, to mirror the corresponding procedures regarding Construction Projects, the section has been revised to identify the delegations already approved by the Provost, DVC and CIO

**Commented [JM31]:** These Procedures for seeking the approval have been refined to describe:  
-Those matters that brought for information, to assist the approving authority make a decision; and  
-Those matters that are brought for approval.

4.5.2. ~~For each IT Project approved under this Section, the project's proponent must submit a post-completion report to the Executive, for information only (sometimes referred to as an Executive 4 Report).~~

**Commented [JM32]:** Added as reflective of best practices

~~4.5.2-4.5.3.~~ It is expected that all approval requests will be presented by the Chief Information Officer and, if applicable, representatives from the highest-ranking governance committee of the IT Project.

4.6. ~~Procedures for IT Projects of over \$5,000,000 and over:~~

**Commented [JM33]:** These Procedures for seeking the approval have been refined to describe:  
-Those matters that brought for information, to assist the approving authority make a decision; and  
-Those matters that are brought for approval.

4.6.1. Prior to Board approvals described in this Section, IT Projects must have received Provost/DVC 3 approval, as described in the Section above.

4.6.2. The procedure for obtaining the approval of the Board is as follows:

- (a) ~~Executive 1 Approval: approval of project concept/idea and rationale.~~
- (b) ~~Executive 2 Approval: Sponsors and Advisors, High approval of initial capital budget, and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: sponsors and advisors, high level scope, initial capital and operating costs, budget and funding sources, and funding release for the next stage.~~
- (c) ~~Executive 3 Approval: approval of updated capital budget envelope, and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Executive, but is expected to include: business case, outline overall expected duration, Organizational (people) Impact assessment, secondary capital and operating budgets envelope, funding sources, proceed to mobilization, and funding release for next stage.~~
- (d) ~~Board 1 Approval: approval of project in principle, capital budget envelope and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Board, but is expected to include: business case, outline overall expected duration, Organizational (people) Impact assessment, secondary capital and operating budgets envelope, budget and funding sources, proceed to mobilization, and funding release for next stage.~~
- (e) ~~Board 2 Approval: approval of updated capital budget envelope (if applicable), proceeding to select supplier(s), and funding release for activities required to proceed to the next approval. The information that will be required to obtain this approval will be determined by the Board, but is expected to include: Governance structure, functional and technical requirements, Business Architecture, Change Management Strategy and Plan, revised capital and updated operating budget envelope, funding sources, revised overall duration, and privacy and security assessments, approval to proceed to select supplier(s), and funding release for next stage.~~
- (f) ~~Board 3 Approval: approval of updated capital budget (if applicable) and final funding release, and authorization to proceed to award to supplier(s) and proceed to implementation. The information that will be required to obtain this approval will be determined by the Board, but is expected to include: functional and technical fit/gap, solution architecture, Detailed risks and constraints, Implementation Strategy/implementation strategy and~~

~~Plan, Revised Change Management Strategy plan, updated change management strategy and Plan plan, final capital and operating budgets budget, funding sources, and financing (if required), award of implementation contracts, proceed to implementation, and final funding release.)~~

4.6.3. For each IT Project approved under this Section, the project’s proponent must submit a post-completion report to the Board, for information only. This is sometimes referred to as the Board 4 Report.

4.6.4. It is expected that all approval requests will be presented by at least the Provost/DVC and the Chief Information Officer.

**5. Approvals for Construction Projects**

5.1. For convenient reference, as further described in this Section 5, Construction Projects require the following approvals:

Aggregate Estimated Value of the Construction Project	Approval Authority
Under \$2,500,000	Executive or delegate (see Section 0 below)
\$2,500,000 <del>and over, up to \$4,999,999</del> <u>5,000,000</u>	Executive
<del>Over \$5,000,000 and over</del>	<del>Preliminary approval: Executive Final approval: Board of Governors</del>

**Commented [JM34]:** Changed to allow for references to round numbers

**Commented [JM35]:** Deleted as no express reference to preliminary approval elsewhere in Policy or Procedures.

5.2. All Construction Projects must be developed and brought forward for the approvals described in this Section in accordance with any administrative directives issued by the Executive or their delegate.

~~For greater certainty, routine Construction Projects of various values (most often renovations, restorations, renewals and replacements) may be approved by the Executive and the Board as part of an annual routine capital budget administered by UBC’s department of Infrastructure Development, or the annual budget of Student Housing and Hospitality Services. Unless otherwise indicated by the Executive or the Board, once so approved, such Construction Projects need not proceed through an additional approval process described below, provided however that the other provisions of this Policy apply to such projects.~~

**Commented [JM36]:** Relocated to Section 5.6 below.

**5.3. Procedures for Construction Projects under \$2.5 million:**

The Executive has delegated approval authority as follows:

~~(b)(f)~~ (f) for Construction Projects primarily for the benefit of and ~~within consistent with the approved budget~~ of a faculty, that faculty’s Dean ~~or their delegate~~;

**Commented [JM37]:** Allows flexibility for minor overages

~~(e)(g)~~ (g) for Construction Projects primarily for the benefit of and ~~within consistent with the approved budget~~ of the UBC Library, the University Librarian; and

**Commented [JM38]:** Allows flexibility for Dean to delegate

**Commented [JM39]:** Allows flexibility for minor overages

~~(d)(h)~~ (h) for all other Construction Projects, the member of the Executive in whose portfolio the Construction Project primarily falls ~~That member of the Executive may further sub-delegate this authority, or their delegate.~~

**Commented [JM40]:** Non-substantive clarification

**5.4. Procedures for Construction Projects ~~between \$2,500,000 and \$4,999,999~~ over, up to \$5,000,000:**

5.4.1. The procedure for obtaining the approval of the Executive is as follows:

- (a) Executive 1 Approval: approval of project concept and rationale, and funding release for activities required to proceed to the next approval.
- (b) Executive 2 Approval: approval of site, master program, initial capital and operating costs, funding sources, the master program and FTE/space allocation, and funding release for activities required to proceed to the next approval.
- (c) Executive 3 Approval: preliminary functional program, urban design context, approval of detailed capital and operating costs, funding sources, financing (if required), functional program, urban design context, and schedule, and funding release.

**Commented [JM41]:** Clarifying changes. Unlike in IT Projects, all of these matters go for approval.

- 5.4.2. It is expected that all approval requests will be presented by at least the Responsible Executive and the Managing Director, Infrastructure Development.
- 5.4.3. For each Construction Project approved under this Section, the project's proponent must submit a post-completion report to the Executive, for information only (sometimes referred to as an Executive 4 Report).

#### 5.5. Procedures for Construction Projects of over \$5,000,000 and over:

- 5.5.1. Prior to Board approvals described in this Section, Construction Projects must have received Executive 3 approval, as described in the Section above.
- 5.5.2. The procedure for obtaining the approval of the Board is as follows:
  - (a) Board 1 Approval: approval of project in principle, location, consultant selection, preliminary program, and schedule, location, preliminary capital and operating budgets, funding sources, preliminary schedule, authorization to proceed to schematic design, and approval of funding release for next stage.
  - (b) Board 2 Approval: approval of revised capital and operating budgets, funding sources, revised schedule, detailed program, (if applicable), and development permit, authorization to proceed to working drawings and tender, and updated funding sources (if applicable), updated schedule, detailed program, and approval of funding release for next stage.
  - (c) Board 3 Approval: approval of final capital and operating budgets, funding sources, financing (if required), authorization to proceed to award of construction contracts, and approval of final funding release.

**Commented [JM42]:** Clarifying changes. Unlike in IT Projects, all of these matters go for approval.

- 5.5.3. It is expected that all approval requests will be presented by at least the Responsible Executive and the Managing Director, Infrastructure Development.
- 5.5.4. For each Construction Project approved under this Section, the project's proponent must submit a post-completion report to the Board, for information only. This is sometimes referred to as the Board 4 Report.

#### 5.6. Exceptions

For greater certainty, Construction Projects of various values (most often renovations, restorations, renewals and replacements) may be approved by the Executive and the Board as part of the annual routine

capital program administered by UBC's department of Infrastructure Development and Campus Operations and Risk Management (UBCO), or the annual budget of Student Housing and Hospitality Services. Unless otherwise indicated by the Executive or the Board, once so approved, such Construction Projects need not proceed through an additional approval process described below, provided however that the other provisions of this Policy apply to such projects.

**Commented [JM43]:** Relocated from Section 5.2 of the Procedures. Revised non-substantively.

**6. Internal Loans**

6.1. For Internal Loans valued at under \$1 million, the Executive has delegated approval authority to the Responsible Executive.

6.2. For convenient reference, all Internal Loans require the following approvals:

Loan Value	Approval Authority
<del>Under \$1,000,000 and over</del>	<del>Initial approval: Responsible Executive</del> <del>Final approval: Board of Governors</del>
\$1,000,000 and over, up to \$4,999,999	Executive
<del>Over \$5,000,000</del>	<del>Responsible Executive</del> Board

**Commented [JM44]:** Revisions to create round numbers and to re-order the amounts so it goes from low value to high value.

DRAFT