



SUBJECT	STREAMLINING SUBMISSIONS AND PRESENTATIONS TO THE BOARD	
REPORT TO	GOVERNANCE COMMITTEE	
MEETING DATE	November 22, 2019	
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED	a BOARD DISCUSSION REQUIRED
ACTION REQUESTED	No decision requested: for input.	
REPORT DATE	November 5, 2019	
EXECUTIVE PROPONENT	Hubert Lai, Q.C., University Counsel	
PRESENTED BY	Hubert Lai, Q.C., University Counsel	
SUPPORTED BY	Karen Choi, Legal Counsel Lorena Vlad, Legal Counsel	

PRIOR SUBMISSIONS No prior submissions.

EXECUTIVE SUMMARY

Over time, the number of agenda items and volume of Board materials has expanded exponentially such that each Governor is presented with approximately 2,200 pages of materials to review prior to each Board meeting. It is unrealistic to expect Governors to be able to absorb and provide meaningful and informed decision-making based on this amount of material. The primary causes of this are twofold: (1) the length of each submission (Board Report, Supplemental Materials, Presentation Materials) is unnecessarily voluminous; and (2) the number of items being brought forward to the Board for consideration has multiplied exponentially.

The purpose of this streamlining project is to address the first cause and to provide guidance to the University Administration in its preparation of reports and presentations to the Board of Governors in alignment with the Board’s needs and expectations. To that end, the following suite of materials has been drafted for your consideration and feedback:

1. Guide for Effective Board Communications: this manual provides direction on content and format of Board submissions and presentations.
2. General Template: to be used where a Board Committee has not requested a customized template.
3. Property Committee Templates: 4 templates for construction project submissions (Board 1 – 4).
4. Governance Committee Templates: 2 templates for Policy submissions (Information and Approval).

The format for Board submissions has been considerably simplified and consists of four parts:

1. basic information (subject, meeting date, etc.);
2. reference to any prior submissions (or an indication that there have been none);
3. executive summary (which is subject to length limits as described below); and
4. list of attached supplemental materials (which are optional unless the committee-specific instructions provide otherwise).

Governors are expected to read the executive summary in its entirety and the executive summary should address the key issues that must be considered by the Board or the relevant standing committee. The executive summaries should be as concise as possible and are expected to stay within the length limits established by the Chair of the Board or the relevant standing committee. In contrast, the inclusion of supplemental materials by the Executive Proponent and the reading of them by Governors is optional, unless the committee-specific instructions provide otherwise. Generally speaking, the use of supplemental materials is a mechanism through which an Executive Proponent can provide Governors with access to additional details or background material that go beyond what is strictly necessary to address the key issues.

These materials have been circulated for input within the University administration including the following: Board Secretary, Chief Risk & Audit Officer, Infrastructure Development, and Office of the University Counsel. They are being piloted this Board cycle with select submissions to several Board committees. In total there will be a total of 13 reports in the proposed format (7 for Property, 3 for PCI, 2 for Governance, and 1 for Finance). This provides committees with a basis for comparison between the current and the proposed format. Subject to feedback from the Chairs of these 4 committees after the November Board cycle, we will extend our engagement to the other Board committee Chairs and the UBC Executive team to seek their input and comments.

For the purpose of Governance Committee discussion, please consider in advance and be prepared to provide your input on the following key questions:

Guide for Effective Board Communication

1. Does the Guide accurately articulate your understanding of the role of the Board and its Committees and how these bodies interact with the administration?
2. Does it provide sufficient detail or too much detail?
3. Do you have any specific instructions for submissions or presentations to your committee which differ from the general requirements?
4. Is there any other content you would like to see included in the Guide?
5. Do you have any other suggestions?

Templates/Pilot Submissions

1. Do you have any feedback on the proposed structure and organization of the new templates?
2. Based on your review of submissions in the current format and the proposed format, which do you prefer?
3. Do the pilot submissions contain all the information you need? Is there any unnecessary information you would prefer be omitted from future submissions?
4. The Executive Summary in the proposed template consolidates into one section content which had been previously covered in multiple sections in the current template. Are there any sections you would like to see added back to the template?
5. Are there any submissions your committee receives regularly that you think would benefit from having a customized template?
6. Do you have any committee-specific instructions to be incorporated into the proposed templates?
7. Do you have any other suggestions?

SUPPLEMENTAL MATERIALS

1. Guide for Effective Board Communications
2. General Template
3. Property Committee: Board 1 Approval Template
4. Property Committee: Board 2 Approval Template
5. Property Committee: Board 3 Approval Template
6. Property Committee: Board 4 Post-Construction Information Template
7. Policy Information Template
8. Policy Approval Template



THE UNIVERSITY OF BRITISH COLUMBIA

Board of Governors

GUIDELINES FOR BOARD

SUBMISSIONS

[INSERT DATE]

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Effective Board Communications

Background and Purpose

This information has been prepared to guide the preparation of reports and presentations to the Board of Governors from the University administration. Over time, the number of agenda items and volume of Board materials has expanded exponentially such that each Governor is presented with approximately 2,200 pages of materials to review prior to each Board meeting. It is unrealistic to expect Governors to be able to absorb and provide meaningful and informed decision-making based on this amount of material.

This document articulates the Board's expectations with respect to meeting materials and presentations in support of the Board's fulfillment of its mandate of providing oversight and strategic direction to the University. One member of the University executive team must be identified as the proponent of each agenda item (the "Executive Proponent") and the Executive Proponent's unit is responsible for preparing the Board Report and any presentation materials. The Executive Proponent is responsible for the quality and content of the Board report, including determining if any other consents or approvals are required (e.g. Senate, ministerial, regulatory); the Board Secretary will only review and provide comments on the resolutions being recommended to the Board. A list of the members of the executive team as at November 1, 2019 is set out in Appendix 1.

Composition and Role of the Board

Governors are appointed or elected to the Board and represent a diverse cross-section of experiences and backgrounds. They are unpaid volunteers who have individual operational or technical expertise to collectively contribute to board decision-making and oversight. The role of the Board is to provide strategic oversight for the University; it does not supervise or direct the day-to-day activities of the organization.

Role of Board Committees and Working Groups

The Board has constituted several standing committees to provide efficient mechanisms for targeted discussions. Standing committees are organized to align with the needs of the University and facilitate the efficient and effective operation of Board decision-making. Each standing committee has its own purpose, objectives and delegated authority to approve and receive certain reports on behalf of the Board. A list of the Board's standing committees and their members is available on the Board of Governors web site here: https://bog.ubc.ca/?page_id=5758. The Board has recently reviewed the delegated authority granted to standing committees and has amended the standing committees terms of reference to remove all jointly delegated authority.

In addition, the Board may establish ad hoc working groups for a time-limited purpose. Upon completion of the purpose, the ad hoc working group will be dissolved.

The Executive Proponent is responsible for identifying the appropriate Board, standing committee, or working group to which the Executive Proponent should submit materials.

Requests from Individual Governors

From time to time, individual Governors may request information from the administration on specific matters during discussion of an agenda item. Responses should be communicated back to those individual Governors directly. Where the preparation of such a response will consume significant resources, a determination should be made as to whether the request is a sufficient priority to warrant the consumption of those resources. If necessary, the Governor and the relevant member of the executive team may seek direction from the Chair of the Board or of the standing committee, as appropriate. Formal responses back to the originating Board, standing committee or working Group as a whole should only be made at the request of the relevant Chair.

Open, Closed and *In Camera* Meetings

Meetings of the Board and its standing committees are governed by the following documents:

- [Board Policy GA8 – Open, Closed and *In Camera* Meetings of the Board of Governors](#);
- [Board Meeting Rules and Practices](#); and
- [Committee Meeting Rules and Practices](#).

These meetings may be divided into different sessions:

- open sessions;
- closed sessions; and
- *in camera* sessions.

As much as possible, the Board conducts its business in open sessions, consistent with its commitment to the principles of accountability and transparency. Webcasts of all open sessions of Board meetings, as well as reports and presentation materials prepared for all open sessions, are publicly available on the Board of Governors website.

The Board Chair is responsible for setting the Board agenda for Board meetings and each Committee Chair is responsible for setting the agenda for its Committee meetings. As part of this process, the Chair, in consultation with the Executive Proponent, determines whether an item will be discussed in the open, closed, or *in camera* session of the meeting. The criteria for determining the appropriate classification of agenda items are set out in [Board Policy GA8 – Open, Closed and *In Camera* Meetings of the Board of Governors](#). Pursuant to that Policy, a Governor who wishes to discuss the classification of an item may raise the issue with the Board or Committee Chair, as applicable, in advance of a meeting. In addition, at any time and on the motion of any Governor entitled to attend the meeting, the Board or Committee may move into a closed or *in camera* session, as applicable, to discuss the classification of an item, following which the Board or Committee Chair may re-classify the item.

Agenda Items and Discussion Time

Historically, the Board agenda has been divided into “regular items”, for which there will be discussion; and “consent items”, for which there will be no discussion. Both “regular items” and “consent items” could be for information or approval. However, this historic classification is an inaccurate use of the

word consent and causes confusion. The term consent implies approval by all members who are entitled to vote without a face to face meeting.

The new Board templates now allow an agenda item to be either “Discussion Requested” or “No Discussion Requested”. Only items that raise important issues or strategic decisions, or those for which the administration is requesting Board input, should be identified as “Discussion Requested”; all other items should be identified as “No Discussion Requested”. In particular, routine items or those that the Executive Proponent anticipates will not give rise to questions from Governors should be identified as “No Discussion Requested”. No time will be allocated on the agenda for items that are identified as “No Discussion Requested”. The Executive Proponent should identify the time required for any items identified as “Discussion Requested” but the final determination as to the time that will be allocated for the item will be made by the relevant Chair in consultation with the Executive Proponent and Board Secretary. Any Governor who wishes to discuss an agenda item identified as “No Discussion Requested” should raise the issue with the relevant Chair in advance of the meeting so that the agenda can be adjusted to accommodate the Governor’s request. If a request is late or cannot be accommodated for any other reason, the Chair will normally remove the item from the agenda so that it can be scheduled for a subsequent meeting when discussion time can be allocated.

Board discussion times will be strictly enforced.

General Requirements for Board Submissions

The Board and its standing committees expect to receive written materials, in the form of Board submissions, submitted in advance, for all agenda items. Templates have been provided to assist with the preparation of Board submissions. Where available, the customized Board submission template should be used. Where a customized Board submission template for a particular type of agenda item is not available, the general template should be used. The format for Board submissions has been considerably simplified and consists of four parts:

1. basic information (subject, meeting date, etc.);
2. reference to any prior submissions (or an indication that there have been none);
3. executive summary (which is subject to length limits as described below); and
4. list of attached supplemental materials (which are entirely optional).

The executive summaries should be as concise as possible and are expected to stay within the length limits established by the Chair of the Board or the relevant standing committee. If an Executive Proponent wishes to submit a Board submission where the executive summary exceeds the length limit, the Executive Proponent must seek permission from the relevant Chair in advance. Governors are expected to read the executive summary in its entirety and the executive summary should address the key issues that must be considered by the Board or the relevant standing committee. In contrast, the inclusion of supplemental materials by the Executive Proponent and the reading of them by Governors is entirely optional. The use of supplemental materials is a mechanism through which an Executive Proponent can provide Governors with access to additional details or background material that go

beyond what is strictly necessary to address the key issues. Interested Governors may or may not choose to review the supplemental materials. There are no length limits for the supplemental materials.

All Board submissions should:

1. utilize the general template or matter-specific template approved by the Board Chair or the relevant Committee Chair;
2. identify the committee or working group to which it will be presented (or to full Board);
3. identify whether it should be considered in the open, closed or *in camera* session;
4. identify whether the agenda item is “Discussion Requested” or “No Discussion Requested”;
5. identify whether the Board action requested is for (a) approval or (b) input and:
 - a. for approval items:
 - i. clearly provide the form of resolution that is being recommended to the Board or Committee and the scope of authorization for the administration to operationalize the decision, as applicable; and
 - ii. where the report is to a committee, clearly state whether the committee is making a decision on behalf of the Board or making a recommendation to the Board to make a decision; and
 - b. for input items, clearly identify what input is being requested from the Board (key questions for input/guidance) so individual Governors can consider in advance and come to the meeting prepared with their thoughts;
6. in the executive summary, typically include the following content: brief description; recommendation from the administration and rationale; anticipated benefits; financial, operational or reputational risks; any consultation undertaken; and implementation timeline;
7. curate information to avoid operational details and retain only what is necessary and directly relevant for the Board to make its decision, bearing in mind that the role of the Board is to provide strategic oversight for the University and not to supervise or direct day-to-day activities;
8. include hyperlinks to prior submissions and avoid repeating information from prior Board submissions, since Governors will have the ability to refer to those prior submissions using the hyperlinks if they wish to refresh themselves;
9. only articulate the material once (eliminate repetition);
10. have all supplemental material listed and attached; and
11. adhere to length limits (as determined by Committee Chair).

In addition, the Chairs of certain standing committees have specific instructions for Board submissions, to be applied together with the general requirements listed above.

Specific Instructions for Audit Committee Submissions

[TBC: to be inserted in consultation with Audit Committee Chair]

Special Instructions for Employee Relations Committee Submissions

[TBC: to be inserted in consultation with Employee Relations Committee Chair]

Specific Instructions for Executive Committee Submissions

[TBC: to be inserted in consultation with Executive Committee Chair]

Specific Instructions for Finance Committee Submissions

[TBC: to be inserted in consultation with Finance Committee Chair]

Specific Instructions for Governance Committee Submissions

1. Submissions for Board of Governors Policies prepared in accordance with the Regulatory Framework Policy (GA2) should:
 - a. utilize the matter-specific template; and
 - b. adhere to the following page limits:
 - i. Policy Proposal Information: [TBC: 4 pages]; and
 - ii. Policy Proposal Approval: [TBC: 2 pages];
 - c. include the following in the supplemental materials:
 - i. the full text of the proposed policy or the proposed amendments to an existing policy*
 - ii. the names of members of the policy development committee; and
 - iii. a summary of any feedback from community consultation, together with any proposed amendments recommended by the policy development committee in response to the feedback received; and
 - d. identify the University Counsel as the Executive Proponent.

(Generally, amendments should be black-lined to identify changes from the existing policy; however, where the proposed amendments are extensive and would render a black-lined draft unhelpful, a clean draft should be provided.)*

Specific Instructions for Indigenous Engagement Committee Submissions

[TBC: to be inserted in consultation with Indigenous Engagement Committee Chair]

Specific Instructions for Learning and Research Committee Submissions

[TBC: to be inserted in consultation with Learning and Research Committee Chair]

Specific Instructions for People, Community & International Committee Submissions

[TBC: to be inserted in consultation with People, Community & International Committee Chair]

Specific Instructions for Property Committee Submissions

1. Reports for construction projects (Board 1 - 4) prepared in accordance with the Capital Projects Policy should:
 - a. utilize the matter-specific template;
 - b. adhere to the following page limits:
 - i. Board 1 Approval: [TBC: 5 pages] – include a description of the project including the rationale for how the project fits with UBC’s strategic plan, preliminary program and schedule, location description including a context map in the supplemental materials, preliminary capital and operating budgets, funding sources, authorization to proceed to schematic design, and approval of funding release for the next stage of project development.
 - ii. Board 2 Approval: [TBC: 3 pages] – include a description of any changes to the program. Request approval of the revised capital and operating budgets (if applicable), approval to issue the development permit, authorization to proceed to working drawings and tender; describe updated funding sources (if applicable), updated schedule, detailed program, and approval of funding release for next stage. Describe any significant findings from public consultation process. Images of project design to date should be included in the supplemental materials.
 - iii. Board 3 Approval: [TBC: 3 pages] – include a description of any material changes to the design or program since Board 2. Request 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. Images of the final design should be included in the supplemental materials.
 - iv. Board 4 Information: [TBC: 3 pages] – include a description of the final project as delivered, commentary on lessons learned and project achievements in the areas of budget, schedule, program, overall project design, operational experience and design process. Images of the final project should be included in the supplemental materials.
 - e. track the approval requirements in the Capital Projects Policy;
 - f. include the following in the supplemental materials:
 - i. the budgets for approval;
 - ii. maps and images; and
 - g. identify the Vice-President Finance and Operations as the Executive Proponent and the Managing Director, Infrastructure Development as the presenter.

General Requirements for Presentation Materials

1. The use of presentation materials is not mandatory. Presentation materials should only be used when they will materially enhance the Governors' understanding and engagement of the key issues relevant to the agenda item.
2. Where an Executive Proponent chooses to utilize presentation materials:
 - a. They must be provided in advance in PowerPoint format (to accommodate remote attendees);
 - b. should strictly adhere to page limits and minimum font size established by the Chair or the Board or the relevant standing committee; and
 - c. should NOT repeat content available in Board reports, including the decision requested.
3. Presenters should:
 - a. assume all Governors in attendance have read the Board reports but NOT the supplemental materials;
 - b. allocate more time for discussion than presentation; and
 - c. identify questions on which the administration is seeking Board input and tailor their presentation to facilitate the discussion of those questions.

TBC: insert any Committee specific presentation instructions]

Appendices

Appendix 1: UBC Executive Team List

President and Vice-Chancellor
Provost and Vice-President, Academic (UBC Vancouver)
Deputy Vice-Chancellor and Principal (UBC Okanagan)
Provost and Vice-President, Academic (UBC Okanagan)
Vice-President, Research and Innovation
Vice-President, Health
Vice-President, Finance and Operations
Vice-President, Students
Vice-President, Human Resources
Vice-President, External Relations
Vice-President, Development and Alumni Engagement
University Counsel

Appendix 2: General Submission Template

[TO BE ATTACHED]

Appendix 3: Customized Submission Template for Board Policies

[TO BE ATTACHED]

Appendix 4: Customized Submission Template for Board 1 Approval of Capital Projects

[TO BE ATTACHED]

Appendix 5: Customized Submission Template for Board 2 Approval of Capital Projects

[TO BE ATTACHED]

Appendix 6: Customized Submission Template for Board 3 Approval of Capital Projects

[TO BE ATTACHED]

Appendix 7: Customized Submission Template for Board 4 Review of Capital Projects

[TO BE ATTACHED]



BOARD OF GOVERNORS
[OPEN/CLOSED/IN CAMERA]

Commented [CK1]: Select 1 of the 3 as applicable.

SUBJECT	[INSERT TITLE OF THE REPORT]
REPORT TO	[BOARD OF GOVERNORS OR NAME OF BOARD STANDING COMMITTEE]
MEETING DATE	[MEETING DATE OF BOARD OR COMMITTEE IDENTIFIED ABOVE]
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED <input type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	[Insert one of the following: 1. Decision requested: [insert text of resolution]; or 2. No decision requested: for input; or 3. No decision required: for information]
REPORT DATE	[Date report prepared.]
EXECUTIVE PROPONENT	[Insert name of lead executive for this report.]
PRESENTED BY	[Insert name of person who will be speaking on this report.]
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]

Commented [CK3]: For approval items, clearly provide the form of resolution that is being recommended to the Board or Committee and the scope of authorization for the administration to operationalize the decision, as applicable. In addition, where the report is to a committee, clearly state whether the committee is making a decision on behalf of the Board or making a recommendation to the Board to make a decision.

Commented [CK2]: Select 1 of the 3 options and delete the others.

Commented [CK4]: For input items, clearly identify what input is being requested from the Board (key questions for input/guidance) so individual Governors can consider in advance and come to the meeting prepared with their thoughts.

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the [INSERT NAME OF BOARD OR COMMITTEE IDENTIFIED ABOVE] on the following occasions:

1. [INSERT DATE ITEM PREVIOUSLY BROUGHT FORWARD TO BOARD/COMMITTEE AND INSERT HYPERLINK TO PREVIOUS SUBMISSION.]
2. [THESE ITEMS SHOULD BE ARRANGED IN CHRONOLOGICAL ORDER, WITH THE OLDEST APPEARING FIRST.]

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

[Include the following content: brief description; recommendation from the administration and rationale; anticipated benefits; financial, operational or reputational risks; any consultation undertaken; and implementation timeline. Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.]

Please adhere to the **3 [TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Only include information that is new or has changed since last submission and is essential from a Governor's perspective to consider the action requested.]

SUPPLEMENTAL MATERIALS

1. [INSERT IF APPLICABLE]
2. [INSERT IF APPLICABLE]



SUBJECT	[INSERT TITLE OF THE REPORT]
REPORT TO	PROPERTY COMMITTEE
MEETING DATE	[MEETING DATE OF COMMITTEE IDENTIFIED ABOVE]
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED <input checked="" type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	<p>It is hereby requested that the Property Committee recommends to the Board of Governors, in accordance with the Capital Projects Policy, Board 1 approval of the [name of project] as follows:</p> <ol style="list-style-type: none"> 1. approval of project in principle; 2. approval of preliminary program and schedule; 3. approval of location; 4. approval of preliminary capital budget of [\$] and operating cost as set out in Supplemental Materials 3; 5. approval of [brief description of preliminary funding sources/financing if required]; 6. authorization to the University administration to proceed to schematic design; and 7. funding release of [\$] for [insert applicable activities].
REPORT DATE	[Date report prepared.]
EXECUTIVE PROPONENT	Peter Smailes, Vice-President Finance & Operations
PRESENTED BY	John Metras, Associate Vice-President, Facilities
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 1 approval request for [insert name of project] is provided as part of the project management process for construction projects over \$5,000,000.

[Include the following content:

- a description of the project including the rationale for how the project fits with UBC's strategic plan
- preliminary program and schedule
- location description including a context map in the supplemental materials
- preliminary capital and operating budgets
- funding sources [and financing if required]
- authorization to proceed to schematic design
- approval of funding release for the next stage of project development

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

Please adhere to the **5 [TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Images of the project design to date should be included in the supplemental materials. Only include information that is essential from a Governor's perspective to consider the action requested.]

SUPPLEMENTAL MATERIALS

1. Site Map
2. Generalized Massing Approach
3. Costs – Preliminary Capital Budget and Operating Costs
4. [Preliminary Funding Sources/Financing if required]

SUBJECT	BOARD 2 APPROVAL – [NAME OF PROJECT]	
REPORT TO	PROPERTY COMMITTEE	
MEETING DATE	[MEETING DATE OF COMMITTEE IDENTIFIED ABOVE]	
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED	<input checked="" type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	<p>It is hereby requested that the Property Committee recommends to the Board of Governors, in accordance with the Capital Projects Policy, Board 2 approval of the [name of project] as follows:</p> <ol style="list-style-type: none"> 1. approval of revised capital budget of [\$] and operating budget of [\$], as set out in Supplemental Materials 1 to this Board Report; 2. authorization to the University administration to issue the development permit; 3. authorization to proceed working drawings and tender; 4. [approval of revised funding sources/financing if required]; 5. [approval of revised schedule if required]; 6. approval of detailed program; and 7. approval of funding release of [\$] for activities required to proceed to Board 3 approval, including [insert applicable activities]. 	
REPORT DATE	[Date report prepared.]	
EXECUTIVE PROPONENT	Peter Smailes, Vice-President Finance & Operations	
PRESENTED BY	John Metras, Associate Vice-President, Facilities	
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]	

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the [INSERT NAME OF BOARD OR COMMITTEE IDENTIFIED ABOVE] on the following occasions:

1. [INSERT DATE ITEM PREVIOUSLY BROUGHT FORWARD TO BOARD/COMMITTEE AND INSERT HYPERLINK TO PREVIOUS SUBMISSION.]
2. [THESE ITEMS SHOULD BE ARRANGED IN CHRONOLOGICAL ORDER, WITH THE OLDEST APPEARING FIRST.]

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 2 approval request for [insert name of project] is provided as part of the project management process for construction projects over \$5,000,000.

[Include the following content:

- descriptions of any changes to the program
- reasons for changes to the capital and operating budgets (if applicable)
- updated funding sources (if applicable)
- updated schedule

- detailed program
- any significant findings from public consultation process
- funding release for next stage of project development

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board’s informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

Please adhere to the **3 [TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Images of the project design to date should be included in the supplemental materials. Only include information that is new or has changed since Board 1 approval and is essential from a Governor’s perspective to consider the action requested.]

SUPPLEMENTAL MATERIALS

1. [INSERT IF APPLICABLE]
2. [INSERT IF APPLICABLE]

SUBJECT	BOARD 3 APPROVAL – [NAME OF PROJECT]	
REPORT TO	PROPERTY COMMITTEE	
MEETING DATE	[MEETING DATE OF COMMITTEE IDENTIFIED ABOVE]	
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED	<input checked="" type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	<p>It is hereby requested that the Property Committee recommends to the Board of Governors, in accordance with the Capital Projects Policy, Board 3 approval of the [name of project] as follows:</p> <ol style="list-style-type: none"> 1. approval of the final capital budget estimated at [\$], as set out in Supplemental Materials 1 to this Board Report; 2. approval of the final operating budget of [\$]; 3. approval of [brief description of funding source/financing]; 4. authorization to the University administration to award the construction contracts; and 5. funding release of [\$] to undertake construction, subject to construction tenders being received at or below budget. 	
REPORT DATE	[Date report prepared.]	
EXECUTIVE PROPONENT	Peter Smailes, Vice-President Finance & Operations	
PRESENTED BY	John Metras, Associate Vice-President, Facilities	
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]	

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the [INSERT NAME OF BOARD OR COMMITTEE IDENTIFIED ABOVE] on the following occasions:

1. [INSERT DATE ITEM PREVIOUSLY BROUGHT FORWARD TO BOARD/COMMITTEE AND INSERT HYPERLINK TO PREVIOUS SUBMISSION.]
2. [THESE ITEMS SHOULD BE ARRANGED IN CHRONOLOGICAL ORDER, WITH THE OLDEST APPEARING FIRST.]

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 3 approval request for [insert name of project] is provided as part of the project management process for construction projects over \$5,000,000.

[Include the following content:

- a brief description of any material changes to the design or program since Board 2 approval
- final capital and operating budgets
- funding sources and/or financing (if required)
- financial, operational or reputational risks

- any consultation undertaken and any changes to the project arising from the consultation
- implementation timeline.

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

Please adhere to the **3 [TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Images of the final design should be included in the supplemental materials. Only include information that is new or has changed since Board 2 approval and is essential from a Governor's perspective to consider the action requested.]

SUPPLEMENTAL MATERIALS

1. Costs – Capital Budget & Operating Costs
2. [Financing if required]
3. Project Images & Context Plan



SUBJECT	BOARD 4 POST-COMPLETION REPORT – [NAME OF PROJECT]	
REPORT TO	PROPERTY COMMITTEE	
MEETING DATE	[MEETING DATE OF COMMITTEE IDENTIFIED ABOVE]	
MATTER TYPE	<input checked="" type="checkbox"/> BOARD DISCUSSION NOT REQUIRED	<input type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	For Property Committee’s Information.	
REPORT DATE	[Date report prepared.]	
EXECUTIVE PROPONENT	Peter Smailes, Vice-President Finance & Operations	
PRESENTED BY	John Metras, Associate Vice-President, Facilities	
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]	

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the [INSERT NAME OF BOARD OR COMMITTEE IDENTIFIED ABOVE] on the following occasions:

1. [INSERT DATE ITEM PREVIOUSLY BROUGHT FORWARD TO BOARD/COMMITTEE AND INSERT HYPERLINK TO PREVIOUS SUBMISSION.]
2. [THESE ITEMS SHOULD BE ARRANGED IN CHRONOLOGICAL ORDER, WITH THE OLDEST APPEARING FIRST.]

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

In accordance with the Capital Projects Policy, this Board 4 post-completion report is provided as part of the project management process following the construction, occupancy and warranty period on the [insert name of project].

[Include the following content:

- description of the final project as delivered, including any major changes since Board 3 approval
- commentary on lessons learned and project achievements in the areas of budget, schedule, program, overall project design, operational experience and design process.

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board’s informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

Please adhere to the **3 [TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Images of the final project should be included in the supplemental materials.]

SUPPLEMENTAL MATERIALS

1. Photographs of [Insert name of completed project]

SUBJECT	PROPOSED [NEW/AMENDMENT OF] POLICY # - [NAME OF POLICY]	
REPORT TO	[NAME OF BOARD STANDING COMMITTEE]	
MEETING DATE	[MEETING DATE OF COMMITTEE IDENTIFIED ABOVE]	
MATTER TYPE	<input type="checkbox"/> BOARD DISCUSSION NOT REQUIRED	<input checked="" type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	For [Name of Board Standing Committee]'s information and input	
REPORT DATE	[Date report prepared.]	
EXECUTIVE PROPONENT	[Insert name of lead executive for this report.]	
PRESENTED BY	[Insert name of person who will be speaking on this report.]	
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]	

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the [INSERT NAME OF BOARD OR COMMITTEE IDENTIFIED ABOVE] on the following occasions:

1. [INSERT DATE ITEM PREVIOUSLY BROUGHT FORWARD TO BOARD/COMMITTEE AND INSERT HYPERLINK TO PREVIOUS SUBMISSION.]
2. [THESE ITEMS SHOULD BE ARRANGED IN CHRONOLOGICAL ORDER, WITH THE OLDEST APPEARING FIRST.]

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

[Include the following content:

- brief description of purpose of policy and rationale for development/review
- for policy amendments, description of major changes recommended by the policy development committee
- anticipated benefits
- financial, operational or reputational risks
- key questions for input/guidance from Governors
- the proposed community consultation to be undertaken
- implementation timeline

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

Please adhere to the 4 **[TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Only include information that is essential from the Governors' perspective so they may consider in advance and come to the meeting prepared to provide input on the questions you have posed.]

SUPPLEMENTAL MATERIALS

1. Proposed [or proposed amendments to] [insert policy name]
2. [Blackline showing amendments to policy]
3. List of Members of the Policy Development Committee
4. [Hyperlink to current policy and related documents, if applicable]



SUBJECT	PROPOSED [NAME/AMENDMENT OF] POLICY # - [NAME OF POLICY]
REPORT TO	[BOARD OF GOVERNORS OR NAME OF BOARD STANDING COMMITTEE]
MEETING DATE	[MEETING DATE OF BOARD OR COMMITTEE IDENTIFIED ABOVE]
MATTER TYPE	<input checked="" type="checkbox"/> BOARD DISCUSSION NOT REQUIRED <input type="checkbox"/> BOARD DISCUSSION REQUIRED
ACTION REQUESTED	It is hereby requested that the [Name of Committee] recommends to the Board of Governors approval of the [(amendment of) Policy # - name of Policy] as set out in Supplemental Materials #1.
REPORT DATE	[Date report prepared.]
EXECUTIVE PROPONENT	[Insert name of lead executive for this report.]
PRESENTED BY	[Insert name of person who will be speaking on this report.]
SUPPORTED BY	[Name and title of individuals who should be present in the meeting room during discussion on this item.]

PRIOR SUBMISSIONS

The subject matter of this Report has been considered previously by the [INSERT NAME OF BOARD OR COMMITTEE IDENTIFIED ABOVE] on the following occasions:

1. [INSERT DATE ITEM PREVIOUSLY BROUGHT FORWARD TO BOARD/COMMITTEE AND INSERT HYPERLINK TO PREVIOUS SUBMISSION.]
2. [THESE ITEMS SHOULD BE ARRANGED IN CHRONOLOGICAL ORDER, WITH THE OLDEST APPEARING FIRST.]

The following executive summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent report.

EXECUTIVE SUMMARY

[Include the following content:

- summary of community feedback received in response to the public consultation
- description of major changes to the policy recommendation since this item was previously presented to the Committee
- Policy Development Committee's rationale for declining changes requested from community feedback
- any changes to anticipated benefits or financial, operational or reputational risks
- implementation timeline

Only include information that is necessary and directly relevant for the Board to make its decision/provide the requested input, bearing in mind that a Board's informational needs require less operational details than that of the administration. Additional information available to Governors who are interested should be attached as supplementary materials.

Please adhere to the **3 [TO BE CONFIRMED] pages limit** for this report (excluding supplemental materials). Only include information that is new or has changed since last submission and is essential from a Governor's perspective to consider the action requested.]

SUPPLEMENTAL MATERIALS

1. [INSERT IF APPLICABLE]
2. [INSERT IF APPLICABLE]