

UNIVERSITY OF
KING'S
COLLEGE • HALIFAX

To: Board of Governors

From: Ian Wagschal, Director of Facilities Management, on behalf of Campus Planning Committee

Date: December 7, 2023

Subject: Building Infrastructure Project Approval Process

Intent

The intent of this memo is to propose a transparent and accountable approval process for building infrastructure projects.

Definitions

The University of King's College undertakes different types of building infrastructure projects that warrant separate and distinct approval processes. The three types of building infrastructure projects include Capital Projects, Facilities Renewal Projects, and Alterations and Maintenance Projects. The President is the ultimate authority for determining the category classification of projects.

The following are definitions of terms used in this document:

“Building capacity” means the maximum number or amount of teaching, research, and residence life spaces that are made possible by the physical building infrastructure. Building capacity is measured by metrics such as the total number of offices, the seating capacity of classrooms, the size of research facilities, the number of residence beds, and the seating capacity of the dining hall.

A “Capital Project”, for the purposes of this document, is a long-term, capital-intensive investment to build upon or add to a capital asset. Capital projects are defined by their large scale and large cost relative to other investments that involve less planning and resources. A capital project is one that significantly alters a building's capacity - for example, it creates a large number of additional offices, classrooms, or residence rooms or increases the capacity of the library, athletics facility, etc. The cost of a capital project typically exceeds \$5 million.

A “Facilities Renewal Project” is any project that involves replacing or reconstructing major building systems without significantly altering the capacity of the building. Examples of projects in this

category include the replacement of mechanical and ventilation equipment, masonry repointing, the mass replacement of windows, etc. Facilities renewal projects may also include renovations that improve the accessibility or sustainability of existing buildings, provided the changes do not significantly alter the building's capacity. The cost of a facilities renewal project typically falls within the range of \$250,000 to less than \$5 million.

An "Alterations or Maintenance Project" is any project that involves upgrading or repairing building elements without significantly altering the capacity of the building. Examples of projects in this category include repairs to roofs, mechanical and ventilation systems, flooring etc. They also include aesthetic upgrades to offices, classrooms, or residence areas. The cost of an alterations and maintenance project is typically less than \$500,000.

"Total Project Cost" means the complete sum of all project-related costs to the University. This shall include all costs related to design and construction; consulting; project management; construction management; legal fees; contingency; permits; marketing; net taxes; and all furniture, fixtures and equipment costs.

"Cost" means the total sum of money that has been expended or has been committed to be expended.

"Budget" means the total funding that has been authorized for the project.

"Estimate" means a prediction of the total probable future cost of the project. The quality of estimates will be classified as 'A', 'B', 'C', or 'D' in accordance with the Canadian Treasury Board definitions.

Approval Process

Capital Projects

Capital projects require the completion of three approval phases:

1. Phase 1 - Pre-Planning:

- a. The President will authorize the commencement of phase 1 of a capital project.
- b. The President will convene a steering committee which will include the President, Bursar, and Director of Facilities Management. The remaining membership of the steering committee will be determined by the President in consultation with senior leaders in faculty and administration.
- c. On behalf of the University and in coordination with the steering committee, the Director of Facilities Management will be responsible to manage phase 1, including establishing the capital project's scope, schedule, and budget.
- d. The President may approve the engagement of external resources to assist in the pre-planning activities. This may include a prime design consultant, project manager, or a construction manager. The scope of this work will be limited to pre-planning activities, including conceptual designs and renderings. The total cost of these external resources will not normally exceed \$250,000.
 - i. The Campus Planning Committee will review the pre-planning documentation. Included in the pre-planning documentation shall be a Class 'D' estimate for the design phase (phase 2). If the Campus Planning Committee believes the project should advance to the design phase, it will provide such a recommendation to the Board of Governors.

2. Phase 2 - Design Phase:

- a. The Board of Governors will authorize the commencement of the design phase, including an authorization of the budget for this phase.
- b. The President will authorize the execution of contracts for external resources to provide design services. This will include design services for schematic designs, design development, construction documentation, and assistance during procurement. Construction management services and project management services may also be included. The total cost of these services shall not exceed the budget approved by the Board of Governors.
- c. The Board of Governors must approve any increases to the budget during phase 2, if required.
- d. On behalf of the University and in coordination with the steering committee, the Director of Facilities Management will under the supervision of the President or President's designate, be responsible to manage phase 2, including the scope, schedule and budget.
- e. Upon completion of schematic design drawings and a Class "D" cost estimate, the Campus Planning Committee will review and provide feedback to the Steering Committee.
- f. Upon completion of the construction documents and a Class "B" cost estimate, the Campus Planning Committee will review the documents and the advice of the steering committee. If the Committee believes the project should advance to the tender and

construction phase (phase 3), it will provide such a recommendation to the Board of Governors.

3. Phase 3 - Tender and Construction Phase:

- a. The Board of Governors will approve commencement of the tender and construction phase.
 - b. The Board of Governors must approve any subsequent increase in the project budget, if required.
 - c. The President will authorize the execution of construction service contracts.
 - d. On behalf of the University and in coordination with the steering committee, the Director of Facilities Management will under the supervision of the President or the President's designate be responsible to manage phase 3, including the scope, schedule and budget.
 - e. During any phase of the capital project process, the Director of Facilities Management or the Bursar will be authorized to approve changes to the contract cost provided the cost of changes stays within the overall project budget. The Director is authorized to approve changes in increments not to exceed \$100,000 while the Bursar is authorized in consultation with the President to approve changes in increments that exceed \$100,000.
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Facilities Renewal Projects

1. The President, Bursar, or Director of Facilities Management may authorize the commencement of a facilities renewal project.
 2. In consultation with the President and Bursar, the Director of Facilities Management will assemble a working group to advise the Director during the progress of the facilities renewal project. This working group should include the key stakeholders who will be impacted by the project. The working group will meet as required to advise the Director throughout the project.
 3. On behalf of the University, the Director of Facilities Management will be responsible to manage a facilities renewal project under the supervision of the Bursar, including the scope, schedule and budget.
 4. The President, Bursar, and Campus Planning Committee will review and provide comments on the progress of a facilities renewal project at the following milestones:
 - a. Completion of schematic design.
 - b. Completion of construction documents prior to tender. The Committee will provide an update to the Board with any recommendations the Committee decides should go to the Board for decision.
 5. The budget for facilities renewal projects will be included in the university's budget as approved by the Board or approved by the Board in a special motion. Expenditure from the Board approved budget will be subject to the following authorization limits:
 - a. Expenditures of \$250,000 or less may be authorized by the Bursar after consultation with the President. This may include authorization of preliminary spending on feasibility studies and design services for larger projects.
 - b. Expenditures of more than \$250,000 shall require the authorization of the President.
 6. Subject to the authority given to the Director of Facilities Management, the President or the President's designate will authorize the execution of contracts for design and construction services. The President or the President's designate may authorize the Director of Facilities Management to execute design and construction services contracts under \$250,000.
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Alterations and Maintenance Projects

1. In consultation with the Bursar, the Director of Facilities Management (if funding exists in the Facilities Management budget) may authorize the commencement of an alterations and maintenance (A&M) project.
2. The Director of Facilities Management will work with a university client for each A&M project. The client is someone who will be impacted by the A&M project. The Director of Facilities Management will work with the client throughout the course of the project. The Director must obtain the approval of the client for the design prior to construction.
3. Expenditures on an A&M project from a budget approved by the Board will be approved by the Bursar up to a maximum limit of \$500,000 and by the President if above \$500,000.
4. On behalf of the University, the Director of Facilities Management under the supervision of the Bursar will be responsible to manage alteration and maintenance projects, including the scope, schedule and budget.
5. The President or the President's designate will authorize the execution of contracts for design and construction services. The President or the President's designate may authorize the Director of Facilities Management to execute design and construction services contracts under \$500,000.
6. The Director of Facilities Management is authorized to approve changes to contract cost, provided the total project cost does not exceed the budget.