

Major Capital Projects Development Process

(Projects > \$5 Million)

PROCESS STEP	DESCRIPTION	ACTION/CONSULTATION
SPACE ALLOCATION + PROJECT COMPLIANCE	<ul style="list-style-type: none"> Review current and proposed space inventory allocation versus BC University Space Standards. Confirm project alignment with UBC Strategic Plan, Academic Plan, Campus Plan, Capital Priorities and Provincial Priorities. 	Infrastructure Development Provost's Office C&CP
EXECUTIVE 1 APPROVAL	Concept and rationale.	Presented by Project Initiator and Infrastructure Development
CAMPUS INPUT	<ul style="list-style-type: none"> Form Project Steering Committee, composed of applicable stakeholders, e.g. Project Client, Infrastructure Development, UBC PT, Provost's Office or applicable VP's Office, C&CP, Treasury. The Committee may operate on an informal basis until Executive 3 approval is received. 	Project Client Infrastructure Development
SITE ASSESSMENT	<ul style="list-style-type: none"> Site review and recommendation by New Building Site Selection Committee, as per Campus Plan requirements. Review to include land use, utilities, transportation, sustainability, environmental assessment and neighbour impact. 	C&CP New Building Site Selection Committee
SUSTAINABILITY OPPORTUNITIES	<ul style="list-style-type: none"> Identify project sustainability objectives and opportunities, including Living Lab opportunities. Undertaken by the UBC Technical Sustainability Group, with representatives from C&CP, the Sustainability Office, Building Operations, Infrastructure Development, UBCPT and the Strategic Partnerships Office. 	C&CP Technical Sustainability Group, including UBC PT
MASTER PROGRAM	<ul style="list-style-type: none"> Assign facilities planner or retain external planning/programming consultant. Prepare master program in consultation with Project Client and Project Steering Committee. 	Infrastructure Development, Project Client
INITIAL COST ESTIMATE	<ul style="list-style-type: none"> Engage UBCPT (or Project Services for renewal/reno projects) to prepare initial capital cost estimate based on master program. Adjust program as required to address budget constraints. 	UBCPT* Infrastructure Development
FUNDING & FINANCING	<ul style="list-style-type: none"> Identify potential funding sources and fundraising requirements. If financing is required, consult with Treasury on terms and availability of internal financing. 	Project Client Development Office Treasury Infrastructure Development
EXECUTIVE 2 APPROVAL	Site, master program, initial cost estimate, funding sources, financing requirements, planned schedule, FTE/space allocation.	Presented by Project Initiator and Infrastructure Development
CAMPUS INPUT	<ul style="list-style-type: none"> Present project to Property & Planning Advisory Committee (PPAC) and Senate Academic Building Needs Committee (SABNC) to obtain input and support. 	Project Client Infrastructure Development
FUNCTIONAL PROGRAM	<ul style="list-style-type: none"> Prepare functional program in consultation with Project Client and Project Steering Committee. 	Infrastructure Development Project Client
URBAN DESIGN CONTEXT + SITE SERVICING PLAN	<ul style="list-style-type: none"> Consult with C&CP to review public realm integration. Consult with C&CP, Building Operations (Utilities) and UBCPT to prepare concept utilities servicing plan. 	C&CP Building Operations UBCPT*

*UBC Project Services for renewals and renovations.

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UBCPT: UBC Properties Trust

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BUDGET & SCHEDULE	<ul style="list-style-type: none"> Preliminary capital budget and project schedule prepared by UBCPT (or Project Services for renewal/reno projects), based on functional program. Consult with Building Operations on life-cycle operating and capital renewal costs. 	UBCPT* Infrastructure Development
FUNDING & FINANCING	<ul style="list-style-type: none"> Confirm known funding sources. Prepare fundraising assessment. Confirm financing terms and availability if required. 	Project Client Development Office Treasury Infrastructure Development
INITIAL RISK ASSESSMENT	<ul style="list-style-type: none"> Identify potential project risks with input from Project Steering Committee. 	Infrastructure Development UBCPT*
EXECUTIVE 3 APPROVAL	Preliminary functional program, urban design context, preliminary capital and operating budgets, funding sources, financing requirements, preliminary schedule.	Presented by Project Initiator and Infrastructure Development
ASSIGN PROJECT MANAGER	<ul style="list-style-type: none"> Assign project manager (sometimes referred to as “development manager”): UBCPT for new building projects and UBC Project Services for renewal/reno projects. 	Infrastructure Development Project Client
P3 ASSESSMENT (If Provincial funding contribution >\$50M)	Review by Partnerships BC to assess suitability for P3 implementation. If not suitable, get PBC sign-off. Review and sign-off to be included with submission of Business Case. If P3 candidate, proceed with detailed P3 assessment.	Infrastructure Development Partnerships BC UBCPT*
BUSINESS CASE (If Provincial funding contribution is involved)	As per BC “Capital Asset Management Framework”: description of need; funding request; options analysis; implementation strategy (management and governance structure; schedule; monitoring and control systems, risk management strategy; procurement).	Infrastructure Development Project Client UBCPT*
RISK REGISTER	<ul style="list-style-type: none"> Prepare project risk register with input from Project Steering Committee. Update at the appropriate times to include input from design and construction teams. 	UBCPT* Infrastructure Development
ARCHITECT SELECTION	<ul style="list-style-type: none"> As per UBC Policy 126 Selection & Appointment of Consultants for Major Capital Projects, create architect short-list for Board approval. 	UBC Architect (C&CP) UBCPT*
BOARD 1 APPROVAL	Project in principle, site, consultant selection, preliminary capital and operating budgets, preliminary program, preliminary schedule, proceed to schematic design, funding release for next stage.	Presented by Infrastructure Development
SCHEMATIC DESIGN	<ul style="list-style-type: none"> Select project architect from short list. Engage other design consultants and construction manager as required. Schematic design undertaken with input from Project Working Committee which includes those who will inhabit and operate the facility. Design to comply with UBC Campus Design Guidelines and Technical Guidelines. 	UBCPT*

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DEVELOPMENT PERMIT PROCESS	<ul style="list-style-type: none"> Present to Development Review Committee and Advisory Urban Design Panel. Hold Public Open House. C&CP review for compliance with Land Use Plan, Campus Plan and Design Guidelines. 	UBCPT*, C&CP
BOARD 2 APPROVAL	Capital and operating budgets, program, schedule, authorization to issue Development Permit, proceed to working drawings and tender, funding release for next stage.	Presented by Infrastructure Development
WORKING DRAWINGS & CONSTRUCTION DOCUMENTS	<ul style="list-style-type: none"> Prepared in accordance with UBC Technical Guidelines and with continued input and review by Project Working Committee and campus stakeholders (Building Operations, Sustainability Office, IT Services, Health Safety and Environment, Parking Services, etc.) and the Construction Manager if applicable. 	UBCPT*
TENDER PROCESS	<ul style="list-style-type: none"> Pre-qualify bidders if applicable. Issue tenders. Receive and evaluate tenders. Prepare award recommendation. <p>Board 3 conditional approval is often received in advance of completion of tender process. The approval is conditional on tenders being received at or below budget.</p>	UBCPT*
BUILDING PERMIT	<ul style="list-style-type: none"> Coordinate submission of drawings and Letters of Assurance for Building Permit. 	UBCPT*
BOARD 3 APPROVAL	Final capital and operating budgets, program, schedule, award of contract(s) for construction, final funding release	Presented by Infrastructure Development
CONSTRUCTION STAGE	<ul style="list-style-type: none"> Award contracts, obtain building permit and undertake construction. Prepare on-going status updates and cashflow reports. Manage change order requests. Coordinate regulatory and quality assurance inspections. 	UBCPT*
SUBSTANTIAL COMPLETION	<ul style="list-style-type: none"> Coordinate final regulatory and deficiency inspections. Obtain Letters of Assurance. Initiate operational handover to Building Operations following standard checklist. 	UBCPT*
POST CONSTRUCTION	<ul style="list-style-type: none"> Demonstrate system operation. Obtain necessary operating permits and occupancy permit. Deliver records drawings and maintenance manuals. Address queries or complaints from building users. Complete operational handover. 	UBCPT* Building Operations
OCCUPANCY	<ul style="list-style-type: none"> Coordinate user move-in. Install specialty equipment. Clear outstanding deficiencies and warranty items. Begin closure of capital account. Prepare project completion report. 	UBCPT*
POST OCCUPANCY EVALUATION	<ul style="list-style-type: none"> Review of final project cost, operating costs, user satisfaction, material durability and compliance with sustainability / energy targets. Liens, litigation if necessary. 	Infrastructure Development
BOARD 4 INFORMATION	Project Completion Report (post occupancy evaluation)	Presented by Infrastructure Development

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