

APPENDIX A

Procedures For Shared Leadership On Major Capital Projects

PURPOSE

The Board of Governors is responsible for the review of development opportunities within the College and final approval of all major capital projects. The following outlines the staged approval procedure.

STAGE 1 – Approval of Concept

Senior administration presents a proposed capital development concept to the Board to generate general discussion and to solicit ideas from the Board. The Board considers the merit of the concept as it fits with the College's values, vision, mission and Ends.

Action Sought – Board approval to proceed to Stage 2.

STAGE 2 – Approval of Preliminary Design

Senior administration provides the Board with a detailed description of the concept, its major components and its scope in terms of internal and external stakeholders, including estimates of cost and a proposed timeframe of development. Board members discuss this detailed outline.

Action Sought – Board approval to proceed to Stage 3.

STAGE 3 – Approval of Detailed Design for Fundraising and Financing

The Board is presented with confirmation of financing requirements for the project, including operating budget and capital funding requirements. Administration also presents a refined concept, complete with the appropriate level of detail in terms of such elements as student enrolment, impact, design, and facility footprint. Approval of this stage may include a proviso with respect to external approvals of funding, matters of government regulation &/or development authority.

Action Sought – Board approval to proceed to Stage 4.

STAGE 4 - Approval of Construction

The Board reviews the financial plan for the approved project, including all secured and projected funding sources. The Board may approve capital construction at this point.

Action Sought – Board approval to proceed with the project.

RE-APPROVAL

At any point where significant variance is anticipated from the approved financial levels, and/or where one or more of the other critical components of the project bears review or change, senior administration or the Board can trigger a review / re-visitation at any of the above-noted stages in the cycle of the project.