KWANTLEN POLYTECHNIC UNIVERSITY

BP4 Campus Planning and Capital Planning Procedure

Category: BP (Buildings and Propoerty)
Effective Date: September 1, 2026
Approving Jurisdiction: Board of Governors
Administrative Responsibility: Vice President Administration

A. Definitions

1. **Authorities Having Jurisdiction:** Refers to municipal, provincial, and federal governments and related bodies that set policy and regulation applicable to KPU campuses and development.

2. **Campus Planning:** Campus Planning, for the purposes of this policy, includes the Official Campus Plan and campus-specific Campus Plans, and is an all-encompassing term that includes land use, open space, public realm, heritage, and transportation planning and assessments related to the future growth and development of each campus.

3. **Capital Planning:** Capital Planning, for the purposes of this policy, is an all-encompassing term that refers to the process of budgeting for resources and implementing University plans, and includes the University's Five-Year Capital Plan and other routine capital plans which collectively identify priorities for new construction, repair, renovation, and adaptive reuse of campus buildings and grounds.

4. **Official Campus Plan:** An Official Campus Plan provides overarching guidance on University land use and development, and includes both related policy and Campus Plans that collectively outline logical, phased, short-term and long-term growth directions, and that indicate the maximum potential usage of the University's campuses, existing and future buildings, open spaces, and transportation networks. NOTE: Procedures related to sustainability directions provided in the University's Official Campus Plan are addressed in BP6 Energy Conservation and Greenhouse Gas Emissions Reduction Policy and Procedures and reflect KPU's Climate Strategy and Carbon Reduction Plan.

5. **Campus Plan:** A Campus Plan is a more detailed campus-specific site plan for one of the University's campuses, such as the Richmond Campus Plan, Surrey Campus Plan, Langley Campus Plan, and Tech Campus Plan.

6. **Five-Year Capital Plan:** The University's Five-Year Capital Plan is a rolling, multi-year, strategic financial document that identifies, prioritizes, and provides preliminary cost estimates for Major and Minor Capital Projects for University funding consideration.

   The plan's priorities are informed by academic needs, condition assessment data, space utilization analysis, project risks (reputational and financial), and anticipated operational and student life impacts.

   The plan considers potential funding sources, including the University's internal capital funding, annual provincial government capital funding, and other external capital funding sources, as applicable. The plan forms an essential part of an annual capital plan submission to the Ministry of Infrastructure, which is subject to final approval by the KPU Board of Governors. All projects approved within this plan should adhere to the University's established Project Management Framework (PMF) to ensure standardized execution and delivery.

7. **Major Capital Project:** A construction project that, due to its strategic nature, scale, and complexity, is subject to the highest level of University governance. A project is initially classified as Major if it <u>generally meets the majority of the following criteria:</u>

   - Governance: Major Capital Projects require approval by the Board of Governors and must adhere strictly to the stages and governance requirements outlined in the PMF.
   - Risk profile: presents a high risk (e.g., reputational, financial, or operational risk) to the University.
   - Scale and scope: is a new building or a very large building renovation.
   - Key party complexity: involves numerous key parties that require significant levels of internal and/or external engagement.
   - Operational impact: involves significant impact to ongoing campus operations and/or student life experience.
   - Planning impact: requires amendments to the Official Campus Plan, Campus Plans, existing leases or licences, and/or amendments to policies or regulations from the Authority Having Jurisdiction.
   - Financial threshold: is at or over $5 million in value.

   Classification: Project classification is formalized via the project classification form completed under the University's Project Management Framework (PMF). The Project Sponsor has the authority to reclassify a project from its initial designation based on the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

8. **Minor Capital Project:** A construction project that, due to its size and scope, is subject to standard University governance. A project is initially classified as Minor if it <u>generally meets one or more of the following criteria:</u>

    - Risk profile: presents a medium to low-level risk (e.g., reputational, financial or operational risk) to the University.
    - Scale, scope and funding source: It is funded through routine capital funding, the carbon neutral capital program funding, or other funding sources, and typically includes projects in the following areas:
        - major maintenance and rehabilitation;
        - upgrades and renovations; and,
        - carbon neutral capital funding projects, to reduce greenhouse gas emissions, energy consumption, and operating costs.
    - Operational impact: involves limited impact to ongoing campus operations and/or student life experience.
    - Planning impact: has a limited impact on the built environment due to its size or scope and is in alignment with the Official Campus Plan, Campus Plans, and the necessary policies and regulations of the Authorities Having Jurisdiction.
    - Financial threshold: is under $5 million in value.

    Classification: The Project Sponsor has the authority to reclassify a project from its initial designation based on the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

9. **Project Sponsor:** The senior executive (typically the VP Administration) ultimately accountable for the success of a project and for ensuring the realization of its intended benefits. They provide high-level strategic direction, help secure funding, and act as the bridge between the project team and the organization's senior leadership.

10. **Capital Planning Steering Committee:** The Capital Planning Steering Committee provides input to establish a prioritized set of capital projects to recommend to the University Executive. It is chaired by the VP Administration with representation from Campus and Community Planning, Facilities Services, Financial Services, Information Technology, the Office of Research Services, the Office of the Provost and VP Academic, the Office of the VP Students, and other representatives as invited by the committee chair.

11. **Unit:** The term Unit is used within these Policy and Procedures documents to describe any of the University's Faculties, schools, divisions, departments and other operating entities with responsibility for organizing and managing some aspect of the University's activities.

B. Procedures

Campus Planning and Capital Planning processes are governed by the principles articulated in the Policy document and are driven by the academic needs of the University and guided by the University's mission, vision, values, and goals. In addition, they respond to a number of different factors and circumstances, such as: institutional growth; the optimal utilization of campus spaces and buildings; changes in the nature of the programming offered by the University and the impact on the types of spaces required to deliver the programming; building obsolescence; revenue generation; program, service and campus economies of scale; campus and external community engagement, and requirements from Authorities Having Jurisdiction.

While Campus Planning is advanced by Campus and Community Planning (CCP) and the delivery governance of Capital Planning is a shared responsibility between CCP, Facilities Services, and Information Technology (IT) Services, such processes require participation from Units, offices, committees, and governance entities from across the University. The section that follows outlines the responsibilities of the key areas of the University involved in various phases of the Campus Planning and Capital Planning processes.

1. **Responsibilities of University Units Involved in Campus Planning and Capital Planning Processes**

1.1. Heads of University Units are responsible for:

1.1.1. The identification of short and long-term space requirements to support changes within their area of responsibility. This includes reductions in space requirements and any anticipated increases in requirements.

1.1.1.1. Short and long-term space proposals from Units across the University to be included in the Five-Year Capital Plan should be identified and communicated to CCP on an annual basis and as significant changes arise.

1.1.1.2. Short and long-term space requirements from Units across the University that relate to space renewal, refresh, or renovation should be identified and communicated to Facilities Services on an annual basis as part of the capital budget planning process and as significant changes arise.

1.1.1.3. Broader long-term space needs and interests should be identified and communicated to CCP, as required, to support the development of the Official Campus Plan or any updates to the Official Campus Plan and/or Campus Plans.

1.2. The Office of VP, Equity and Inclusive Communities is responsible for:

1.2.1. Providing guidance to improve equity and accessibility related to the design and development of and/or improvements to all Capital Planning projects.

1.2.2. Providing guidance to Facilities Services in identifying space renewal, refresh, or renovation projects specifically needed to improve accessibility.

1.3. The Office of Indigenous Leadership is responsible for:

1.3.1. Providing guidance to improve reconciliation as this relates to the design and development of and/or improvements to all Capital Planning projects.

1.3.2. Providing guidance to CCP to support the incorporation of Indigenous engagement, principles, and values into Campus Planning.

1.4. Campus and Community Planning (CCP) is responsible for overall strategic Campus Planning and the delivery governance of:

1.4.1. Campus Planning & Guidelines: Oversees the preparation and implementation of the Official Campus Plan, Campus Plans, transportations plans, the creation of land use and design guidelines, the management and conservation of heritage resources, and the completion of surveys and assessments related to campus lands (such as archaeological, geotechnical, hydrological, etc.).

1.4.2. Capital Planning: Oversees the preparation of the Five-Year Capital Plan and the delivery of Major Capital Projects, ensuring adherence to the University's Project Management Framework (PMF).

1.4.3. External Development Review and Regulation: Manages the internal review, approval, variance, and appeal processes for the University for any non-University development occurring on University lands.

1.4.4. Real Estate Management: Oversees the leasing and licensing of University buildings, lands, and spaces.

1.5. Facilities Services is responsible for the operation, maintenance, and renewal of existing infrastructure, and the delivery governance of:

   1.5.1. Operations & Asset Renewal: Oversees the operations, maintenance, renewal, refreshes, and operational upgrades of campus buildings, structures, infrastructure and equipment, systems, and open spaces, including accessibility and decarbonization projects. This includes incorporating Facility Condition Index (FCI) data and deferred maintenance planning to inform priority-setting as well as the completion of assessments related to campus infrastructure and facilities.

   1.5.2. Capital Planning: Oversees the preparation of routine capital funding requests and carbon neutral capital program requests, as well as the delivery of Minor Capital Projects, ensuring adherence to the University's Project Management Framework (PMF).

   1.5.3. Space Management & Standards: Develops and applies design standards (interior design, signage, accessibility, technical specifications) and manages space allocation across the University.

   1.5.4. Capital Project Consultation: Advises on infrastructure integration, commissioning, accessibility compliance, and the selection of furniture, fixtures, and equipment for Major Capital Projects.

1.6. Information Technology (IT) Services is responsible for:

   1.6.1. The operation, maintenance, and renewal of KPU's existing IT infrastructure. While such projects may be included in the Five-Year Capital Plan or form part of other funding requests, the delivery governance of IT infrastructure projects is typically undertaken by IT Services, and supported by CCP, Facilities Services, and heads of University Units as needed.

1.7. The Capital Planning Steering Committee is responsible for:

   1.7.1. Providing input as part of the Five-Year Capital Plan process and the KPU capital budget process to establish a prioritized list of Major and Minor Capital Projects that will be recommended to the University Executive.

1.8. The VP Administration is responsible for:

   1.8.1. Providing leadership and advice related to Campus Planning, Capital Planning, building operations, maintenance and renewal, and the leasing/licensing of University buildings, lands, and spaces.

1.8.2. Ensuring that the Official Campus Plan and Five-Year Capital Plan are prepared and updated as required.

1.8.3. Serving as the Capital Planning Project Sponsor classifying a Capital Project based on the University's Project Management Framework and the specific project elements, institutional priorities, and the comprehensive evaluation of the criteria.

1.8.4. Engaging University staff with knowledge of the requirements of the University and its various Units. This includes identifying the Capital Planning Steering Committee membership and chairing this committee.

1.8.5. Providing advice and recommendations to the University Executive, Senate, and the Board of Governors regarding Campus Planning and Capital Planning issues.

1.9. The Senate is responsible for:

1.9.1. Providing advice on Campus Planning issues as these relate to academic plans and priorities.

1.9.2. Providing consultative review and advice on the Official Campus Plan.

1.10. The Board of Governors is responsible for:

1.10.1. Reviewing and providing advice and direction on Campus Planning and Capital Planning matters.

1.10.2. Approving the Official Campus Plan, the Five-Year Capital Plan, and the key milestones involved with the planning and development of Major Capital Projects.

2. **External Authorities with Jurisdiction**

All Campus Plans and capital projects are subject to the policies, regulations, and approvals of Authorities Having Jurisdiction, such as municipal (e.g. official community plans and zoning by-laws), provincial, and federal government regulations.

C. Related Policy

BP4 Campus Planning and Capital Planning Policy