



Contract Preparation

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 Category: Finance
 Department Responsible: Supply Management
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Objectives

These procedures apply directly to Policy 2501, Contracts. The objectives of these procedures are:

1. To achieve an orderly review of all contracts during their development, so that BCIT properly protects its reputation and business interests in its external business relationships, balanced with the needs of our partners, customers, and suppliers.
2. To ensure that staff with signing authority are given the information necessary to assess the overall merits of a given contract prior to committing BCIT to performance.

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Applicability

This procedure applies to all BCIT employees who are involved in the planning, negotiation, preparation, or approval of contractual documents.

Scope

This procedure applies to all types of contracts with the following exceptions:

- Contracts related to employee hiring
- Student contracts which are covered by Procedure 5100-PR1 “Student Reports/Student Performance Contracts”

Definitions

Contract: a written agreement between two or more parties that creates obligations that are enforceable or otherwise recognizable at law.

For example, some of the most common types of contractual documents at BCIT are:

- Industry Service Agreements
- Research Grants
- Donation Agreements
- Facility Rental Agreements
- Facility Access Agreements
- Purchase Orders, and their attached documents (maintenance agreements, etc.)
- Memoranda of Understanding (MOU’s)
- Letters of Intent
- Affiliation Agreements
- Articulation Agreements
- Property Leases
- Non-disclosure Agreements (NDA’s)
- Educational Partnerships
- Property Leases
- Intellectual Property licensing agreements

Revenue Contract: a contract whereby BCIT will receive funds for any reason. Examples of Revenue Contracts are Industry Service Agreements, Research Grants, Facility Access Agreements, Facility Rental Agreements, Property Leases, and Donation Agreements.

Research Contract: a Revenue Contract arising from dealings with any of the following agencies:

- National Research Council – IRAP
- Western Economic Diversification (WED)
- National Science and Engineering Research Council (NSERC)
- Michael Smith Foundation for Health Research
- ICE Fund (BC)
- BC Knowledge Development Fund (BCKDF)
- Any other federal or provincial government research funding agency

Expenditure Contract: a BCIT Purchase Order, with any attachments, or any other agreement whereby BCIT commits to purchase or rent or lease any goods, services, or real property.

Proposal: any document submitted to any external agency presenting a business offer to which BCIT is prepared to commit, that is intended to form the basis of a contract or part of a contract.

Duties and Responsibilities

Role of Contracts Manager

This position provides services and guidance to the campus community in relation to the identification, qualification, and execution of external business opportunities. Duties include:

Duties and Responsibilities

- (a) Guiding the negotiation, assessment, creation, maintenance, and management of contracts to ensure that they represent the optimal outcome for BCIT in terms of financial, educational, and strategic objectives
- (b) Review of contracts as specified by BCIT policies to ensure that no inordinate legal, financial, or operational risks are presented
- (c) Development and implementation of a contract management procedure to ensure that appropriate staff are aware of the financial and non-financial benefits and obligations in contracts so that BCIT may optimize its performance and financial return.
- (d) Providing administrative services required to expedite, manage, and report on BCIT contracts so that information is readily available for developing cost-effective and efficient strategies and procedures.

Legal Advice

Staff wishing to seek legal advice pertaining to contracts require the approval of the initiating Vice President and the Vice President, Finance and Administration, prior to contacting any legal advisors.

Contract Repository

The originals of all executed contractual documents are to be retained by the Contracts Manager in the BCIT Contract Repository (vault), and electronically inventoried in both the BCIT Records Management System and the Contract Management Database.

Delegation of Authority

Employees authorized to sign contractual commitments may delegate their signing authority, in their absence and for a specified period of time, to responsible nominees subject to the following restrictions:

- The delegated authority must be formally documented by e-mail or in written form.
- The authorized dollar limits must not exceed the normal limits set out for the original signing officers.

Introduction to Contract Development

These procedures implement the Contract Development Process in order to:

- Provide BCIT approval authorities with all information necessary to assess the overall value of any contract prior to committing BCIT to performance
- Achieve an orderly review and approval of all contracts during their development

All contracts entered into for or on behalf of BCIT must comply with the approved policies of the Institute. Contracts may consist of, but are not limited to, revenue, expenditure, or non-monetary documents. BCIT employees are responsible to ensure that all contracts are processed, approved, and signed in accordance with these procedures.

Legal Review

The Contracts Manager will review the terms and conditions of every proposal and contract recommended for signature.

The Contracts Manager may recommend a more detailed review:

- a) where there are significant deviations from BCIT standard conditions (templates where appropriate), or
- b) where there are terms proposed that could pose significant risk to BCIT, or
- c) when BCIT has never participated in the particular type of arrangement being proposed.

This will initially involve a discussion with the contract initiator, which may lead to negotiations with the customer or supplier. Depending on the outcome of the negotiations, the Contracts Manager may consult with BC government groups such as the Risk Management Branch and the Intellectual Property Branch, the federal government, provincial WorkSafe (WCB) organizations, and others.

In addition, it may be prudent to consult with legal counsel. The degree to which legal counsel becomes involved depends on the severity and complexity of the potential risks in the particular situation, and shall be determined by the Contracts Manager, who shall coordinate all assistance from outside legal counsel on contractual matters.

Risk Assessment

The initiator is responsible for identifying and assessing the risks associated with entering into any particular contract, and this must be documented in the Pre-approval Phase. The Contract Brief will address most issues, particularly those associated with the subject matter and activities to be done by BCIT. It may also be necessary to perform more detailed financial due diligence in certain circumstances. The need for such an assessment would occur under conditions such as the following:

- The proposed contract is the first business-dealing between the customer and BCIT.
- There has been no business with this customer in the previous three years.
- There is reason to believe the customer may have difficulty paying the BCIT invoices as required.
- A significant amount of work must be done prior to invoicing the customer.
- The customer has an outstanding balance owing to BCIT.
- The contract is for an amount over \$100,000.

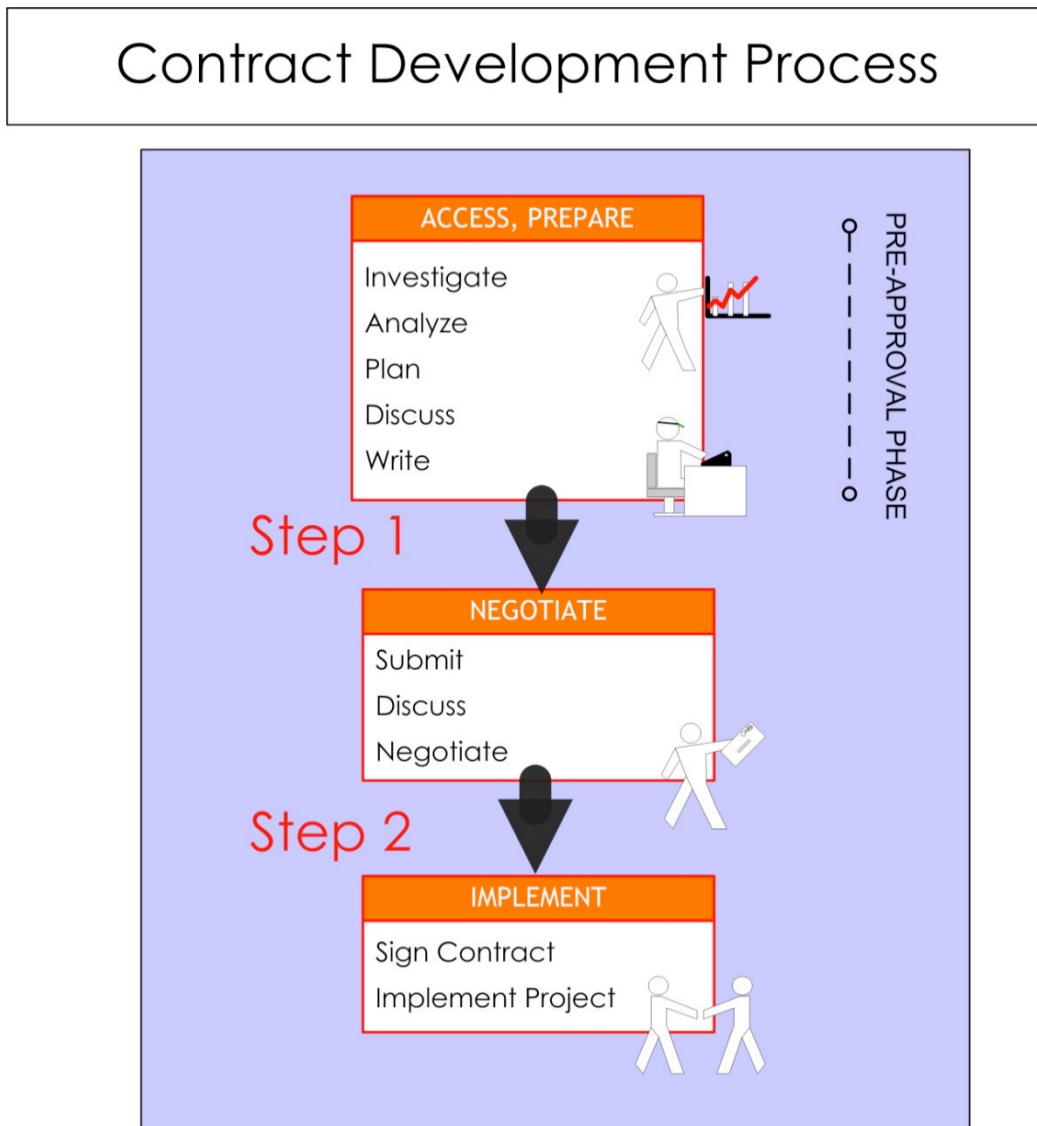
Financial Services will assist in this assessment upon request from the school department.

Contract Development Process

Orientation

The following chart illustrates the development process for contracts. A more detailed description of the steps in contract development follows the chart.

Matrices (tables) are provided to indicate the appropriate signing authorities for the different monetary values, throughout the contract development process. In addition, examples of the required forms are shown at the end of this procedure, with instructions. The blank forms themselves are accessed as separate documents.



1. Pre-Approval Phase

In this phase, the contract initiator undertakes all activities necessary to prepare and submit a proposal or offer to a customer that, if accepted, could result in a binding contract with BCIT. These activities may be informal and are carried out in a manner specific to the school/department.

The revenue opportunity may be in response to a customer request, such as an informal request, letter request, formal Request for Proposals (RFP), or call for grant applications. The contract initiator prepares the formal documents (proposal, draft contract terms, grant application, etc.) to be submitted to a customer or funding agency.

Typical activities in this phase include:

- Conducting a needs assessment in the market
- Identifying possible customers
- Checking the BCIT Contracts Repository database for previous contracts
- Qualifying possible customers
- Establishing any partnerships needed
- Identifying possible competition, etc.
- Defining requirements
- Writing a technical submission or Statement of Work
- Refining market information
- Pricing/costing
- Developing an implementation plan
- Detailing project budgets and finances
- Drafting project plans and schedules
- Preparing staffing requirements (including release time, etc.)
- Engaging in customer meetings/demonstrations
- Attending conferences and site tours
- Finalizing all requirements
- Obtaining approval from Research Ethics Board and/or other approvals per BCIT research policies
- Doing a financial analysis of the anticipated award
- Writing a complete commercial proposal with pricing, scheduling, and contract terms (draft agreement templates for selected types of contracts are available at www.supply.bcit.ca/forms)
- Preparing a formal response to a specific form or document if required

(a) *The Contract brief*

The contract initiator is responsible for developing the Contract Brief, which is the record used to support the request(s) for approval. Suggested forms for the Contract Brief are given at Figures 2 and 3, but they can be tailored to the specific opportunities.

(b) *Proposal format*

While there is no specific format or template for proposals in general, they can be written in a format, chosen by the School/Department, that is compliant with the instructions, if any, from the customer. The Contracts Office can offer assistance in the writing of proposals.

(c) *Draft (sample) contract*

Customers often require that a supplier submit a draft contract as part of the requested proposal. This can be a blank or template form that contains only generic terms and conditions, with no deal-specific information. Even when not specifically required, it is usually good practice to include a draft contract with a proposal. To prepare a draft contract, the school/department can either consult the BCIT Financial Services website (www.bcit.ca/financialservices) to select an appropriate template, or contact the Contracts Manager directly for assistance. Note, per Step 1 approval levels, that the Contracts Manager must review any proposed contract terms before they are released to a customer.

2. Approval to Release Proposal

(Step 1 in illustration)

At Step 1, the relevant authorities grant permission to formally release a specific bid, proposal, grant application, or draft contract in response to a customer request.

(a) The Contract Initiator

The contract initiator presents the Contract Approval Form (available at www.bcit.ca/financialservices) and the Contract Brief (attached to a copy of the proposal/application) to the relevant authority in the school/department, the Contracts Manager, and the appropriate executive authority (as indicated in the Step Approval Matrix below), either in a meeting or by correspondence.

(b) The authorities

The authorities sign the Contract Approval form (Step 1 approval section), to signify Step 1 approval.

(c) The Institute database

The Institute database is now amended to include the Contract Brief, the Step 1 Approval, and a copy of the proposal.

3. Negotiation Phase

The second phase consists of negotiation with a customer who has expressed interest in the proposed contract but wishes to negotiate some changes. Changes may include work scope, pricing, contract terms, or all three. There may be a re-submission of bids at this point (a best-and-final-offer or similar arrangement).

Depending on the complexity and dollar value, and the nature of the revisions to the proposal, the Step 1 approval authority may request another Step 1 approval prior to submission of the revised bid.

This phase is completed when a complete contract has been conditionally agreed to between the parties, subject to final review and formal approval by their respective signing authorities.

4. Approval to Sign Contract

(Step 2 in illustration)

This is the point at which BCIT formally and legally commits to perform a contract.

(a) The contract initiator

The contract initiator updates the Contract Brief to reflect any changes arising from the negotiations.

(b) The contract brief

At this point, the Contract Brief must include a detailed payment schedule, in Excel format as appropriate.

(c) The contract initiator

The contract initiator presents the Contract Approval Form and the Contract Brief, attached to a copy of the contract, to the relevant authority in the school/department, the Contracts Manager, and the appropriate executive authority (as indicated in the Step Approval Matrix below), either in a meeting or by correspondence.

(d) The authorities

The authorities sign the Contract Approval form, to signify Step 2 approval.

(e) The contract initiator

The contract initiator is responsible for obtaining and sending a fully executed original signed copy of the final contract to the Contracts Manager for filing in the Contracts Repository. It must be accompanied by the associated Contract Approval Form and any attachments, indicating that appropriate reviews have been done, and documenting the resolution of any concerns or cautions brought up by the signing authorities or others.

(f) The Institute database

The Institute database is now amended to include the updated Contract Brief, the Step 2 Approval, and the final contract.

5. Step Approval Table for Revenue Contracts

This table indicates the relevant signing authority or authorities required to approve the step and progress to the next phase.

Estimate Unknown Values

For contracts that are priced on a unit-price basis, and for which the quantities are indefinite or unknown at the time, the reasonably expected aggregate value over the life the contract must be used, to determine the approval authority needed.

DOLLAR VALUE	Step 1			Step 2		
	Recommendation to release proposal	Mandatory Review	Authority to sign proposal	Recommend contract for signature	Mandatory Review	Sign contractual document
Over \$1,000,000	1. Initiating Dean/Director 2. VP Admin. CFO 3. President	Contracts Manager (Finance)	Board of Governors	1. Initiating VP 2. VP Admin. & CFO	Contracts Manager (Finance)	1. Board of Governors 2. President
Up to \$1,000,000	1. Initiating Dean/Director 2. Vice President 3. VP Admin. & CFO	Contracts Manager (Finance)	President or VP Admin. & CFO	1. Initiating Dean/Director 2. Initiating VP	Contracts Manager (Finance)	1. President 2. VP Admin. & CFO
Up to \$500,000	1. Initiating Dean/Director 2. VP Admin. & CFO	Contracts Manager (Finance)	VP Admin. & CFO	1. Initiating Dean/Director	Contracts Manager (Finance)	1. VP Admin. & CFO 2. Initiating VP
Up to \$ 50,000	1. Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director	1. Initiating Associate Dean	Contracts Manager (Finance)	Initiating Associate Dean
Up to \$5,000	n/a	n/a	n/a	n/a	Not required*	Initiating Associate Dean

* The Board of Governors must approve all contracts over \$1,000,000 (with the exception of Property Leases). Upon written approval by the Board of Governors, the President may sign the contractual document.

*Contracts under \$5,000 do not require review by the Contracts Manager if they contain BCIT standard terms and conditions with no modifications or additions.

6. Step Approval Table for Research Contracts

This table indicates the relevant signing authority or authorities required to approve the step and progress to the next phase.

Estimate Unknown Values

For contracts that are priced on a unit-price basis, and for which the quantities are indefinite or unknown at the time, the reasonably expected aggregate value over the life the contract must be used, to determine the approval authority needed.

DOLLAR VALUE	Step 1			Step 2		
	Recommendation to release proposal	Mandatory Review	Authority to sign proposal	Recommend contract for signature	Mandatory Review	Sign contractual document
Over \$1,000,000	1. Initiating Dean/Director 2. VP Admin. & CFO 3. President	VP Research Contracts Manager (Finance)	Board of Governors	1. Initiating VP 2. VP Admin. & CFO	VP Research Contracts Manager (Finance)	1. Board of Governors 2. President
Up to \$1,000,000	1. Initiating Dean/Director 2. Vice President 3. VP Admin. & CFO	VP Research Contracts Manager (Finance)	President or VP Research	1. Initiating Dean/Director 2. Initiating VP	VP Research Contracts Manager (Finance)	1. President 2. VP Admin. & CFO
Up to \$500,000	1. Initiating Dean/Director 2. VP Admin. & CFO	VP Research Contracts Manager (Finance)	VP Research	1. Initiating Dean/Director	VP Research Contracts Manager (Finance)	1. VP Admin. & CFO 2. VP Research
Up to \$50,000	1. Initiating Dean/Director	VP Research Contracts Manager (Finance)	Initiating Dean/Director	1. Initiating Associate Dean	VP Research Contracts Manager (Finance)	Initiating Associate Dean

7. Step Approval Table for Non-monetary Contracts

This chart indicates the relevant signing authority or authorities, which depends on the stage of the process (which step) and on the type of agreement.

Type of Agreement	Step 1			Step 2		
	Recommendation to release proposal	Mandatory Review*	Authority to sign proposal	Recommend contract for signature	Mandatory Review ¹	Sign Contractual Document
Non-Disclosure Agreements	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director
Affiliation Agreements	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director
Memoranda of Understanding (MOU's)	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director
Letters of Intent	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director
Articulation Agreements	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director	Initiating Dean/Director	Contracts Manager (Finance)	Initiating Dean/Director
Educational Partnerships	Initiating Dean/Director	Contracts Manager (Finance)	Vice President Education	Initiating Dean/Director	Contracts Manager (Finance)	Vice President Education or President
Significant Agreements ²	Initiating Dean/Director VP Admin. & CFO	Contracts Manager (Finance)	President	Initiating Dean/Director VP Admin. & CFO	Contracts Manager (Finance)	President

8. Step Approval Table for Property Leases

This chart indicates the relevant signing authority or authorities, which depends on the stage of the process (which step) and on the type of agreement.

Type of Agreement	Step 1		Step 2	
	Offer Preparation	Mandatory Review*	Recommend contract for signature	Sign Contractual Document
Property Lease Agreements (up to 10,000 sq. ft.)	Corporate Services	Contracts Manager (Finance & Corporate Services)	Corporate Services	Director, Corporate Services and VP Admin. & CFO
Property Lease Agreements (greater than 10,000 sq. ft.)	Corporate Services	Contracts Manager (Finance & Corporate Services)	Corporate Services	Delegated sign off by the Board of Governors to the President and VP Admin. & CFO

Non-Monetary Contracts – Notes**¹ Mandatory Review**

- a) The Contracts Manager must review and approve all documents that deviate from approved templates.
- b) The Contracts Manager's approval is not required for documents prepared from approved BCIT templates with no modifications.

² Significant Agreements

These are agreements that may pose extraordinary risks or have a substantial impact on BCIT.

Examples of significant agreements are listed below.

This list reflects some areas of particular concern that call for diligence by everyone within BCIT involved with the transaction. Before BCIT enters into any significant agreement, there must be appropriate documented review and approval of the proposed transaction, including reference to BCIT external legal counsel wherever applicable. The Contract Development Process achieves this.

Compliance with these guidelines requires prudent professional judgement in the context of risk management obligations. Note that the dollar value of a contract is not necessarily an accurate measure of the risk associated with it.

Examples of significant agreements include:

- a) Agreements with respect to the acquisition and disposal of real property or other substantial assets of BCIT.
- b) Agreements in regard to the licensing, sale, or other disposition of BCIT technology or intellectual property.
- c) Agency agreements for activities in other countries. Such activities can have an impact not only on BCIT but also on the BC or Canadian governments due to legislative requirements and political sensitivities.
- d) Agreements that have statutory, regulatory, certification, or export control implications.
- e) Agreements or arrangements that can in any way be interpreted as limiting competition or restraining trade, according to competition legislation (Agreement on Internal Trade [AIT], North American Free Trade Agreement [NAFTA], or the General Agreement on Tariffs and Trade [GATT]).
- f) Agreements that by their nature require review by specialized groups such as Tax, Finance, Risk Management, Insurance, or Industrial Relations.
- g) Agreements where BCIT is entering into a joint venture, partnership, or similar legal relationship with another institution or private company, particularly if the other entity is outside Canada.
- h) Agreements entered into by BCIT where, as a marketing strategy, there is reference to a significant BCIT partner or the BC government, thereby possibly exposing either or both to liability.

9. Approval Table for Expenditure Contracts

Expenditure contracts must be reviewed and approved according to Purchasing procedures and signed according to Policy 2501, Contracts.

Expenditure Contracts must be authorized as follows:

Dollar Amount	Mandatory Review **	Required Signature
Over \$1,000,000	Contracts Manager (Finance)	Board of Governors *
Up to \$1,000,000	Contracts Manager (Finance)	President
Up to \$500,000	Contracts Manager (Finance)	VP Admin. & CFO
Up to \$250,000	Contracts Manager (Finance)	Director Supply Mgmt or Assistant Director Supply Mgmt

Up to \$75,000	Contracts Manager (Finance)	Senior Buyer
Up to \$50,000	Contracts Manager (Finance)	Buyer
<p>Purchase Orders must only be issued after a Purchase Requisition (PR) has been prepared and approved pursuant to relevant Purchasing policies and procedures.</p> <p>* The Board of Governors must approve all contracts over \$1,000,000. Upon written approval by the Board of Governors, the President may sign the contractual document.</p> <p>** Expenditure Contracts do not require review by the Contracts Manager if they contain only BCIT standard terms and conditions with no modifications or additions.</p>		

Instructions for Contract Approval Form
Use for Revenue and Non-monetary contracts

BCIT Contract No. _____

REQUESTED APPROVAL		PROJECT DESCRIPTION	
<i>{Draw a heavy border around the correct step number, corresponding to the approval being requested}</i>		<i>{Provide a brief summary of the anticipated project, scope of services, products, curriculum etc.}</i>	
Step 1 Approval to Release Proposal			
Step 2 Approval to Sign Contract			
FINANCIAL SUMMARY			
Accounting Codes	<i>{Provide fund, organization, and account codes for this contract}</i>		
Contract Price	<i>{Provide an estimate of the total revenue or expense at the time of the requested approval}</i>		
Costs:			
- BCIT Labour	<i>{Fully burdened labour including salary, benefits, overhead}</i>		
- Outside Labour	<i>{Any purchased services, including taxes}</i>		
- Purchased Equipment	<i>{Any purchased/leased equipment costs, software, computers, etc. including taxes}</i>		
- Other Costs	<i>{All other costs including travel, disbursements, purchased curriculum, etc. itemized as much as possible}</i>		
Surplus/Deficit	<i>{Total revenue less total costs (deficits in brackets)}</i>		
Payment Schedule (attach spreadsheet if necessary)	<i>{Specify the month, year, and amount of each expected payment. Use a separate spreadsheet if there are more than 4 payments.}</i>		
APPROVALS			
APPROVAL AUTHORITY	TITLE	SIGNATURE	DATE
Initiating School/Department Approval	Dean	<i>{See Sections 3,4 and 5 for approval levels}</i>	
Contracts Review	Contracts manager	<i>{See Sections 3,4 and 5 for review requirements}</i>	
BCIT Approval	VP Finance & Admin.	<i>{See Sections 3,4 and 5 for approval levels}</i>	

Figure 1: Instructions for Contract Approval Form

CONTRACT BRIEF - REVENUE	
Who is the customer? Where are they located? Is the customer financially sound?	<i>Give the name of the customer, its address, corporate status and evidence that the entity is financially sound</i>
What is the scope of work? Products? Systems? Courseware?	<i>Describe what is to be done, in enough detail to convey an understanding to a relatively uninformed reader.</i>
How likely is the project to go ahead?	<i>Describe why you think this project will actually happen. Show evidence of the commitment demonstrated by the customer.</i>
Will BCIT have any partners in this project?	<i>Identify any significant business relationships and documentation (MOU's etc)</i>
Who is the competition? How likely will we win? Competitive analysis.	<i>Is BCIT competing with others to win this project, and how likely is it that we will actually be awarded the work.</i>
When will the contract be awarded?	<i>Present the project schedule.</i>
Does this opportunity fit our product line, business strategy, goals?	<i>Describe how this project is consistent with the BCIT mission, goals and strategy.</i>
Is it in our plan of identified opportunities, or an unplanned opportunity?	<i>Describe how we heard of this opportunity, and how BCIT has planned for its implementation.</i>
Does this involve an addition to or change in BCIT's offered programs? If so, does it require any internal or external accreditation process?	<i>Describe the academic content of the work, if any, and any approvals required.</i>
What is the anticipated value of the award? (Reasonably expected aggregate value over life of contract)	<i>Describe the dollar value and the time frame over which the money will be earned.</i>
Will the revenue exceed costs? Are there other funding sources for this project (i.e. cost sharing agreements)?	<i>Show what the anticipated surplus is expected to be, and if it is zero or negative explain why BCIT is doing the work and how any shortfall is funded.</i>
What will it cost to win this job? What investment is needed?	<i>Give a breakdown of the expected costs to pursue and win this contract, and whether BCIT is required to invest in order to receive money (cost sharing, etc.)</i>
What strategy will we employ to win the contract?	<i>Describe why we think BCIT will win, if this is competitive.</i>
What are the unusual or risky aspects of this agreement?	<i>Describe any other unique or significant aspects of the agreement that BCIT senior management should know about.</i>

Figure 2: Contract Brief – Revenue

CONTRACT BRIEF – NONMONETARY	
With whom are we entering into this agreement?	<i>Give the name of the legal entity, where it is located, and its corporate status (company, society, school, etc.)</i>
What is the scope of agreement? What are we agreeing on?	<i>Describe what is to be done, in enough detail to convey an understanding to a relatively uninformed reader.</i>
Will this agreement lead to future financial agreements, such as a formal joint venture?	<i>Describe the full sequence of anticipated agreements.</i>
Will this involve disposal or acquisition of BCIT assets?	<i>This includes major equipment and real estate leases or purchases.</i>
How likely is the project to go ahead?	<i>Describe why you think this project will actually happen. Show evidence of the commitment demonstrated by the customer.</i>
Who is the competition? Is Anybody else doing this? Competitive analysis	<i>Is BCIT competing with others for this deal, and how likely is it that we will actually sign this agreement.</i>
How Does this opportunity fit the BCIT polytechnic mandate, business strategy, goals?	<i>Describe how this project is consistent with the BCIT mission, goals and strategy.</i>
How does it fit our plan of identified opportunities, or is it an unplanned opportunity?	<i>Describe how we heard of this opportunity, and how BCIT has planned for its implementation.</i>
Does this involve an addition to or change in BCIT’s offered programs? If so, what is it? Have the appropriate groups (Education Council, etc.) been notified?	<i>Describe the academic content of the work if any.</i>
What are the tax, finance, Risk Management, insurance or labour relations implications?	<i>Describe how this agreement or arrangement will impact these risk areas.</i>
Does this involve any legislation issues?	<i>Describe any relevant statutes for which compliance will regulate the work.</i>
Does this involve any international sensitivity?	<i>BCIT International must be made aware of the risks.</i>
What will it cost to implement this agreement? What investment is needed?	<i>Give a breakdown of the expected costs to pursue and execute this agreement, and whether BCIT is required to invest in order to receive money (cost sharing, etc.)</i>
What are the unusual or risky aspects of this agreement?	<i>Describe any other unique or significant aspects of the agreement that BCIT senior management should know about.</i>

Figure 3: Contract Brief – Non-monetary

