



DECISION-MAKING FRAMEWORK FOR UNB DEVELOPMENT PROPERTY

by

University of New Brunswick
Office of Capital Planning and Operations

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Summary

This document sets out the decision-making framework (Framework) for the process by which decisions are made regarding property development at UNB. This Framework does not apply to property for which there is a Campus Plan or an existing development plan in place. Campus Plans are maintained by the Capital Planning Office and can be found on the UNB webpage for that office.

This Framework is informed by UNB's experience with property development and land conservation and includes consideration of the University's academic and financial needs, and engagement with its academic community and the public; it requires full compliance with municipal, provincial, and federal regulations.

The Framework includes a process by which a Long-Range Development Plan (LRDP) is established to guide future decisions, and includes an open, impartial and external oversight role to confirm that the process for developing a LRDP as described in the Framework has been followed. Subsequent and renewed LRDPs will be established through the same process as set out in this Framework.

The Framework described herein is the result of a multi-year process of collaborative discussion between representatives of UNB and the Association of University of New Brunswick Teachers (AUNBT) concerning UNB's desire to make changes to Sections 13 and 14 of the *University of New Brunswick Act (UNB Act)*. Should future amendments to these sections of the *UNB Act* or this Framework be contemplated, a similar collaborative approach will be followed.

Exclusions to this Framework at the time of this writing include development for academic purposes, telecommunications towers and community water towers. These exclusions would remain subject to oversight under the *UNB Act*, the *Community Planning Act* and other provincial and federal legislation that may apply. This Framework will be reviewed on a regular basis and exclusions will be part of the review process.

List of Abbreviations

AUNBT	Association of University of New Brunswick Teachers
Board	UNB Board of Governors
CCF	Creighton Conservation Forest
CCFAC	Creighton Conservation Forest Advisory Committee
CPO	Capital Planning Office
Framework	Decision-Making Framework for UNB Development Property (present document)
LMS	Land Management Strategy
LRDP	Long-Range Development Plan
UNB	University of New Brunswick
University	University of New Brunswick
<i>UNB Act</i>	<i>University of New Brunswick Act</i>

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1.0 Introduction

Property¹ is a key asset for the University of New Brunswick (UNB; the University), valuable as a resource for teaching and research, as well as to generate revenue to support the University's Mission. This document sets out the decision-making framework (Framework) for the process by which decisions are made regarding planning of development property at UNB. This Framework is informed by UNB's experience with property development and land conservation and includes consideration of the University's academic and financial needs, engagement with its academic community and the public, and requires full compliance with municipal, provincial, and federal regulations.

The Framework includes a process by which a Long-Range Development Plan (LRDP) and subsequent Sector Plans and Business Cases are developed and approved to guide future development decisions, and includes an open, impartial and external oversight role to confirm that the process for developing a LRDP as described herein has been followed. Subsequent and renewed LRDPs will be established through the same process as set out in this Framework.

The Framework described herein is the result of a multi-year process of collaborative discussion between representatives of UNB and the Association of University of New Brunswick Teachers (AUNBT) concerning UNB's desire to make changes to Sections 13 and 14 of the *University of New Brunswick Act (UNB Act)*. Should future amendments to these sections of the *UNB Act* or this Framework be contemplated, a similar collaborative approach will be followed.

¹ Property refers to improved and unimproved real estate holdings of UNB

The objectives of this framework are as follows:

- To demonstrate that UNB is a responsible land steward
- To provide a defined, transparent, and engagement-driven accountability process that governs how decisions are made
- To delineate steps for soliciting input from community members and for reflecting how that input has been incorporated and/or considered
- To protect the value of these lands to the University for the long term
- To align UNB's relevant policies and practices with government legislation and policies, including the New Brunswick Community Planning Act

1.1 Property Subject to this Framework

This Framework applies to development on all property owned by the university except property for which there is a Campus Plan or an existing development plan in place. Additional exclusions to this Framework include development for academic purposes, telecommunications towers and community water towers. These exclusions would remain subject to oversight under the *UNB Act*, the *Community Planning Act* and other provincial and federal legislation that may apply. This Framework will be reviewed on a regular basis and exclusions will be part of this review process.

1.2 Main Components of this Framework

Planning tools for managing land use include LRDPs, Sector Plans and Business Cases. These tools address different scales and timeframes for land planning and are used to allow UNB to retain the value of its property and to support its long-term goals.

The *decision-making structure* defines the roles and responsibilities of the parties involved as well as the flow of information and input. It will build accountability and provide transparency to the process by which input is gained and decisions are made, community members are engaged, and outcomes are communicated.

Engagement of community members is valued by UNB and is integral to the success of the process. It is the way input and feedback are gained for developing a plan. Communication of engagement opportunities and outcomes will provide transparency and build community trust in how property is managed by UNB.

1.3 Adopting this Framework as University Policy

This document describes the framework by which decisions are made regarding property development at UNB. It will guide and support UNB in making informed and transparent decisions for development of property to support the University's Mission and to retain the economic, cultural and environmental value of its property for the long term.

Following presentation to both UNB Senates and approval by UNB's Board of Governors (Board), this Framework has been adopted as University Policy and will be administered by the Office of Capital Planning and Operations (Capital Planning Office; CPO) on behalf of the President. UNB's Vice President of Administration and Finance will monitor the operation of this Framework and will make recommendations for amendment when required by means of a clearly defined process which involves full, open and transparent consultations with the community, and approval by the Board. Prior to approval by the Board, the Senates will be consulted via presentation to these bodies by the CPO to provide opportunity for review and comment.

2.0 Overview of Property Holdings

UNB has substantial property holdings in New Brunswick, comprising more than 3,600 hectares in several locations, including campuses in Fredericton and Saint John, woodlots, development and conservation areas (Figure 2.1). Property holding maps are maintained by the CPO and can be found on the UNB webpage for that office.

Strategic property management is important to UNB in fulfilling its Mission. The broader community may also have interests in use of the property, which is currently the case for the UNB Woodlot and Tucker Park properties. This underscores the need for a framework for managing property owned by UNB.



Figure 2.2 Location of UNB Property Holdings (current to November 2020)

3.0 Oversight and Accountability of Land Owned by UNB

UNB's current Land Management Strategy (LMS) was developed through a 2003 consulting process that was documented in a report (Brook McIlroy 2003²) and approved by the Board. The LMS outlines a framework for classifying and managing UNB's property holdings as "Core" and "Non-Core"³, with Core lands reserved for teaching and research, and Non-Core lands used for conservation, potential development, or held in reserve (undecided use). Classification of land is the responsibility of the Board and is reviewed annually. Information on land classification is maintained by the CPO and made available for viewing on the UNB

webpage for that office. Apart from exclusions identified in Section 1.1, this Framework therefore applies to property designated for potential development for which a plan does not currently exist or for renewal of an existing plan.

In the years following 2003, pursuant to the LMS, the Board approved development of certain portions of the UNB Woodlot. Phase 1 development area (≈110 hectares), which lies alongside Knowledge Park Drive in the northeastern part of the UNB Woodlot, has been undergoing development since 2007 based on a previous development plan. The Board also set aside another portion of the UNB Woodlot for protection from development in perpetuity, designated as the

Definitions of UNB's Non-Core Lands

Development Lands - Properties that can generate revenue or leverage outcomes of benefit to the University through sale, leasing, or exchange.

Conservation Lands - Properties of environmental, cultural, or historical significance that should be conserved and protected.

Reserve Lands - Properties with no current designation for conservation or development.

(adapted from Brook McIlroy 2003)

² Brook McIlroy, Inc. 2003. Land Management Strategy - University of New Brunswick. This document can be found on the UNB webpage for the Capital Planning Office.

³ Definitions for "core" and "non-core" land in the LMS are applied in principle by the Finance and Properties Committee although different terms may be used.

Creighton Conservation Forest (CCF), and established a broadly representative Advisory Committee for the CCF (the CCFAC). The CCFAC provides advice regarding the CCF to the Office of Forest Land Management for academic and research matters and to the CPO for operational matters.

The guiding principles for development of Non-Core property are in alignment with guiding principles in the LMS (Brook McIlroy 2003²), as summarized below.

- The land should not be currently used to support teaching and research as its primary function
- The land endowment should be continuously replenished and increased over time to support teaching, research, and revenue generation
- A long-term strategic plan should be developed for the land endowment
- Market forces cannot be the key determinants for managing and planning development land
- Development should be environmentally responsible, demonstrate best practices for land use, and promote positive land stewardship
- A high standard should be set for the quality of design and development
- Development should enhance UNB's reputation and image and support the well-being and economic development of the communities to which it belongs
- UNB should explore opportunities for partnerships and strive to achieve multiple goals for each development

With oversight from the UNB's Vice President Administration and Finance, the CPO is responsible for managing development property on behalf of the President and for carrying forward recommendations to UNB's Board for approval. The Vice President Saint John will also be engaged when land development is planned on the non-campus Tucker Park lands adjacent to the Saint John campus. Decisions made by UNB's Board regarding development property are subject to further oversight by municipalities or Regional Service Commissions through the *Community Planning Act*, by the province through the *UNB Act*, and by various other regulators and agencies according to land use and land features.

This Framework provides for engagement of the community for input and for communication to keep them informed about decisions that are made by UNB regarding land use and development plans. Engagement is intended to provide UNB with valuable input and perspective regarding land use such that decisions it makes are well-considered, reflect the priorities and values of the University and the broader community, and are likely to receive subsequent approvals from external agencies (e.g., municipalities, Regional Service Commissions, provincial and federal authorities). The Framework also provides for documentation to demonstrate transparency in process and decision-making, including an Independent Auditor role to confirm compliance.

4.0 Engagement and Communication

Respectful and inclusive engagement is integral to the success of planning and decisions made by UNB for its development property for revenue generation. UNB recognizes the value of engaging its students, faculty, staff, and the broader community to help shape the use of its non-core property.

Effective, iterative, and transparent engagement and communication, both internal and external to UNB, will build awareness, provide valuable input and perspectives, identify potential constraints or opportunities, and facilitate the decision-making process regarding property development.

This section outlines principles for engagement, types of input to be gained, engagement planning and tools.

4.1 Principles of Engagement

The following principles outline the expectations for engagement activities with internal and external community members to UNB.

- **Inclusion and Diversity:** Input from a wide range of people and perspectives will enrich the value of engagement. UNB will include people of all abilities, ages, and backgrounds to facilitate diverse and inclusive engagement.
- **Accessibility:** Invitations to participate in workshops and public open houses will be issued through a variety of means. Outcomes from engagement will be made available online. To encourage participation, UNB will provide flexibility in engagement venues, means, and timing.
- **Scalable participation and convenience:** Plans for engagement will acknowledge and be respectful of the time commitment of participants to participate, and therefore activities will vary in length and complexity as appropriate to the level of community engagement and property planning phase.

- **Provision of reasonable notice and response time ahead of decision-making:** Engagement will be planned so as to provide sufficient notice to allow interested parties to learn about, reflect upon, and provide input to the proposed land use. Advertising of engagement activities will use a suite of means to encourage attendance and participation.
- **Honesty, openness, and transparency:** Information about the proposed development plans will be shared with interested parties to allow those parties to effectively evaluate them. Input will be sought, welcomed, documented, and addressed throughout the process. The University will respect the confidentiality of private business proposals for the Business Case phase.

4.2 Sources of Input

When considering a potential development or land use designation, a variety of groups will be engaged at varying levels of intensity depending on the scope of development and phase of planning. A description of the sources of input that will be sought is provided below.

Internal Community Input: Sources of internal input include community members within UNB, such as students, faculty, staff, administration, and representative groups such as Senates, undergraduate and graduate student associations/unions, and alumni associations/councils.

External Community Input: Sources of external input include parties that would likely have interest in the property in question, such as governments, Indigenous peoples and communities, land-user groups, nearby residents, the business community, and non-governmental organizations. Plans for development should align with municipal and regional plans to bring benefits to UNB and the host municipality and region. Engagement of local government staff (e.g., planning, environment, engineering and public works) is vital to keep these communities and UNB aligned with future plans for land use, transportation and infrastructure support.

Regulatory Input: Regulatory input is required to ensure compliance with legislation and bylaws, including municipal plans and regional plans, to identify and protect valued and sensitive features, and to ultimately gain the required approvals from governments to allow responsible development to proceed. Early engagement of regulators (e.g., municipal planners, environmental regulators) will be encouraged to gain important insights on broader plans and constraints for land use.

4.3 Engagement and Communication Planning

The scope and scale of engagement will vary based on the nature of the land use planning activity. For example, engagement for updating a LRDP will be broader than for a Business Case, which focuses on approval authorities. Planning tools are detailed in Section 5. Prior to initiating any planning step, an Engagement and Communication Plan will be developed to support a well-designed, proactive, inclusive, responsive, and transparent process.

UNB will have a variety of tools in place for engagement and communication to invite input and feedback, to advertise events and to disseminate information. Each activity will have its own specific plan tailored to the goals for the activity, location of the property, level of engagement required, and community members. Examples of engagement activities and communication tools are shown below.

ENGAGEMENT ACTIVITIES

Public Open Houses
Online Surveys
Strategic Meetings / Interviews
Focus Groups
Workshops

COMMUNICATION TOOLS

Social Media (e.g., Facebook, Twitter)
Posters, Advertising, Paper Communications
Dedicated Webpages or Existing Webpages
Email or Mail-outs
Advertising in Local Newspapers or Newsletters

An Engagement and Communication Plan will consider how to reach various constituencies, such as through representative bodies, keeping in mind that a variety of engagement tools will be used. UNB's Communications group will support the CPO in planning and managing engagement activities. Each Engagement and Communication Plan should include the following elements:

- Goal of engagement
- Detailed information about the specific matter being consulted on
- Identification of key roles and responsibilities of the engagement and communications team
- Identification of the primary internal and external community members with whom we will engage and communicate
- Identification of how community members can become engaged if interested
- Description of engagement and communication tools, activities and mechanisms
- Timelines, locations, and logistical details
- Guidelines for documenting and disseminating engagement input and outcomes

5.0 Planning Tools

The planning tools included in the Framework for managing the use of UNB development property proceed from a conceptual level (LRDP), to a more defined land use plan (Sector Plan), and finally to support actual development of property (Business Case) (Figure 5.1). These tools are intended to work in concert to allow UNB to be a responsible land steward and to gain valued input from community members. For the benefit of the overall community, these tools will work alongside land use, planning, and development processes used by the host municipality or Regional Service Commission in accordance with the *New Brunswick Community Planning Act*.

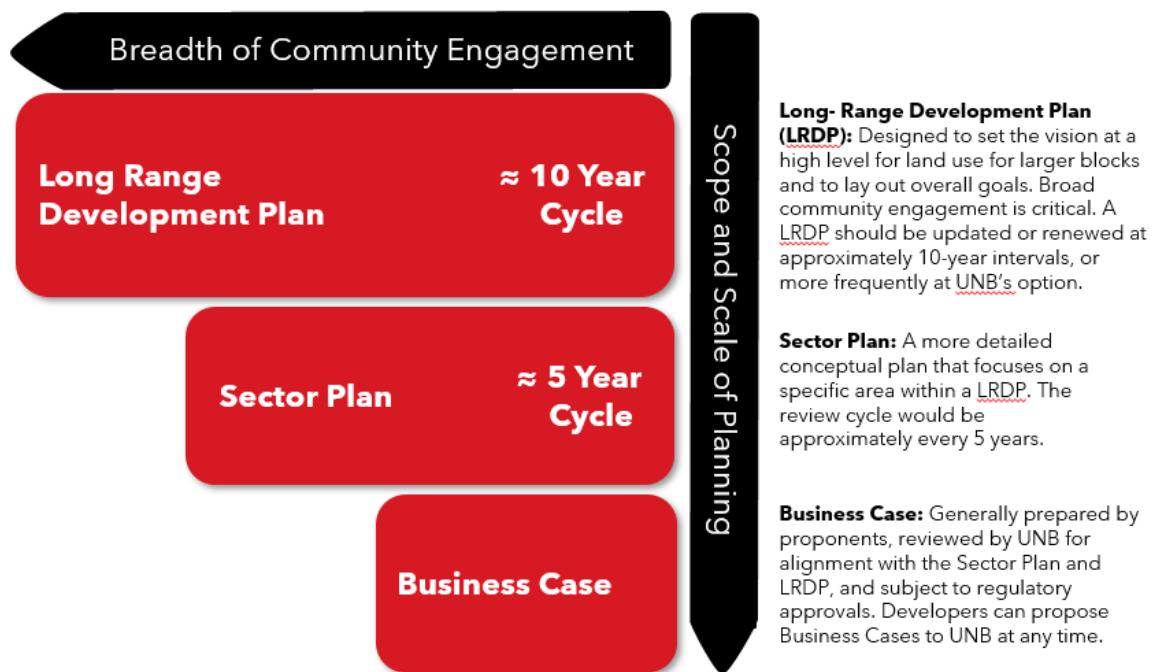


Figure 5.1 Planning Tools Within the Framework for Managing UNB Development Property

The breadth of community engagement will be greatest for a LRDP because this sets the vision and overall goals for land use on larger properties and UNB will benefit from input and perspectives gained from a wide variety of sources. Given

the scope and scale of planning and engagement, LRDPs would be renewed on a cycle of approximately ten years or more often as needed. A LRDP is analogous to a municipal plan and should align with such plans in the host municipality or Regional Service Commission.

The Sector Plan tool focuses on a section of property within a LRDP for which there is shorter-term development potential and more defined land use(s). Community engagement for this tool is narrower in scope than for a LRDP given the reduced scale of planning entailed. Engagement will include existing and adjacent property users and those who are reasonably expected to be affected in some way by land use in the Sector Plan area. Sector Plans may be used to ascertain interest and seek proposals from the community. Sector Plans will facilitate the process of zoning of land by the host municipality or Regional Service Commission to enable UNB to complete timely review of and make decisions on Business Cases that subsequently come forward.

Business Cases are proposals for specific land use and development. These require review and approval by UNB for alignment with the related LRDP and Sector Plan. Proposed Business Cases also require regulatory approvals from the host municipality or Regional Service Commission and potentially other regulatory bodies before development can proceed. Engagement for this stage is typically limited to the proponent and authorities who issue approvals and authorizations.

These planning tools are described in more detail below.

5.1 Long-Range Development Plan

5.1.1 What is the purpose of a LRDP?

A LRDP provides a guide for overall land use and potential development of property that is subject to this Framework and informs the more detailed Sector Plans and Business Cases that come forward. A LRDP identifies planning principles that integrate with UNB's Academic, Strategic Research, and Strategic

Plans, as well as external municipal and regional plans of the area, and environmental and cultural values and regulatory requirements.

5.1.2 What does a LRDP include?

A LRDP provides the overarching plan for property development subject to this Framework. The process to develop a LRDP involves broad community engagement for input and the resulting plan is approved by the Board, subject to relevant provisions in the *UNB Act*, as the guiding document for land use and development.

A completed LRDP will include, but not be limited to, the following elements:

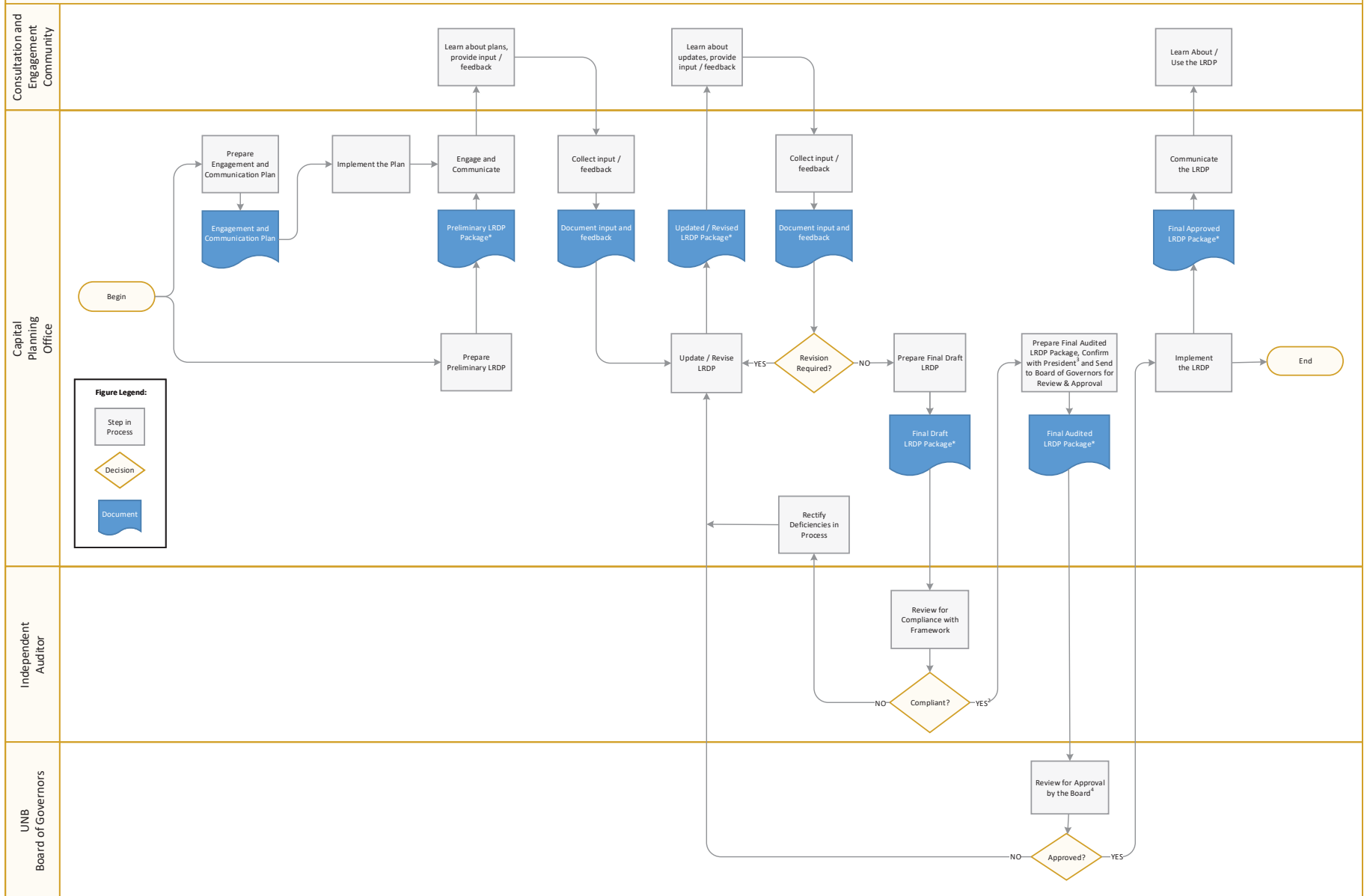
- Map of subject property and identification of areas for planning and/or growth
- Vision for each of the components to reflect intended uses (e.g., residential, retail, research park)
- Background information such as environmental constraints, demographic analysis, market conditions or trends, current land uses, and property demand
- Land use principles reflecting UNB's commitment to responsible land stewardship (see UNB webpage for the CPO)
- Outline of the engagement and communication processes and their outcomes including how these informed the LRDP

5.1.3 What is the process to develop a LRDP?

At the direction of UNB's Board, the CPO is responsible for developing, implementing, and revising LRDPs. A separate LRDP will be generated for each development property or group of development properties.

The process to develop a LRDP is outlined in Figure 5.2. Following the Board's decision to develop a property, the first step is to gather the background information and maps for the subject property. An Engagement and Communication Plan will then be prepared by the CPO as outlined in Section 4 and will be communicated to provide transparency for the process.

Preparation of a Long-Range Development Plan (LRDP) (renewed approximately every ten years)



Notes:
 1 LRDP Package includes a record of the process followed, input and feedback received, the communication plan, map and other images, and related information that describes and supports the plan.
 2 The Independent Auditor indicates compliance with the process or specifies that minor changes are required (e.g., requests additional documentation) and additional consultation is not required.
 3 President = UNB President who may review with the President's Executive Team for advice.
 4 Board = UNB Board of Governors, including the Finance and Properties Committee of the Board; this committee will review the LRDP Package in advance and make recommendation to the Board for approval.

Figure 5.2 Preparation of a Long-Range Development Plan (LRDP) (renewed approximately every ten years)

A timeline with key milestones for creation of a LRDP will be established in the Engagement and Communication Plan. Community input will be sought to inform the vision and long-term goals for land use. Several rounds of engagement may occur as a LRDP is refined.

Following preparation of the final draft LRDP Package (including documentation of the process that was followed) by the CPO, it will be submitted to an Independent Auditor in accordance with the Terms of Reference in Attachment A. The Independent Auditor will review the LRDP Package and issue a report to confirm whether it has been developed in compliance with the process in this Framework. If the process is deemed to be non-compliant with the Framework, UNB must address the deficiencies and resubmit the LRDP Package to the Independent Auditor.

Once the Independent Auditor has confirmed the LRDP Package is compliant with this Framework, the CPO will submit the audited LRDP Package to the President for review and confirmation, and then to the Board for review and approval. Once approved by the Board the LRDP will be publicly posted on the CPO webpage and remain available to inform and guide more detailed planning and to inform community members.

If the audited LRDP Package is not approved by the Board, it will be returned to the CPO to address their concerns and revised as outlined in Figure 5.2 before being re-submitted to the Independent Auditor.

Review or renewal of a LRDP will follow the process described in this Framework to develop an initial LRDP. When a LRDP review is initiated, this will trigger review of the related Sector Plans. A LRDP may be renewed if no changes are contemplated. The renewed LRDP will be publicly posted on the CPO webpage.

The time frame for renewal / update of LRDPs should be approximately ten years, or more frequently at UNB's option. During the period when a LRDP is in place, if additional property is acquired that is contiguous with that LRDP property, the

CPO will not designate a land use for that additional property until such time as the LRDP for the entire property is renewed.

5.1.4 How will engagement inform a LRDP?

A LRDP is developed through an engagement process to obtain valued input and perspectives to shape the plans for future use of the property. Broad and diverse engagement is most important at this stage because the outcome will provide the direction for more detailed Sector Plans and Business Cases. Engagement will include community members both internal and external to UNB, and representatives from the host municipality and/or Regional Service Commission for alignment with municipal and regional plans. Input and feedback will be documented and made publicly available on the CPO webpage with each new iteration of the proposed LRDP.

UNB will encourage input without exerting influence or bias. Broad engagement will gather valued input and perspectives about current and future use of the property and development to support creation of a well-informed LRDP. A LRDP will guide preparation of Sector Plans and Business Cases and facilitate approvals that may be required under the *Community Planning Act* and other applicable pieces of legislation. Engagement will include municipal and/or regional planners and regulatory authorities to raise awareness and align a LRDP with plans that are already in place and any related constraints.

Each round of engagement will involve documentation of input and feedback, posting of updated information, notification for engagement opportunities, and a comment period. Notification of engagement events or activities will be issued well in advance (e.g., ten working days) to provide reasonable notice to participants. A total time frame of approximately 45 days will be considered for each engagement period, starting with notifications and ending with completion of the comment period. Given the bi-cameral nature of UNB's governance, as specified under the *UNB Act*, planning for engagement with Fredericton and/or Saint John Senates will take into account timing of Senate meetings; initial

engagement should occur early in the 45-day period to allow time for Senates to review and provide comments. Information regarding the plan (e.g., objectives, property size and location, proposed land uses) will be made available using various media throughout the engagement period.

5.1.5 How will a LRDP be implemented?

The approved LRDP will be used by the CPO to guide development on a property. As university, community and market needs arise, property within the scope of a LRDP may be subjected to more detailed planning by development of a Sector Plan.

5.2 Sector Plan

5.2.1 What is the purpose of a Sector Plan?

A Sector Plan is a more detailed plan for use of the property than a LRDP and is used to attract and guide proponents in preparing Business Plans for consideration by UNB and to inform community members. It is focused on a specific property within a LRDP that may be developed in the near future. The Sector Plan will provide the basis for land use approvals, such as zoning, as negotiated with the host municipality or Regional Service Commission. Sector Plans can inform the business community of development opportunities. Sector Plans are subject to more frequent review and update than a LRDP to reflect needs of the community and UNB or changes in market conditions.

5.2.1.1 What does a Sector Plan include?

A Sector Plan aligns with a LRDP and includes conceptual layout of physical development such as buildings and infrastructure. A Sector Plan will at a minimum include:

1. Background site information including environmental and geotechnical information, site servicing (e.g. water, wastewater, stormwater), and

transportation infrastructure (e.g., roadways, pedestrian, bicycle, public transit links)

2. Proposed land uses and their relationship to municipal zoning and the LRDP
3. Conceptual land use plan that identifies components including, for example, transportation, infrastructure, open space, and scope and scale of buildings
4. Outline of the engagement and communication processes and their outcomes including how these informed the Sector Plan

To support preparation of a Sector Plan, additional studies may be conducted such as habitat surveys, assessment of potential effects on lands designated for conservation, visual assessments, solar shading assessments.

5.2.2 What is the process to develop a Sector Plan?

Preparation of a Sector Plan follows essentially the same process as used to prepare a LRDP, except that engagement is more focused in line with the scope and scale of planning and does not include an independent audit. An outline of the process to develop a Sector Plan is provided in Figure 5.3. Each Sector Plan will focus on a specific property within a LRDP and align with the allowable uses of land.

The CPO is responsible for developing, implementing, and revising Sector Plans. The first steps are to gather the background information and maps for the subject property through existing sources and/or through additional studies (see Section 5.1.2).

An Engagement and Communication Plan will then be prepared by the CPO as outlined in Section 4 and will be communicated to provide transparency for the process. A time frame for overall engagement and development of each proposed Sector Plan will be established.

A draft final Sector Plan will be submitted by the CPO to the UNB President for review and confirmation, and then submitted to the UNB Board for review and approval. A finalized Sector Plan will be publicly posted and remain available on

the CPO webpage. Following this, the University may seek zoning amendment from the planning regulators as required to solicit development proposals and to facilitate approval of Business Cases.

Review and renewal of a Sector Plan will follow a similar process to the initial development of a Sector Plan. A Sector Plan may be reaffirmed by the CPO for a new term if no changes are contemplated. The reaffirmed Sector Plan will be publicly posted on the CPO webpage.

The time frame for review, renewal or reaffirmation of Sector Plans should be more frequent than for a LRDP and more responsive to shorter-term market and community needs, with an approximate cycle of five years. In the event that a LRDP review is initiated, this will trigger review of the related Sector Plans.

5.2.3 How will engagement inform a Sector Plan?

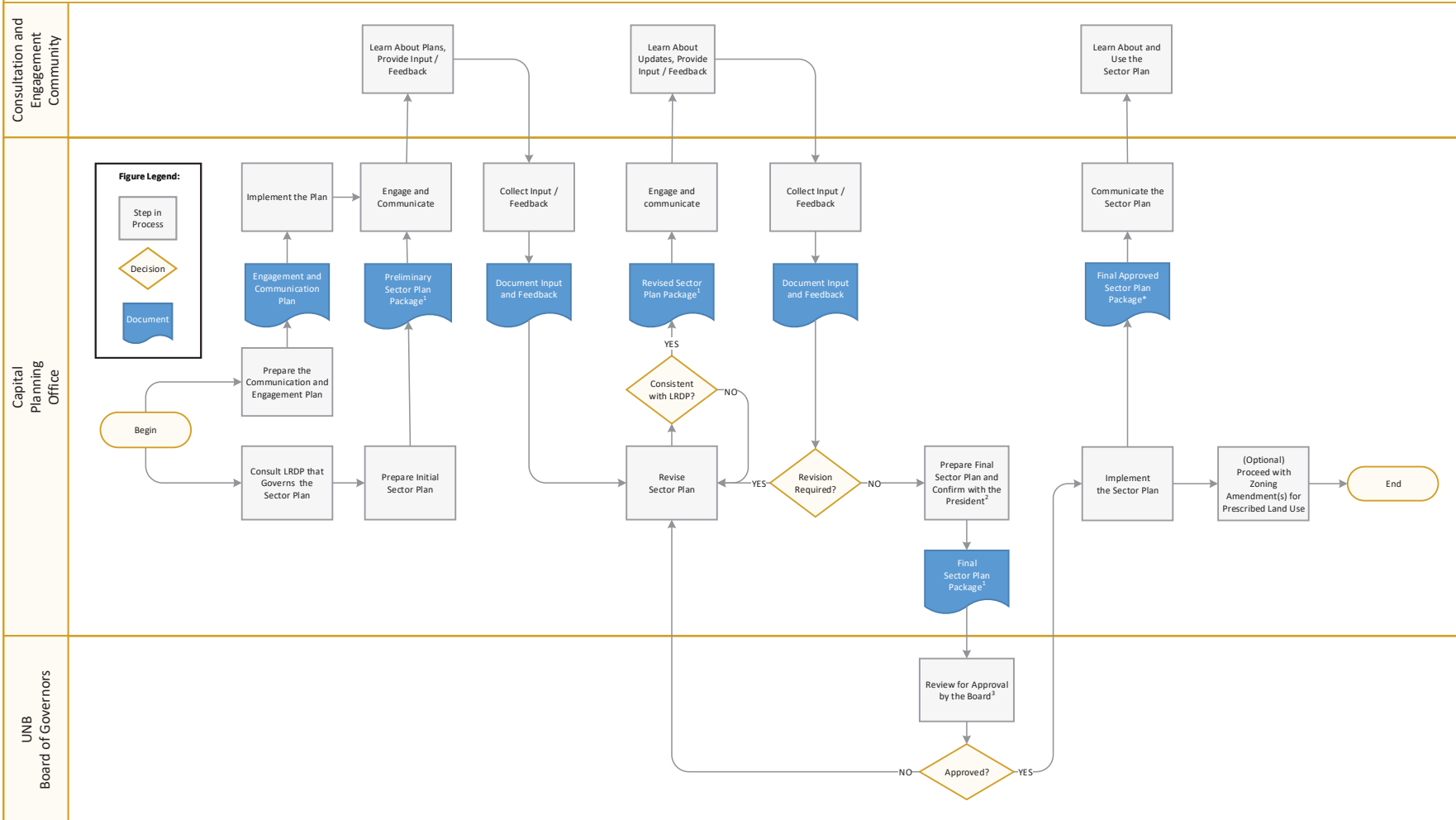
Development of Sector Plans is informed by a more focussed engagement process than a LRDP given the more focussed scale and scope of planning. Engagement and communication will include community members, both internal and external to UNB, who may be affected by plans for that property. Representatives from the host municipality or Regional Service Commission and local government will also be engaged to confirm that plans align with services and infrastructure (current and planned), community needs, with municipal and regional plans, and with the LRDP. Input and feedback will be documented and made publicly available with each new iteration of the Sector Plan.

As with engagement to develop a LRDP, UNB will encourage input without exerting influence or bias. Input to the Sector Plan process will be considered, incorporated, and documented to provide transparency, build trust, and attract development. Sector Plans may require rezoning of land by the host municipality or Regional Service Commission, which will require a separate engagement and communication process under the *Community Planning Act*. Other permits and

approvals may be required by legislation depending on the nature of planned use of property and land features.

A carefully completed Sector Plan will set the stage for an efficient process for development proposals brought forward by the business community. In this regard, early engagement will include municipal / regional planners and regulatory authorities to raise awareness and align the Sector Plans with zoning and other plans and constraints that are already in place.

Preparation of a Sector Plan (renewed approximately every five years)



- Notes:
- 1 Sector Plan Package includes a record of the process followed, input and feedback received, the communication plan, map and other images, and related information that describes and supports the plan.
 - 2 President = UNB President who may review with the President's Executive Team for advice.
 - 3 Board = UNB Board of Governors and includes the Finance and Properties Committee of the Board; this committee will review the Sector Plan Package in advance and make recommendation to the Board for approval.

Figure 5.3 Preparation of a Sector Plan (renewed approximately every five years)

Each round of engagement will involve documentation of input and feedback, posting of updated information, advance notification for engagement opportunities, and a comment period. Engagement sessions will be advertised, or invitations sent out, well in advance (e.g., ten days) to provide reasonable notice to participants. A total time frame of approximately 45 days will be considered for each round of engagement, starting with notification and ending with the close of the comment period. Information regarding the plan (e.g., objectives, property size and location, proposed land uses) will be made available using various media throughout the engagement period.

5.2.4 How will a Sector Plan be implemented?

Once a Sector Plan has been approved by the Board, it will be made publicly available and shared on the CPO webpage, and will be shared with the business community to attract interest and to keep the broader community informed.

5.3 Business Cases

5.3.1 What is the purpose of a Business Case?

A Business Case is a proposal that UNB uses to evaluate and decide on potential property development in relation to their alignment with the Sector Plan, the related LRDP, and academic or financial benefit to the University.

5.3.2 What does a Business Case include?

A Business Case will include plans for a specific development that become more detailed as discussions proceed. It must demonstrate alignment with the Sector Plan, and UNB's Mission and values. A proponent must demonstrate their financial security for the long-term viability of the development. Detailed plans must conform to development standards established by UNB and to external standards established by the host municipality or Regional Service Commission. The proponent must have UNB approval to seek a variance from internal or external standards.

5.3.3 What is the process to develop a Business Case?

The CPO may issue a request for an expression of interest to the business community to attract development or a proponent may approach the CPO with a proposal for a specific development.

A proponent (internal or external to UNB) will present a development proposal to the CPO to describe a project that they believe will fit within the Sector Plan. The CPO will review the proposal and may accept or decline it or request more information. An outline of the process is provided in Figure 5.4 and a detailed operational version of the process used by the CPO is provided in Appendix B.

If the proposal is accepted for further consideration, the CPO will develop a limited Engagement and Communication Plan to include potentially interested parties (e.g., a faculty that could interact with a proposed research facility) to raise awareness and solicit input to inform the development of the proponent's proposal. External proponents will be required to demonstrate consultation with regulatory authorities to determine the external approvals required for development to proceed. For external proponents, UNB will provide draft business terms and then negotiate a draft business agreement. At any point in the process, if the proponent's proposal or the business terms are unacceptable to either party, the process can be terminated.

The Business Case package will be prepared by the CPO and will include a detailed proposal from the proponent and business terms. A draft final Business Case will be submitted to the UNB President for review and confirmation, and then submitted to the UNB Board for review and approval. The proponent may be invited to present their proposal to the Board prior to approval.

Once the Business Case is approved by UNB, the proponent will be asked to confirm that external approvals required for the development to proceed have been secured before UNB provides a final business agreement for signing to allow the proposed development to proceed. In accordance with sections 13 and

14 of the *UNB Act*, the Final Business Terms may be subject to UNB securing approval by the Lieutenant-Governor in Council, particularly for lease limits exceeding 21 years and not exceeding 99 years.

Business Cases are not typically made public because they contain proprietary information. External proponents are responsible for obtaining all necessary approvals and authorizations from the host municipality or Regional Service Commission and other regulatory agencies. Once all approvals are in place and an agreement is in place between UNB and the proponent, the development can proceed.

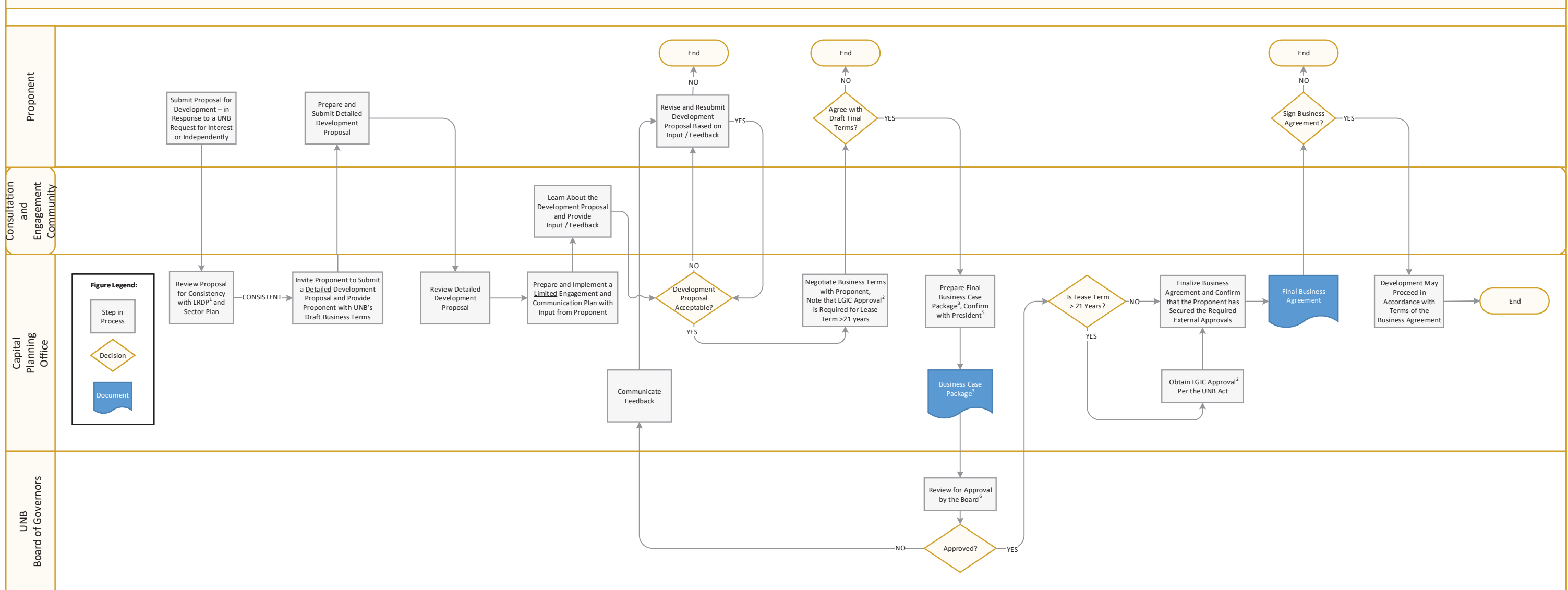
5.3.4 How will engagement inform a Business Case?

UNB respects the privacy of proponents in bringing development proposals forward and therefore engagement will typically be limited to the proponent and the CPO. With agreement of the proponent, additional parties may be engaged by UNB to evaluate the proposal. Input and feedback will be documented by the CPO for internal records only. Public communication of plans for development is typically left to the proponent. The CPO will subsequently update the related LRDP and Sector Plan to reflect the current development status of its property holdings.

5.3.5 How will a Business Case be implemented?

Once all approvals are in place and an agreement is in place between UNB and the proponent, the development can proceed as per the agreement.

Outline of Process for Preparation of a Business Case (Detailed Operational Version of the Process Provided in Appendix B)



Notes:
 1 LRDP = Long-Range Development Plan
 2 LGIC = Lieutenant Governor In Council; LGIC approval is required for lease terms exceeding 21 years and not exceeding 99 years in accordance with *University of New Brunswick Act* section 14(c).
 3 Business Case Package includes a record of the process followed, input and feedback received, the financial terms for UNB, the financial case for the proponent and related information that supports review and decision.
 4 "limited": Engagement will typically be limited to the proponent and the Capital Planning Office to protect the privacy of proponents in bringing development proposals forward. With agreement of the proponent, additional parties may also be engaged by UNB to evaluate the proposal.
 5 President = UNB President who may review with the President's Executive Team for advice.
 6 Board = UNB Board of Governors and includes the Finance and Properties Committee of the Board; this committee will review the Sector Plan Package in advance and make recommendation to the Board for approval.

Figure 5.4 Outline of Process for Preparation of a Business Case (Detailed Operational Version of the Process Provided in Appendix B)

6.0 Decision Making and Accountability

UNB has a well-defined decision-making structure for planning and development of property that is subject to this Framework. Accountability is built into each of the roles identified in this Framework for transparency and to build trust about how decisions are made.

6.1 Decision-Making Structure

UNB's CPO is responsible for consistent application and implementation of the Framework in relation to UNB's development property with oversight from the Vice President Administration and Finance. The CPO may also make recommendations for amendment of the Framework and this would be achieved through the process defined in Section 1.0.

Decisions regarding UNB's development property are subject to approval by the Board. In addition to approvals under this Framework, additional approvals may be required from the host municipality or Regional Service Commission under the *Community Planning Act*, and may also be required from other regulatory agencies based on the nature of the development, land features, and land use plans.

Regulatory approvals that are important to consider in the development of LRDPs, Sector Plans, and Business Cases may include the following:

- Amendments to Municipal Plan or Zoning
- Zoning Variances
- Building Permits
- Other regulatory approvals or authorizations that may be required by provincial and federal authorities (e.g., environmental approvals such as watercourse and wetland alteration permits)

6.1.1 Key Roles and Responsibilities

This section sets out the key roles and their responsibilities under the Framework.

UNB Capital Planning Office

The CPO manages planning and development of UNB property. It reports to the Vice President Administration and Finance and advises and provides recommendations to the appropriate committee of the Board and to the President. It acts as the custodian and administrator of the Framework and oversees its implementation.

UNB Vice President Administration and Finance

The Vice President Administration and Finance reports to the President and is responsible for the financial and non-academic corporate services of UNB, including oversight of the CPO.

UNB Vice President Saint John

The Vice President Saint John reports to the President and is responsible for oversight of the Saint John Campus.

UNB President

The UNB President is the chief executive officer for the University as defined in the *UNB Act* and is responsible to the Board.

UNB Board of Governors

The Board is the highest approval body responsible for administration and finances within UNB. In relation to the Framework, the Board receives advice and recommendations from the CPO and makes decisions on matters regarding property and development.

Independent Auditor of LRDPs

The Independent Auditor is responsible for determining whether the process used to develop a LRDP is in compliance with the Framework. The Independent Auditor's certification of compliance is required before a LRDP can be approved by the Board. The Terms of Reference for the Independent Auditor are provided in Attachment A.

6.1.2 Community Participants

Community members and organizations will be invited to participate in accordance with Section 4.1 of the Framework.

Internal Community Members

UNB internal community members including staff, faculty and students may be engaged, whether individually or through their representative bodies. Groups with a specific focus may also be engaged, as will alumni through a process managed by the Alumni Office.

External Community Members

Community members and groups that are external to UNB operations may be engaged, including non-governmental associations, the business community, and others that may be affected by the proposed use of development property. They will be identified in an Engagement and Communication Plan that is developed according to the Framework.

Indigenous Peoples

It is recognized that Wabanaki / Ckuwaponahki people have an ancestral relationship to land that is intrinsic to their world view, language, knowledge, spirituality, history, stories, social systems, and contemporary experiences. Therefore, UNB will make particular effort to have Wabanaki / Ckuwaponahki participation and engagement.

Government Representatives

UNB will invite representatives of relevant levels of government to participate and they will be identified in an Engagement and Communication Plan based on their involvement in land use and planning in the applicable region.

6.2 Accountability

The key principles of this Framework are transparency, accountability and a clearly defined process for property development planning, as they apply to LRDPs, Sector Plans and Business Cases. The process to create and establish each LRDP must be audited for compliance with this Framework. The Framework also outlines the process by which Sector Plans and Business Cases are created and established.

Policy Creation and Adoption: The first step in accountability is for UNB's Board to approve and adopt this Framework as an official policy and to make it publicly available.

Defined Process: The Framework sets out an approval process for planning decisions regarding UNB's development property that provides clarity to interested proponents and the community and provides opportunities for engagement and communication.

Transparency and Public Accountability: Engagement and communication with the community are central to the Framework. Documentation of each Engagement and Communication Plan and outcomes as well as LRDPs and Sector Plans will be publicly accessible throughout the process.

7.0 Conclusion

The decision-making Framework described herein is a University policy and provides a defined, inclusive, and transparent process to support UNB in making well-informed and considered planning decisions for UNB's development property now and into the future. By following this process, UNB demonstrates that it is a responsible land steward, harnessing opportunities that benefit the University and the broader community for the long term.

Appendix A

Terms of Reference for the Independent Auditor for the Process to Prepare a Long-Range Development Plan

1. The University of New Brunswick ('the University' or 'UNB') has adopted a Decision-Making Framework for UNB Development Property ('the Framework'). The Framework includes the requirement that before any UNB Long-Range Development Plan ('LRDP') is approved by the Board of Governors ('the Board') it shall be audited by an independent professional auditor⁴ (the Auditor) to certify the LRDP was prepared in compliance with the process outlined in the Framework.
2. The Auditor shall review a proposed LRDP and confirm whether it was prepared in compliance with the process set out in the Framework for preparation of a LRDP.
3. Without excluding other components of the Framework, the key aspects of the Framework process that are to be audited for compliance are communication and engagement and include criteria related to timelines, extent of community engagement and publication of information.
 - a. Documentation of a communication and engagement plan, including:
 - i. Confirmation that a list of identified community members exists and includes the elements referenced in section 4.3 of the Framework

⁴ "Professional" is used to indicate that the Auditor is a member of a recognized self-governing regulated profession.

- ii. Confirmation that meetings were held in accordance with timelines stipulated in the Framework
 - iii. Confirmation that a record of input and feedback exists for each meeting
 - b. Confirmation that the proposed LRDP and documentation demonstrating revisions to it were published in advance of meetings
 - c. Confirmation that a LRDP includes the elements set out in section 5.1.2 of the Framework
 - d. Documentation that community input and feedback were published in accordance with section 5.1.4 of the Framework.
- 4. In the event the Auditor does not confirm compliance, they shall identify the deficiencies in the process and the University shall take steps to rectify those deficiencies. The Auditor shall then perform sufficient review and audit to confirm the identified deficiencies have been rectified such that the process to develop a proposed LRDP complies with the Framework.
- 5. In the event the Auditor confirms that a proposed LRDP was prepared in compliance with the Framework (either originally or after rectification of deficiencies) a LRDP shall be presented to the Board of Governors for approval. If approved, the development of Sector Plans and Business Cases can proceed as per the Framework.
- 6. The University may amend a LRDP which has been confirmed by the Auditor by following the process set out in the Framework. Prior to approval of an amended LRDP by the Board, the Auditor must confirm that it was prepared in compliance with the process set out in the Framework for preparation of a LRDP.

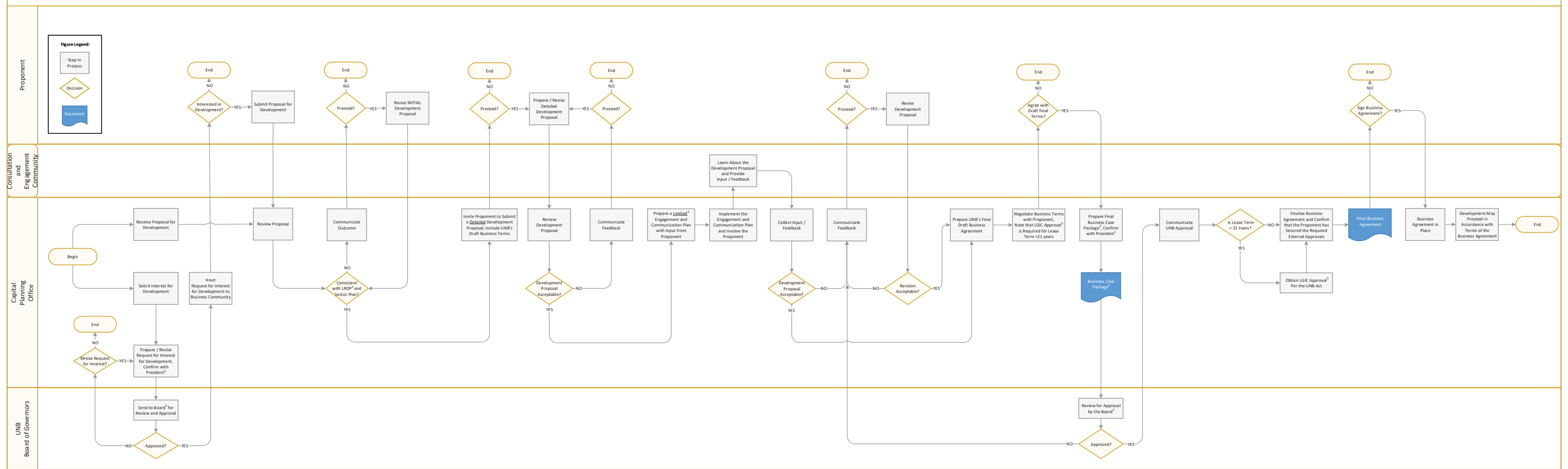
An amended LRDP can only be approved by the Board after the Auditor has confirmed that the process used to develop a LRDP was compliant with the Framework.

Appendix B

Detailed Operational Version of the Process for Preparation of a Business Case

(for use by UNB's Capital Planning Office)

Detailed Operational Version of the Process for Preparation of a Business Case



- Notes:
- 1 President = UNB President who may review with the President's Executive Team for advice.
 - 2 Board = UNB Board of Governors and includes the Finance and Properties Committee of the Board; this committee will review the Sector Plan Package in advance and make recommendation to the Board for approval.
 - 3 LRDP = Long-Range Development Plan
 - 4 "Limited": Engagement will typically be limited to the proponent and the Capital Planning Office to protect the privacy of proponents in bringing development proposals forward. With agreement of the proponent, additional parties may also be engaged by UNB to evaluate the proposal.
 - 5 LGIC = Lieutenant Governor in Council; LGIC approval is required for lease terms exceeding 21 years and not exceeding 99 years in accordance with *University of New Brunswick Act* section 14(1).
 - 6 Business Case Package includes a record of the process followed, input and feedback received, the financial terms for UNB, the financial case for the proponent and related information that supports review and decision.