

<b>SUBJECT</b>	<b>STADIUM ROAD NEIGHBOURHOOD PLANNING PROCESS</b>
<b>MEETING DATE</b>	<b>SEPTEMBER 21, 2017</b>

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR  
SUBMISSION**




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Santa J. Ono, President and Vice-Chancellor

<b>DECISION REQUESTED</b>	<b><i>IT IS HEREBY REQUESTED that the UBC Board of Governors receive for information the Stadium Road Neighbourhood Planning Process, including public engagement process, governance, approval milestones and overall timeline.</i></b>
<b>Report Date</b>	August 14, 2017

**Presented By** Philip Steenkamp, Vice-President External Relations  
 Michael White, Associate Vice-President Campus + Community Planning

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**EXECUTIVE SUMMARY**

In the fall of 2017, UBC Campus + Community Planning will begin the planning process for the Stadium Road Neighbourhood Plan. The Neighbourhood Plan is anticipated to be developed over approximately 18 months with a broad and diverse stakeholder and public engagement process. The Neighbourhood Plan will provide a detailed guide to develop the neighbourhood, including direction for the provision of housing, amount and location of parks and open space, services and amenities, transportation connections, and building types. The process will also determine the location of a rebuilt Thunderbird Stadium, pursuant with Board of Governors' direction on the implementation of *GamePlan: UBC's Athletics and Recreation Facilities Strategy*.

The Neighbourhood Plan process will be shaped by best practices, technical research and analysis, indicators to measure success / opportunities, public engagement, practitioner engagement, and collaboration with UBC faculty and students. This is a generational opportunity to pursue the creation of a complete urban village with a diversity of housing types, more housing options for faculty, staff and students, improved connections through and around the site, additional community-oriented services, advanced sustainable development practices and new opportunities for applied research. In preparation for the upcoming process staff are currently exploring issues and opportunities across four key areas of enquiry: mixed use campus (including academic/neighbourhood integration); connectivity; form and place; and affordability.

The next report to the Board will be in late 2017, following Phase 1 of the process. This early phase will help staff, through extensive engagement, identify key issues, define guiding principles and develop a detailed scope and Terms of Reference to guide the neighbourhood plan process.

The detailed development of the Neighbourhood Plan is anticipated to take place throughout 2018 in three phases:

- Emerging Directions (big moves and indicators of success for stadium location, use mix, housing types, open spaces, and connectivity);
- Plan Options (built form and massing, street network, open spaces, and use mix); and
- Option Refinement (select and evaluate a preferred plan).

The preferred plan, including the final stadium location, is scheduled to be presented for public input in fall 2018. Should a Land Use Plan amendment be required, the proposed amendment will be presented to the Board at the September 2018 meeting with the intent to proceed to Public Hearing in December 2018 and for submittal to the Province for approval, in early 2019. Provincial approval of the Land Use Plan amendment is required prior to construction of a rebuilt stadium (if the neighbourhood boundary changes).

Appendix A shows a high-level summary of proposed key milestones.

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**INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED**

- Learning     
  Research     
  Innovation     
  Engagement (Internal / External)     
  International  
 or  Operational
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**DESCRIPTION & RATIONALE**

Land use (including neighbourhood development) at UBC is governed by the Land Use Plan which incorporates a vision for a complete and integrated university community. The Land Use Plan designates Neighbourhood Housing Areas for which neighbourhood planning is required to define how the goals and targets of the Land Use Plan will be met. To date, six neighbourhood plans have been completed: Chancellor Place, East Campus, Hampton Place, Hawthorn Place/Mid Campus, University Boulevard, and Wesbrook Place. Wesbrook Place is currently in development.

The Land Use Plan identifies neighbourhood area boundaries, general density parameters (average 2.5 FSR across campus and maximum 3.5 FSR per site), maximum building heights (65 metres or approximately 22 storeys) and housing targets. In addition, the Land Use Plan points to residential floor space targets for all campus neighbourhoods established by the Board in 2011. The floor space target for Stadium Road Neighbourhood is 993,000 square feet.

The area subject to the upcoming planning process comprises approximately 22 acres/9 hectares in the southern part of UBC’s campus bounded by East Mall, Stadium Road and 16th Avenue (illustrated in Appendix B: Stadium Road Neighbourhood Planning Area Map). The planning area to be studied includes Thunderbird Stadium and an approximately 10.6 acre/4.3 hectare area identified in UBC’s Land Use Plan as a Neighbourhood Plan Area, comprised of the current Matthews Field east of the stadium, and a parcel of land next to St. John’s Hospice north of Stadium Road.

With the Stadium Road Neighbourhood Plan process there is the opportunity to progress upon Land Use Plan objectives including the creation of a complete urban village with a diversity of housing types, more housing options for faculty,

staff and students, improved connections through and around the site, additional community-oriented services, and advanced sustainable development practices.

Thunderbird Stadium's proximity is a unique characteristic and opportunity of the Stadium Road Neighbourhood. One issue the planning process will address is the siting of a rebuilt Thunderbird Stadium. Through *GamePlan: UBC's Athletics and Recreation Facilities Strategy*, the Board of Governors approved a rebuilt Thunderbird Stadium located in the general area between East Mall, Stadium Road and 16th Avenue. The Board directed that the stadium's precise location and the resulting Stadium Road Neighbourhood boundaries would be determined through the Neighbourhood Plan process. The Board of Governors also directed that the rebuilt stadium be funded through 'net new' revenue created from development opportunities created by a reconfigured or relocated stadium site.

Thunderbird Stadium is currently on land designated 'Green Academic' in the Land Use Plan. Rebuilding the stadium in a new location may result in changing this designation and moving or enlarging the current neighbourhood area boundaries. Explored as part of the Neighbourhood Plan process, this could offer an opportunity to better integrate the stadium with the existing Thunderbird Park, and expand the area available for housing for UBC affiliates, including faculty, staff and students.

The process to amend the Land Use Plan to reflect these changes will be coordinated with the Stadium Road neighbourhood planning process. Should a Land Use Plan amendment be required, it would precede the final Neighbourhood Plan.

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**BENEFITS** The Stadium Road Neighbourhood Plan is an opportunity to advance the Land Use Plan's goal to evolve a special university community through innovation, renewal, and a quest for excellence based on experimentation and demonstration. It is an opportunity to use the UBC campus as a living laboratory for sustainability and innovation, to advance the provision of high-quality recreation and sports experiences on campus and contributing to varsity athletic excellence through improved facilities, to provide a diversity of housing options for faculty and staff as part of a high-quality, compact and complete integrated university community. Further, there is the opportunity to continue to support UBC's land endowment and financially support the rebuilding of Thunderbird Stadium.

Learning, Research, Financial, Sustainability & Reputational

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**RISKS** The process to develop a Stadium Road Neighbourhood Plan and, if necessary, amend UBC's Land Use Plan, includes broad public and stakeholder consultation and will take approximately 18 months to complete. In order to deliver housing to align with completion of the Wesbrook Place neighbourhood (expected within the next five to seven years), planning for Stadium Road Neighbourhood needs to begin by fall 2017. A delay in planning could result in delay of the provision of housing for future faculty, staff and students of UBC, which could impact

Financial, Operational & Reputational

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recruitment and affect timing of endowment revenue. This risk is mitigated by a reasonable planning timeframe, a thorough and effective engagement process, and by the continuing build-out of Wesbrook Place.

Specific to a rebuilt Thunderbird Stadium, delays to the Neighbourhood Plan process may hinder recruitment and impact the reputation of UBC Athletics and athletic excellence at UBC. Further, the proposed funding approach for a rebuilt stadium, which contemplates net new revenue from housing development in Stadium Road Neighbourhood, is based on a potential increase in land area from a more efficient stadium siting as well as more development sites with better views (than what are in the current Land Use Plan). Achieving any net new revenue above what is in the current Land Use Plan is subject to a neighbourhood planning process and, if necessary, amendments to UBC’s Land Use Plan, which requires approval by the Minister of Municipal Affairs and Housing per the *Municipalities Enabling and Validating Act, Part 10 (2010)*.

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<p><b>COSTS</b> Capital &amp; Lifecycle Operating</p>	<p>The Neighbourhood Plan will provide the detail required to estimate costs related to the development of a future neighbourhood including buildings, infrastructure, and supporting facilities and services. Detailed capital and operating costs of a rebuilt stadium will be presented as part of the Board of Governors’ approval process for the project.</p>
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<p><b>FINANCIAL</b> Funding Sources, Impact on Liquidity</p>	<p>Consistent with past “cost of development” practices, in April 2017, the Board of Governors directed that the rebuilt stadium be funded through incremental revenue from new and improved development sites (above what is allowed in current plans) created by optimal siting through the Stadium Road Neighbourhood Plan.</p> <p>The neighbourhood planning process will be accomodated through existing staff resources with additional consultant costs supported by UBC Properties Trust as the developer, per typical practice both here at UBC and across the region. The planning process, including staff and consultant resources, will be managed by Campus + Community Planning.</p>
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<p><b>SCHEDULE</b> Implementation Timeline</p>	<p>The Stadium Road Neighbourhood Plan is anticipated to develop over approximately 18 months. The process has begun with early scoping and stakeholder outreach and is planned to continue in the near term with further stakeholder engagement, focus group discussions, and Phase 1 of public consultation in late September/early October. This early phase will help staff identify key issues, define guiding principles and develop a detailed scope and Terms of Reference to guide the neighbourhood plan process. The guiding principles and Terms of Reference will be presented to the Board at the December 2017 meeting.</p> <p>The detailed development of the Neighbourhood Plan is anticipated to take place throughout 2018 in three phases:</p>
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- Emerging Directions (big moves and indicators of success for stadium location, use mix, housing types, open spaces, and connectivity);
- Plan Options (built form and massing, street network, open spaces, and use mix); and
- Option Refinement (select and evaluate a preferred plan).

The preferred plan, including a recommended stadium location, will be presented to the Board at the December 2018 meeting. A final Neighbourhood Plan and Land Use Plan amendment (if required) would be refined and prepared for Board approval and Public Hearing in early 2019. The Public Hearing is a provincial requirement.

A high-level timeline with plan stages, key outputs, and engagement efforts is provided as Appendix A.

**CONSULTATION**  
Relevant Units,  
Internal & External  
Constituencies

The Neighbourhood Plan process will be led by Campus + Community Planning in consultation with UBC Properties Trust. To guide and advise the Project Team, the following governance is being arranged:

- Steering Committee – this committee, with representation from Campus + Community Planning, UBC Properties Trust, Infrastructure Development, Provost, Treasury, VP Students and others will provide strategic oversight on plan development, budget, schedule, and alignment with project goals and objectives;
- Planning Advisory Committee – this advisory committee comprised of key UBC stakeholders and resident representatives will provide insight and advice on plan content and process;
- Technical Advisory Committee – this advisory committee comprised of key UBC stakeholders and representatives from external agencies and jurisdictions will provide insight and advice on planning/technical issues and coordination; and
- Working Group – this working group comprised of internal (staff), technical stakeholders and subject matter experts will provide insight and advice on detailed design and planning issues as well as acting as a conduit between the Project Team and the members' respective departments and agencies.

Pursuant to the Campus + Community Planning Engagement Charter, the Stadium Road Neighbourhood Plan process will be supported by a robust and diverse public engagement strategy. The public engagement strategy is designed to include a variety of information, input and dialogue opportunities including online engagement, public open houses, workshops, public presentations and discussions with subject matter experts, and advisory committees. Principles of the Engagement Charter include:

- **Informed:** UBC will be clear about what we are seeking feedback on and what the scope of the strategy is.

- **Meaningful:** UBC will ask for input in areas and on questions where input can influence the facility options being considered.
- **Responsive:** The concerns and feedback received during consultation will be demonstrably incorporated into the strategy (where not, an explanation will be provided).
- **Inclusive:** UBC will actively seek to involve a broad group of participants in the process, providing broad and deep engagement options to accommodate different people's time and interest.
- **Active Outreach:** UBC will use a variety of awareness-raising tools to reach a broad and diverse subset of our target audiences.
- **Transparent:** UBC will report back to participants and stakeholders at the end of the consultation on what we heard and how that input influenced the strategy.

The primary objectives of the public engagement strategy aim to ensure that all stakeholders:

- Are aware of the process and opportunities to participate.
- Are aware of the scope of this project and potential outcomes.
- Actively participate in the process and provide input in each phase.
- Feel like their participation was meaningful and valued, and that the process was fair.

Key stakeholders have been identified and include members of the UBC community and area residents. Identified stakeholders include, but are not limited to, UBC faculty, staff and students, UBC Athletics, the UBC Botanical Gardens, residents of neighbouring communities (Wesbrook and Hawthorn Place), UBC Faculty and Staff Housing and Relocation Services, and UBC Infrastructure Development. More broadly, the primary categories of plan stakeholders include:

- UBC Executive and Governance Bodies
- UBC Faculties and Departments
- Students
- Musqueam First Nation
- UBC Affiliated Residents
- Non-UBC Affiliated Residents
- External Governments and Agencies
- Neighbouring Facilities and Businesses
- Stadium users

Initial meetings to discuss project parameters and the engagement process have been held with stakeholders and work has begun to prepare for focus group meetings in late August and the Phase 1 Public Consultation in the fall.

<b>UBCPT COMMENTS</b> Complete for all reports that include a property component	Date of Review:	August 14, 2017	Signed off by:	Aubrey Kelly, President & CEO
	UBCPT acknowledges and agrees with the information put forward in this report.			

<b>Previous Report Date</b>	April 13, 2017
<b>Decision</b>	That the Board of Governors: Approve planning for a Thunderbird Stadium Rebuild <ol style="list-style-type: none"> <li>a. Direct staff to return to the Board of Governors by fall 2017 with a scope for the Stadium Road Neighbourhood Plan process;</li> <li>b. Consistent with past “cost of development” practices, fund the rebuilt stadium through incremental revenue from new and better development sites (above what is allowed in current plans) created by optimal siting through the Stadium Road Neighbourhood Plan;</li> <li>c. Any changes to land use as a result of the neighbourhood planning be subject to Land Use Plan amendments by the Minister of Municipal Affairs and Housing per the Municipalities Enabling and Validating Act, Part 10 (2010); and</li> <li>d. Decisions on project design, budget, schedule and funding for the rebuilt stadium be subject to the standard Board of Governors major capital project approval process.</li> </ol>
<b>Action / Follow Up</b>	Staff will continue scoping and stakeholder engagement work to support the development of a Terms of Reference for Board consideration and adoption in December 2017. Near-term milestones include: <ul style="list-style-type: none"> <li>• Stakeholder engagement – ongoing</li> <li>• Finalize Engagement Strategy</li> <li>• Focus Group Meetings – August 2017</li> <li>• Phase 1 Public Consultation (Open House) – September 30 and October 3, 2017</li> <li>• Launch of the Managing and Advisory Committees – September 2017</li> <li>• Background Analysis and Best Practices Research</li> </ul>

UBC Board of Governors September 21, 2017 – Stadium Road Neighbourhood Plan Update

APPENDIX A – STADIUM ROAD NEIGHBOURHOOD HIGH-LEVEL TIMELINE



APPENDIX B – STADIUM ROAD NEIGHBOURHOOD – PLANNING AREA

