Campus Vision 2050 Pre-Planning Focus Groups

Summary Report

October 2021

THE UNIVERSITY OF BRITISH COLUMBIA

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Executive Summary

Overview

In early 2022 UBC Campus and Community Planning is launching Campus Vision 2050 (CV2050), a comprehensive, two-and-a-half-year land use planning process. CV2050 will be developed through comprehensive engagement with the campus community and Musqueam, and informed by policy, principles, best practices, and societal imperatives. It will lead to a long-term vision and ensure the future direction for the campus builds on what makes UBC a special place and enhances the livability, sociability and character of the campus within its unique context.

As part of pre-planning for CV2050, Campus and Community Planning hosted a series of focus groups throughout September 2021 with targeted representation across the UBC community to hear aspirations, issues, and opportunities for the future of the campus. Participants also provided feedback on the proposed engagement process. In total, 143 people participated, including UBC faculty, students, staff, residents and alumni as well as members of the development community. Conversations with Musqueam representatives about CV2050 have been happening in parallel as part of the Musqueam-UBC Relationship Agreement process underway.

This report includes an overview of CV2050 and highlights the major themes that emerged from the pre-planning focus group sessions and feedback on the CV2050 process. The themes and feedback informed the development of the Preliminary Terms of Reference for CV2050, which will be submitted to the UBC Board of Governors (the Board) in December 2021 for discussion.

The Preliminary Terms of Reference has concurrently been informed by engagement with Musqueam representatives and reflects learnings from previous UBC engagement processes, such as the Indigenous Strategic Plan, the Inclusion Action Plan, and the Climate Emergency as well as preliminary technical research, analysis, and discussion across the UBC administration. The final Terms of Reference for CV2050 will be presented to the Board in June 2022 for endorsement following a comprehensive engagement process and technical analysis described below in Next Steps.

What We Heard

The following themes emerged from the pre-planning focus group discussions and highlight opportunities and challenges to be explored through CV2050:

- Musqueam and Indigeneity
- Climate Action
- Affordable Housing
- Inclusive, Accessible, and Safe Spaces
- Ecology and Sustainability
- Connectivity and Mobility
- Walkable and Well-Serviced Community
- A Livable and Special Place
- University of the Future

The themes are highly interconnected and are not presented in any priority order. Participants also shared ideas about additional issues and opportunities, such as prioritizing equity, diversity and inclusion in the planning process and outputs; leveraging existing UBC networks for planning, engagement and communications; and taking a holistic, systems wide approach to planning the campus. Process themes that emerged from these discussions are also included in this report. The appendices to this report include detailed summary reports from each of the focus groups and a sample agenda.

Next Steps

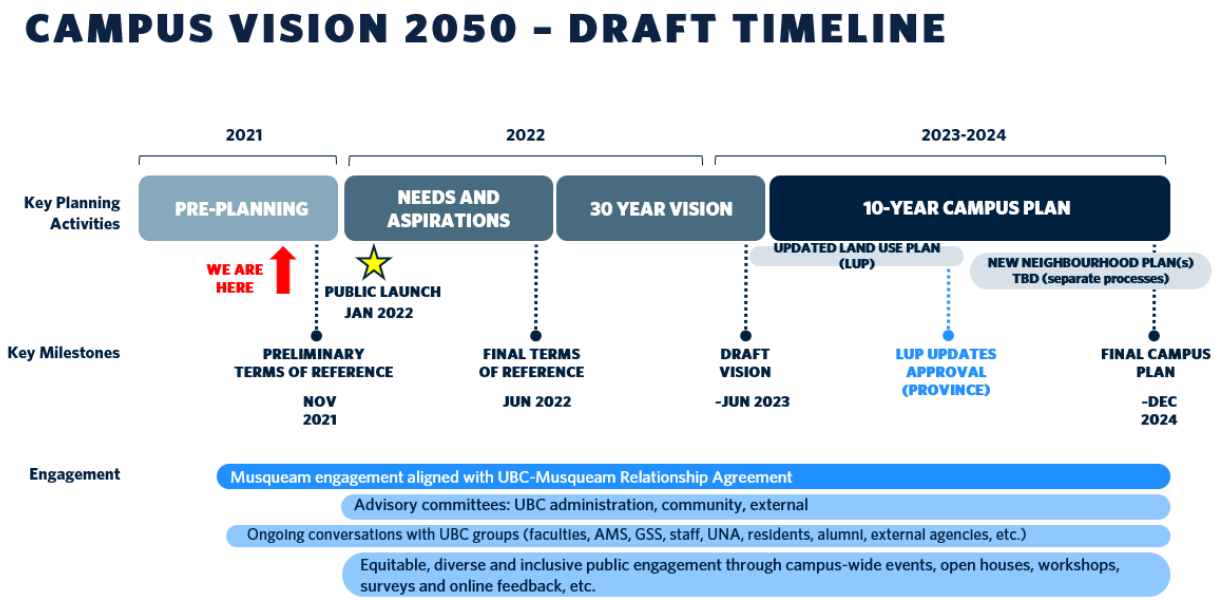
The themes from the focus groups have been used to inform the development of Needs and Aspirations included in the Preliminary Terms of Reference for CV2050 to be submitted to the Board in December 2021 for discussion.

The CV2050 public process is launching in early 2022. The first phase of public engagement will be focused on refining the draft Needs and Aspirations themes alongside the development of guiding principles. The guiding principles and final Needs and Aspirations will be included in the final Terms of Reference that will be submitted to the Board in June 2022 and will serve as "goal posts" for developing and testing a wide range of planning options throughout the CV2050 process.

Focus Group Summary Report

About Campus Vision 2050

Campus Vision 2050 (CV2050) is a comprehensive, two-and-a-half-year land-use planning process that will respond to the evolving needs and aspirations of the university and its community. The graphic below summarizes the CV2050 process and key deliverables.

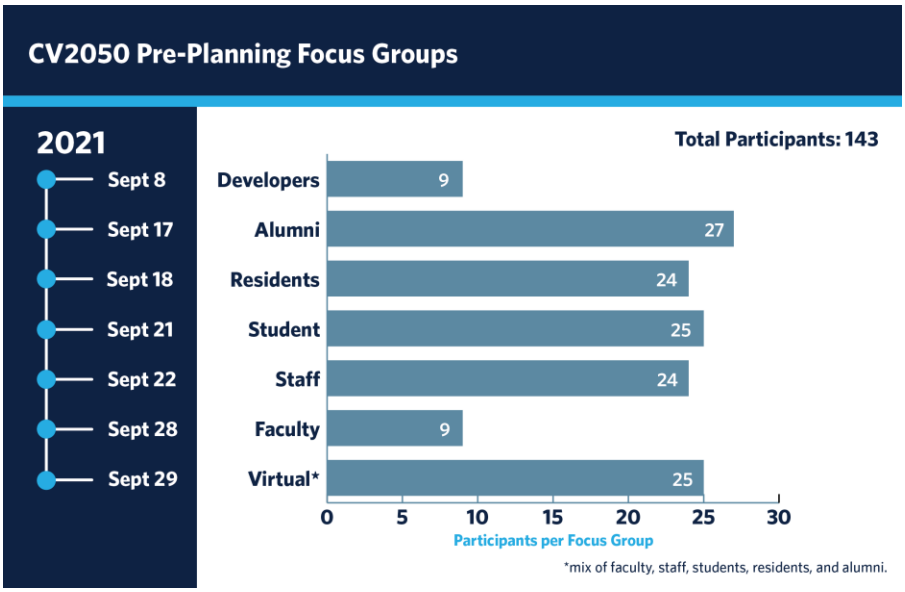


The process will be developed through comprehensive engagement with Musqueam and the campus community, and informed by policy, principles, best practices, and societal imperatives. The public process will launch in early 2022 with a broad conversation with the university community on needs and aspirations. There will be several points of public engagement along the way to enable comprehensive community input.

Overview of CV2050 Pre-Planning Focus Groups

As part of the pre-planning phase of CV2050, Campus and Community Planning hosted a series of focus groups throughout September 2021. In total, 143 people participated, including UBC faculty, students, staff, residents and alumni as well as members of the development community. Conversations with Musqueam about CV2050 have been happening in parallel as part of the Musqueam-UBC Relationship Agreement process underway.

Participants



In recruiting for focus group participants, Campus and Community Planning reached out to a wide range of community members who could speak to the needs, interests, and aspirations of the diverse identities across the campus community. The participants of the focus groups were thus affiliated with a wide variety of communities, units, departments, and clubs or organizations. Some of the groups represented included:

- **Students:** AMS, Global Lounge, Muslim Students Association, Residence Hall Association, UBC Sustainability Initiative
- **Staff:** Anti-Racism and Inclusive Excellence Taskforce, Building Operations, Centre for Accessibility, Centre for Student Involvement & Careers, Centre for Teaching, Learning, and Technology's Indigenous Initiatives, Climate Hub, Equity and Inclusion Office, UBC Farm, Wellbeing Office
- **Faculty:** Disability Affinity Group, Engineering, Environmental Science, Forestry, Journalism, Law, Political Science, Pharmaceutical Sciences, School of Architecture and Landscape Architecture, Sociology
- **Residents:** Acadia Park Residents' Association (student families), University Faculty and Staff Tenants Association (UFASTA), University Neighbourhoods Association (UNA)
- **Development community:** Properties Trust, Polygon Development, VanCity, TransLink, Wall Financial Corporation, QuadReal Property Group, and Chesterman Properties

Content

The sessions differed slightly in length and format, but most were three hours long and included the following discussion agenda:

- **Overview of the CV2050 Planning Program** (presentation by Campus and Community Planning staff)
- **Hopes and dreams for the 2050 campus** (plenary discussion)

- **Issues and opportunities for CV2050** (plenary discussion) – After the plenary discussion, participants voted on the top issues and opportunities they wanted to discuss in more depth, which was followed by the small group discussions on the selected issues and opportunities.
- **Table discussions about a specific issue and/or opportunity** (small group discussion)
- **Process discussion** (optional hour for plenary discussion about the engagement process)

A summary of the themes that emerged from the focus groups is included below in "What We Heard" and the summaries of each individual focus group are included as Appendix 1. A sample focus group agenda is included as Appendix 2. All raw notes from each focus group are also available upon request.

What We Heard

Input from all of the focus group discussions was collected, analyzed, and sorted according to common themes. The following major themes emerged from the output of all the focus groups:

- Musqueam and Indigeneity
- Climate Action
- Affordable Housing
- Inclusive, Accessible, and Safe Spaces
- Ecology and Sustainability
- Connectivity and Mobility
- Walkable and Well-Serviced Community
- A Livable and Special Place
- University of the Future

The themes are highly interconnected and are not presented in any priority order. Snapshots of each major theme are included below, highlighting opportunities and challenges to be explored through CV2050. A cross-cutting theme of equity, diversity, and inclusion (EDI) emerged from the focus group discussions, and focus group input relating to EDI is incorporated into the detailed content of each of the themes. A number of additional issues and opportunities emerged that are related to each of the themes, including: holistic, systems wide approach to planning, financial viability and sustainable funding, university governance, and seismic resiliency of buildings.

Most of the in-person focus group sessions were followed by an optional discussion on how to strengthen the CV2050 engagement process. This feedback is included below in the section "Feedback on the Engagement Process."

Musqueam and Indigeneity

- A large cross-section of focus group participants felt reconciliation on the Vancouver campus is a top priority for the university.
- They identified the critical need for UBC to "indigenize" the campus and the campus planning process and to celebrate Musqueam and Indigenous culture and history in the design of physical spaces.
- Participants identified inherent benefits to viewing campus lands through an Indigenous lens (e.g., benefits of Indigenous landscape and plants) as well as the equity, diversity and inclusion benefits of creating spaces that are welcoming to (and therefore safer for) Indigenous people.

- They are acutely aware of UBC's presence on Musqueam land and imagined a future when Musqueam benefit from the land.

Climate Action

- Focus group participants said that extreme weather events such as the "heat dome" and devastating and deadly forest fires experienced across Western Canada are top of mind. They urged UBC to consider measures that will help the Vancouver campus mitigate the effects of climate change and adapt to its impacts, such as building retrofits.
- Numerous focus group respondents mentioned that as UBC pursues a broad range of strategies to address the climate emergency, UBC should not ignore the reduction in commuting-related GHG emissions realized by tens of thousands of students, faculty and staff teaching, learning and working from their homes during the COVID-19 pandemic.
- They identified limits to growth and questioned the ultimate capacity of the land to sustainably carry the growth needed to address both affordability and the academic mission.

Affordable Housing

- Focus group participants highlighted how affordable housing is critical to the recruitment and retention of faculty, staff, and students, making UBC a more equitable, diverse and inclusive community, and a more attractive place to live, work and study.
- They encouraged UBC to be "mission-driven" and think critically about the university's current approach to creating affordable student, faculty and staff housing and to seek new models for addressing the crisis of housing affordability both at UBC and in the Lower Mainland.
- Feedback highlighted the tension between the need to develop land in a way that sufficiently supports the UBC Endowment Fund – which in turn supports affordability and the academic mission – but also creates complete, affordable and livable communities for UBC.
- Concerns were voiced about the amount of investment-focused, non-owner-occupied housing on campus and what this means for affordability for the UBC community and for creating a sense of belonging.
- Questions were raised about whether UBC can or should grow further, including enrollment and campus development, or whether growth might be achieved through other means (digital or new satellite campuses).

Inclusive, Accessible, and Safe Spaces

- Many focus group participants highlighted the critical need for the creation of spaces that create a greater sense of belonging among marginalized community members and better reflect diverse communities, including by enabling more places of worship across campus and exploring ways to create spaces that are welcoming for Indigenous people, women, children, and 2SLGBTQIA+.
- They emphasized the need for CV2050 to focus on making the campus more accessible, as it is difficult for people with disabilities to navigate the campus, both within and between buildings.
- Many participants highlighted a desire to create places to learn about and celebrate the diverse cultures that are represented on campus.
- Safety was also raised as a concern, especially for women, members of marginalized communities, and students studying late at night. Participants emphasized the importance of

ensuring there is good lighting throughout campus as well as the need to create safe spaces with 24-hour access.

Ecology and Sustainability

- Focus group participants identified numerous ways for UBC to better support a thriving campus ecology and the imperative for CV2050 to lead to more sustainable, regenerative development practices that contribute back to the ecology.
- They highlighted tensions between more development and loss of natural open space and the need to support ecosystem health, biodiversity and mitigate the impacts of climate change.
- They also highlighted the value of food-growing landscapes, indigenous plants and "rewilding," among other ideas to enhance ecological and social well-being, encourage more biodiversity and ecosystem services, and create more resilient and operationally sustainable landscapes.

Connectivity and Mobility

- Focus group participants are highly supportive of the extension of SkyTrain to campus. They identified the ways a rapid transit connection could support the university's goals around sustainability, affordability, equitable access and economic impact. They envisioned a future when there are two stations on campus, drastically improving intra-campus travel.
- Participants also expressed interest in improving the bike network to campus in order to make the commute to campus more viable, as well as to have more space earmarked for bike parking across campus and within residences. Some participants also noted that with the rise of e-bikes, UBC should add charging ports in the bike parking facilities.
- Some participants suggested that UBC consider innovative options to travel to campus like a SeaBus and personal aerial transportation (e.g. a helipad).
- Participants were also interested to see UBC expand into the region and strengthen its presence in communities by developing more satellite locations.

Walkable and Well-Serviced Community

- Focus group participants drew attention to the diverse amenity needs of UBC faculty, staff, students and residents, particularly around schools, childcare and affordable food and grocery options, and services that reflect the needs of residents. Participants emphasized that these needs will increase as the campus population grows and that there is a major benefit to developing "complete communities" or "15-minute neighbourhoods" where all daily and weekly needs are met within a 15-minute walking distance of all residences and include several different options and market competition.
- Getting around campus was a major topic of discussion. Participants highlighted a desire to see improved safety of pedestrian and bike routes, particularly between neighbourhoods and local schools, fewer cars on campus, better transportation options informed by information and data, and more focus on accessibility features.

A Livable and Special Place

- Focus group participants noted the unique location of UBC, and the desire to maintain natural open space while creating vibrant, "complete communities" with mixed-use developments. They reflected on the role of outdoor and public spaces in supporting wellbeing on campus. People drew direct connections between access to green space and high-quality public spaces and the health and wellbeing of the community.
- They also identified the need for more four-season, all-weather outdoor spaces, including covered and weather-protected seating and gathering spaces.
- Many participants also noted that the way UBC designs spaces and places should be representative of the history and diversity of the community.
- Many participants who live on campus expressed that UBC is a special place to live because of the diversity of community members (residents, staff, students, faculty) and that CV2050 presents a challenge and an opportunity to test new ways to integrate all the needs and interests of these unique user groups.
- Some participants emphasized the benefit of creating housing for all income types which would enable people from different backgrounds, perspectives, and lived experiences to interact more regularly and would make the campus community more vibrant.
- There was also an emphasis on making the campus more welcoming for children and youth, and the need to create more multi-purpose spaces for people of all ages.

University of the Future

- Focus group participants identified how it will be important to consider the ways UBC's future space needs should reflect major societal shifts, such as those made apparent by the COVID-19 pandemic, including through hybrid working and teaching arrangements and allowing greater and more equitable access to education and employment, particularly for those who must otherwise commute long distances to campus or who have other responsibilities necessitating more flexible arrangements.
- They also indicated a desire for the university to reflect a global perspective while strengthening ties to the regional economy, its communities and its unique setting, and building a stronger physical presence in communities throughout the Metro Vancouver region.
- They called out the need for all of UBC's ancillary activities, such as neighbourhood development, to be better aligned with the mission of the university.
- Questions were raised about whether UBC can or should grow further, including enrollment and the built campus, or whether growth might be achieved through other means (digital or new satellite campuses).
- Focus group participants highlighted UBC's unique value as an incubator and testing ground for innovative new ideas, including building and landscape design.
- They encouraged UBC to draw upon extensive faculty expertise to push boundaries and develop a "city of the future."
- Participants also identified the role that CV2050 can play in establishing innovation hubs that encourage industry and community partnerships with UBC and on UBC land.

Feedback on the Engagement Process

During the optional, additional session about the CV2050 engagement process following the focus groups, a number of shared ideas emerged about how to strengthen the CV2050 engagement process:

- Prioritizing equity and inclusion into the engagement process, including language inclusivity, compensation for time devoted to the process, and designing events that consider a diversity of accessibility needs;
- Engagement can be done better if you "go to people where they are," including engaging faculty at their departmental meetings, setting up pop-up booths at events and high-trafficked areas, and hiring student staff that could engage students as their peers and gain access to student-friendly spaces;
- In order to broaden the reach of engagement, leverage existing networks to plan engagement events and tap into existing channels to communicate;
- Create broad awareness through robust communications, including information and social media campaigns, as well as info sessions; and
- Draw on the UBC academic community to help answer some of the questions that emerge during the CV2050 process (e.g. student-led research, faculty research and expertise, and UBC courses).

Next Steps

The themes from the focus groups have been used to help inform the development of Needs and Aspirations included in the Preliminary Terms of Reference for CV2050 to be submitted to the Board in December 2021 for discussion. The themes within the Preliminary Terms of Reference have been refined with input from ongoing engagement with Musqueam representatives and reflect learnings from previous UBC engagement processes, such as the Indigenous Strategic Plan, the Inclusion Action Plan, and the Climate Emergency, and further developed through technical review and analysis and discussion across the UBC administration.

The public process is launching in early 2022. The first phase of public engagement for the CV2050 process will be focused on further refining the draft Needs and Aspirations themes alongside the development of guiding principles. The guiding principles and final Needs and Aspirations will be included in the final Terms of Reference that will be submitted to the Board in June 2022 and will serve as primary "goal posts" for developing and testing a wide range of planning options throughout the CV2050 process.

Appendix I – Detailed Summaries of Each Focus Group

Resident Focus Group

The resident session was held on September 18, 2021 at the Robert H Lee Alumni Centre from 12 PM-3 PM. There were 24 attendees, including University Neighbourhood Association staff and Board of Directors members, University Faculty and Staff Tenants Association (UFASTA) members, leasehold property owners, renters, student families from Acadia Neighbourhood (some members of the Acadia Park Residents' Association), and neighbourhood Strata council members. There was also one table of Mandarin speakers and a translator facilitated the table discussion for this group.

Resident Hopes and Dreams Discussion

- More expression of Indigenous culture on campus (i.e. Musqueam names above English names with QR codes to hear pronunciation from Elders)
- UBC as a global village and a complete community
- Less anonymity, isolation among residents and other members of the community
    - Increasing sense of community among everyone
    - Better communication between different groups of people
- Improved child safety and childcare
- UBC should be a climate friendly. Balance between nature and "modern living"
    - New, innovative, and adaptable greenspaces
- UBC values should be put values upfront of the process and should be clear 20 years from now

Resident Table Discussions

After the plenary discussions on "Hopes and Dreams for UBC in 2050" and "Issues and Opportunities for CV2050," participants then voted on the top issues and opportunities they wanted to discuss in more depth, which was followed by the table discussions on the selected issues and opportunities.

Livability, Affordability, & Density

- Participants would like to *get to know their neighbours better*. Reduced anonymity and isolation. High-rises feel isolating. More intergenerational interactions
- Maintain and increase access to amenities (formal and informal food choices in residentially zoned areas, pop-up urbanism)
- Concern over the quality of construction of new developments in Wesbrook
- UBC staff/faculty can't live on campus due to affordability and lack of housing stock that meets their needs

Integration

- Finding commonality, respect among all groups at UBC

- UBC is not affordable, resulting in a transient community
- Too many players making decisions in many jurisdictions. What is UBC trying to be? Are we trying to be a mini-city? Or a campus (isolated, rural)
- "University needs always come first, not residents. We need a high-level vision to integrate the two"

Mandarin Speaking Table: Hi-Tech Community, Planning for Families and Balancing Nature

- Using UBC's tech resources to create a climate friendly neighbourhood – innovation in design, building materials and conservation of energy
- Balancing nature and modern living: preserving spaces for animals and plants, reducing noise pollution
- Family and children oriented planning: focus on child safety and child care
- Housing affordability

Indigeneity

- Celebrating Musqueam and Indigenous culture on campus: everyone is welcome!
- Revitalization of Musqueam language: Musqueam names before English names
- Places for Indigenous people to feel welcome, presence all over campus
- More Indigenous plants, gardens, resources to gather, "giving thanks to the land"

Transportation

- Desire to see a reduction in traffic to meet necessary climate change goals (aligned to CoV Transportation Plan)
- Alternatives to driving to grade schools: bike bus program, walking buddy, school shuttle
- Safer streets for all: more street lighting, design for pedestrians and cyclists (esp. Acadia Road). Safer way through the forest?
- Concern about lack of parking and parking being too expensive on one hand, and on the other hand a desire to see fewer cars and more efficient use of space. Land could be better utilized for other uses

Greenspace, Nature, & Sustainability

- Thoughtful planning of natural and green spaces at different scales
- Supporting climate, biodiversity. Greenspace for children
- Thinking of greenspaces as an adaptable whole: integration between greenspace and academic core and residential neighborhoods
- Multi-purpose greenspaces

Governance

- Need for better communication between different groups/communities on campus
- Lack of clarity on how governance structure works: "Who do I ask?"; currently: no single place to get needed info
- Democratic deficit: Is 2050 going to have the same strange hybrid municipal structure?
- Accountability and communication on key issues: Who is accountable for earthquake safety, structures, etc.? Confusing!

Residents Process Discussion Summary

- Process
    - How might residents communicate with a diversity of constituencies? Resources?
        - Existing channels to communicate. C+CP would like community's help to identify them
            - What resources are needed from C+CP to community members to make this happen
    - What is the role of the UNA?
        - UNA has working groups that could be helpful: e.g. community engagement working group
            - Can identify informal networks and groups of people
        - UNA would like to engage further and collaborate on operations and permitting, not just inherit designs
    - Suggestion: List of strata council presidents
- Engagement
    - People enjoyed the panel discussions
    - Small booths at events/places to directly communicate – go to the people (e.g. UBC Farmers Market)
    - Information sessions (e.g. roadshows) are helpful
    - Include people that work here but live off-campus, they are important for our community. What accessibility needs to they have (e.g. child care).

Student Focus Group

The student session was held on September 21, 2021 in the AMS Nest (Room 2306) from 4:30 PM-7:30 PM. There were 24 attendees, including students involved in different organizations such as the AMS, Global Lounge, Muslim Student Association, UBC Sustainability Initiative, and the Residence Hall Association. Students were also from a variety of academic disciplines including: geography, international development, sustainability, engineering and arts.

Student Hopes and Dreams Discussion

- Equity, diversity, and inclusion
    - Be ahead, not just responsive, to ideas, in a more globally-relevant, globally-engaged way and locally with Musqueam
    - Don't just assume that because there's a diversity of people that they are exchanging ideas, actively build community
- Flexible public spaces (individual, community, and campus scales)
    - Different learning areas (e.g. outdoor learning areas, where students will feel more comfortable during a pandemic)
    - Spaces that can be flexible between individual through campus-scale
- Safety: Actively work against increase in race-based and gender-based violence
- Resilience: Climate, biodiversity, and social resilience are all crucial
- Accessible transportation, bring the Skytrain to UBC

Student Table Discussions

After the plenary discussions on "Hopes and Dreams for UBC in 2050" and "Issues and Opportunities for CV2050," participants then voted on the top issues and opportunities they wanted to discuss in more depth, which was followed by the table discussions on the selected issues and opportunities.

International Communities

- "Let's celebrate with you" – UBC as an extension of home
- Have access to accommodation information (rights regarding religious holidays, etc.) and know that those not part of those communities are also aware of them
- Anticipatory learning, rather than reactionary – improved, open communication
- Smaller student clubs for specific international communities
- Resources for international students to learn about insurance, Service Canada
- Centralized place where students can learn about cultures/groups on campus
- Calendar for international students to share celebrations
- Requirement for international students to learn about Indigenous history
- Create spaces across campus (esp. south campus) that accommodate international communities, think about prayer spaces, dietary restrictions

Innovation & Technology

- Innovative technology should be incorporated into how we build the campus in the future, and can play a role in making UBC truly special
- Technology should be leveraged to make teaching more interactive and visual
- Use technology to ensure equitable access to learning
- Technology and transportation: bike security, intra-campus travel
- Technology to advance sustainability goals (e.g. fleet management)
- Data from devices to support transparent decision making; incorporate technology into governance
- Flexible spaces (modularity and technology)

Affordability

- (Re)defining affordability by what students can afford
- Have a healthy mix of housing; innovate on layouts/design
- Make housing affordable AND livable (i.e. climate-resilient)
- More funding for food security initiatives, more partnerships, more options
- Move from market to social (non-market) housing, take student housing out of the market
- Be selective about who campus suppliers are, align with values around equity affordability, sustainability, and support local
- Link affordability to wages

Resilience

- Climate, biodiversity, and social resilience are all crucial
- Plan for climate change and be prepared to adapt to its effects
- Passive building design
- More greenspace, more spaces to rest
- Outdoor (covered) learning and study spaces, with better WIFI access
- Air conditioning in residence

- Green infrastructure: nature-based solutions, rainwater features, landscaping
- Seismic upgrades

Reconciliation (among all communities)

- Ensure Indigenous needs are met through more engagement in building design process → currently not a lot of reconciliation with the past
    - Build a strong relationship with Indigenous peoples first
- Work at intersection with other marginalized groups including 2SLGBTQIA+-identifying
- More culturally specific reconciliation through design and artwork
- Implementing an Aboriginal Service Plan
- More opportunities for non-traditional learning

Connections

- "Creating a community of welcoming, safe, and supportive connections"
- Facilitating social (between students and beyond), transportation, intergenerational, and natural/green connections through design/engagement
- Using RA's/club execs as conduits for more CV2050 student engagement
- More transit options (extra buses) at peak times; consider commuting and transportation when planning enrollment
- Connecting different green spaces together for wildlife and movement ease
- More multi-use spaces; include spaces for teens, children

Students Process Discussion Summary

- Engagement
    - Broadening reach (undergraduate societies representation)
    - Increasing student representation on various representational/governing boards
        - Only 2 students on the CAC
    - How to engage with students who are not represented by student groups?
- Language inclusivity
    - Offer opportunities for people to engage in their own language
    - People may be able to speak English but finding ways for people to connect with others who speak their own language makes them more comfortable and it is easier to participate
- Short-term outcomes (in addition to long-term vision planning)
    - Show current students that they will benefit in some way too
- Compensate students, especially when we're asking them to do emotional labour, especially vulnerable people who might be reliving a trauma/something that's hard for them
- Walking through campus, pointing things out, noting people's ideas about places

Staff Focus Group

The staff session was held on September 22, 2021 at the Robert H Lee Alumni Centre from 3:00 PM-6:00 PM. There were 24 attendees from a variety of different departments on campus, including: Student Housing and Community Services, Building Operations, the Centre for Accessibility, the Centre Student Involvement & Careers, the Centre for Teaching, Learning, and Technology's

Indigenous Initiatives, the Sexual Violence Prevention and Response Office, UBC Botanical Garden, UBC Farm, and the Climate Hub.

Staff Hopes and Dreams Discussion

- More diverse spaces – maker spaces, inter-disciplinary spaces, more spaces for racialized students, spaces for smaller businesses that cater to specific needs, spaces for partying that aren't fraternity spaces, Musqueam businesses
- Safety for marginalized communities. Everyone should be safe and feel safe
- UBC as an exemplary green campus – embrace climate adaptation
- Centre reconciliation with Musqueam – co-manage development with Musqueam. UBC as a leader in Indigenous engagement. Consider the economic implications to reconciliation (e.g., profits from stolen land), hiring practices.
- More covered spaces, more food options. Incorporate native plants into the landscape with interpretation and consider daily rhythms and seasonality.
- Take advantage of location by the water – pedestrian-only seabuses to campus
- Accessible housing for commuter students

Staff Table Discussions

After the plenary discussions on "Hopes and Dreams for UBC in 2050" and "Issues and Opportunities for CV2050," participants then voted on the top issues and opportunities they wanted to discuss in more depth, which was followed by the table discussions on the selected issues and opportunities.

Climate Resilience

- Landscape as a whole and as an interconnected set of systems in a wider ecosystem. A circular economy approach; wild and decolonized landscapes; sustainable roofscapes and energy.
- Campus resilience and adaptability during climate events (e.g., permeable surfaces)
- Community resilience – support the most vulnerable and uphold equity

Affordability

- In 2050, people will be so incentivized that they are clamoring to work / study / live at UBC (not like the current status quo: figure it out yourself)
- Creating sustainable growth – students and staff are struggling with commute time. We need more remote opportunities for studying/working.
- Housing and childcare – access, recruitment, and retention. More staff housing
- Create built environments and spaces that create a sense of community
- Food affordability and incentives: free meals for student workers

Broadening Support for Marginalized Peoples and Musqueam

- The entire process should be approached through the lens of equity, diversity and inclusion, including the perspectives of Musqueam and marginalized peoples - which signals a fundamental shift in how the planning process will be undertaken

    - Imagine if UBC's use of this land benefited Musqueam as much as it has benefitted UBC
    - Must allocate necessary funds – it costs money to do this properly
- Safety: some people feel safe and at home on campus, some don't
    - Visibility – to be seen, feel seen, no matter who you are
- Childcare and more considerations for families and the diversity of family types
- Include the needs of commuter students – both on and off-campus needs
- Shelters on campus for refuge (e.g., from abusive home situations)

Public Space

- The way that we design spaces and places should be representative of the history and diversity of our community and should optimize the use of space in all seasons
- More Indigenous culture and diverse other cultures are visible on campus
- Combination of quiet contemplative spaces and areas for community gathering
- Food access on campus should reflect diversity of our population
- Maintain green spaces across campus; more native plants + labelling
- Consistent walkability throughout campus. Construction makes this challenging

Sustainable Transportation

- Skytrain to UBC and staff incentives for transit. Consider diverse transit technologies
- Need more intra-campus transportation
- Improve pedestrian connections and experience on campus (e.g., covered walkways)
- Make it easier to get to, and around campus by bike (e.g., more end-of-trip facilities)
- Re-think car-use (e.g., prepare campus for more electric vehicles, use parking data to create affordable pricing models)
- Increase opportunities for remote work - commuting affects staff retention/recruitment

Limits on Growth

- Hockey stick economics (continuous growth) vs. donut economics (contained growth) – strive for efficient growth according to the carrying capacity of the land to support the community and ecology
- Explore concept of "de-growth" – more sophisticated and more efficient ways of growing, less land consumption, more compact development, sharing / circular economy
- Food security: Could UBC be more self-sufficient, drawing more on local channels and distribution networks?
- Musqueam values in the land and what this means for future planning - think about non-human users + future generations

Sustainable Funding

- We need sustainable funding to be a resilient campus
- The current funding model for maintaining campus buildings and landscapes needs to be reviewed:
    - The public realm only gets funding from new buildings
    - We are struggling with our identity as an institution and a community
- Consider sharing resources between different departments – a whole campus approach to public realm maintenance rather than each group pays their own way
- Need more transparency around how funding is allocated – consider a fee/funding review

- Equity: consider grants for cultural programming, equity and parking revenue for sustainable transportation – marginalized staff often live far away from campus

Staff Process Discussion Summary

- Musqueam engagement – trust building, relationship building, and factoring this into the timeline
- What about people who don't know if they'll be here for 2 years (e.g., temporary staff)?
- Technical areas and faculty – hard to get them engaged because they are all so involved in their bubbles
- Students are a good pathway because they are excited and not stuck in their own networks yet
- In big groups, some students are not comfortable due to hierarchy, institutional systems, etc. Meet in smaller settings to make them feel equal.
- Staff are here in the service of students; they are the foundation
- Target 1st, 2nd year students, they'll be here for 4 years and maybe beyond
- Are you talking to high school students? UBC Climate Hub - go into high schools and talk to them – you could tap into them.

Faculty Focus Group

The faculty session was held on September 28, 2021 in the Robert H Lee Alumni Centre from 4:30 PM-7:30 PM. There were nine attendees from a number of different Faculties and departments, such as the School of Architecture and Landscape Architecture, Sociology, Environmental Science, Law, Forestry, and Political Science.

The Faculty Focus Group was structured in two plenary discussions about hopes and dreams, and then specific issues and opportunities for CV2050. There were no small table discussions.

Faculty Hopes and Dreams Discussion

Indigenize and decolonialize the campus

- Not just about engaging with Musqueam about past injustices, about understanding their current every day needs and interests now (e.g. Minimum amount of land available for everyday use by Indigenous peoples)
- Reconciliation is about healing, diversity and inclusiveness (e.g. create spaces for diverse expression) to promote sense of belonging

Global citizens while also being locally engaged

- We want to prepare students to be effective global changemakers by starting with local and regional engagement

Create a regenerative and resilient campus

- About restoring the campus as an ecosystem to enhance function of campus
- Emphasize the importance of socio-ecological systems on campus to address climate change and respond to the climate emergency

    - Themes of biodiversity, green infrastructure, and health and wellbeing
- Extremely concerned about the lack of urgency behind upgrading buildings to be seismically resilient, negatively impacts sense of wellbeing and safety

We are planning the 10th largest city in BC that still has to be a university

- If we are planning to grow we need to plan land use that speaks to a scale bigger than an academic campus (e.g. think through scale of construction)
- We are not a democracy and this provokes deep frustrations in UBC processes (e.g. how processes work in the neighbourhoods with the UNA)
- UBC is the leading institution for BC taxes - extraordinarily troubled by how we are not thinking strategically about how to be a leader in how we spend/invest

Building a more distributed campus with satellite locations

- Lessons learned from the pandemic – satellite locations in the metro region would be good for community outreach and having a stronger physical presence

UBC is a geographically bounded site - Is there a carrying capacity for the university and its residents?

- Should this process determine that number?

Innovation and creativity in housing types and programs

- Missed opportunity due to small pool of architects - mixed-use buildings.
    - Why aren't housing demonstration projects used to put UBC on the map?

Campus animation brings light and humour to the campus

- Do as much and more, encourage expressive art to promote human connection

UBC's commitments are all the right things but are they showing up in the right ways?

- UN Sustainable Development Goals and No Poverty commitment – but are we connected to community? How can we support the Learning Exchange?
- Are the Climate Emergency and ISP commitments showing up?
- Need new structures and procedures to judge if we are doing well on our commitments (e.g. cumulative effects)

Faculty Issues and Opportunities Discussion

Campus Planning should engage with faculty experts

- Whatever the issue, you will find faculty experts on that issue
- Need to be 100% transparent about the tradeoffs and choices that have to be made

Green spaces as a teaching and learning opportunity

- Bringing students into learning spaces that are connected to the land fosters environmental behaviors and students appreciate the campus in a much deeper way

Resilience to multiple disturbances from climate change

- Heat waves, smoke, fire, earthquakes – How do we deal with this in the future?

Need to understand the big moves that will live on past the planning process

- Relationship with forest, getting transit right, big infrastructure moves (i.e. water)

Balance between green space and density

- We need to find ways to put a lot more student housing on campus but does not have to be housing OR green spaces - can help each other
- Should some green spaces be sacred or off limits?
    - No - Main Mall is a stupid landscape and waste of space
    - Yes - Groves of forests for people to enjoy and outdoor learning
- Would like to see more rewilding of natural spaces into functional ecosystems
    - Gateway building example – rewilding a little corner but it is not part of a larger campus conversation so will look weird

Cross-subsidize campus real estate to enable new programs

- Create sustainable revenue from market housing to enable minimum guaranteed access to housing, childcare, or food for economically fragile households

A water systems plan + green systems plan should be integrated into CV2050

- Part of the vision statement needs to think about water on campus

Connectivity for biking, walking and human connection

- No thoroughfare through campus so do not feel safe biking around campus
- Also creating connectivity to enable people meeting

Policing on campus

- Consider policing/surveillance when we are talking about safe and free spaces

Faculty Process Discussion Summary

- The process is not ambitious enough to engage faculty
    - Super interesting and engaging for faculty and grad students to be convened in expert groups across disciplines on certain topics (i.e. innovative ways to design housing development) on defining the problem AND developing options
    - Talking about dreams and hopes is not the same as tapping into expertise
        - Faculty may be skeptical of these types of processes - need to feel that their input will be meaningful and that their participation is active
- Difficult to get faculty and people of colour to express their voices in a room of mainly white people – Need to set up process to bring Campus Planning to where people naturally are
    - Outside on campus in open spaces or tap into existing networks on campus
    - Go to faculty meetings by department to engage broader faculty
- Ideas on how to raise awareness about CV2050 topics

    - Need to identify the provocative questions – the how AND the what
    - Media campaigns
    - Create student positions to be branded ambassadors

Virtual Focus Group

The virtual session was held over Zoom on September 29, 2021 from 9:30 AM-11 AM. There were 25 attendees, including staff from the Anti-Racism and Inclusive Excellence Taskforce, Equity and Inclusion Office, Media Relations, and the Wellbeing Office; faculty from the Disability Affinity Group, Journalism, Engineering, Law, Pharmaceutical Sciences, Political Science, Law, Sauder, and Sociology; and several residents and alumni.

The Virtual Focus Group was organized for those not yet comfortable meeting in person due to the COVID-19 pandemic. It was structured as one plenary discussions about hopes and dreams, and then participants were placed in break-out rooms for small group discussions based on their audience group: faculty, staff, residents and alumni.

The plenary discussion summary below notes the audience group of the speaker to the best of our ability.

Virtual Hopes and Dreams Discussion

- A place where I continue to feel I belong, welcome and included (Alumni)
- Build an extensive community where students, faculty and staff can live affordably on campus. And that it's an innovative place. (Resident)
- As a disabled person it's difficult to get from one classroom to another on time. Not everybody can navigate a campus by bicycle or walking, some of us need to use a motor vehicle. (Faculty)
- More alignment between UBC's institutional commitments and what we're seeing on the ground (Staff)
    - Accessibility across diverse identities and needs
    - Space for prayer and contemplation
- I came to UBC because it was an inspiring place that was getting serious about societal issues such as sustainability. Opportunity to be bold and influence campus as well as society. (Staff)
- First priority is taking climate change seriously. (Faculty, former resident)
    - Livability during heat domes, heat waves. Climate resilience also applies to student housing.
- Lack of places to gather outdoors (Staff)
    - A lot of seniors who visit MOA stand uncovered without a bench waiting for the shuttle
- Affordability and housing (Staff)
    - Opportunities for rent-to-own, cooperatives, etc.
    - Emulate eclectic communities like Commercial Drive and Woodward building, mutual benefit to give back to community, currently disconnected from Vancouver
- Having the option to choose where I want to work (Staff)

    - There is a third place: Local offices within the vicinity of neighbourhoods
- UBC to become financially independent (e.g. not rely on student fees) (Emeritus)
- Get off the grid (Emeritus)
- Work with Indigenous groups to set up Indigenous schools across the province. Worldwide Indigenous college. (Emeritus)
- Cyber-university - will be overwhelmed soon with need to provide online worldwide education, UBC should jump on this immediately. 30-40 universities will dominate worldwide education (Emeritus)
    - In the interest of sharing knowledge for people who otherwise cannot have it
- Student-centered form of education. Students should have greater choice in how they interact. (Emeritus)
- Alumni isolated rather than integrated. It isn't a welcoming place for alumni (Alumni)
- Rapid transit will be terrific, but when people arrive it has to be developed to allow movement from one place to another (Alumni)
    - Moving sidewalks, sheltered space
- It's a wonderful place to live: it's unique, I want it to thrive. (Resident)

Virtual Break-out Room Discussions

Faculty Break-out Room #1

- Reconciliation: protocol – there needs to be a faculty-level protocol in place for involvement with Musqueam, rather than relying on individual relationships
- Help address the housing shortage that Musqueam is facing
- Safety is a concern for students who study past midnight. By 2050, safe spaces for students to access at night, open 24 hours with good lighting, where students don't have to worry about getting home safely
- Accessibility on campus: both navigating spaces between buildings, but also within the buildings
- Family-oriented life is becoming less and less available. Housing is being prioritized, but not living.

Faculty Break-out Room #2

- Cyber university concept
    - The university could be virtual, educating millions. We could be educating in regions with major population growth like India and Africa. This will hugely add to the financial security of UBC.
- A focus on intra-campus travel
    - Removal of cars from campus, prioritize safety of pedestrians and bikes, will preserving and enhancing accessibility needs.
- Supportive of a cyber campus, the hybrid way of work is becoming a norm
    - This allows the footprint of an organization to be smaller. Have students come in when the need to apply the leaning, be strategic. In the future, support this hybridization by

making strong connections for people to get here and stay here – SkyTrain, Seabus, hotel, etc.

- Buildings and classrooms need to be retro-fitted for hybrid learning – include faculty in the conversation of how to transition. At University of Waterloo, 500 students were part of a test group to transition from in person to remote, using different forms of media.
- Pedagogy and class room design need to enable virtual accommodation as well as multiple ways for student expression. Multiple modes to teaching and learning, indoor and outdoor, flip classroom. Give flexibility to all student members.
- Reconciliation – currently the Indigenous spaces are siloed
- More spaces for children on the campus, expanding child care and connecting them more strongly with Faculty of Education to create great early ed environments
    - Locate them closer to where the faculty work
- Industry to come to campus and support incubators and space for students to have direct industry experience
    - Via Tech is a Vancouver Island incubator for student to support entrepreneur and to brainstorm between themselves and to support each other
- Work with Musqueam to create First Nations Pacific Rim Cultural Centre
    - For example, there is a Polynesian cultural centre in Hawaii. It is a huge draw for people who want to be educated and it could provide economic potential.
- More covered outdoor space to support a broad range of activities

Residents Break-out Room

- University needs to transparently address the key tension between making money from property vs creating a complete community
    - Endowment meant as a way to monetize the land – creates a contradiction between making money for the university and creating a livable community
    - When is big too big? Surely there must be a time when we reach our cap
- Really like the idea of satellite campuses closer to other communities
- People who want to live here should be able to live here
- Need multi-purpose, mixed-use development – can't add just more residential
    - Amenities and services need to reflect the real needs of residents (i.e., more grocery, doggy daycare, dry cleaning, etc.)
    - I drive off campus every single day
- Concerned about the high percentage of investment-focused, non-owner-occupied housing on campus which does not lead to "a sense of belonging" and undercuts the academic mission by not facilitating faculty and staff housing

Alumni Break-out Room

- Providing a welcoming environment for alumni
    - More social/gathering spaces for alum, green spaces to gather
- Mobility on campus and to campus
    - Covered bus stops, outdoor social spaces
    - Expand shuttle bus service on campus
    - Wayfinding – more signage and wayfinding is needed
    - Bike lanes that go straight to campus

- Arts and Culture district needs more attention
    - The arts and culture district is a major front door to UBC that the university is not taking advantage of
    - Accessing campus at night (during showtimes) is not safe

Staff Break-out Room

- Climate emergency → this should be a focus for the University
- **Tension**: are we a big community OR a university focusing on the academic mission
- Need for housing for all income types and the ability for people to meet other from different backgrounds, perspectives, and lived experiences
- Local neighbourhood offices for UBC as a means for increased study and working spaces
- Make the campus more accessible to Metro Vancouver – bring the community to UBC
- Water-taxi service connecting the North Shore with UBC
- Need for creating spaces for everyone
    - Physical spaces on campus must be flexible, nimble, and adaptive to allow for new uses and changing needs
- Space vs. Place - How we feel about space is influenced by our emotional safety, personal investment, and the feeling of sense of group cohesion
- The university should create a place of belonging to people who have not historically been part of the institution
- Participant wished to see participatory budgeting, something already done in other municipalities in Metro Vancouver.

Alumni Advisory Council

While not a formal focus group, Campus and Community joined a monthly virtual Alumni Advisory Council meeting on September 17 over Zoom from 1:30PM-3PM. There were 27 alumni from various disciplines and sectors. Alumni were also invited to the virtual focus group. Campus and Community Planning staff facilitated small group discussions on how CV2050 can support UBC as a university, a community, and a leader in addressing societal issues and opportunities in the region. The following questions were posed to the group:

- How can the new campus plan support UBC's role in the regional and provincial economy and address the major challenges of today, including housing affordability, climate change, equity/inclusion, and other emerging societal imperatives and opportunities?
- How can UBC's physical presence contribute to the ongoing success of the university as both a globally-ranked institution and a contemporary, mixed-use, livable, sustainable community?
- What is needed to make the campus appealing and relevant to Alumni, not just as users but also as donors in support of UBC activities?

The top themes heard in this discussion are as follows:

Affordable Housing and Mixed-Use Development

- UBCV is a small city in the daytime. Can UBC offer more services for the people who live/work there?

- Feels like a village, community, destination (restaurants, open space) – a lot of attractive qualities
- UBC currently is lagging in housing affordability. Truly affordable housing should also think of the broader audience – e.g. services provided on campus by non-campus employees.
    - Create projects and pilots to address these (including public private partnerships). Think of UBC as a complete ecosystem including all constituents that are part of campus.
- Housing: Increasing cache of densifications; emission offsets; subsidized housing option, including for recent grads; green buildings & certifications; leverage research; already doing some of those initiatives - tell the story better; think about what UBC's competitive advantage is; sustainability; cohort housing.
- Student housing is important for affordability for students
    - Need progressive policies – need to be thought leaders in our design and help other areas think about housing in different ways
- More mixed-use development, have become more successful in Seattle (for example) in integrating different income levels in a cluster (more diverse incomes).
- Places for more family and supportive housing
- Affordability for faculty, staff and students would attract/retain talent

UBC as a testing ground and role model

- What does the city of the future look like? Should UBC be the prototype? Evolution rather than transformation
- How do we design the 'city' around a 'culture' or feel that we strive for as UBC?
- Leverage the newness of campus structures and infrastructure to be a role model for the future and to attract students
- Industry on campus: Make campus an open and inviting place for other organizations – make it feel less separate from Vancouver; Support R&D in emerging industries

Sustainable Growth and Health and Wellness

- Growth of the campus is motivating as an alumnus – but smart growth is important. Accommodate growth in a sustainable fashion.
    - Storytelling is really important. We need to share the story of the growth, the why, and the outcomes. Perception can be that UBC is selling out and that students are no longer the focus.
- Support Climate Action in everything UBC does
- Creative use of space: Is there a creative way to better utilize the campus and its resources during the traditionally quieter times of the summer?
- Encouraged by development, showcase natural resources
- Focus on health and wellness needs
    - Increase space for self-sustainable food production
    - More green spaces to support health and wellbeing
    - Emphasis on outdoor space especially with the importance of physical distancing

Inclusion and Indigeneity

- Societal imperatives and opportunities – Can UBC partner with the province and municipalities with programs already in place?

    - UBC should proactively ask to be part of committees already in place to broaden its inclusion in initiatives already underway
- Safe Spaces: More safe spaces for women and other marginalized/racialized groups
- Focus on creating opportunities for students from disadvantaged backgrounds
- Incorporate Indigenous way of knowing & learning, including more physical places so we can learn about Indigenous history and values (e.g. QR codes throughout campus highlighting significant Indigenous places)

Transit and Connectivity

- The Skytrain connection is critical – if people can get to campus more easily they will come more often
- Parking is very expensive
- UBC as an incubator of ideas: What about solar transportation or other pilot projects, e.g. a ferry from the islands?

Alumni Involvement

- Encouraging families and young children to visit, organize alumni tours to get people physically on campus
- Alumni networking related: Organize social/family/community events
- Communicate the plan in a bold way – this would get alumni excited to support financially
- Aligning with alumni values: Appreciate virtual but enjoy compelling in-person events; take advantage of virtual space to connect with alumni everywhere; build on the hybrid model of alumni engagement; young alumni do have some experience of giving – build off and leverage this.

Developers Focus Group

The developer session was held on September 8 at Robson Square (HSBC Hall) from 4:30 PM-6PM. Nine attendees came from a number of different companies in the development industry, including: Properties Trust, Polygon Development, VanCity, TransLink, Wall Financial Corporation, QuadReal Property Group, and Chesterman Properties.

The Developers Focus Group was structured as one plenary discussion to gain insight on what UBC can learn from regional development leaders with regard to innovation, trends, and emerging practice for new residential communities.

The top themes heard in this discussion are as follows:

Aligning the University Mission with the Economic Mandate of Properties Trust and the Land Endowment

- PTs role + current business model of the endowment
    - Focus on supporting Board of Governors to quantify decisions around economics / real estate, market trends over time
    - Misunderstanding of the benefits of the endowment across the university, i.e., faculty positions, faculty-staff housing, student housing financing, etc.

    - There is no objective target for the endowment. The goal is to "optimize" based on various university needs
    - Current model over 30 years old
- Mission-driven planning
    - The university should proceed on next plan with a clear mission, based on its Strategic Plan Mission and Purpose
    - The economics of the land endowment should support this mission, in a way that economics doesn't become the tail wagging the dog
    - How does the mission support Musqueam, reconciliation?
    - Opportunity to rethink current economic model, to reconsider how wealth is generated and distributed, by and for whom? It isn't just about building more supply

Finding Consensus between Livability and the Development that Drives Livability

- Governance and leadership
    - Currently no official place to broker interests, work towards consensus
    - If residents are looking to leadership and accountability…who do they look to?
    - Need to build understanding of the whole ecosystem. Academic mission needs to be central to the plan
    - Conventional forces of market real estate development are strong -- hard to fix something that is not regarded as broken. Need to think very differently about the value of the land.
    - Economic reconciliation has to be part of it: Indigenous needs to be part of it
    - UBC has an amazing opportunity: land, capital, brainpower, relationships with land through connection with First Nations

True Innovation – unique to UBC

- Research partnerships
    - Integrate research partnerships and innovation (see MaRS Discovery District) as an economic engine for the region and province>>where and how on the campus?
    - Monetize research capacity at UBC (see previous KPMG studies of Broadway corridor)
    - Low Carbon future: look at where the provincial legislation is going: how could a lower carbon future define UBC, in terms of research, land use, community building? What other technologies / industries on the edges of innovation, while still being resilient to continuous innovation and change. How do we decarbonize the construction industry?
    - Endowment → innovation: This can fund the research
    - Regenerative ecosystems – need to think how development enhances / gives back to ecology
    - Innovation enhances the reputation of the university (which can be a model for others, like Vancouver has been)
- Leverage UBCs unique ownership / regulatory model
    - Car free campus: repurpose roads for new opportunities
    - More integrated uses, integration between academic & community
    - Performance based zoning – development targets tied to an outcome not prescriptive
    - Community stewardship of the land / social contract – (e.g. Haida Gwaii)
    - Sharing economy; builds community + reduces carbon footprint
    - Connectivity – more than just physical >> broaden definition:
        - Borderless, blurring distinction between city / uni; academy / community
        - welcoming >> relationships .. how we relate to one another

        - campus >> unique place
    - Scale of Development – smaller development parcels, more human / community scaled, infill >> integrated into all parts of campus "found" projects that are more interesting, exciting to walk through
    - Flexibility to allow for innovations? How often do we come up with a way to update plan/develop new plan every 5 years
    - SkyTrain >> big transformer >> bringing campus closer to the community.
    - Is there enough density / critical mass to support the investment? Should more people live here – multi-purpose transit hub.
    - Wealth generation and distribution – UBC could test out a new economic model.
    - New models of ownership>>community ownership that is fairer and more just.
        - How could the endowment generate / distribute wealth in a fundamentally different way. Whistler is a useful model for housing equity
        - How can UBC be a place to call home, without making its residents poorer or richer than when they arrived.

Appendix II – Sample Focus Group Agenda

UBC Vancouver Campus Vision 2050: Pre-Planning Focus Group for Students

Date: Tuesday, September 21, 2021
Time: 4:30 - 7:30 PM
Location: AMS Student Nest, Room 2306/9
Facilitator: Larry Beasley, C.M.

Part 1: Discussion on Interests 4:30 - 6:30 PM

1. Introduction – 5 min
2. Overview of CV2050 Planning Program – 10 min
3. Plenary Discussion 1 – What do we want UBC to be like in 2050? – 25 min
4. Break – 10 min
5. Plenary Discussion 2 - Key issues and Opportunities – 25 min
6. Table Discussion – 30 min
7. Final Plenary Discussion – 10 min
8. Session Adjourned – 5 min

Part 2: Optional Discussion on Planning Process 6:30 - 7:30 PM

1. Introduction – 5 min
2. Overview of CV2050 Engagement Process – 10 min
3. Plenary Discussion – Questions, concerns, and ideas for the process? – 30 min
4. Plenary Final Thoughts – 10 min
5. Session Adjourned – 5 min