



Minutes | Community Advisory Committee

Campus Vision 2050 Principles & Strategies Workshop

Date & Time: March 17th, 2022 from 4:30-6:30PM

Location: Jack Poole Hall, Robert H. Lee Alumni Centre

Committee Attendees

Name	Role
Leona Sparrow	Musqueam
Wade Grant	Musqueam
Gia-An Trinh	Students
Naton Ting	Students
Anisha Sandhu	Senate, ABNC
Henry Yu	Faculty
Michele Koppes	Faculty
Paul Kwon	Staff
Sasha Wiley-Shaw	Staff
Sundance Topham	Residents, UNA
Alex Volkoff	Residents
Jane Kang	Residents
Deb Pickman	Alumni

Committee Regrets

Name	Title
Eshana Bhangu	Students, AMS
Natalie Cappe	Students, GSS
Joe Dahmen	Faculty
Linda Nowlan	Faculty
Binoy Mascarenhas	Staff
Eagle Glassheim	Residents, UFASTA
Jennifer Cue	Alumni

Campus + Community Planning Staff Support

Name	Role
Gerry McGeough	Director, Planning + Design
Joanne Proft	Associate Director, Planning + Design
Brittany Jang	Community Planner
Kyle Vinson	Communications & Engagement Assistant



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Campus Vision 2050 Principles & Strategies Workshop

Agenda Item	Issues/Conclusions	Action
1. Welcome & Introductions	<p>Welcome & Chair Introduction</p> <ul style="list-style-type: none"> Henry Yu introduced himself as chair. Leona Sparrow and Wade Grant introduced themselves to the committee, shared a welcome to Musqueam territory. <p>Next Meeting</p> <ul style="list-style-type: none"> Leona offered to host the CAC at Musqueam for the next meeting. 	<ul style="list-style-type: none"> C+CP to work with Leona and Wade to set-up April meeting at Musqueam.
2. Discussion	<p>Update from C+CP on Draft Principles & Strategies</p> <ul style="list-style-type: none"> This session is a forum to discuss this early set of principles, as part of updating the Terms of Reference for the Board of Governors in June. Are they a good starting point for this planning process? From the latest workshop with SALA/SCARP faculty, heard that: <ul style="list-style-type: none"> 11 principles are a lot and are difficult to hold in your head. Principles should better reflect/establish values and existing priorities. Interested in seeing more contextualization of UBC and this planning process in the region. Plan needs to be flexible and adaptable, with the awareness that this plan can't know the future. <p>Discussion <i>Principles Structure/Frame</i></p> <p>Principles should reflect the values for this process and plan.</p> <ul style="list-style-type: none"> Principles are worded the same way as strategies. Principles should be value statements, with strategies that sit under them. <p>Principles should reflect community priorities/what was heard during engagement.</p> <ul style="list-style-type: none"> Issues such as classroom/teaching spaces or difficulty in pursuing academic excellence don't show up as a priority in What We Heard, whereas affordability, livability etc. are more apparent. Concerned with the ordering of the principles. <ul style="list-style-type: none"> Principles can be seen as set of lenses through which to approach the plan; recommend that they reflect that by not numbering the principles. 	<ul style="list-style-type: none"> C+CP to remove numbering from principles.



Principles Content

Principles should reflect the tension between growth and the environment.

- How much is too much (growth) conversation needs to consider environmental impact and downstream impacts. How is the health of the land assessed now and into the future?
 - Creating something that is resilient and sustainable means rethinking how we use space. Create community by repurposing buildings, broaden community vibrancy by reimagining the use of spaces rather than always building more/new.
- Is there another way UBC can be financed (rather than land)?

Principles should support a plan that is thinking long-term about how UBC uses and stewards the land, operates, etc. even beyond the 30-year time frame.

- Plan needs to consider long-time frame/permanence.
 - Long-lasting feeling that UBC feels like a business, that processes students as clients. Not a great feeling or approach for students. Land should support people/community building.
 - Can leverage long-time frame to wait out leases, to push forward long-term policy changes.

Principles should think more broadly about affordability, including housing, but also complementary factors such as transportation, food, etc. Consider UBC's regional role and contributions to unaffordability.

- When considering affordability, it's more than housing. Consider transportation, child care. Cost of time.
- UBC has a regional role in the housing affordability crisis. UBC brings thousands of people to Vancouver, which require housing.
 - A lot of housing on campus is used for investment, reduces affordability for people both on and off campus.
 - UBC should consider affiliation to UBC for housing.

Principles should reflect the intangible, social aspects of community planning. Consider ways the plan can support an inclusive, welcoming environment.

- Not enough consideration or social planning/community building; no unplanned spaces on campus.
- Need to consider what it means to feel welcome on campus, to be well on campus.
- Need to do more to reach communities that aren't direct UBC stakeholders (e.g. Musqueam children not yet "affiliated" with UBC, non-alumni, etc.).
- Build community and nurture the whole person through arts and culture.



Engagement with Musqueam should evolve beyond practices of the past, considering new ways and approaches for engagement.

- If UBC is working on relationships with Musqueam, should not be replicating harms by replicating jurisdiction over Musqueam (e.g. Lelem, golf course).
- Need to consider restitution/compensation for use of Musqueam lands.

Process/Approach

- Urban planning can be too focused on the built environment, forgetting people. Currently, built environment defines human experience rather than the other way around.
- This is a vision for the future, need to have learning from both elders and youth; want to broaden community engagement outside the campus. Have full communities that need to be considered.
- Valuable to see where principles might contradict each other; perhaps most valuable insights/ideas might be found in the tension. The University is not the physical campus, it's the people within it. Identify competing elements within the principles to focus the discussion on.

3. Next Steps

- C+CP to revise principles based on engagement discussions. Revisions to be published as part of March/April public engagement, beginning March 24th.
 - C+CP to schedule next meeting in first two weeks of April.
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Attachments

- Meeting Presentation (*as presented*)
- Draft What We Heard (Opportunities & Challenges) Summary
- Draft Principles & Strategies

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Meeting 3 | March 17th, 2022

Campus Vision 2050 Community Advisory Committee



THE UNIVERSITY OF BRITISH COLUMBIA
Campus + Community Planning

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Agenda

1. Welcome & Introductions
2. Plenary Overview: What We Heard & Draft Principles
3. Breakout Session (or remain in plenary)
4. Plenary Discussion: Report Back
5. Next Steps

Purpose

- Understand how draft principles and strategies will inform and guide Campus Vision 2050
- Review, discuss, and refine a set of early draft principles and strategies for further public input in late March/April





Plenary Overview: **What We Heard & Draft Principles**

How We Got Here

An overview of how we arrived at the Draft Principles and Strategies



What We're Striving For in a Principle

- Capture the essence of what we're hearing (challenges and opportunities)
- Unique and specific to UBC
- Guide planning action
- Use plain/accessible language
- Informed by review of other recent plans




What We Heard on the 8 Themes

Challenges

- Addressing affordability crisis
- Accessibility and safety of campus
- Meeting the needs of our diverse communities
- Concern around how UBC uses land to finance campus needs

Opportunities

- UBC's colonial legacy and enriching Musqueam and Indigenous presence
 - UBC's mission focusing on people, the pursuit of knowledge, and regional connections
 - Climate emergency and campus resilience
 - Managing growth to accommodate the preservation of green space and biodiversity
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What We Heard so far on the Principles

- Too many principles; hard to absorb
- Declare our values>>reflecting existing Strategic Plan priorities (i.e., People & Places)
- Strategies can be more outcomes focused
- Contextualize UBC's role within its broader context & region
- Need for flexibility and resilience in the face of an uncertain future

Draft Principles

- Support UBC's pursuit of excellence in research, teaching and learning.
- Deepen Musqueam and UBC's relationship, enhance Musqueam's presence, and ensure the campus is welcoming to campus Indigenous communities.
- Support affordability for the campus community.
- Steward the land to support the strategic university priorities and sustainable communities.
- Prioritize livability and a strong sense of place.
- Meet the diverse needs of all community members through an accessible, complete community.
- Foster diversity, equity, inclusion, openness and respect.
- Respect, repair and indigenize the campus ecology.
- Respond boldly to the climate emergency.
- Make it convenient, safe and affordable to get to, from and around campus.
- Be transparent and inclusive throughout the planning process.

Breakout Session

The background features several overlapping, curved, organic shapes. On the left, there is a dark teal shape. To its right is a large, light blue shape. Further right is a bright orange shape. At the bottom, there is a purple shape. The overall composition is modern and abstract.

Discussion

- Initial thoughts – round table
- How well do the draft principles address the challenges and opportunities?
- What strategies are needed to achieve the principles?





Plenary Discussion: **Report Back**

Discussion

- What is needed for this collection of draft principles and strategies to effectively guide the planning process?

Next Steps

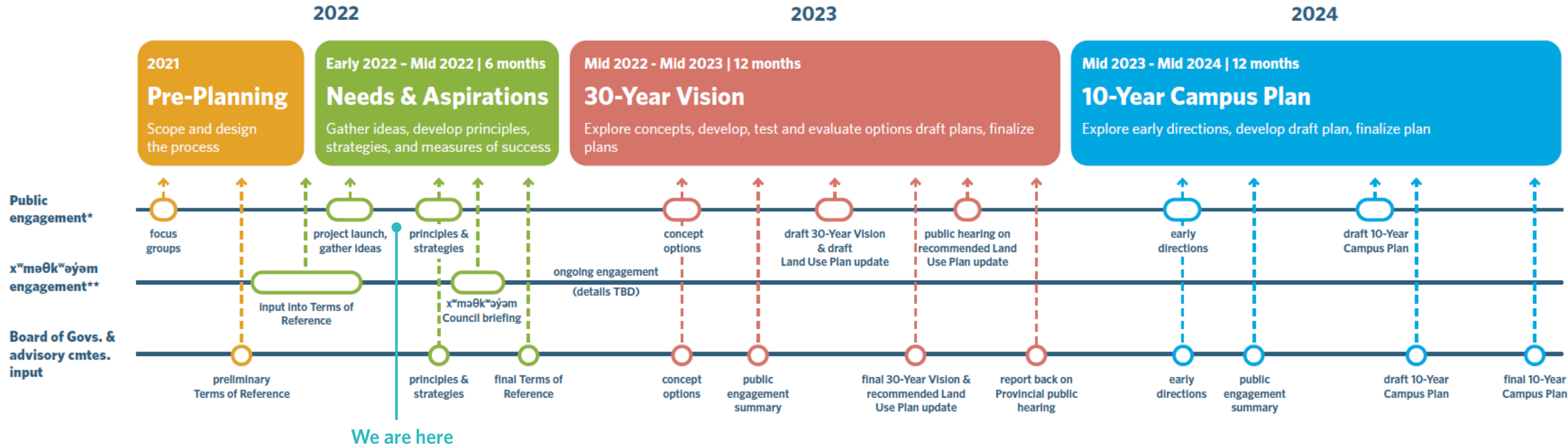
The background features several overlapping, curved, paper-like shapes in various colors: a teal shape on the left, a dark blue shape in the upper left, a light blue shape in the upper right, an orange shape on the right, and a purple shape in the lower right. The shapes have soft, irregular edges, giving the overall composition a layered, organic feel.

March/April Engagement

March 24 – April 12

- **Targeted Workshops:** Engage with key constituents and faculty experts to shape the draft principles and strategies, and review growth assumptions and how they will be used to generate and test options for the 30-Year Vision.
- **Public Engagement (March 24 – April 12):** Report back What We Heard during Jan/Feb engagement, share and gather feedback on draft principles strategies and growth assumptions and how they will be used to generate and test options for the 30-Year Vision.
 - **In-Person and Virtual Open Houses:** 2 in-person and 1 virtual open house to allow a space for people to learn more and ask questions.
- **Roadshows and Community Conversations** with key audience groups. *If you're interested in having the Engagement Team come to one of your meetings or events over this period, please reach out to Madeleine Zammar (madeleine.mEEK@ubc.ca).*

Timeline



* Includes ongoing conversations with UBC groups (faculties, AMS, GSS, staff, alumni, UNA, external agencies, others)

**xʷməθkʷəy̓əm engagement aligned with UBC-Musqueam Relationship Agreement

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Thank you!



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Campus Vision 2050 What We Heard – Phase 1 Engagement

Draft – March 8, 2022 (for discussion)

Challenges

Addressing affordability crisis

- Housing and food insecurity is a top concern, especially for students and front-line staff
- Rising costs of living (i.e. tuition, groceries) makes it very difficult to afford living on campus
- Unaffordability has deep negative impacts on individual and community wellbeing

Accessibility and safety of campus

- Current accessibility on campus does not meet human needs or universal design standards
- Few safe connections between neighborhoods and academic campus, of particular concern for neighbourhood residents
- Not enough spaces that foster equity, diversity and inclusion (e.g. prayer spaces, universal washrooms)
- Mobility challenges for getting around campus (i.e. wheelchair accessibility, moving between classes)
- Old buildings feel unsafe and unusable and require upgrades (e.g. seismic, technology upgrades)
- Traffic and lack of nighttime lighting makes campus feel unsafe, especially for youth and nighttime shift workers

Meeting the needs of our diverse communities

- Unmet community needs were heard across two broad categories:
 - Surviving needs: insufficient services and amenities (e.g. groceries, daycare, shopping)
 - Thriving needs: lack of feeling and sense of belonging or “home,” not feeling included
- Concern over the lack of culturally diverse community services, amenities, and spaces (e.g. food options)
- Population growth makes campus feel very overcrowded (e.g. public transit, parking)
- Community needs are not informing green space planning (i.e. preserving parks)

Concern around how UBC uses land and financing campus needs

- Concern about the corporate interests of UBC overshadowing the university academic mission
- Confusion around why UBC develops market housing
- Mistrust in the UBC financial model generally, and a perception that there is a short-term focus on profit

Opportunities

UBC's colonial legacy and enriching Musqueam and Indigenous presence

- Strong interest in honouring and celebrating Musqueam and Indigenous ways of knowing in all aspects how spaces are planned and designed
- Plan and design spaces to create a sense of place for Indigenous students, faculty, staff and residents
- Create campus landscapes to renew Musqueam traditional practices

UBC's mission focusing on people, the pursuit of knowledge, and regional connections

- Desire to emphasize UBC as a university and place of learning first
- Strong support for bringing SkyTrain to UBC to better connect the region and ease public transit pressures
- Create interdisciplinary partnerships to promote collaboration in tackling complex societal issues
- Foster and support arts, creativity, and curiosity
- Plan for more flexible and adaptable spaces (e.g. hybrid classrooms, silent study spaces)

Climate emergency and campus resilience

- Clear interest in designing climate-adaptive infrastructure to withstand future climactic extremes
- Desire for UBC to strengthen leadership in climate action (e.g. fund research, expand policy commitments)
- Acknowledge the connection to human health and wellbeing (i.e. climate anxiety)

Managing growth to accommodate the preservation of green space and biodiversity

- Continue to design campus green spaces that provide UBC communities with ecological and social benefits
- Campus Vision 2050 is an opportunity to define campus growth direction and answer the question: how big is too big?
- Protect and preserve natural areas on campus (e.g. UBC Farm) to ensure a sustainable future

Campus Vision 2050 Draft Principles & Strategies

Draft for Discussion (last updated: March 11, 2022)

Principle 1

Support UBC's pursuit of excellence in research, teaching and learning.

Strategies

- Enable space for future academic needs in alignment with UBC's Strategic Plan and academic planning.
- Coordinate with academic planning at UBC sites across the region to efficiently use all of UBC's lands.
- Fully utilize lands in the campus core to serve the academic mission through compactness, strategic infill and mixing of uses.
- Develop neighbourhoods to generate TREK Endowment Fund revenue to support bursaries, scholarships, new academic buildings and programs, and UBC community housing for students, faculty and staff.
- Create opportunities to learn from Musqueam's traditional knowledge and connection with the land and the natural world, and help people connected to the land/place.
- Create a campus environment that fosters a holistic learning experience and invites creativity, curiosity and exploration.
- Nurture innovation and knowledge creation through indoor and outdoor spaces that promote interaction, collaboration and learning, research and community partnerships.
- Use the campus as a living lab to innovate how outdoor spaces are designed, programmed and showcased.
- Plan and design campus spaces to be adaptable to a range of potential futures, which may include more virtual and mixed learning.

Principle 2

Deepen Musqueam and UBC's relationship, enhance Musqueam's presence, and ensure the campus is welcoming to campus Indigenous communities.

Strategies

- Develop new ways to engage Musqueam in land use planning and engagement, guided by the Indigenous Strategic Plan (ISP) and the UBC-Musqueam Relationship Agreement.
- Expand Musqueam's cultural presence across the campus, ensuring Musqueam are seen, heard and honoured on their traditional territory.
- Embrace Musqueam traditional knowledge about taking responsibility for the land and honouring it and its natural systems.
- Create campus landscapes to continue the tradition of and renew Musqueam practices (e.g., places where elders can teach the youth about plants and harvesting).
- Support the implementation of the ISP by enriching the campus with a stronger Indigenous presence and creating spaces that are welcoming to and inclusive of Indigenous people.

Principle 3

Support affordability for the campus community.

Strategies

- Support UBC Housing Action Plan (HAP) targets and initiatives to advance affordability and access to housing for the UBC community and plan for flexibility to accommodate innovation and new thinking emerging through the HAP Review. (e.g., faculty home ownership).
- Provide on-campus housing that serves the varied housing needs of the UBC community (i.e., household size, composition, age, demographics, etc.).
- Work with our local partners, including First Nations, to advocate and plan for a SkyTrain connection to campus to increase access to regional housing supply.
- Diversify and increase access to services and amenities that support local needs by creating a complete, compact and mixed-use campus.
- Create flexible spaces to promote community-building and support the shared economy.
- Encourage and prioritize the use of active and sustainable transportation modes to make access to, from and around campus easier, more convenient and affordable.
- Explore collaboration with food departments at UBC to enhance food affordability and security.

Principle 4

Steward the land to support the strategic university priorities and sustainable communities.

Strategies

- Wisely use UBC's land to financially support, through the Trek Endowment, UBC's academic mission including:
 - academic infrastructure and program needs,
 - housing programs for faculty and staff,
 - financing for student housing developments,
 - campus infrastructure, and
 - a potential financial contribution towards the regional share of the SkyTrain extension to accelerate its completion.
- Design campus development to achieve a high level of livability for the whole campus community.
- Grow the campus responsibly, following the Musqueam practice of long-term care by balancing what one takes from the land and gives back.
- Explore sensitive infill to optimize land use and support compactness, proximity to amenities, and strengthen the campus fabric.
- Fully utilize existing built spaces before adding new ones to accommodate and adapt to future needs.

Campus Vision 2050 Draft Principles & Strategies

Draft for Discussion (last updated: March 11, 2022)

Principle 5

Prioritize livability and a strong sense of place.

Strategies

- Shape new development to respect and contribute to the livability and desirability of established and future neighbourhoods.
- Help build a thriving campus community that supports local needs first, enhances well-being, and attracts and retains university talent.
- Heighten Musqueam's presence on the land and sense of belonging.
- Connect people to nature through a network of natural and urban open spaces that are accessible and nurturing to diverse groups of people.
- Develop a compact, walkable and mixed-use campus to preserve and enhance qualities that make UBC an exceptional place to teach, learn, live and play, including managing increased demands on the transportation network, noise, shadowing of open spaces, etc.
- Coordinate planning of future UBC neighbourhoods and amenities with other jurisdictions, such as the University Endowment Lands, including Musqueam's Lelem community, to support the wellbeing of growing communities.

Principle 6

Meet the diverse needs of all community members through an accessible, complete community.

Strategies

- Design a barrier free, universally accessible campus so that everyone can experience the campus with dignity.
- Design a campus that supports access to basic human needs (e.g., groceries, clinics, pharmacies, etc.) within close proximity of where people teach, study, learn and live and visible within active ground floors of buildings.
- Create spaces for interactions across disciplines, generations and between communities (e.g., elders, students and residents).
- Integrate academic and non-academic spaces in new ways that support teaching, learning and research as part of living on campus.
- Work with the Vancouver School Board and Government of BC to coordinate provision of schools with future campus growth.
- Accommodate the necessary childcare facilities to support the future campus population in line with UBC's Child Care Expansion Plan.
- Accommodate recreation and fitness facilities at both the neighbourhood and campus scale, including a stadium, varsity gym and fitness facilities.
- Ensure food and other amenities are tailored to local needs and desires and reflect the cultural diversity of the campus community.
- Provide flexible, adaptable and resilient indoor and outdoor spaces that support human comfort, safety and personal security.

Principle 7

Foster diversity, equity, inclusion, openness and respect.

Strategies

- Guided by the Inclusion Action Plan, develop campus spaces that support and accommodate the whole person – physically, mentally, culturally, spiritually – and uplift and nourish the human spirit.
- Provide the whole university community with places of comfort, including spaces for sharing stories, prayer, contemplation, respite and community building.
- Celebrate diversity through spaces that cultivate community building and interaction while also allowing distinct groups to celebrate their unique culture and identity.
- Enrich the campus with a stronger Indigenous presence and create spaces that are welcoming to and inclusive of all Indigenous people.
- Explore ways to build on existing Indigenous relationships (e.g., Musqueam and the Museum of Anthropology).
- Use the campus landscape as a living lab to generate, test and explore ideas
- Allow places to be shaped by the community over time to invite serendipity.
- Promote a posture of humility and inclusion in creating spaces to celebrate community spirit and pride.
- Use the campus landscape to showcase a diverse arts and cultural identity to the community and the broader region.

Principle 8

Respect, repair and indigenize the campus ecology.

Strategies

- Allow campus biodiversity and natural systems to inform and shape future development and integrate the campus with its surrounding ecosystem.
- Preserve existing natural and research assets such as UBC Farm, Botanical Garden, Rhododendron Wood, Totem Research Fields, UBC Botanical Gardens, Museum of Anthropology, Nitobe Garden etc.
- Draw the lush natural surroundings into the built urban environment and open spaces.
- Maximize biodiversity, rainwater management and food production in open spaces and on roofs.
- Incorporate systems thinking, resilience, regeneration and Indigenous knowledge into rethinking the design and management of the campus landscape and built environment.
- Expand the educational experience to the outdoors, inviting a variety of opportunities for research, learning and understanding of and relationships with Indigenous culture and knowledge.
- Expand access to traditional territory and traditional practices such as sustainable plant harvesting for Musqueam and campus indigenous communities.
- Enhance the role the campus can play in achieving healthy ecological systems that cross jurisdictional boundaries, improved connectivity and place-based storytelling.
- Design the campus landscape to inspire and empower the community to be environmental stewards.

Campus Vision 2050 Draft Principles & Strategies

Draft for Discussion (last updated: March 11, 2022)

Principle 9

Respond boldly to the climate emergency.

Strategies

- Support Climate Action Plan 2030 targets for reducing GHGs through a transit-oriented campus that integrates SkyTrain and prioritizes sustainable ways of getting around.
- Reduce energy and water consumption through climate responsive building and landscape strategies and integrated rainwater management.
- Stay attentive to the environment and evolve as conditions change, providing opportunity for UBC to learn from academic and Musqueam knowledge.
- Build climate-adaptive and resilient infrastructure and buildings (e.g., green rainwater infrastructure, green roofs, areas of reprieve and respite for both climatic and emergency response scenarios).
- Explore development scenarios that consider climate change impacts and minimize carbon emissions as a result of new building construction and operations.
- Design and balance development in harmony with natural systems and informed by Indigenous ways of knowing to ensure ecological and climate resilience.

Principle 10

Make it convenient, safe and affordable to get to, from and around campus.

Strategies

- Accommodate the location of future SkyTrain stations on UBC's campus in ways that build upon and strengthen the livability of the campus environment and public realm.
- Leverage the arrival of SkyTrain to expand access to housing options for faculty, staff and students and enable future academic growth and partnerships on and off the campus.
- Improve the experience and safety of travel for people of all ages and abilities.
- Strengthen connectivity within the campus and minimize the need for excessive road infrastructure that prioritizes walking, rolling, cycling and transit.
- Enhance access and safety in the campus core and minimize the need for vehicular access through neighbourhoods.
- Enhance accessibility through expanded bike share and other micro-mobility devices, accessibility shuttles and carpooling.
- Make parking available and accessible to those that really need it (e.g., elders, mobility challenged, young families).

Principle 11

Be transparent and inclusive throughout the planning process.

Strategies

- Forefront equitable, diverse and inclusive participation, especially for marginalized and under-represented communities.
- Co-develop a Musqueam specific engagement process for integrating Musqueam input into Campus Vision 2050 as well as future land use engagement through the UBC-Musqueam Relationship Agreement.
- Broaden reach by leveraging existing community networks to plan engagement events and tapping into existing channels to communicate.
- Employ interest-based engagement techniques and advisory committees (e.g., a Community Advisory Committee, Administrative Advisory Committee and External Advisory Committee).
- Directly engage with academic units, student government, the University Neighbourhoods Association, Musqueam (through the Relationship Agreement) UBC Properties Trust and the Government of BC, which governs UBC's Land Use Plan.
- Include a diversity of ways to engage to suit multiple audiences with diverse needs and to hear from as many voices as possible.