



Minutes | Community Advisory Committee

Campus Vision 2050 Principles & Strategies Workshop

Date & Time: April 5th, 2022 from 4:30-7:00PM

Location: Isabel MacInnes Ballroom, Walter Gage Residence

Committee Attendees

Name	Role
Leona Sparrow	Musqueam
Gia-An Trinh	Students
Naton Ting	Students
Henry Yu	Faculty
Joe Dahmen	Faculty
Linda Nowlan	Faculty
Michele Koppes	Faculty
Binoy Mascarenhas	Staff
Sasha Wiley-Shaw	Staff
Eagle Glassheim	Residents, UFASTA
Sundance Topham	Residents, UNA
Alex Volkoff	Residents
Jane Kang	Residents
Deb Pickman	Alumni
Jennifer Cue	Alumni

Committee Regrets

Name	Title
Wade Grant	Musqueam
Eshana Bhangu	Students, AMS
Natalie Cappe	Students, GSS
Laia Shpeller	Senate, ABNC
Paul Kwon	Staff

Campus + Community Planning Staff Support

Name	Role
Gerry McGeough	Director, Planning + Design
Chris Fay	Director, Strategic Policy
Joanne Proft	Associate Director, Planning + Design
Brittany Jang	Community Planner



Minutes | Community Advisory Committee

Campus Vision 2050 Principles & Strategies Workshop

Agenda Item	Issues/Conclusions	Action
<p>1. Welcome & Introductions</p>	<p>Welcome & Chair Introduction</p> <ul style="list-style-type: none"> Linda Nowlan introduced herself as chair, followed by a round of introductions. <p>Adopt the Minutes</p> <ul style="list-style-type: none"> Adopted without changes. <p>Adopt the Agenda</p> <ul style="list-style-type: none"> Adopted without changes. 	
<p>2. Draft Principles & Strategies</p>	<p>Update from C+CP on Draft Principles & Strategies</p> <p>Since the last meeting, C+CP have updated the Principles & Strategies by:</p> <ul style="list-style-type: none"> Reviewing what we heard from the SCARP/SALA workshop; Bringing the strategies up a level to capture multiple ideas in each; Bringing the tension between growth and ecology to the forefront; Broadening affordability beyond housing to include food, transportation, etc.; Proposing a principle on community and belonging.; Strengthening regional context/importance; and Removing a process principle and moving that content to the website to focus the principles on guiding the content rather than approach. <p>Discussion</p> <p>Principles should be organized around key themes and structured to illustrate priorities.</p> <ul style="list-style-type: none"> Suggestion to structure principles as a set of circles with “people and their connections to the land” at the center—to honour the Musqueam philosophy of “putting people at the centre.” The remaining principles would radiate outward from there, except “funding UBC’s priorities” which would sit behind (in tension to the others). <ul style="list-style-type: none"> Perhaps put life at the center, not prioritizing human life over other forms. People are what are unique to a place and make it stand out. Combine principles within higher-level themes, since many are connected. <ul style="list-style-type: none"> For example, EDI is a facet of everyday needs, climate change is a facet of stewarding the land. Consider combining affordability and everyday needs with inclusion and belonging. 	



This is *Campus Vision*; it should be more than just what is convenient—be aspirational, forward-thinking.

- Plan should inspire support of UBC alumni and donors.

Concern around “living lab” terminology.

- What does the concept of “living lab” mean?
 - As a university, there is an opportunity to be more flexible/nimble in testing ideas and pilots on campus.
 - “Living lab” reflects the opportunity to strengthen ties between research and the approach to campus planning.
 - Provide more context within the strategy to clarify what “Campus as a Living Lab” means as part of a formalized program to integrate academic research and teaching with campus planning, infrastructure, operations and community development. See [HERE](#) for the *Campus as a Living Laboratory* website to learn more.
 - Consider terminology and implications of human-centered research and ethics concerns.

There is potential to broaden the definition of UBC community—to go beyond students, staff, faculty, and residents directly tied to the campus—and strengthen ties within the community.

- UBC has many existing campuses, research locations, community hubs across the Province that lack connection and integration.
 - There is an opportunity to leverage virtual connectivity to broaden community; virtually bring people to campus and bring the campus to people across the Province.
 - There is a lack of sharing, transparency, and connectivity among campus communities (e.g. residents, researchers, students).
- Need to consider enhancing access in order to support inclusion.
 - For example, Musqueam housing, Musqueam hiring.
 - UBC neighbourhoods feel like they’re set-up to be a transient community; not enough amenities on campus (e.g. osteopath, cafes, culturally diverse grocers).
 - Need to normalize day/night time population and summer/winter population.

3. Preliminary Growth Assumptions/Inputs

C+CP presentation of Preliminary Growth Assumptions/Inputs

Discussion

Request for data that underpins the growth assumptions to provide informed comments.

- Clarity is needed for what data backs the academic growth assumptions, and whether or not the data reflects realities or a wish list.
- Academic growth model approach makes sense, but need to also reflect the principles/values of *Campus Vision*.

- Return with more data/modeling on residential development and academic growth.

Concern that both academic and neighbourhood growth assumptions reflect too much growth.



- Should consider other ways/locations to accommodate academic growth beyond solely at the Vancouver Campus.
- Consider whether the academic growth model is too aggressive; do policies need to change to reduce or cap enrolment?
 - Why should UBC slow growth if there is more demand for education? If there are long waitlists for student housing?
- The current nighttime population is already approximately 30,000 people; concern that planning for 40,000 is too much.

Suggest that growth projections for the campus should begin with the ecological/land capacity of the campus and Musqueam interest around how much growth they want to see/are comfortable with on campus.

- Concern that principles may not reflect requirements of United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Note: Leona Sparrow noted she was sharing personal opinions as a CAC representative from Musqueam, including that the Community Advisory Committee process does not represent Consultation with Musqueam on Campus Vision 2050. It was noted that Musqueam and UBC are discussing a new Relationship Agreement, including Campus Vision 2050 engagement

4. Housing Action Plan Review

C+CP introduction on the Housing Action Plan Review (“HAP Review”)
Full item tabled to next meeting to allow more time for discussion.

Discussion

Members requested additional information from C+CP as part of the HAP discussion at the next meeting, including:

- How is the HAP Review integrated with Campus Vision 2050? How is the governance coordinated?
- How does UBC Properties Trust work?
- How does the leasehold model work?
- How does borrowing/financing work, for different types of housing (e.g. market, student, etc.)?
- What kinds of funding is UBC eligible for (e.g. low-income housing subsidies)?
- What are the assumptions that underpin the tradeoffs?
- What is the process for building new housing and committing to tradeoffs?

- C+CP to prepare additional data summaries as part of the HAP presentation for May 3rd.

5. Next Steps

- Following the meeting, Leona suggested hosting the May 3rd meeting at the Musqueam Cultural Pavilion.

- C+CP to explore booking a walking tour.
- C+CP to confirm venue for May 3rd session.

Attachments

- Meeting Presentation (*as presented*)
- Draft Principles & Strategies Summary

**UBC
campus
vision
2050**



Meeting 3 | April 5th, 2022

Campus Vision 2050 Community Advisory Committee



THE UNIVERSITY OF BRITISH COLUMBIA
Campus + Community Planning

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Agenda

1. Welcome & Introductions
2. Draft Principles & Strategies

Break

3. Housing Action Plan Review
4. Preliminary Growth Assumptions/Inputs
5. Next Steps



Purpose

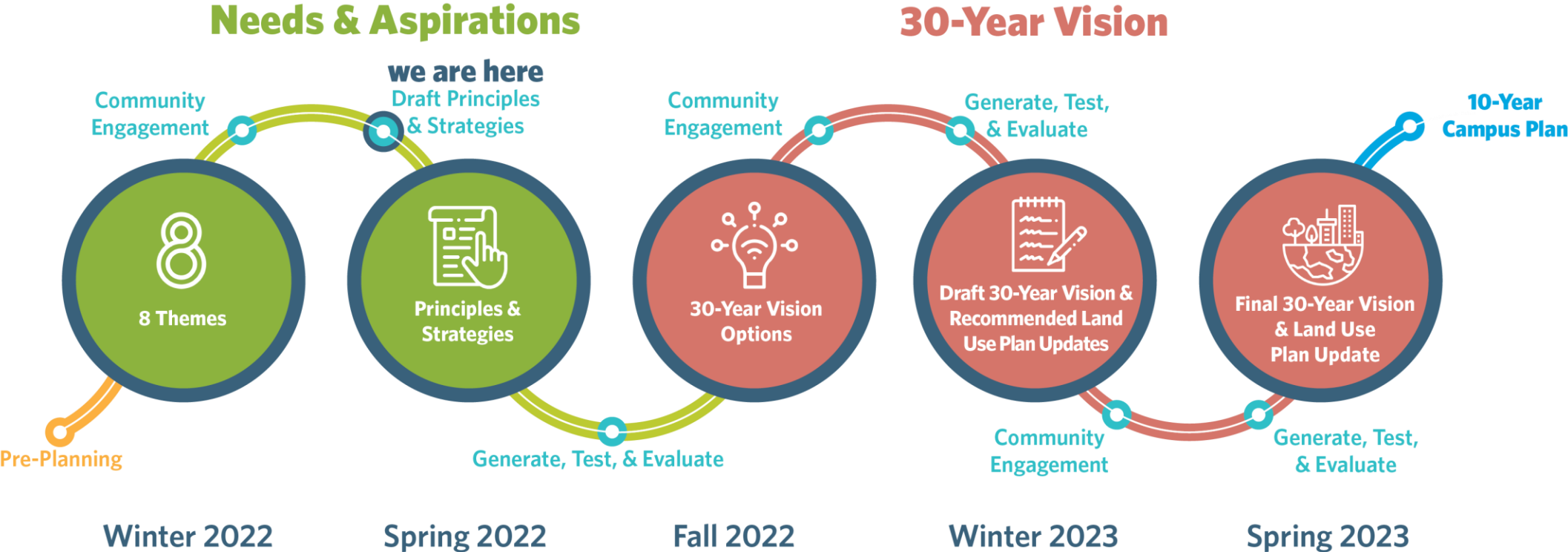
- Discuss the revised draft principles and strategies for inclusion in the final Campus Vision 2050 Terms of Reference
- Understand how growth assumptions will inform and guide Campus Vision 2050 and review preliminary growth inputs and assumptions for Campus Vision 2050
- Understand how the Housing Action Plan Review will integrate with Campus Vision 2050



Draft Principles & Strategies

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How We Got Here / Where We're Going



What We're Striving For in a Principle

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

Challenges & Opportunities

- **Addressing the affordability crisis** — we heard that life on campus is unaffordable for many, and getting worse, and that UBC must build more housing for the UBC community.
- **Accessibility and safety of campus** — we heard that campus can be inaccessible to some, difficult to get around and unsafe at times.
- **Meeting the needs of our diverse communities** — we heard a strong call for more amenities and services (e.g., grocery stores, daycares and schools) to enable thriving communities.
- **How UBC uses land to finance campus needs** — we heard concern that market housing is outpacing housing for faculty, students and staff and that it is coming at the expense of livability, campus character and green space.
- **xʷməθkʷəy̓əm (Musqueam) and Indigenous campus presence** — we heard strong interest from the community in honouring and celebrating xʷməθkʷəy̓əm and Indigenous ways of knowing.
- **UBC's mission** — we heard a strong desire to emphasize UBC as a university and place of learning above all else.
- **Climate emergency and campus resilience** — we heard calls for UBC to lead climate action by example and to build more climate-adaptive and green infrastructure.
- **Managing growth and the preservation of green space and biodiversity** — we heard strong calls to protect campus green space and to consider the capacity of the campus to grow.

Draft Principles

- Support UBC's pursuit of excellence in research, teaching and learning.
- Deepen UBC's relationship with Musqueam and advance the Indigenous Strategic Plan (ISP).
- Support affordability and everyday needs of the campus community.
- Foster inclusion, belonging and community-building.
- Steward the land to enhance the campus ecology and livability and fund UBC's priorities.
- Lead in responding to the climate emergency.
- Strengthen connectivity within the campus and to the broader region.

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

- Provide capacity to meet UBC's teaching, learning and research needs, prioritizing development in the campus core.
- Enable innovative environments which are responsive to evolving needs, including more virtual and hybrid working and learning.
- Create spaces that invite interaction, collaboration and community partnerships.
- Use the campus as a living lab.



Deepen UBC's relationship with $x^w m \theta k^w \acute{e} y \grave{a} m$ (Musqueam) and advance the Indigenous Strategic Plan (ISP).

- Co-develop new ways to engage Musqueam in land use planning through the Musqueam-UBC Relationship Agreement.
- Embrace Musqueam's traditional ways of knowing and practices.
- Enrich the campus with a stronger Musqueam presence and create spaces that are welcoming to and inclusive of all Indigenous people.
- Create campus landscapes that continue the tradition of and renew Musqueam practices (e.g., places where elders can teach youth about plants and harvesting).



Support affordability and everyday needs of the campus community.

- Explore new ways to improve housing affordability and access through the UBC Housing Action Plan review (e.g., location, amount, type, tenure and cost).
- Provide diverse housing types to meet student, faculty and staff needs and enhance livability.
- Support access to daily needs (e.g., groceries, schools and childcare) close to where people teach, learn and live.
- Provide community amenities that are essential to wellbeing (e.g., open spaces, recreation, prayer space and community uses).



Foster inclusion, belonging and community-building.

- Create diverse spaces that welcome and support historically marginalized, equity-seeking groups, including Indigenous peoples.
- Design a barrier-free, universally accessible campus.
- Design for safety and personal security.
- Develop a compact, walkable and mixed-use campus.
- Create spaces for interaction, artistic and cultural expression, and community building.



Steward the land to enhance the campus ecology and livability and fund UBC's priorities.

- Explore residential housing development to fund the Trek Endowment, community housing, infrastructure and amenities and a potential financial contribution towards the SkyTrain extension.
- Learn from the Musqueam practice of long-term care by balancing what one takes from and gives back to the land.
- Enhance biodiversity and natural systems, and preserve key natural and research assets (e.g., UBC Farm, UBC Farm, Botanical Garden and Rhododendron Wood).
- Create livable, compact and thriving communities.



Lead in responding to the climate emergency.

- Implement the Climate Action Plan 2030 through a transit-oriented campus that integrates SkyTrain.
- Reduce carbon and water consumption through building design, infrastructure and landscapes.
- Promote climate-adaptive and resilient campus systems, incorporating Indigenous ways of knowing.
- Promote circularity in waste, water and energy systems.
- Explore development scenarios that account for climate change impacts and minimize carbon emissions as a result of new building construction and operations.



Strengthen connectivity within the campus and to the broader region.

- Plan for the arrival of SkyTrain, including enabling academic growth, housing options and partnerships.
- Prioritize the use of active and sustainable transportation modes on campus, and respond to future mobility trends.
- Create a safe and comfortable public realm network that is easy to navigate.
- Coordinate with academic planning at UBC sites across the region.
- Coordinate planning of future UBC neighbourhoods and amenities with other regional jurisdictions.



Discussion

As a collection of principles and strategies:

- Would you say they capture what is important for the future of the campus?
- Do you have any other feedback you would like to add?

Break!

*Grab a bite to eat, see you in
10 minutes.*

Housing Action Plan Review

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2012 Housing Action Plan

- The Housing Action Plan is an important recruitment and retention tool, which contains housing policies for faculty, staff and students
- Affordable housing is a major topic of concern and one of eight Campus Vision 2050 preliminary themes
- The Housing Action Plan 10-year HAP review will be integrated with Campus Vision 2050
- Three key focus areas for this review include:

**1. Campus Rental Housing
for the UBC Community**

**2. Faculty
Home Ownership**

**3. Student
Housing**

Housing Action Plan Review

Through spring 2023, the Housing Action Plan Review will explore how to **advance affordability** for the UBC community, including:

- Assessing financial / spatial opportunities and tradeoffs associated with Campus Vision 2050 options, and
- Evaluating current policies and recommend how to advance affordability.

1. Campus Rental Housing for the UBC Community

- Appropriateness of current targets
 - 20% faculty/staff
 - 10% university housing
- Rent-geared-to-income effectiveness
- Opportunity sites

2. Faculty Home Ownership

- Effectiveness of current loan and down payment programs
- Legal and tax barriers to home ownership
- Financing capacity through FHAFAE

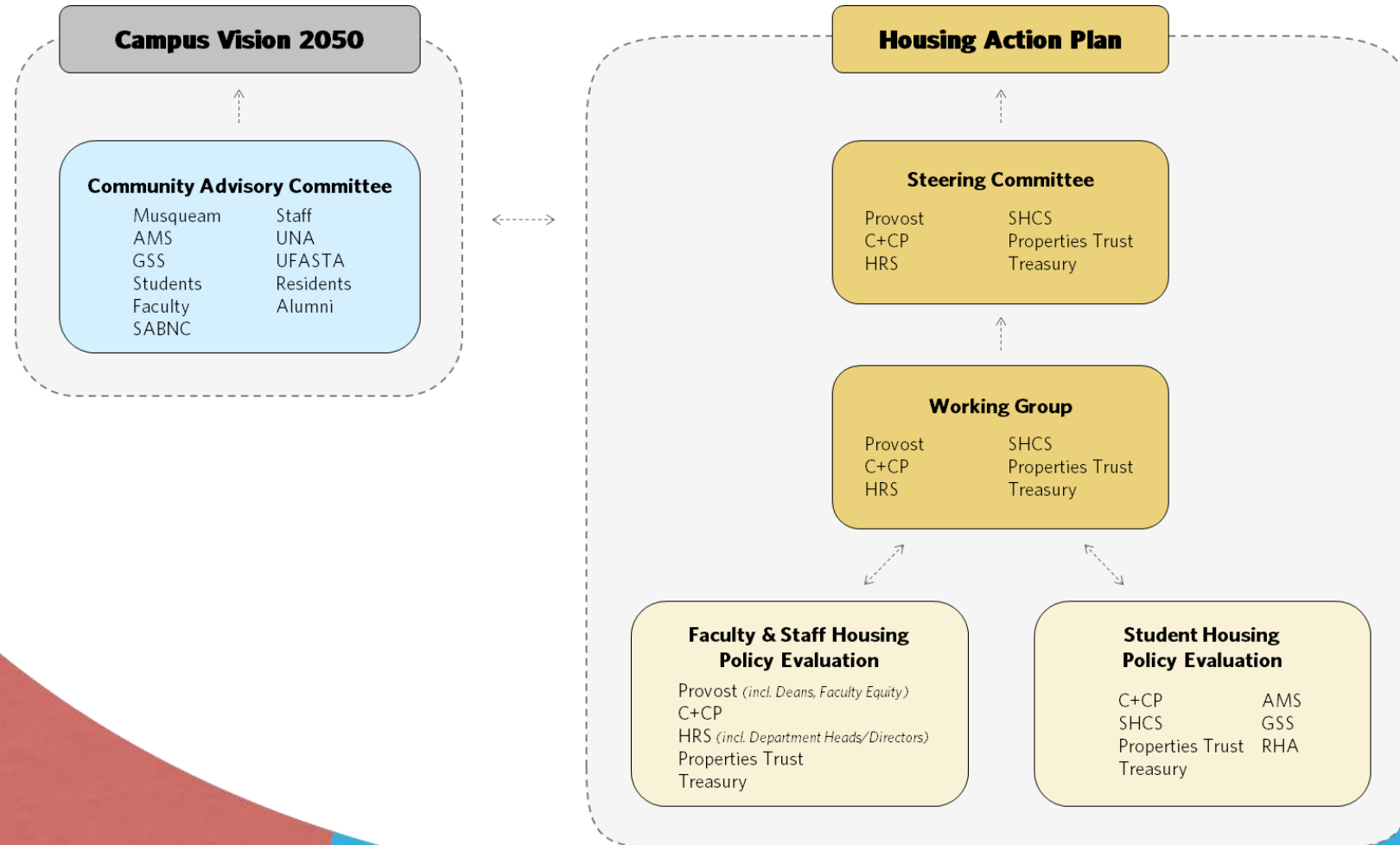
3. Student Housing

- Response to Student Affordability Task Force
- Opportunity sites for student housing, nhood rental growth
- Financing capacity through SHFE

This Review will be guided by an internal steering committee and working groups for a) faculty/staff and b) students.

Community engagement will be integrated with CV2050 process, including the CAC and activities with broader community.

CV2050 x Housing Action Plan



Preliminary Growth Assumptions/ Inputs

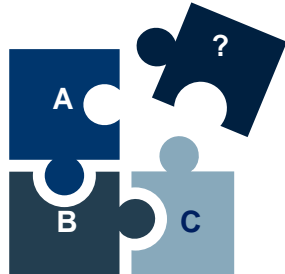
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Academic Assumptions: Inputs



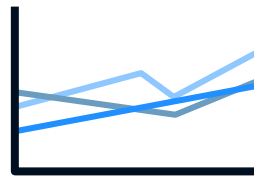
**Existing Conditions,
Policy Context,
Challenges & Opps**
(Cross-UBC Engagement)

+



**Academic
Infrastructure Plan**
(Provost's Office)

+

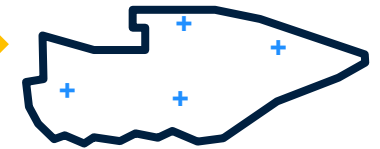


Enrollment Projections
(Provost's Office + PAIR)

+



Space Needs Assessment
(Infrastructure Development
w/ Deans)



**Test Future Space Needs
Against Land Capacity**
(Infrastructure Dev. + C+CP)

- *Research excellence, innovation, global engagement*
- *Core building needs*
- *Land use context*
- *Regional presence*

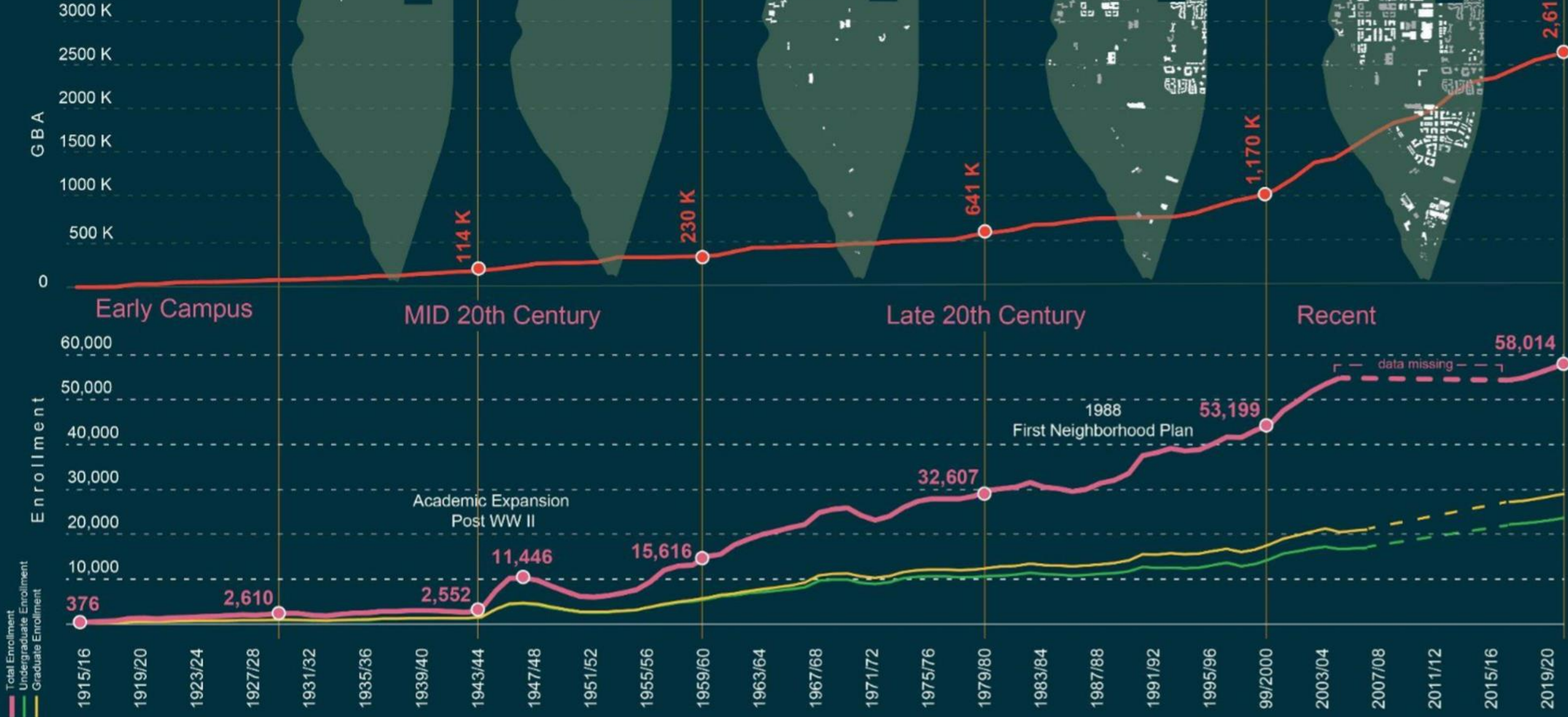
- *What are the future academic needs of university (research, curriculum, teaching, etc.)*

- *Students*
- *Faculty hiring*
- *Other demographic trends*

- *Interviews on needs*
- *Verify against known capital projects*

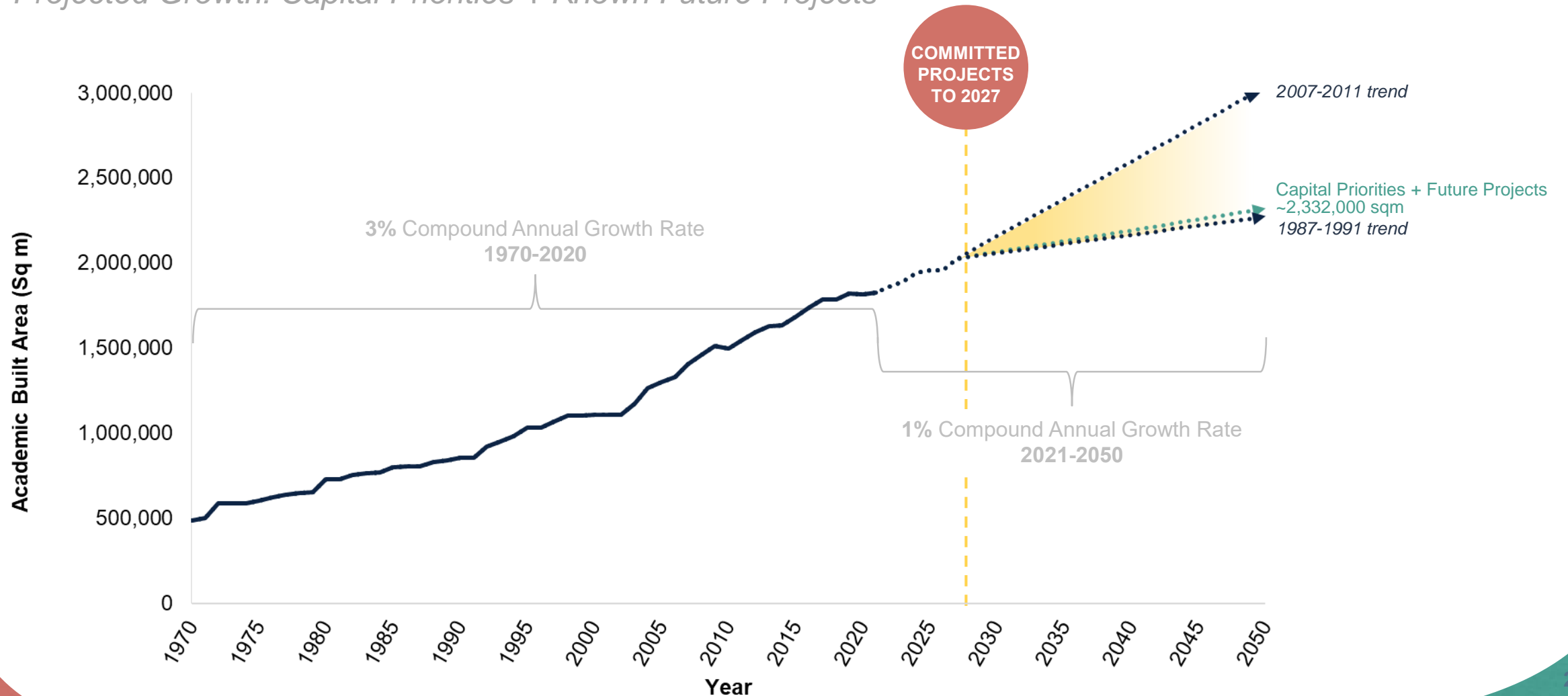
- *Model space needs*
- *How much land is needed and where*
- *Identify other dependencies*

Campus Development History



Academic Growth Model

Projected Growth: Capital Priorities + Known Future Projects



Current Residential Development

Current Board Of Governors Policy

- Current Land Use Plan
 - 13.7 million square feet of development across eight neighbourhoods
(Approximately half completed)
- Residential development revenue supports:
 - UBC Community Housing
(faculty, staff, students)
 - Academic Endowment
(TREK, Student Housing, Faculty Housing Affordability)
 - Amenities & Infrastructure
(neighbourhood and academic)



Additional Residential Development

- Campus Vision 2050 will explore additional residential development to advance future needs:
 - More UBC Community Housing
 - Growing the Academic Endowment
 - Enhancing Amenities & Infrastructure
 - Bringing SkyTrain to UBC
(Board of Governors' 2018 direction)
- More intensive use of future neighbourhood areas, conversion of some non residential sites
- Explore phasing over 30+ years

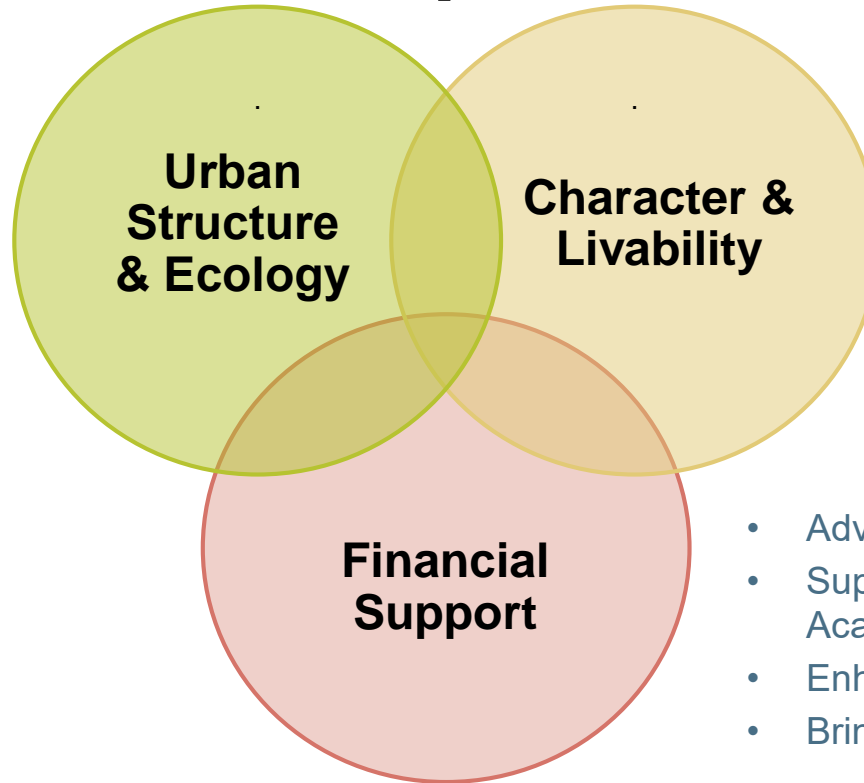


Option Generation and Testing

Principles and Strategies

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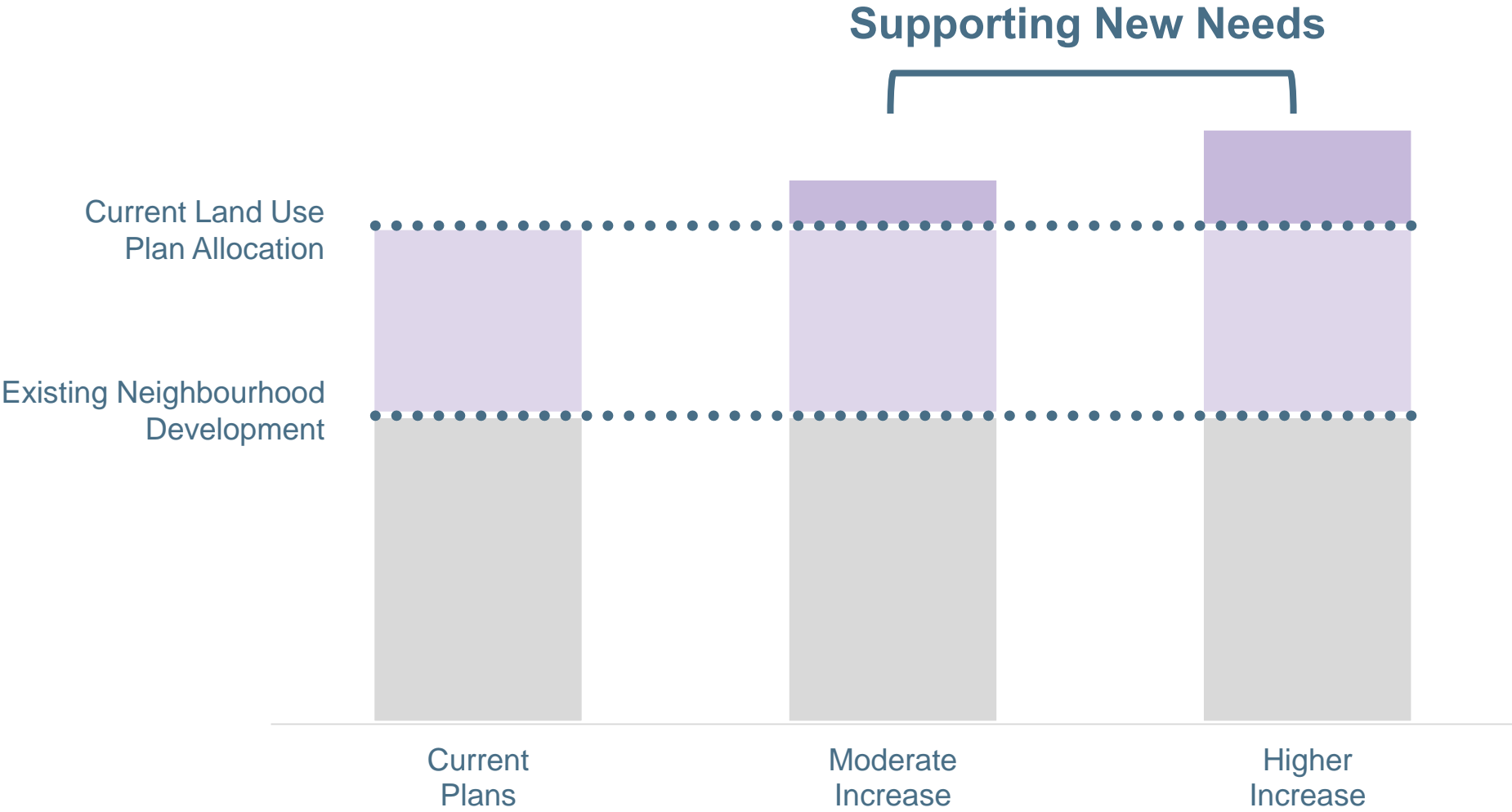
- Academic Space
- Transportation & Mobility
- Housing Distribution
- Amenities & Infrastructure
- Green Space & Ecology
- Climate Action & Resilience



- Community & Belonging
- Sense of Place
- Culture & Experience
- Access & Safety
- Biodiversity & Natural Systems

- Advancing Affordable Housing
- Supporting the Endowment for Academic Excellence
- Enhancing Amenities & Infrastructure
- Bringing Skytrain To UBC

Option Generation and Testing



Approach to Stadium Neighbourhood Plan

- 2017-2019: Draft plan developed through extensive community engagement, technical, financial analysis
- Majority of housing for UBC community; provides and protects open space, amenities, character, ecology; new Thunderbird Stadium location/fit
- Some concern about proposed height and density
- 2020 Board of Governors direction: determine the timing and heights and density in the context of 30-Year Vision

Framing for Campus Vision 2050 Terms of Reference:

- Resolve issues through the 30-Year Vision phase; heights and density not to exceed current draft plan

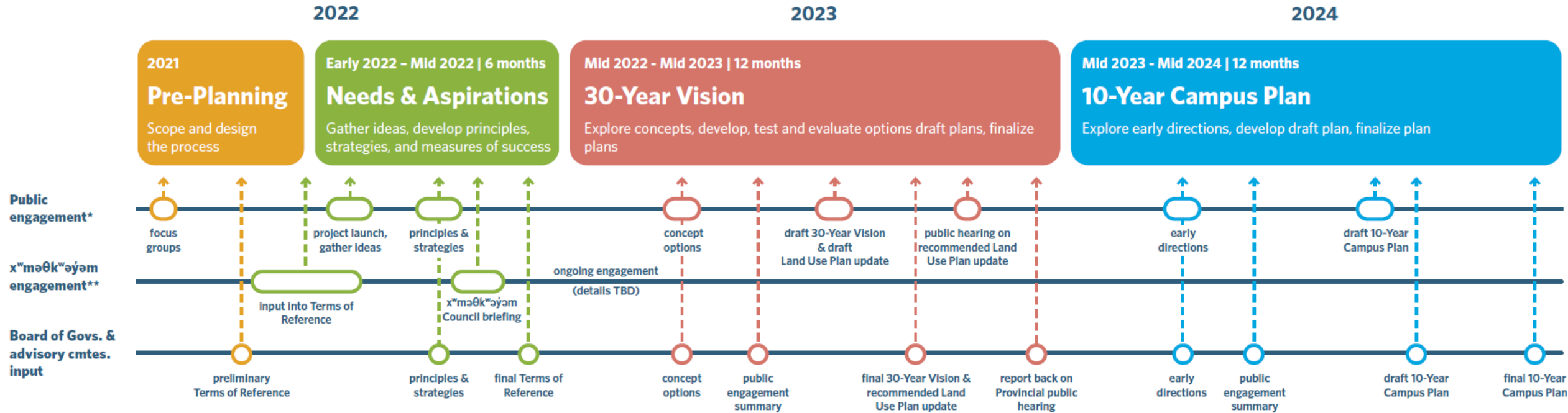
Next Steps

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March/April Engagement

- **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.
 - **Website:** <https://campusvision2050.ubc.ca/principles-strategies>
- **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)

**x̣ṃə̣θ̣ḳ'̣ə̣ỵə̣ṃ engagement aligned with UBC-Musqueam Relationship Agreement

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Thank you!



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Campus Vision 2050 | Challenges & Opportunities

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Campus Vision 2050 | Draft Principles & Strategies

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