



Minutes | Community Advisory Committee

Campus Vision 2050

Date & Time: Tuesday, May 3rd, 2022 from 4:30-7:00PM

Location: Musqueam Cultural Pavilion (4000 Musqueam Avenue)

Committee Attendees

Name	Role
Leona Sparrow	Musqueam
Dana Turdy	Students, AMS
Natalie Cappe	Students, GSS (<i>outgoing</i>)
Violeta Fabiani	Students, GSS (<i>incoming</i>)
Naton Ting	Students
Laia Shpeller	Senate, ABNC
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
Jane Kang	Residents

Committee Regrets

Name	Title
Wade Grant	Musqueam
Gia-An Trinh	Students
Paul Kwon	Staff
Alex Volkoff	Residents
Deb Pickman	Alumni
Jennifer Cue	Alumni

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

Agenda Item	Issues/Conclusions	Action
1. Welcome & Introductions	<p>Welcome & Chair Introduction</p> <ul style="list-style-type: none">Laia Shpeller introduced herself as chair, followed by a round of introductions.Two new members were welcomed to the committee: Dana Turdy (AMS) and Violeta Fabiani (GSS). Outgoing member, Natalie Cappe (GSS), was thanked for her contributions. <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.	
2. Revised Principles & Strategies Recap	<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">Updating the language to be bolder;Developing an illustrative graphic to present the draft principles; andSeparating land/ecology from financial considerations. <p>Discussion</p> <p><i>Principle: Ensure the campus lands support UBC's priorities.</i></p> <p>This principle should be more explicit about financing campus needs and how land development is used as a tool to generate funds that serve the UBC mission and community.</p> <ul style="list-style-type: none">As written, the principle feels less like a principle and more like an outcome.<ul style="list-style-type: none">Consider reframing to call out financial opportunities and potential trade-offs (e.g., supporting housing supply and/or affordability).It is unclear what is meant by "campus lands." If this is a link back to the original purpose of the endowment it should be more explicit.<ul style="list-style-type: none">It is unclear whether this principle is about using UBC's existing assets and/or the land to support the academic mission. <p>There is an assumption that residential development is needed in order to financially support the university.</p> <ul style="list-style-type: none">It is unclear why there is a strategy explicitly about residential housing development when there are many other facets of the campus lands and/or activities that take place on it that could generate revenue, including existing buildings and infrastructure (via new uses, partnerships), trees (for carbon credits), etc.	



- Rather than assuming new development is needed to support a thriving and high-quality campus, consider a vision that focuses on activating, enlivening, and reimagining existing spaces that reduce the need to build more.
- If the assumption that additional development is needed remains, there should be a commitment to developing with ecology and sustainable building practices in mind.

Without understanding what UBC aims to accomplish it is difficult to assess whether or not additional growth is needed or if what has been built or is planned can accommodate those needs.

- The other six principles describe priorities, whereas this principle describes an approach.
- It is important to align UBC and Musqueam priorities.

The description supporting the principle assumes that expanding housing supply will support affordability—supply and affordability do not necessarily go hand in hand.

- To ensure increased housing supply supports affordability, complementary policies will be needed to ensure all housing is used as housing (i.e., rather than housing as an investment vehicle).
- By updating tenancy policies, there is an opportunity to expand supply without building more. For example, there are limitations on subletting within student housing, which effectively takes units out of the supply.

Principle: Strengthen UBC’s relationship with Musqueam and campus Indigenous communities.

Principle and strategies should address Musqueam participation in land use decisions on campus:

- A member asked to amend the first strategy to read: “co-develop *consent-based* new ways to engage Musqueam in land use planning through the Musqueam-UBC Relationship Agreement.”
 - Following this comment, C+CP shared information on how Musqueam and UBC are co-developing a land use engagement process for Campus Vision 2050 as part of the Musqueam-UBC Relationship Agreement discussions.

Principle: Strengthen Connectivity

- Update to “coordinate planning of future UBC neighbourhoods and amenities with *Musqueam and* other regional jurisdictions.”
- A member expressed desire to separate the connectivity strategies into two principles, one related to broader regional connectivity and coordination and another to campus transportation and mobility.

3. Musqueam Relationship Agreement Update

C+CP overview of the Musqueam-UBC Relationship Agreement.

Discussion

- Members wanted to know who is involved in the Musqueam Relationship Agreement on behalf of UBC, and how this work aligns with Campus Vision 2050.



- UBC is represented by a team of five senior staff; Musqueam is represented by staff and Councilors
- C+CP staff shared that some quick start projects are underway or completed, such as the Gateway Building, the Farm, and *tə ʃxʷhələləms tə kʷəlkʷəʔaʔt* (The Houses of the Ones Belonging to the Saltwater). From these projects, C+CP aims to take learnings and apply them to other projects, including Campus Vision 2050.

4. Growth Assumptions

C+CP presentation of Neighbourhood Growth Assumptions.

- C+CP to return with demand side housing projections.

Discussion

UBC Land Development

Q&A

- What other sources of revenue are there, and what has been done to consider alternatives to land development (i.e., diversify and/or increase sources)?
 - UBC relies on a range of funding sources, including tuition, research funding, provincial grants, donor contributions, etc.
 - There are some limitations to what these sources of funding can be used for (e.g., research infrastructure).
 - How are Services Levies paid by campus residents used, could this be raised?
 - Services Levy revenue is like property tax on campus and goes to the UNA to support campus neighbourhood operations. The Services Levy rate is required to be the same as the City of Vancouver as mandated by the province.
- Where does land development revenue go?
 - Revenues are used for activities such as building student housing, funding student financial support programs, supporting faculty/staff housing programs, and building campus amenities.
- Discussion of trade-offs in UBC’s use of land development revenue. For example, increasing non-market faculty/staff housing decreases revenue to build new student housing.

Comments

- There needs to be more consideration for graduate housing. Graduate students have different needs than undergraduate students.
- The expectation that student housing generates enough revenue to pay for itself is problematic, and does not enable UBC to meet affordability and EDI goals.

Housing Action Plan

Some members stressed the need to consider a no growth scenario.

- There was a suggestion to study a “do nothing” scenario to understand the consequences of no growth (e.g., what would the impact be on student housing?), in order to inform how much development/revenue is really needed.



- Has UBC projected a total population for the peninsula?
[Which could be used to work back how much development is needed.]
- Has there been any consideration for carrying capacity?

Housing goals/metrics may require more nuance in order to be achievable.

- For example, it is unlikely UBC could build enough student housing to fully satisfy demand. Instead, it may be more important to consider who is housed (e.g., EDI groups, first years, etc.) and by when.

General

- A member observed that the committee is spending a lot of time on detailed financial issues. Should this committee take a step back and reevaluate its role and level of detail when approaching discussions?
 - C+CP expressed that the role/key responsibilities of the committee include acting as a soundboard to the Campus Vision 2050 Project Team, reviewing and providing input into plan materials and recommendations, and sharing projection information beyond the committee. C+CP further noted that this role is likely to evolve and shift over time, and is flexible based on committee discussion.

5. Next Steps

- C+CP to revise Principles and Strategies based on engagement discussions, including feedback from the CAC, to be reported to the Board of Governors in the Final Campus Vision 2050 Terms of Reference.
- C+CP to share additional information on the June 8-10 charrette.
- C+CP to schedule July/August meetings.

Attachments

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

UBC
campus
vision
2050



Meeting 5 | May 3rd, 2022

Campus Vision 2050 Community Advisory Committee



THE UNIVERSITY OF BRITISH COLUMBIA
Campus + Community Planning

campusvision2050.ubc.ca



Agenda

1. Welcome & Introductions
2. Revised Principles & Strategies Recap
3. Musqueam Relationship Agreement
4. Growth Assumptions

Break

5. Next Steps



Revised Principles & Strategies Recap

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Public Engagement Summary

Needs and Aspirations (Jan 20 – Feb 17)

Public Events: 1,914 participants

- 1 kick-off event with keynote Minelle Mahtani and panel of UBC community and Musqueam members
- 3 virtual open houses, 2 virtual workshops, 2 in-person workshops, and 6 in-person pop-ups
- 31 roadshows
- 16 community conversations with student, staff, and resident organizations

Website

- 3,237 visits
- 360 survey, 77 mapping tool, and 56 ideas board contributors

Draft Principles & Strategies (Mar 24 – Apr 12)

Public Events: 618 participants

- 17 Roadshows: 279 participants
- 7 Community Conversations: 81 participants
- 3 Public Open Houses: 112 participants
- 7 Pop-ups: 146 participants

Website

- 4,531 visits (1,282 on principles & strategies page)
- 255 survey responses

Snapshot of What We Heard (Mar – April)

General

- Overall ~75% of survey respondents are supportive of the principles and strategies (using a Likert scale)
- Need to use bolder and more meaningful language that inspires more confidence in the principles and strategies
- Desire for additional clarity on terms used and the intended outcomes for the strategies
- Some concern about the hierarchy of principles and strategies and how they are being prioritized relative to each other

Principles

- Strong feedback that campus ecology needs to be decoupled from financial stewardship
- Concern about the affordability principle largely due to cynicism about UBC's commitment to achieving affordable housing outcomes
- Call for more meaningful language for the climate and Musqueam principles specifically
- Support for SkyTrain, but mixed with concern that SkyTrain is used as a silver bullet to solve transportation issues and increase development potential

Revised Draft Principles

Last updated: April 27, 2022


- Support UBC's academic mission.
- Strengthen UBC's relationship with Musqueam and campus Indigenous communities.
- Make daily life on campus more affordable, convenient and supportive.
- Make campus more inclusive, accessible and welcoming.
- Take bold action to address climate change and enhance campus ecology.
- Strengthen connectivity.
- Ensure the campus lands support UBC's priorities.

Revised Draft Principles

The draft principles reflect the vision, purpose and values of UBC and align with the university's strategic focus on "creating vibrant, sustainable environments that enhance wellbeing and excellence for people at UBC and beyond," as articulated in the Strategic Plan.



Musqueam Relationship Agreement

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Supporting the UBC - x^wməθk^wəyəm relationship

- UBC and x^wməθk^wəyəm are working together to transform our long-standing relationship with a new Relationship Agreement. This is an important part of UBC's institutional commitment to deepening the university's relationship with x^wməθk^wəyəm and to reconciliation more broadly.
- Through the Relationship Agreement, UBC is co-developing a comprehensive framework for engaging x^wməθk^wəyəm on land use initiatives, including Campus Vision 2050, to better understand and seek to incorporate x^wməθk^wəyəm values, needs and interests into planning.
- The Relationship Agreement will also include strategies to enhance x^wməθk^wəyəm's physical presence on campus and other topic areas that will be co-developed with x^wməθk^wəyəm, such as academic initiatives.

Growth Assumptions

Academic

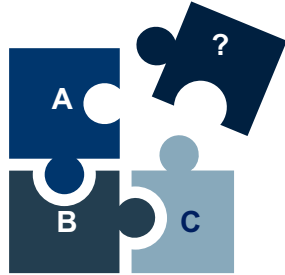
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Academic Assumptions: Inputs



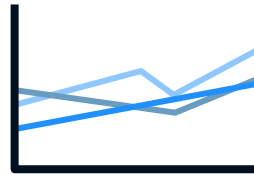
**Existing Conditions,
Policy Context,
Challenges & Opps**
(Cross-UBC Engagement)

+



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

+

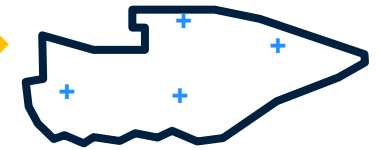


Enrollment Projections
(Provost's Office + PAIR)

+



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.)*

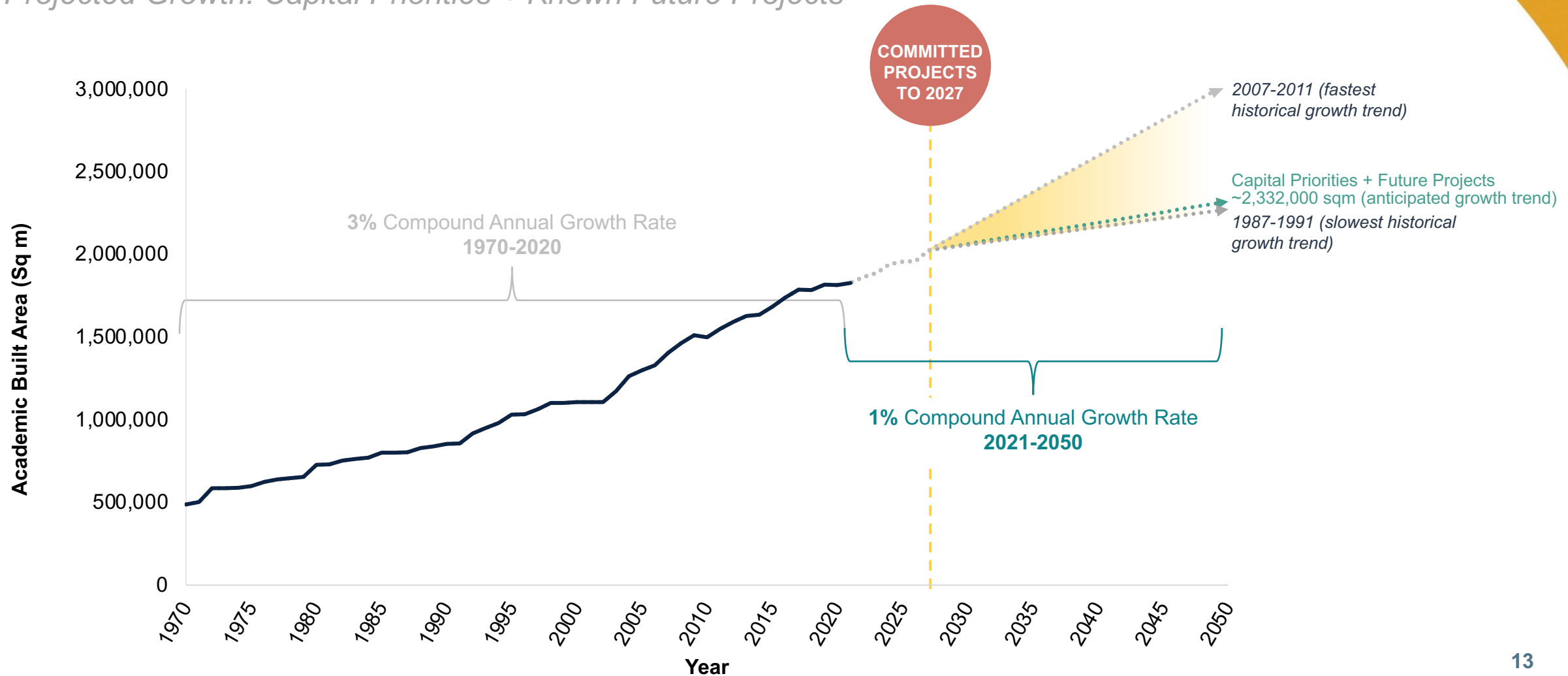
- *Students*
- *Faculty hiring*
- *Other demographic trends*

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

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

Academic Growth Model

Projected Growth: Capital Priorities + Known Future Projects




Break!

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

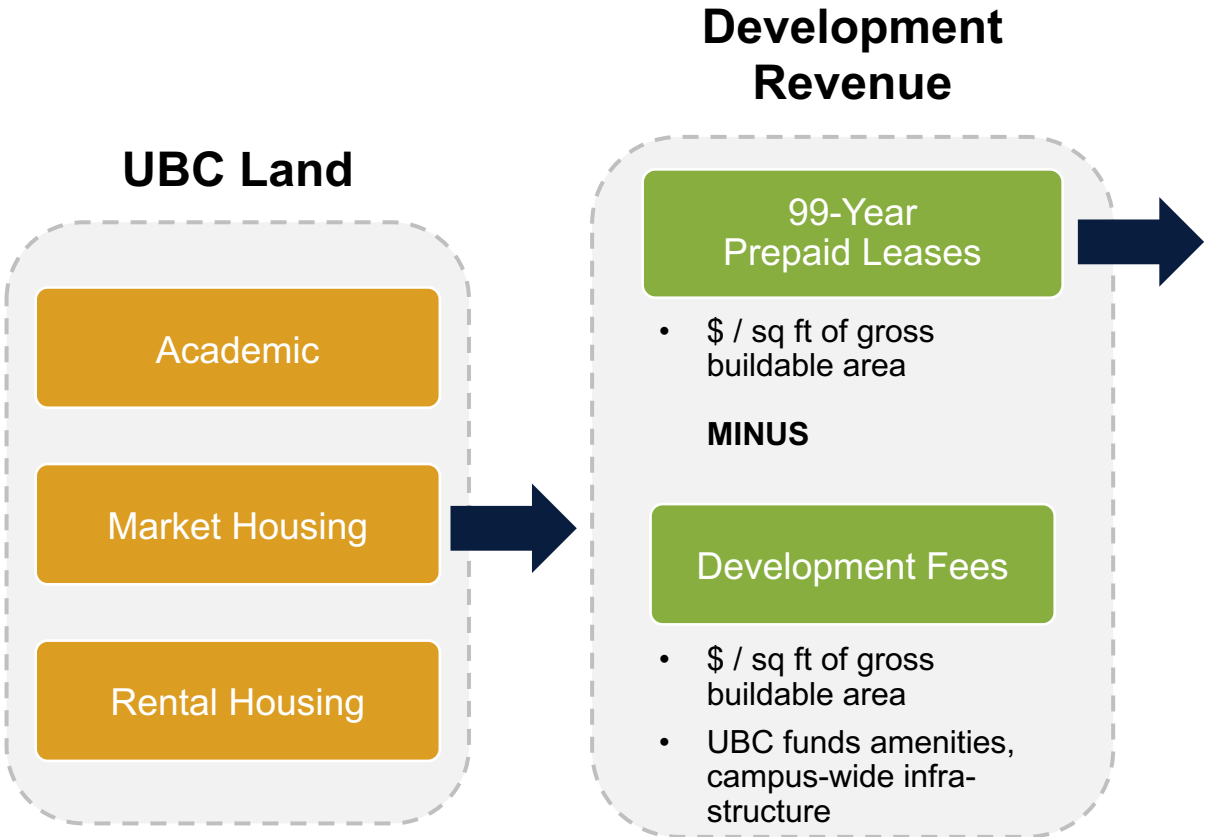


Growth Assumptions Neighbourhood

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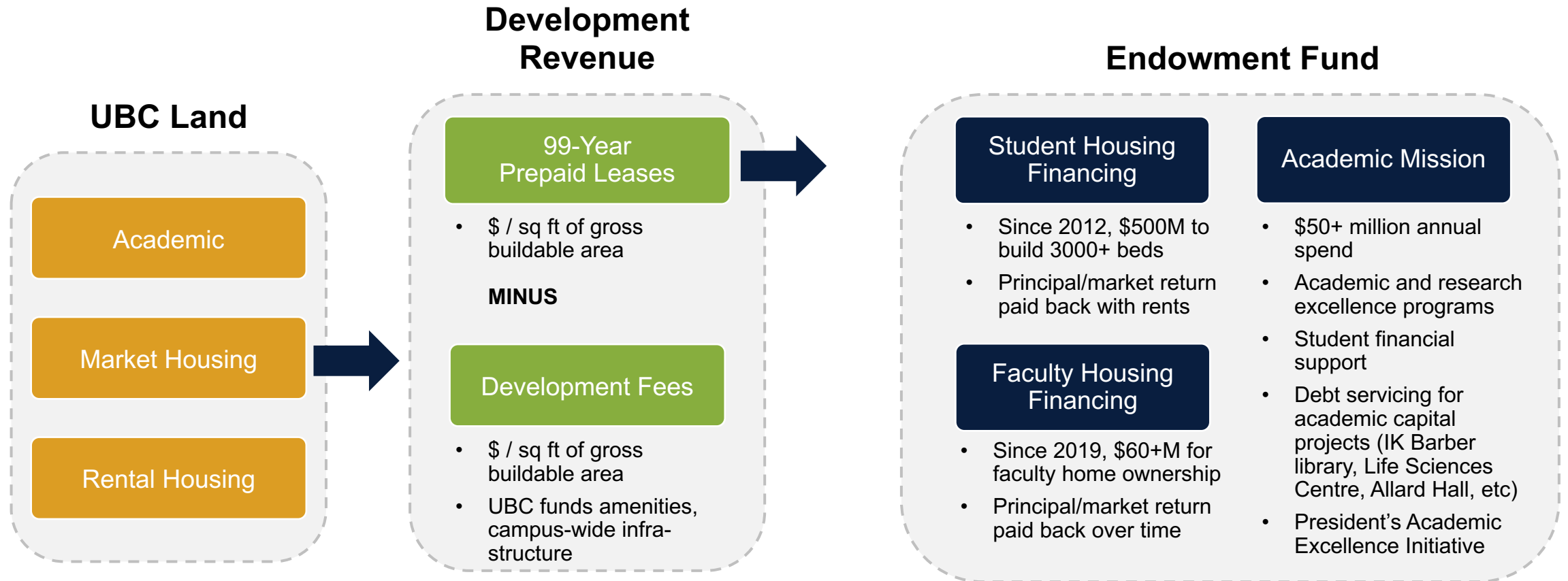
UBC Land Development

How it works



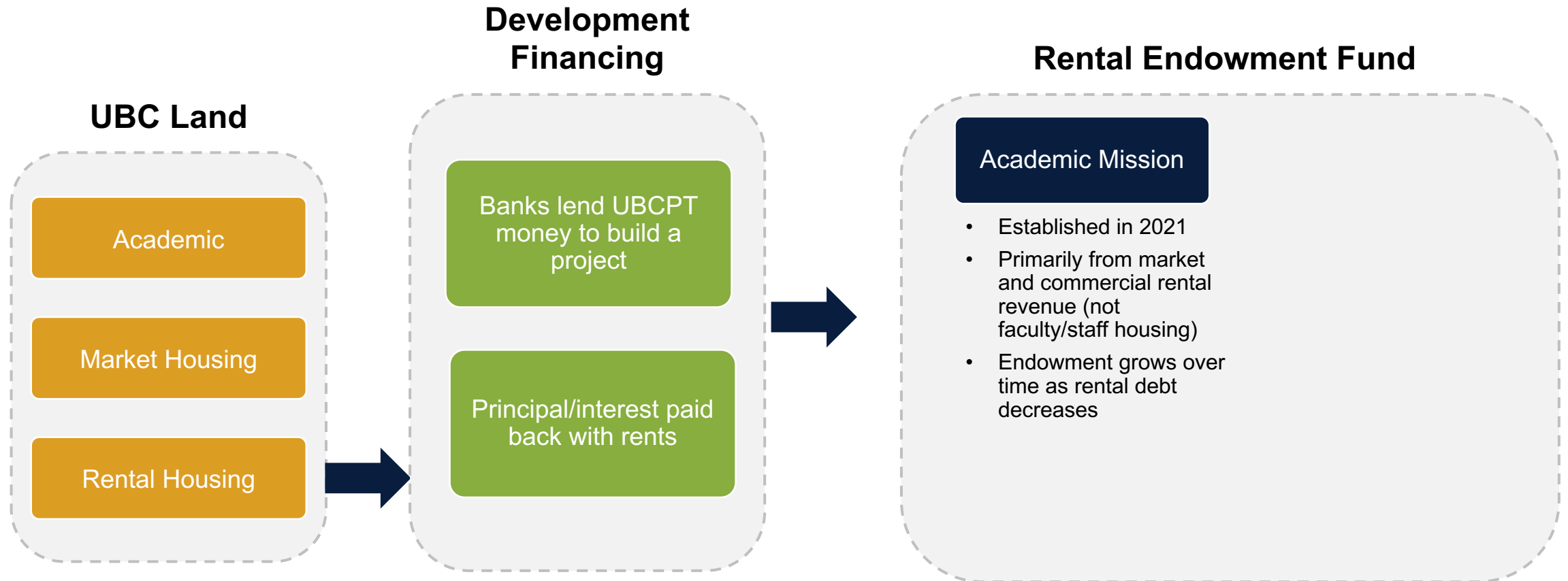
UBC Land Development

How it works



UBC Land Development

How it works



UBC Properties Trust

Implement UBC's Neighbourhood Plans

Build infrastructure (parks, roads, community centres, etc)

Sell 99-year leases to third-party developers (~70% of units)

Build, Own and Operate Rental Buildings

Build rental housing (~30% of units) and commercial space

Own and manage UBC's rental buildings (including 800 market units, 841 faculty/staff units, commercial space)

Manage Academic Project Development

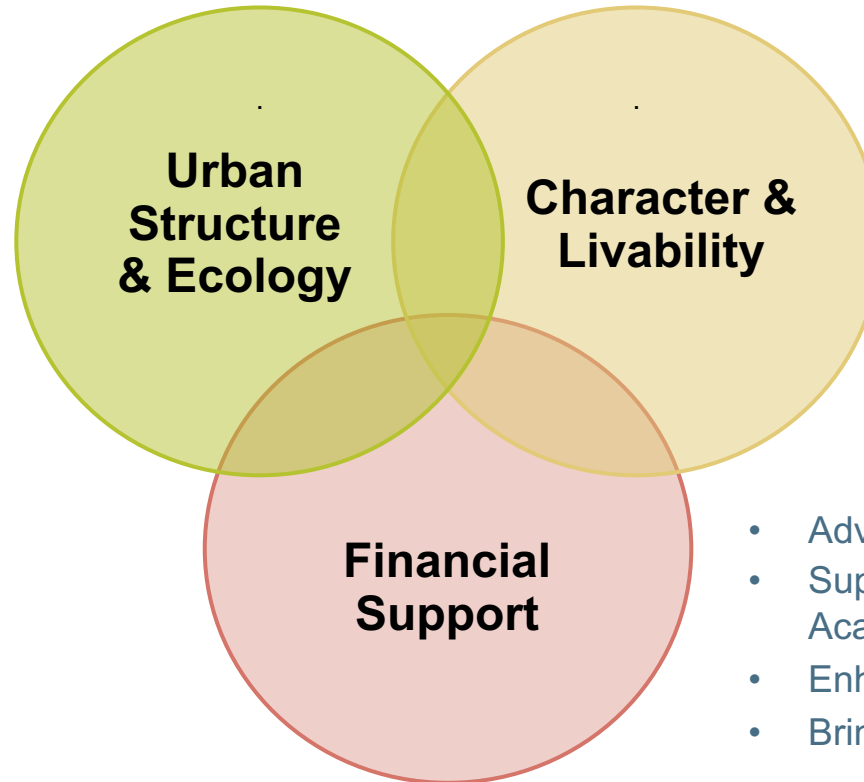
Lead project management, procurement, construction of academic buildings

Option Generation and Testing

Principles and Strategies

+ criteria

- 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

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)

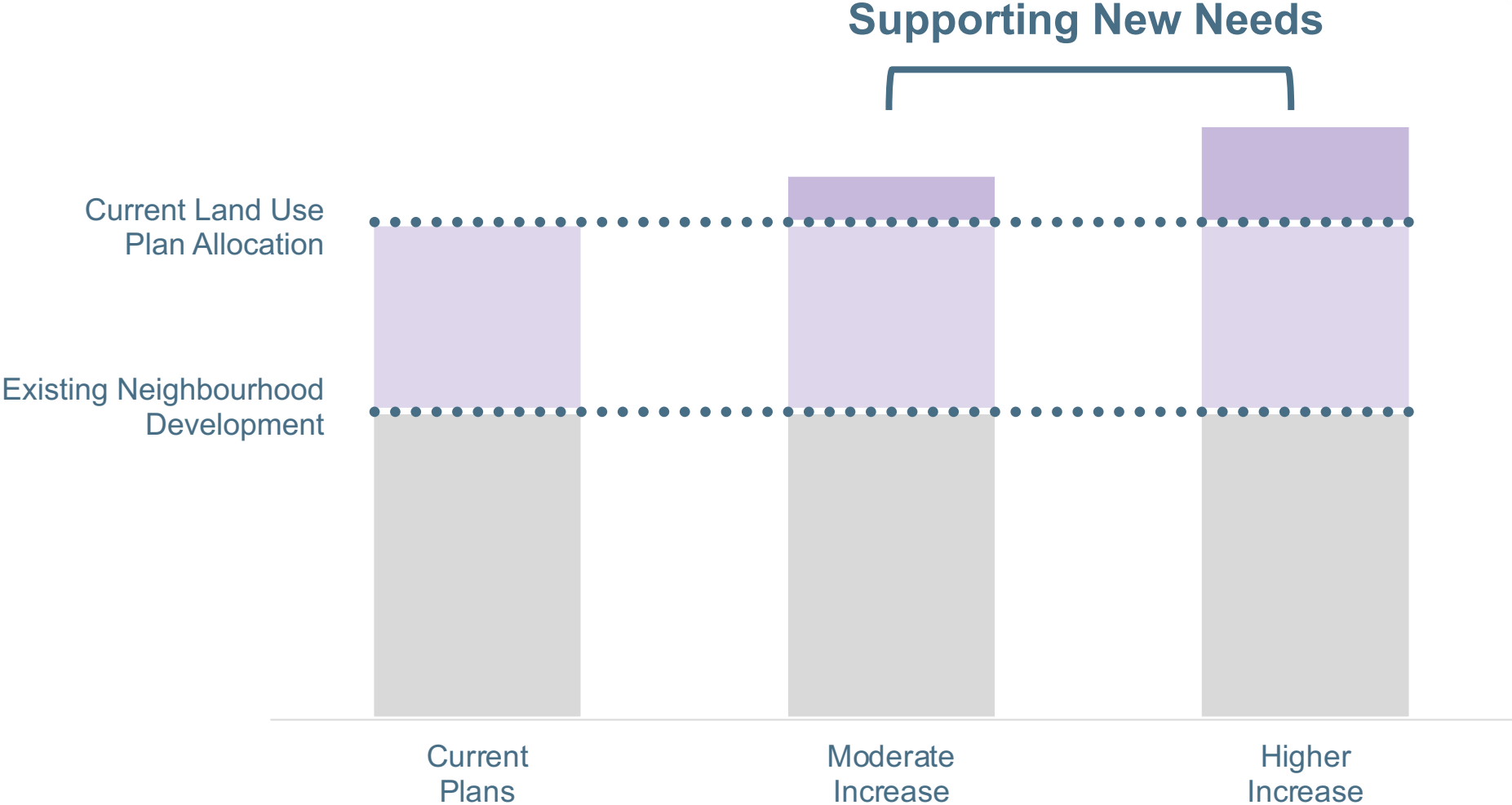


Additional Residential Development

- 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



Financial Support



Key Financial Assumptions

- Three Options:
1) current plan (13.7M sf); 2) moderate growth; 3) higher growth
- Housing Action Plan = 70% leasehold / 30% rental (under review)
- Lease value = \$450/sf
- Current Infrastructure Impact Charges (IIC)/Community Amenity Contributions (CAC)/Cost of Sales rates = \$70/sf (subtracted from leases)
- New development starts in 2025 and averages annually to 2050
- Bringing SkyTrain to UBC: financial contribution (debt over 30 years at 3.5% interest)
- Financial benefits: Net present value to 2080 to fully capture rental benefits, SkyTrain contribution (5% discount rate)
- 2% annual inflation increases



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 FHA/FE

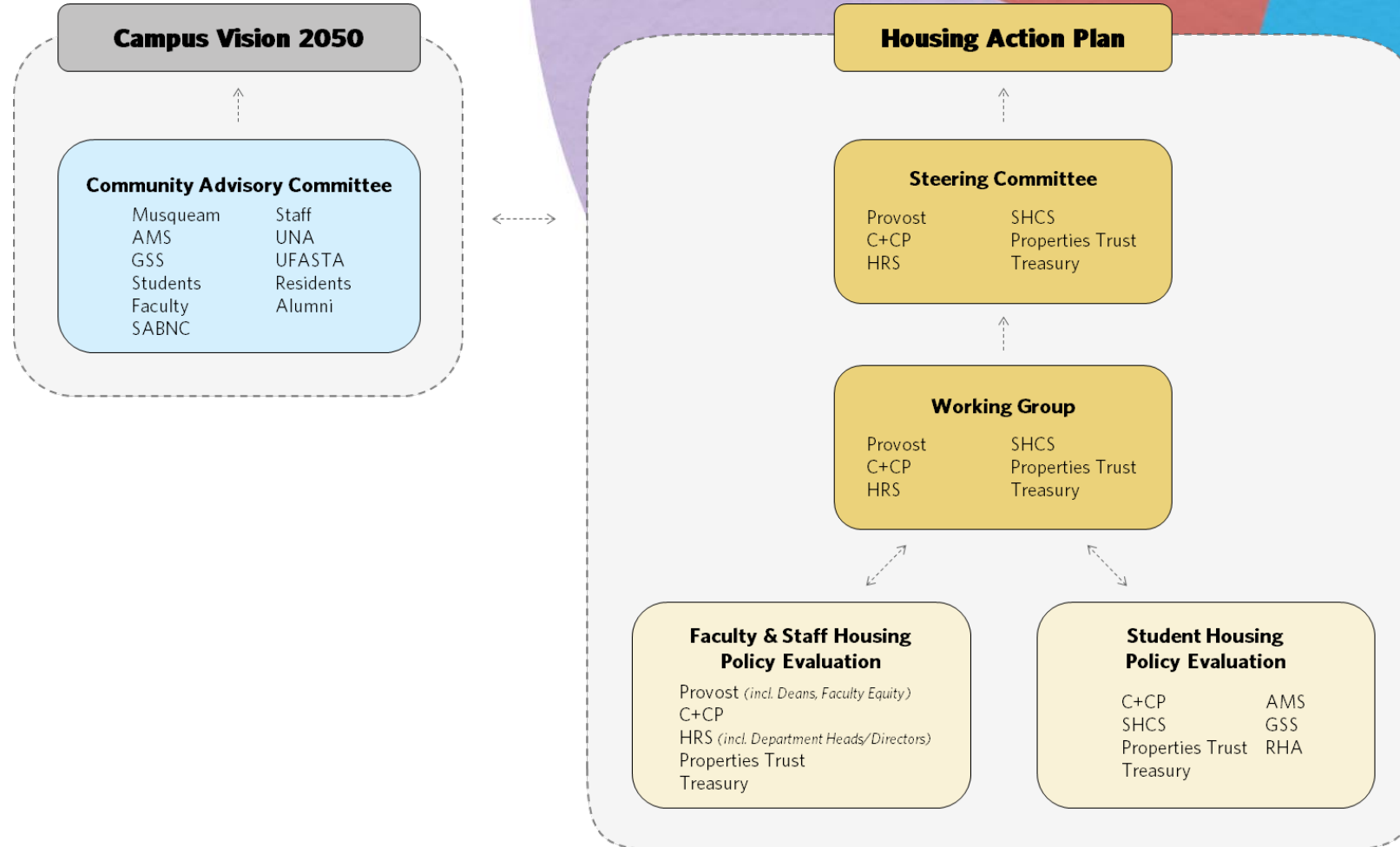
3. Student Housing

- Response to Student Affordability Task Force
- Opportunity sites for student housing, nhoo 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



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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Next Steps

- **Early / Mid-May:** Share principles, strategies, growth concepts with CAC and other stakeholders (e.g. UNA Board, etc.)
- **May:** UNA-UBC Liaison Committee and Board of Governors Advisory Committee advise on draft final Terms of Reference informed by principles, strategies, growth scenarios
- **June:** Deliver final Terms of Reference informed by principles, strategies, growth scenarios to Board of Governors
- **June Charrette / Summer:** Develop draft 30-year vision options
- **Fall:** Engage on 30-year vision options



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Thank you!



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