



# Minutes | Community Advisory Committee

## Campus Vision 2050

Date & Time: September, 13<sup>th</sup>, 2022 from 4:30-6:30PM

Location: BC Hydro Theatre, Centre for Interactive Research on Sustainability

### Committee Attendees

Name	Role
Dana Turdy	Students, AMS
Gia-An Trinh	Students
Naton Ting	Students
Laia Shpeller	Senate, ABNC
Binoy Mascarenhas	Faculty
Henry Yu	Faculty
Michele Koppes	Faculty
Linda Nowlan	Staff
Robin Poirier-Vasic	Staff
Sasha Wiley-Shaw	Staff
Eagle Glassheim	Residents, UFASTA
Sundance Topham	Residents, UNA
Jane Kang	Residents
Alex Volkoff	Residents
Jennifer Cue	Alumni

### Committee Regrets

Name	Role
Leona Sparrow	Musqueam
Wade Grant	Musqueam
Violeta Fabiani	Students, GSS
Joe Dahmen	Faculty
Deb Pickman	Alumni

### Campus + Community Planning Staff Support

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

### Facilitator

Name
Aslam Bulbulia



# Minutes | Community Advisory Committee

## Campus Vision 2050

Agenda Item	Issues/Conclusions	Action
<p><b>1. Welcome &amp; Introductions</b></p>	<p><b>Chair Introduction</b></p> <ul style="list-style-type: none"> <li>C+CP introduced Aslam Bulbulia as chair. Aslam will join the next three meetings, at which time the CAC will review whether or not to move forward with a third-party facilitator.</li> </ul> <p><b>Welcome</b></p> <ul style="list-style-type: none"> <li>Aslam Bulbulia introduced himself as chair and provided a land acknowledgement.</li> </ul> <p><b>Adopt the Agenda</b></p> <ul style="list-style-type: none"> <li>Aslam led a discussion around topics for discussion and time allotted for each. The Committee decided to spend 15-20 minutes on the HAP and 40 minutes on the Big Ideas.</li> </ul>	
<p><b>2. Housing Action Plan Review</b></p>	<p><b>C+CP shared an overview of the Housing Action Plan process, and content areas to be shared in October.</b></p> <p><i>Questions/Areas of Interest for October</i></p> <ul style="list-style-type: none"> <li>Is UBC looking at ways to incentivize other types of housing that UBC may not have to operate (e.g. CMHC rental, co-ops)?</li> <li>What assumptions can be questioned (e.g. Board Report is from 2015, a different Board context now)?             <ul style="list-style-type: none"> <li>Why can't UBC borrow from its own endowment, rather than developing and selling market housing?</li> </ul> </li> <li>Will the HAP Review include research on precedents and best practices from other cities/universities?</li> <li>Will the HAP Review address priorities from the Student Housing Affordability Task Force?</li> <li>What is the breakdown of units and their tenure lengths, want to understand who housing is for (e.g. 12 months for undergraduates, longer for graduates).</li> </ul>	
<p><b>3. Big Ideas, Trade-offs and Choices for Growth</b></p>	<p><b>C+CP shared an overview of the Big Ideas. Aslam prompted each member to share what they liked and disliked about the ideas.</b></p> <p><i>What do you really love about these ideas?</i></p> <p>General</p> <ul style="list-style-type: none"> <li>Like that all the Big Ideas are progressive, visionary, and ambitious.</li> <li>Like that there are five different values, aspirations, and goals.</li> <li>Like that there isn't a hierarchy among the Big Ideas.</li> <li>Like the breadth of Big Ideas.</li> </ul>	



- Like being able to see the things the CAC has talked about; that feedback is heard, integrated, and reflected.
- Love that innovation is in most of the Big Ideas (e.g. entrepreneurial spaces).
- Like the thread of connectivity (dissolving the silos, walls of academic buildings, more informality).

#### Big Idea One: More Housing & Expanded Affordability for UBC

- Don't start with this as Big Idea One.
- Need to improve this idea, not bold enough.
- Like the language around creating more affordable housing.

#### Big Idea Two: Restorative & Resilient Landscapes (+3)

- Love it, especially the combining of Musqueam values and natural beauty of the place.
- Like it, but find it problematic to be combined with Musqueam and feel it could go further.
- Like "campus will be a truly green community..."
- Innovation needs to be embedded in the approach to climate action.

#### Big Idea Three: Community of Communities (+2)

- Love it, have heard a lot from students that they are searching for their "small" on campus, while recognizing not all groups have "me spaces" on campus.
- Like integration between Big Ideas Three and Four, pushing UBC to be a microcosm of the diversity of a big city.

#### Big Idea Four: The Learning City (+2)

- Love campus as a living lab and partnering between students and faculty (e.g. Evolve as a Passive House).
- Like it, really happy to see living labs and interdisciplinary collaboration part of it.

#### Big Idea Five: Connected Campus (+1)

- Favourite Big Idea, like SkyTrain and improving accessibility, to make campus safe and accessible for everyone.

#### *What really bothers you about these ideas?*

##### General

- Like all of it, so not sure how to give feedback when components are in conflict.
- Big Ideas compete with each other, hard to comment.
- Climate change isn't mentioned enough, needs to be embedded in all the Big Ideas.
- Accessibility should be integrated into all the Big Ideas.
- Not seeing anything about design or what anything will look like (e.g. vignettes), or what each of the Big Ideas could look like.



#### Big Idea One: More Housing & Expanded Affordability for UBC

- Doesn't feel as aspirational (e.g. 3,300 feels low and reflects a decision not to house all students). (+2)
- Phrasing around 3,300 beds is confusing—not sure what it could look like if UBC decides to plan for more.
- Big Idea One and Three, housing isn't just where you live, you need amenities and vibrancy—what are the components of placemaking and where are they addressed?
- There is a tendency to think of students as renters v. staff/faculty as homeowners, but there is a large group of low-income staff.
- New housing should be climate resilient, low carbon in construction and operations, to meet the strongest green building standards possible in light of the climate emergency.

#### Big Idea Two: Restorative & Resilient Landscapes

- Lack of mention of the climate emergency, need to be more explicit (e.g. energy systems, how housing types have different carbon footprints).
- It is more important to maintain the green spaces we have and add to the network, rather than tearing into what's established.
- Protect and restore nature on campus to sequester carbon as nature-based solutions for the climate emergency.
- Protect priority green areas and adopt a campus policy and target of "net biodiversity gain" to complement the net zero target for climate change.

#### Big Idea Three: Community of Communities

- Need to include more weather protection.
- Like the explicit language around accessibility.
- Need to respect the diverse needs of different groups (e.g. students may not want to mix their housing with faculty/staff and vice versa).
- Language around accessibility needs to be aspirational, not just meeting the bare minimum.
- See language around accessibility as it relates to physical accessibility, but many neurodiverse students on campus are left without places to go.
- New development should be based on complete, compact, walkable community design principles to address the climate emergency.

#### Big Idea Four: The Learning City

- Would like to see more about integration of residents into campus life, exchange of ideas within "The Learning City."
- Advance knowledge on how transformative university land use policies and practices can address the climate emergency and investing in knowledge translation with others.

#### Big Idea Five: Connected Campus

- Include potential to create off-campus housing.
- Sustainable transportation on and to campus should be designed with greenhouse gas reductions as the key principle to address the climate emergency.



- Proposed community shuttle should emit zero emissions.

*Trade-offs and Choices for Growth*

- Would be helpful to have labels and a key on the maps.
- Perhaps don't start the conversation around trade-offs and choices. Also don't go straight into questions about height. Rather, think about the aspects of community building.
- Pivot conversation from housing typologies to who is going to live there, "homes for whom?"
- Don't share false choices.
- Need to surface the value of more housing.
- In Acadia zoom-in:
  - Concern that buildings look the same height in the two options.
  - Appears that the high-rise concept better laid out from an urban design perspective, which may lead people to favour it over the mid-rise concept. It would be useful for both concepts to follow a similar layout and shape, even while the size of open space and the coverage of building footprints are different in both concepts.
  - No mention of carbon intensive concrete construction of high rises.
  - Need to include examples (e.g. 6 storeys like the Bay Downtown).
  - Need to explain trade-offs between building types and affordability (e.g. taller buildings/units will be more expensive).

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**4. Next Steps**

**Process**

- At the start of each meeting and in the circulated materials, it would be helpful to hear from C+CP what kind of feedback is wanted/needed.
  - Would be helpful to have more direct, tangible questions to consider in advance.
- Interest in having an electronic workspace/discussion board.
  - However, some concern around who has more/less time to engage with alternative venues for discussion.
- Would be helpful to begin meetings/topics with what has already been heard from the public/CAC.

- C+CP to schedule October meeting.
-

**UBC**  
**campus**  
**vision**  
2050



## **Meeting 9 | September 13<sup>th</sup>, 2022**

**Campus Vision 2050 Community Advisory Committee**



THE UNIVERSITY OF BRITISH COLUMBIA  
Campus + Community Planning

[campusvision2050.ubc.ca](https://campusvision2050.ubc.ca)


# Agenda

1. Welcome
2. Topics for this Meeting – For Discussion
  - *Big Ideas, Trade-offs and Choices for Growth*
  - *Housing Action Plan Review*
2. Process & Prioritization of Future CAC Meetings
3. Next Steps



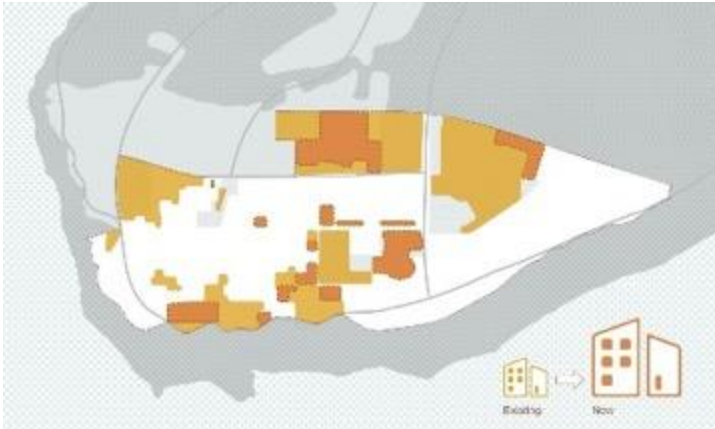






# Big Ideas, Trade-offs and Choices for Growth

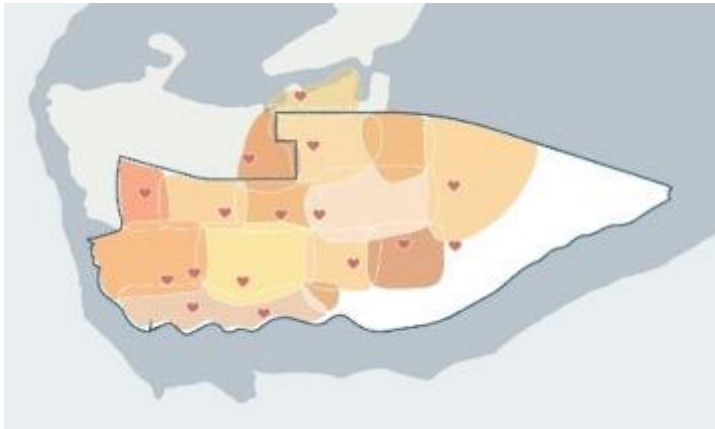
# Five Big Ideas



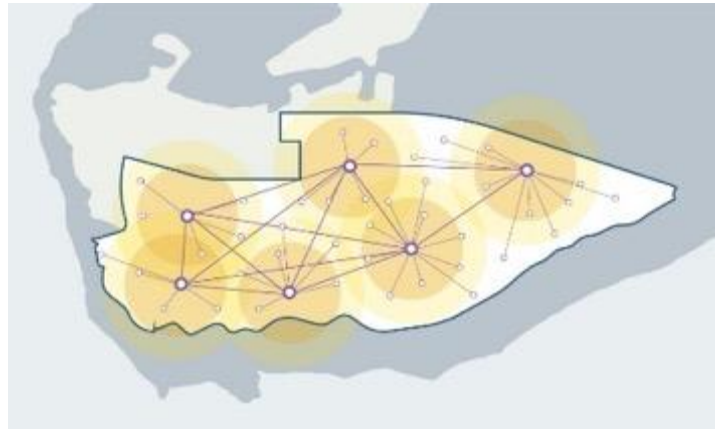
*More Housing & Expanded Affordability for UBC*



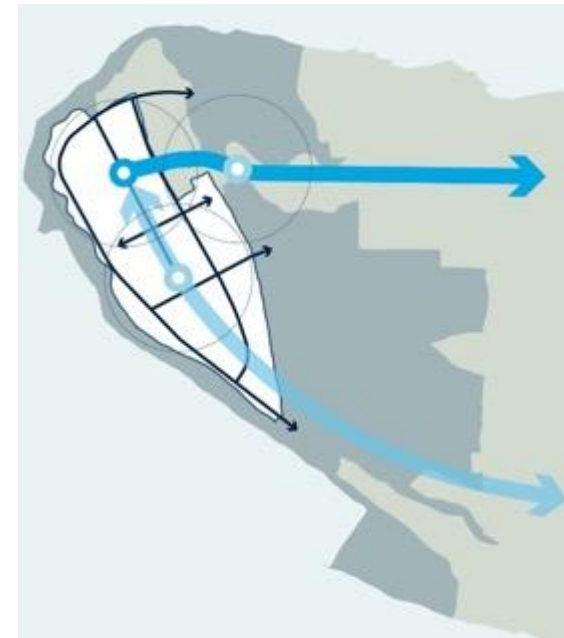
*Restorative & Resilient Landscapes*



*Community of Communities*



*The Learning City*



*Connected Campus*

# Big Idea One: More Housing & Expanded Affordability for UBC



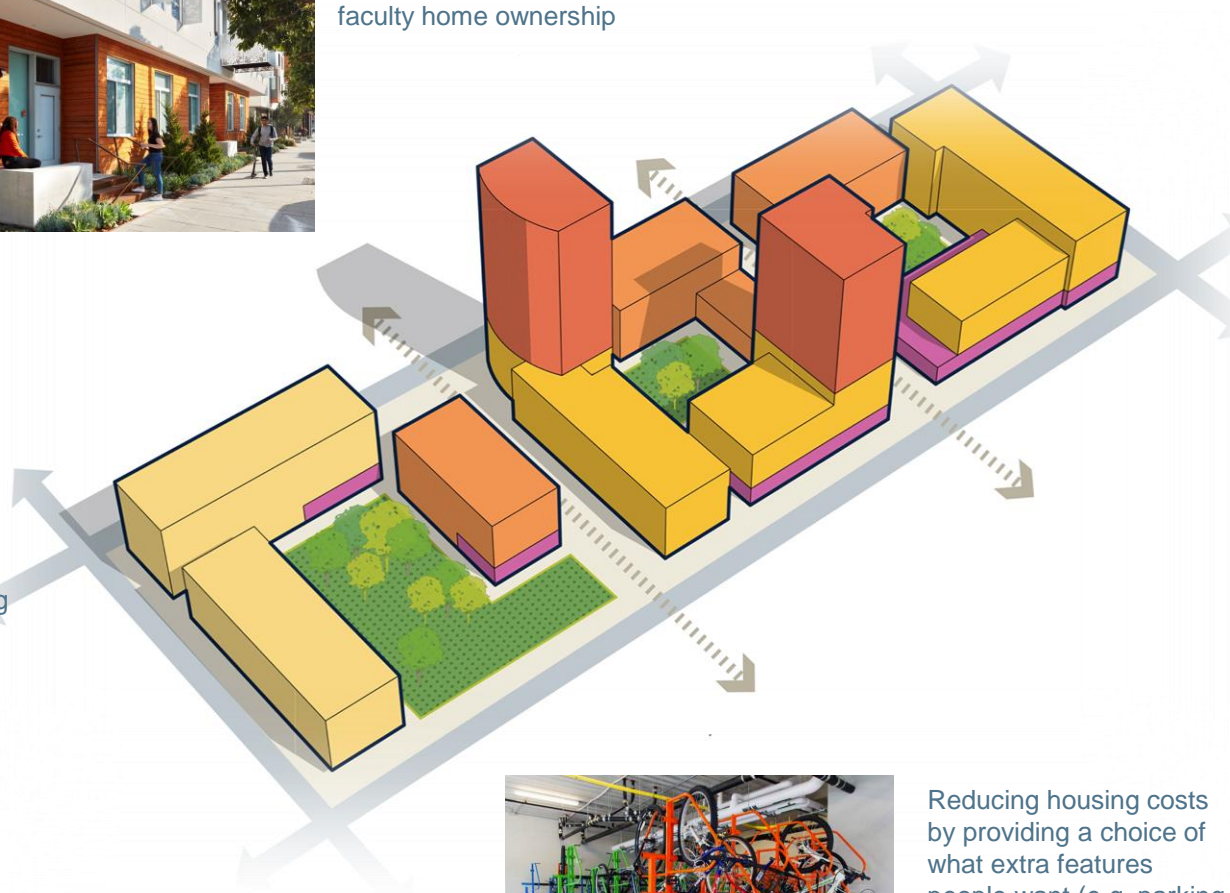
Opportunities for on-campus faculty home ownership



Expansion of rental housing to support choice and affordability for the UBC community



Financing and building at least 3,300 additional student housing beds



## Housing Types

- Student Housing
- Market Leasehold
- Market Rental
- F/S Discounted Rental



Reducing housing costs by providing a choice of what extra features people want (e.g. parking, bike storage, etc.)



A range of amenities to support affordable living

# Big Idea Two: Restorative & Resilient Landscapes



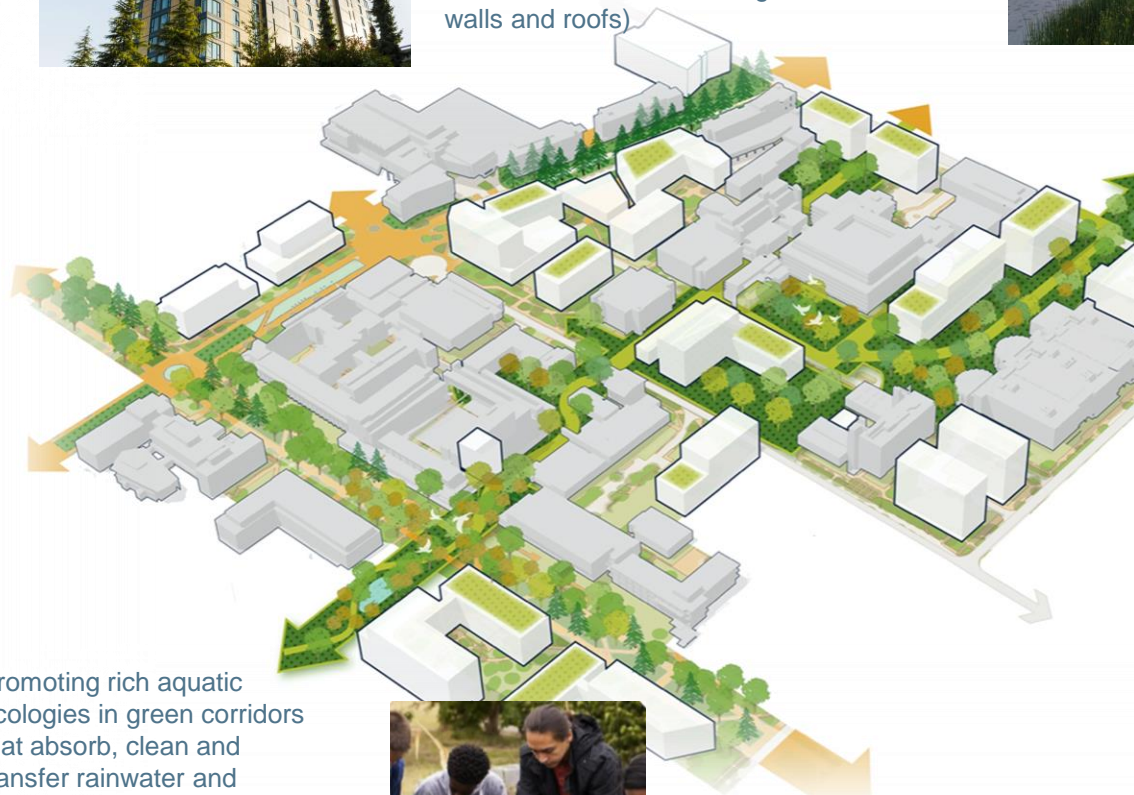
Buildings that optimize human comfort and low carbon construction and operations, and support ecological resilience (e.g., mass timber construction, green walls and roofs)



Enriching campus landscapes with a strong Musqueam welcome and presence integrated into the design, art, architecture and entries.



Re-envisioning Main Mall as a network of naturalized open spaces with opportunities for teaching, research and innovation and different ways of knowing



Working with natural conditions (e.g., watershed, topography, habitat and soil conditions) to shape where new development occurs and where green spaces and corridors are needed



Promoting rich aquatic ecologies in green corridors that absorb, clean and transfer rainwater and support active transportation



Introducing abundant Indigenous plants, traditionally harvested by Musqueam

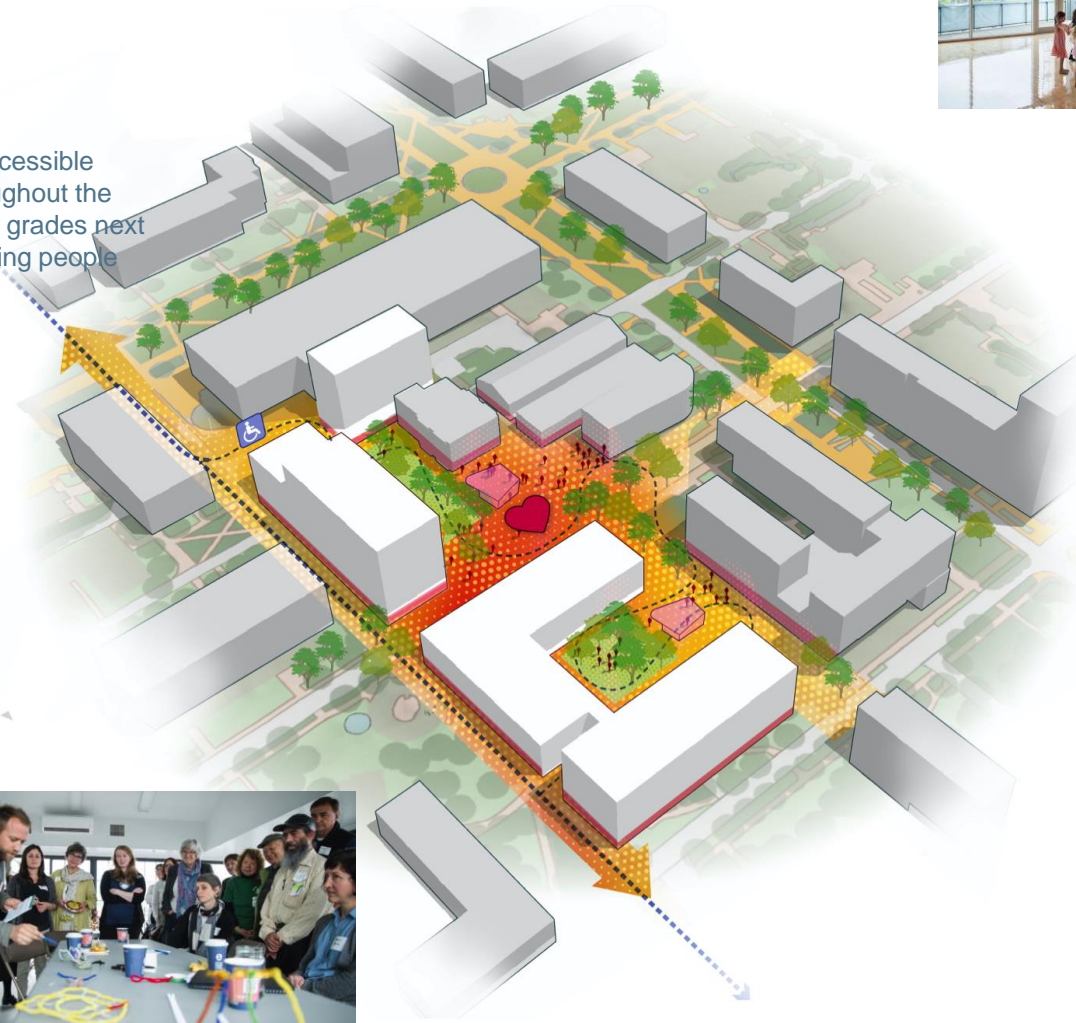


Bringing the surrounding forests into the campus through a green network to support species movement and increase flora and fauna biodiversity

# Big Idea Three: Community of Communities



Prioritizing accessible features throughout the campus (e.g., grades next to stairs keeping people together)



Providing flexible, multi-functioning academic spaces with opportunities for community use



“Me” spaces — where people gather, feel at home, and build individual and community identity



“We” spaces — where multiple UBC communities interact and integrate



Designing culturally diverse, inclusive and intergenerational spaces (e.g., gathering / spiritual / interfaith spaces)



Co-creating Musqueam-specific spaces and place names

# Big Idea Four: The Learning City

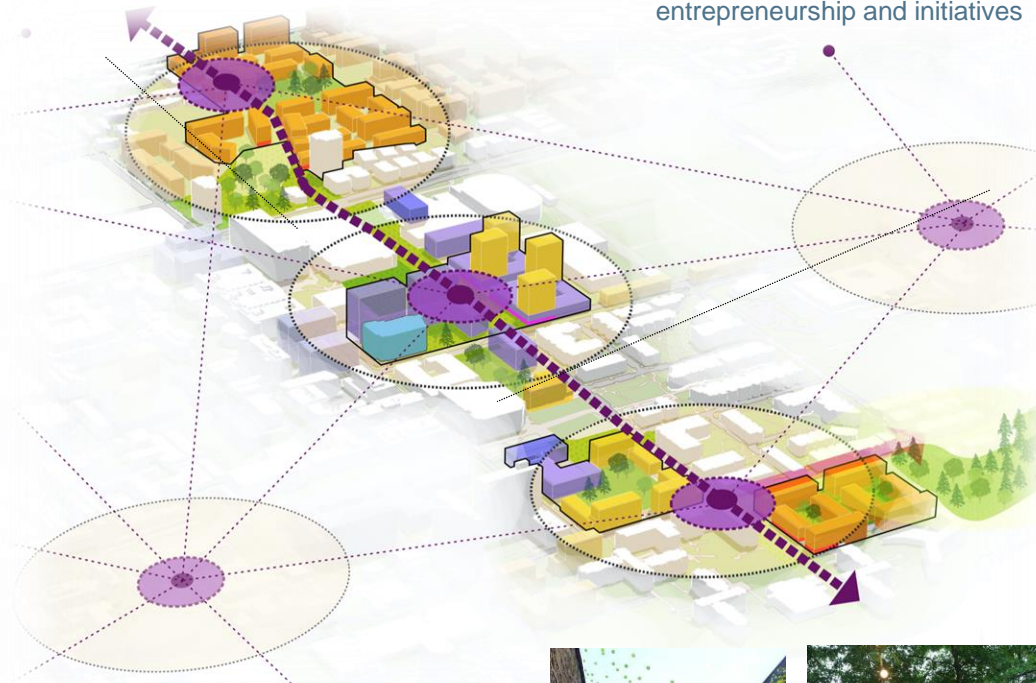


Supporting the growth of industry partnerships and knowledge exchange by expanding the TEF area and developing focused partnership opportunities with faculties across campus



Expanding how UBC uses the “campus as a living lab” to confront climate change and resilience and other regional and global challenges

Concentrating housing, retail, affordable food options, public spaces, and spaces for off-campus community members to activate key campus hubs



Highlighting Indigenous knowledge and practices across the campus



Providing spaces that seed grass roots, community-based entrepreneurship and initiatives



Providing flexible spaces that invite interdisciplinary collaboration and experiential learning



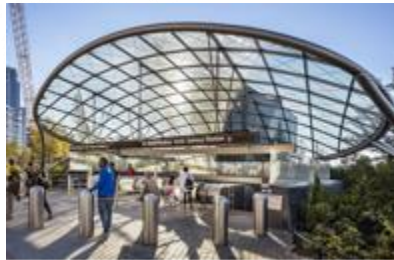
Applying UBC academic research to enhance UBC’s urban forest and ecoservices for the campus community



Developing new kinds of outdoor spaces for education and to bring communities together

# Big Idea Five: Connected Campus

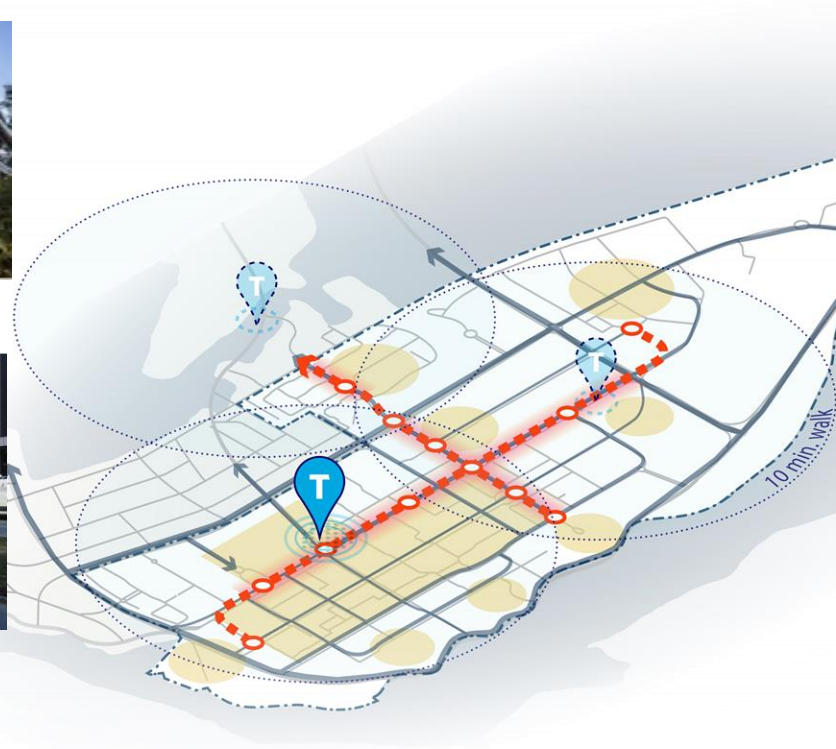
Integrating a central SkyTrain station, a cycling hub with secure bike parking and planning for a future south campus station



Expanding the network of campus shuttles to help people get around the campus and neighbourhoods and enhance accessibility



Shifting to more sustainable last mile delivery (e.g., cargo bikes, sidewalk robots, etc.) to reduce vehicle volumes on local streets and enable the expansion of pedestrian-only areas



Strategically redeveloping structured parking in the campus core into mixed-use hubs or academic buildings, incorporating new green space and some replacement parking



Planning a network of multi-modal corridors to walk, bike and roll across campus



Strengthening the role of Thunderbird Boulevard as a mixed-use "main street" that connects to the potential SkyTrain station near Acadia Park and Lelem development



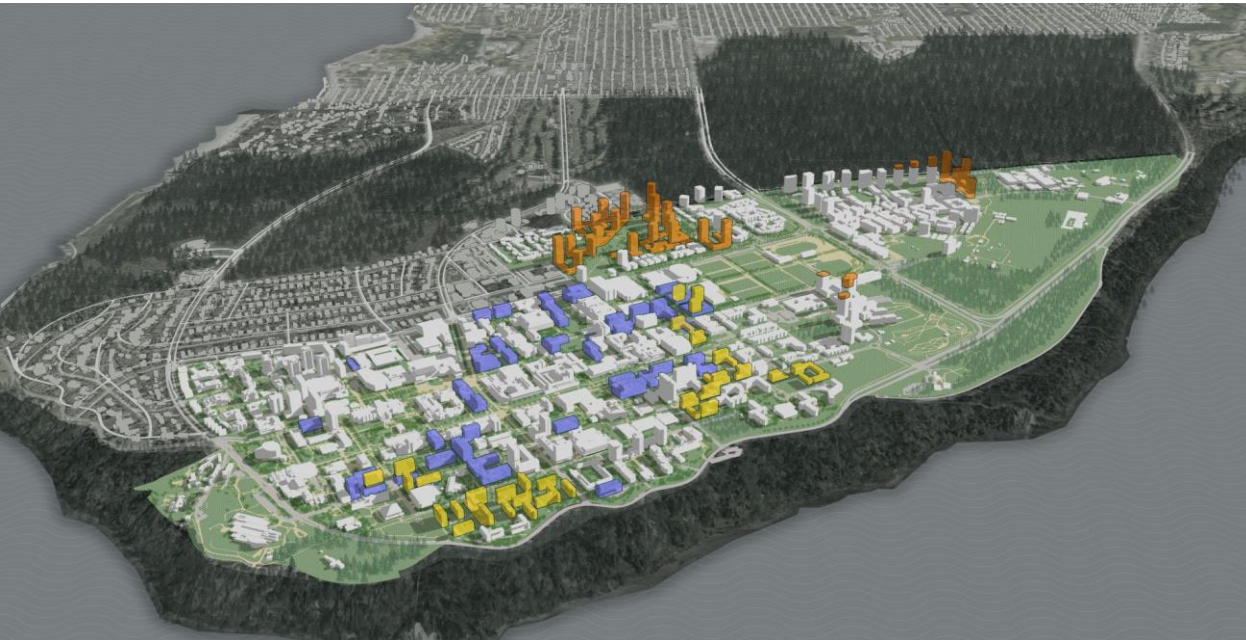
Providing visible, accessible parking spaces within close proximity of all buildings with a simplified permit system to accommodate people with mobility challenges



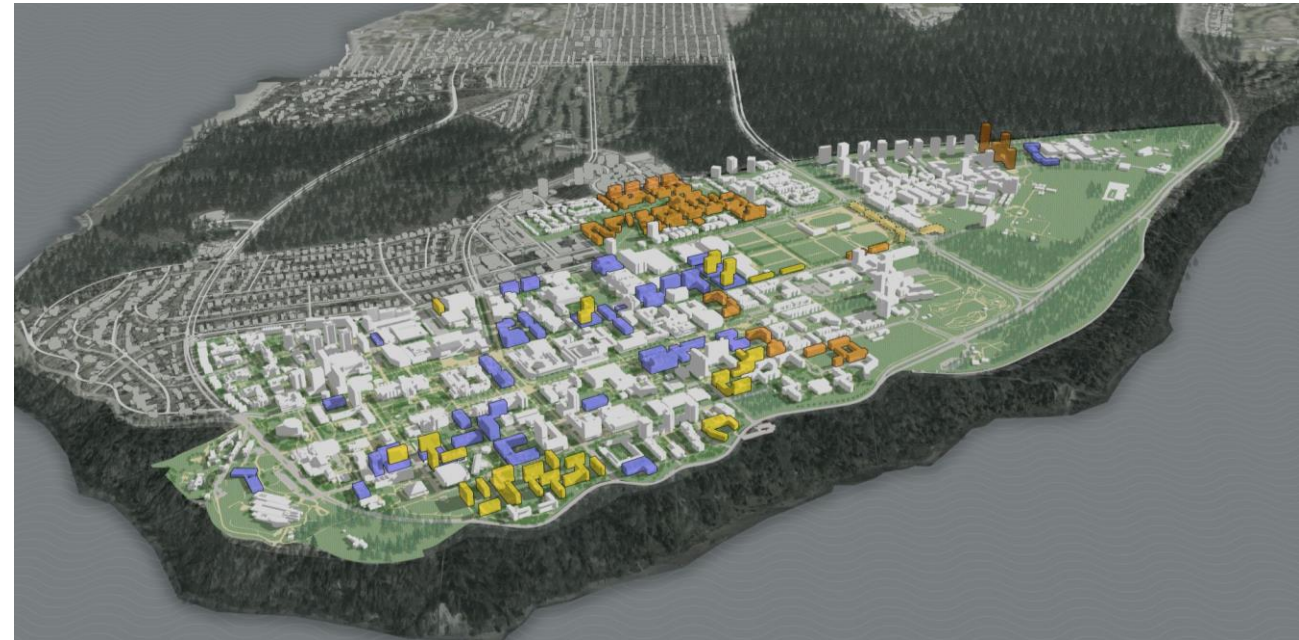
Strengthening the role of East Mall as central 'spine' of campus, connecting key neighbourhood, academic and cultural areas via a new local transit service

# Trade-offs and Choices for Growth\*

*\*The final plan will be a balance of these two approaches*



Scenario A



Scenario B



# Trade-offs and Choices for Growth



- Emphasis on taller buildings, more greenspace and limited mixing of student and neighbourhood housing
- Acadia and Paprican: heights above current policy of 22 storeys
- Stadium: up to 32 storeys (high end from draft Neighbourhood Plan)

# Trade-offs and Choices for Growth



- Emphasis on mid-rise buildings and more mixing of neighbourhood housing along corridors and in the academic campus.
- Acadia and along corridors: up to 12 storeys
- Paprican: heights above current policy of 22 storeys
- Stadium: 22 storeys (low end from draft Neighbourhood Plan)

# Acadia Neighbourhood: Zoom-in of the Trade-offs between Building Heights & Open Space



*Scenario A - Conceptual detail of Acadia – taller buildings, more open space*



*Scenario B - Conceptual detail of Acadia – mid-rise buildings, less open space*

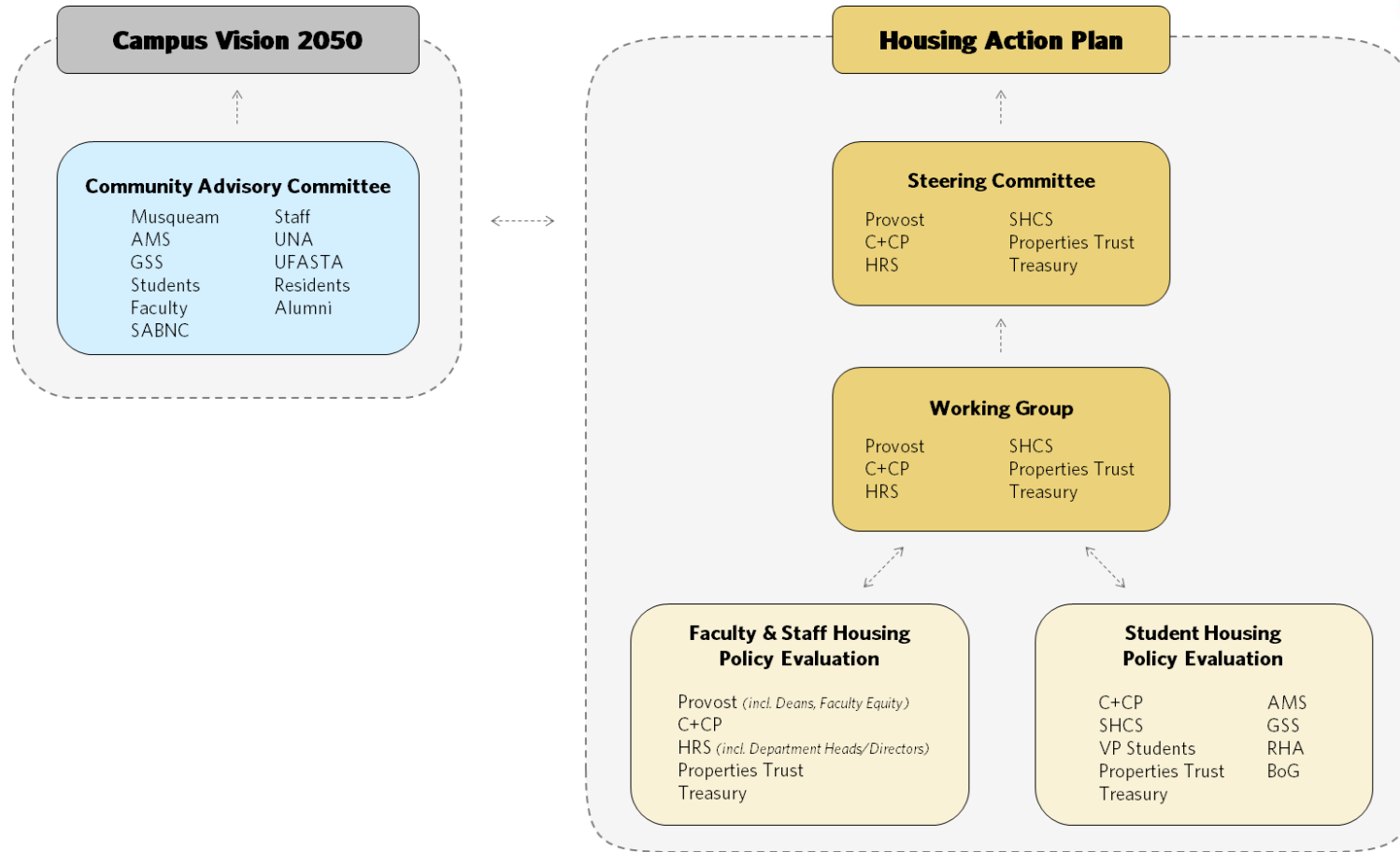
# Housing Action Plan 10-Year Review

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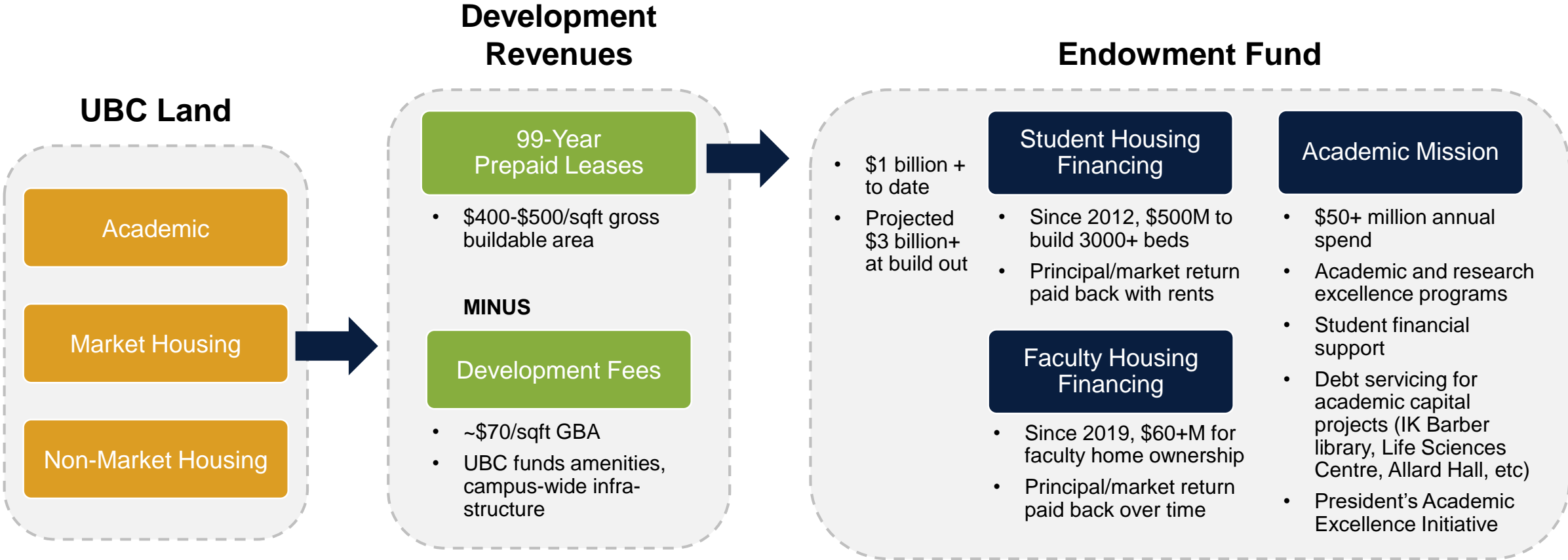
# HAP 10-Year Review

- The Ten-Year Housing Action Plan review is integrated with Campus Vision 2050.
- UBC’s opportunity to deliver on Campus Vision 2050 Big Idea One: “More Housing and Expanded Affordability for UBC”
- The HAP review evaluates UBC’s current policies and programs over three phases:
  1. **Background and Initial Engagement** (January-September 2022): data; analysis; initial engagement; consultant needs assessment and evaluation
  2. **Analysis** (October-December 2022): CV2050 financial model; continue public and stakeholder engagement; explore HAP policy/program changes; Board direction.
  3. **Recommendations** (January-March 2023): continue engagement; finalize HAP policy and program changes; draft updated HAP along with CV2050 for March 2023.

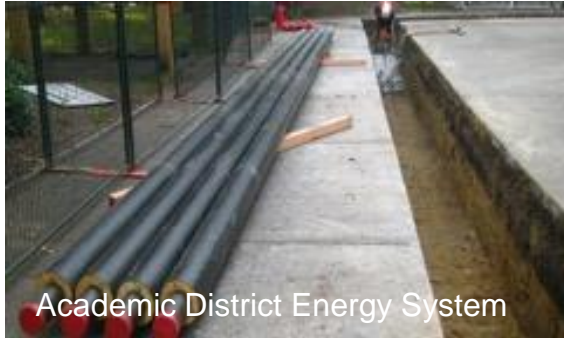
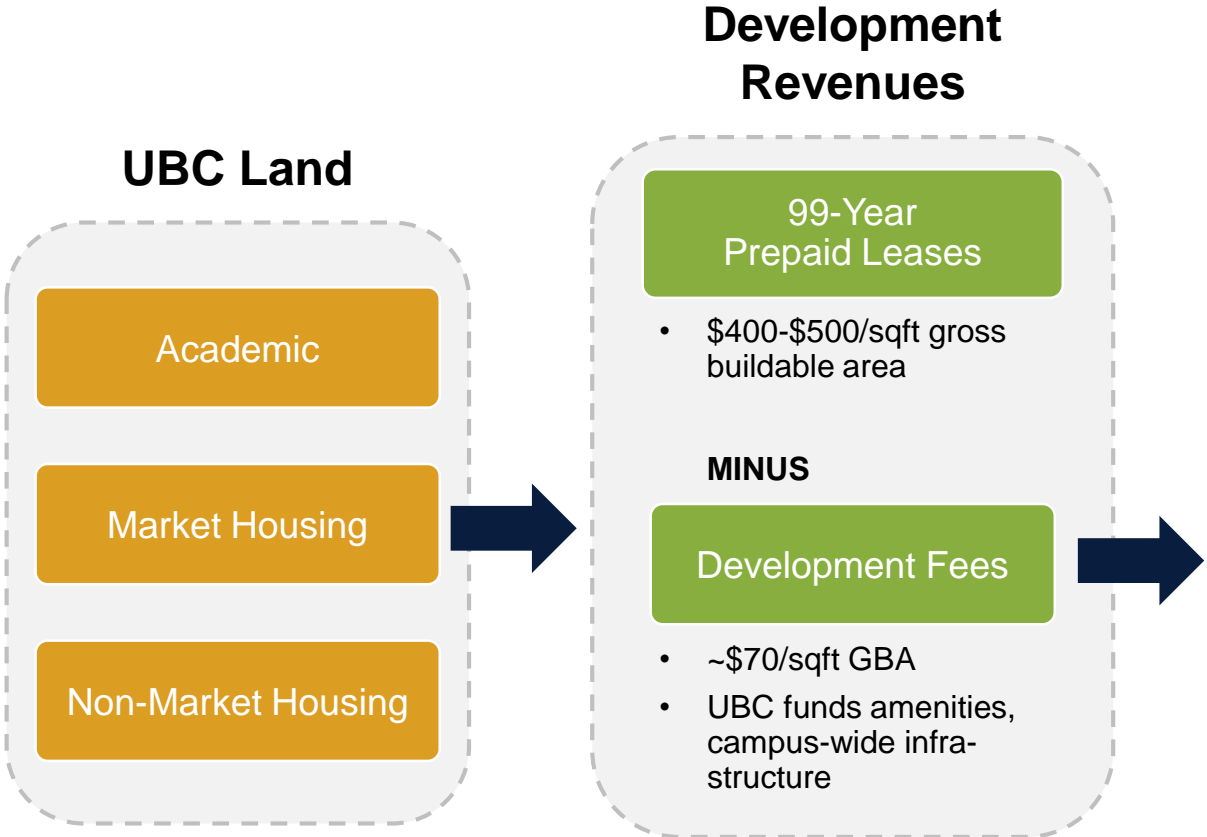
# Review: CV2050 x HAP



# Review: UBC Land Development



# Review: UBC Land Development





# UBC Community Home Ownership

## Challenges

- The Provincial [Real Estate Development Marketing Act](#) (“REDMA”) makes it challenging for UBC to build its own for-sale housing
- All faculty and staff housing measures are a taxable benefit reducing, affordability impacts
- To provide the most affordability to the most people, balanced with recruitment and retention needs.

## Opportunities

- Accelerate government engagement on REDMA barriers
- Continue to explore on-campus UBC community home ownership opportunities, including options to reduce employee taxable benefit burden
- Explore ways to expand and/or improve existing Home Ownership programs
  - Prescribed Interest Rate Loans (“PIRL”)
  - Down Payment Assistance Program (“DPA”)
  - To learn more about how faculty home ownership programs are funded see the [Faculty Housing Assistance Financing Endowment “FHAFE” Terms of Reference](#)

# University Rental

## Challenges

- Huge increases in construction costs
- Rising interest rates mean projects cost more to finance
- To get bank financing, projects now require equity – like a down payment for buying a house – which must come from land development revenue
- Flexibility required to respond to market rental demand and changing conditions
- Community and cultural expectations for rental compared to ownership

## Opportunities

- Explore opportunities to expand the rental housing beyond current 30% target
- Provide flexibility to adapt to future community and UBC needs through different site uses.
- Low interest rental construction financing from the Canada Mortgage and Housing Corporation (“CMHC”)
- Reduce parking requirements to lower construction costs
- Expand and/or improve the Rent-Geared to-Income program
- Identify opportunities for other campus workforce housing

# Student Housing

## Challenges

- Limited local rental market for students means limited housing choice, long commutes
- UBC cannot borrow externally to fund student housing
- Huge increases in construction costs
- All student housing financing comes from land development revenue (read more here: [Student Housing Financing Endowment “SHFE” Terms of Reference](#))

## Opportunities

- Achieve 3,300 new student beds from CV2050 Terms of Reference
- Access future provincial financing for student housing projects
- Continue advocacy for UBC to borrow externally to support student housing projects

# New Potential HAP Directions

## Challenges

- Less certainty and control over timing, finances for off-campus housing opportunities
- Land costs for off-campus housing reduce affordability benefits
- Historic barriers to housing for lower income and marginalized groups
- Legal considerations for prioritizing housing access for different groups

## Opportunities

- Explore opportunities for UBC Surrey campus housing
- Identify improved housing choice, affordability as a key component of a SkyTrain contribution
- Explore prioritizing IBPOC faculty and staff in housing programs

# Resources

- [Housing Action Plan Website](#)
- [Housing Action Plan 5-Year Review \(2017\)](#)
- [Real Estate Development Marketing Act \(“REDMA”\)](#)
- [Faculty Housing Assistance Financing Endowment \(“FHAFE”\) and amended Student Housing Financing Endowment \(“SHFE”\) Terms of Reference](#)
- [2022/23 Budget Appendix X. Investment Income on Land Development \(p. 65-67\)](#)
- *In October C+CP will circulate the Faculty Staff Housing Needs Assessment and Faculty Staff Housing Programs Evaluation.*



# Questions / Discussion

We want to bring the CAC into the affordability challenge with us.  
Potential areas for future CAC exploration:

- Faculty/Staff Housing Needs Assessment (consultant-led; October 2022 completion)
- Faculty/Staff Housing Programs Evaluation (consultant-led; October 2022 completion)
- Campus Vision 2050 financial model to explore the tradeoffs between different housing affordability measures
- Best practices review as part of the HAP evaluation

## Questions

- Any other areas of interest?
- Are there best practices or precedents we should explore?

# Process & Prioritization

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# Process & Prioritization of Future CAC Meetings

Phase	Vision and HAP Initial Ideas	Draft Vision, Key LUP and HAP Recommendations	Final Vision, Draft LUP and HAP	10-Year Campus Plan
Timing	July - Sept. 2022	Oct. – Early Feb. 2023	Feb - May 2023	June 2023 – June 2024
Types of input	<p><b>July 14</b></p> <ul style="list-style-type: none"> <li>– Input on charrette outputs to inform better alignment with 7 guiding principles and supporting strategies; input to feed into the development of options to be presented in late September/early October</li> <li>– Review/input on fall engagement approach</li> </ul> <p><b>August 18</b></p> <ul style="list-style-type: none"> <li>– Review/input on fall engagement approach</li> <li>– Preview emerging big ideas, choices and trade-offs for the Draft Vision</li> </ul> <p><b>September 13</b></p> <ul style="list-style-type: none"> <li>– Preview fall engagement materials, including big ideas, choices, and initial HAP policy ideas</li> </ul>	<p><b>October</b></p> <ul style="list-style-type: none"> <li>– Overview of the HAP process and housing at UBC</li> <li>– Share preliminary findings from HAP consultant studies</li> </ul> <p><b>November</b></p> <ul style="list-style-type: none"> <li>– Share what we heard from fall engagement</li> <li>– Review/discuss initial thinking on Draft Vision and types of potential Land Use Plan policy changes (e.g. new land use boundaries, building heights, densities, open space amounts and connectivity)</li> </ul> <p><b>December</b></p> <ul style="list-style-type: none"> <li>– Review approach for January/February engagement on Draft Vision and HAP directions</li> </ul> <p><b>January</b></p> <ul style="list-style-type: none"> <li>– Review early engagement feedback on Draft Vision and HAP recommendations</li> <li>– Review draft key Land Use Plan recommendations</li> </ul>	<p><b>February</b></p> <ul style="list-style-type: none"> <li>– Review/comment on Draft Final Vision document</li> <li>– Review/comment on Draft Land Use Plan</li> <li>– Review/comment on Draft Final HAP</li> </ul> <p><b>March</b></p> <ul style="list-style-type: none"> <li>– TBD, Public Hearing on Draft Land Use Plan in April</li> </ul> <p><b>April</b></p> <ul style="list-style-type: none"> <li>– TBD</li> </ul> <p><b>May</b></p> <ul style="list-style-type: none"> <li>– Review public hearing feedback and any changes to Draft Final Land Use Plan in advance of being presented to the Board of Governors</li> </ul>	<p><b>TBD</b></p> <ul style="list-style-type: none"> <li>– Initial input on engagement and technical planning approach for 10-Year Campus Plan</li> <li>– Ongoing input/review of planning and engagement materials to support development of 10-Year Campus Plan</li> </ul>



# Next Steps

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# Reminder

## Fall Engagement *(Sept. 21-Oct. 14)*



**CV2050 Website:  
Info + Survey**



**Musqueam  
Engagement**



**Speaker Event**  
*Sept. 21 in person*



**Workshops**  
*Sept.21, Oct.13 in person*  
*Oct. 3 online*



**Roadshows *(x25-30)***  
**+ Community  
Conversations *(x15-20)***



**Open Houses**  
*Sept. 29, Oct. 11*



**Pop-Ups *(x6)***



**Walking tours *(x3)***

# Upcoming Process

<b>Fall 2022</b>	Engage on Vision and HAP ideas
<b>Winter 2022/2023</b>	Develop and engage on Draft Vision, Draft Land Use Plan, HAP recommendations
<b>Spring 2023</b>	Finalize Draft Vision, necessary amendments to Draft Land Use Plan, and Draft HAP for Board endorsement Public Hearing on Draft Land Use Plan
<b>Summer/Fall 2023</b>	Submit recommended Land Use Plan amendment to Province for approval
<b>June 2023 – Dec 2024</b>	10-Year Campus Plan, supporting area plans, guidelines and policies (for Board approval)





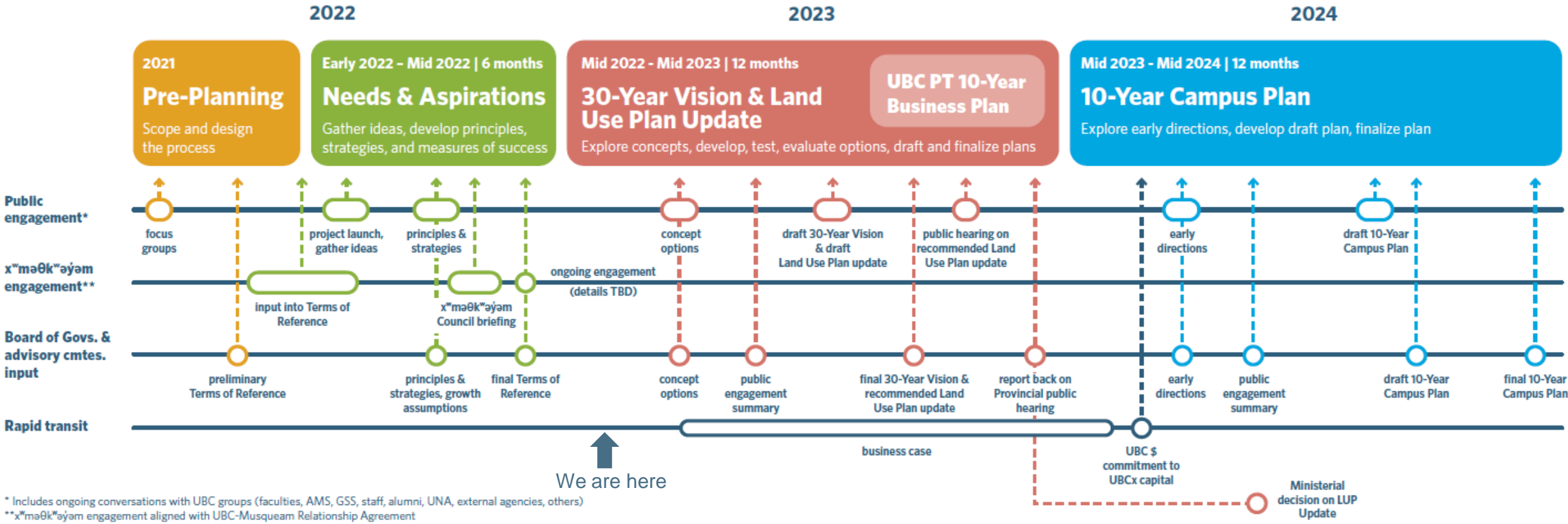
# Thank you!



# Appendix

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# Look Ahead: CV2050 Timeline



\* Includes ongoing conversations with UBC groups (faculties, AMS, GSS, staff, alumni, UNA, external agencies, others)  
 \*\*x'məθk'əyəm engagement aligned with UBC-Musqueam Relationship Agreement