



SUBJECT	Campus Vision 2050 – Preliminary Terms of Reference
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REQUEST	For input only - No action requested
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EXECUTIVE SUMMARY

This briefing provides for information and discussion the Preliminary Terms of Reference for Campus Vision 2050 (see Appendix 1), developed with input from the administration, discussions with Musqueam representatives and focus groups with the UBC community, including students, faculty, residents, staff and alumni, as well as developers.

The Preliminary Terms of Reference sets out the general scope and process for Campus Vision 2050, including:

- background and context;
- why UBC is undertaking this process;
- draft needs and aspirations to guide the process;
- the technical scope of the process;
- a general description of the planning process and deliverables;
- approach to engagement; and,
- project governance, including roles and responsibilities.

The Preliminary Terms of Reference will be discussed and refined in the coming months to confirm:

- final needs, aspirations and priorities;
- guiding principles, strategies and performance criteria; and,
- the growth assumptions and space needs to be explored through the Campus Vision 2050 process.

The Final Terms of Reference will be presented to the Board of Governors in June 2022 for endorsement.

Preliminary Terms of Reference

The UBC Vancouver campus is situated on the traditional, ancestral and unceded territory of the $xwm\text{m}\text{a}0\text{--}kw\text{ay}'\text{am}$ (Musqueam) people. For millennia, Musqueam people been stewards and caretakers of these lands and have shared it with others. UBC has been located on these lands for over 100 years, and through Campus Vision 2050 has the opportunity to support meaningful, reciprocal and mutually beneficial partnerships with Musqueam, learning from Musqueam's traditional relationship with the land.

Campus Vision 2050 is a comprehensive, two-and-a-half-year public planning process to update two key land use policy documents — the first major updates in over a decade — for The University of British Columbia’s (UBC) Vancouver campus: the Land Use Plan and the Vancouver Campus Plan. The planning process will lead to a long-term vision and ensure the future direction for the campus builds on what makes UBC a special place and enhances the livability, sociability and character of the campus within its unique context. The final vision and plans will support the needs of the university and balance the multiple interests of the Indigenous host nation, campus communities, the broader region and its ecology.

The Terms of Reference for Campus Vision 2050 serve as the ‘goal posts’ for developing and testing a wide range of planning options through the planning process. At the core of the Terms of Reference is a set of preliminary set of needs and aspirations. Organized under eight themes, the needs and aspirations articulate a range of institutional commitments and policy priorities, as well as preliminary growth needs, goals and actions that the process will address. Each theme area includes a “Snapshot of Early Input”, summarizing early input from institutional and UBC community engagement and discussions with Musqueam representatives (see Appendix 2 for a summary of pre-planning focus group discussions). The eight themes are highly interconnected and will be approached holistically; equity, diversity and inclusion were identified as critical considerations within all areas. The eight themes are summarized as:

- **Academic Mission** – planning for teaching, learning and academic program spaces, research facilities, and educational amenities that anticipate change, respond to new needs, and ensure the land endowed to the university continues to serve the primary purpose of supporting research and teaching excellence.
- **Musqueam and Campus Indigenous Communities** – deepening the relationship with Musqueam and campus Indigenous communities, including the co-development of a Campus Vision 2050 engagement process specific to Musqueam, and supporting the implementation of the Indigenous Strategic Plan by enriching the campus with a stronger Indigenous presence and creating spaces that are welcoming to and inclusive of Indigenous people.
- **Climate Action** – supporting implementation of the Climate Action Plan targets for reducing GHGs, energy and water consumption through sustainable land use planning, and climate responsive building and landscape strategies.
- **Affordable Housing** – supporting Housing Action Plan (HAP) policies and accommodating innovation and new thinking from the upcoming HAP review – expected to take place through 2022 – including the role that land use planning can play in student, faculty, staff and community housing affordability.
- **Wellbeing** – ensuring a campus that fosters diversity, accessibility and inclusion with buildings, open spaces, and neighbourhoods that enhance individual and community wellbeing through their design.
- **Ecological Sustainability** – harnessing the unique environment of the campus, as well as Indigenous knowledge and the university community’s expertise, to increase the ecological health of the Vancouver campus, support ecosystem services, and increase the social wellbeing of the campus community.
- **Connectivity and Mobility** – exploring the suite of transportation needs of a growing campus to ensure a safe, convenient and efficient transportation network that prioritizes walking, cycling and transit. This includes planning for the arrival of SkyTrain, both the physical integration as well as potential changes to neighbourhood development that could financially support acceleration of SkyTrain to campus in addition to other university priorities such as affordable housing and the academic endowment.
- **Innovation and Partnerships** – creating innovative research and learning environments in partnership with industry, government, Indigenous communities and non-profits on the campus as a test bed for innovation and transformative relationship building.

Through early discussions, there is clearly a common interest in the continued evolution of the campus into a complete, sustainable campus community that is in harmony with its natural environment, engaged much more deeply with its host nation, and strongly supportive of the academic mission. There was also strong alignment in wanting the university to be “mission driven”, and to pursue innovative, forward-looking models for how it plans and develops its campus lands to support the needs of its community; for example, doing more to address housing affordability, planning spaces that reflect and support the unique needs of an increasingly diverse population, and continuing to take bold action on the climate emergency. There was broad support for advancing UBCs commitments to reconciliation and the Indigenous Strategic Plan in reflecting a stronger indigenous presence on campus.

The discussions also highlighted a number of tensions between interests, and raised important questions about the future vision for the university, such as:

- How much should UBC grow? How can growth support the academic mission, while prioritizing housing affordability and the extension of rapid transit to campus?
- How can the university best use its land to create complete, affordable and livable communities while recognizing and not exceeding the ecological carrying capacity of the land?
- How should UBC’s current and future physical presence throughout the region factor into the vision for the Vancouver campus?

The confirmation of the needs and aspirations in the coming months for the final Terms of Reference is a critical step as they will directly inform guiding principles, strategies and criteria, along with growth ranges and space needs, that will provide the basis for generating and testing a wide range of planning options throughout the process. The process to confirm the needs and aspirations will include engagement sessions with the administration, Musqueam and the range of campus community interests to ensure all of the various interests have an opportunity to express their individual needs and aspirations while also hearing the needs of others.

Campus Vision Scope, Milestones and Engagement Process

The Terms of Reference provides detail on the proposed planning process for Campus Vision 2050 that will consist of the following phases.

- Final Needs and Aspirations (Jan – June 2022)
- 30-Year Vision and Land Use Plan update submission to the province (June 2022 – June 2023)
- 10-Year Campus Plan (June 2023 - Dec 2024)

Guiding principles and criteria, technical and design analysis, and community input and feedback will assist in generating and assessing a range of options for how the university uses its lands to best respond to the needs and aspirations. The process will strive to maximize synergies and co-benefits in order to meet as many of the institutional and collective needs and aspirations as possible. At the same time, full consensus on options may not be achievable, and tradeoffs and choices will likely be required.

The process will involve comprehensive engagement with Musqueam, the campus Indigenous community, students, faculty, residents, staff, and alumni. It will address the complex set of needs and aspirations through a whole-systems approach, an approach that considers the social, ecological, cultural and financial dimensions of the plan holistically, to create a net-positive benefit for the campus.

The engagement process will build on the Engagement Principles from the Engagement Charter and lessons learned from previous planning processes. It will forefront equity, diversity and inclusion approaches for broader representation, including building partnerships with groups who are historically marginalized and underrepresented and offering a range of opportunities to meaningfully engage multiple audiences with diverse needs. Engagement opportunities will include a Community Advisory Committee, targeted meetings with campus groups, campus-wide events, smaller group sessions, design charrettes, expert panels, workshops, walking tours, pop-up events, surveys and an online portal.

UBC and Musqueam have a longstanding relationship. To support and guide the transformation of this relationship, UBC and Musqueam are working towards a Relationship Agreement, which will replace the 2006 Memorandum of Affiliation. As part of that work, UBC and Musqueam are co-creating an engagement process for Campus Vision 2050. This will complement and build upon ongoing initiatives between UBC and Musqueam, including supporting ways to enhance Musqueam presence on campus, improving overall communication and coordination, increasing academic access, and enhancing economic opportunities.

Governance

The Board of Governors has decision-making authority for the planning process, with the province responsible for adoption of any Land Use Plan amendments. The UBC Executive will provide Campus and Community Planning with input and guidance through the process, along with three community and technical-level advisory committees. Academic engagement in addition to the range of community engagement activities and events will include input and advice from the Committee of Deans, the Senate Academic Building Needs Committee, the UBC Planning and Property Advisory Committee as well as direct engagement with departments across the institution.

As referenced, UBC and Musqueam are co-developing an engagement process for Campus Vision 2050 as part of the Relationship Agreement. This will provide an ongoing opportunity to explore Musqueam values as part of campus land use, and for Musqueam participation with other UBC community interests throughout the process.

The University Neighbourhoods Association (UNA) will be engaged as an advisory body to the Board of Governors on matters that directly impact the experience of those living in the university neighbourhoods, reflecting the Neighbours Agreement between UBC and the UNA.

UBC Properties Trust (UBCPT) will be engaged throughout the process in the role as master developer of UBC's neighbourhoods and developer and manager of UBC-affiliated housing in the neighbourhoods. This includes providing UBC with advice on the financial considerations of different options for future residential development.

Next Steps

The first phase of the process will commence in early 2022 and include further discussion with the institution and comprehensive engagement with Musqueam and the UBC community to update the Preliminary Terms of Reference. The outputs from this first phase will include: final needs and aspirations, guiding principles, strategies and performance criteria, and growth ranges and space needs to be explored through subsequent phases of Campus Vision 2050.

The Final Terms of Reference will serve as the 'goal posts' for developing and testing a wide range of planning options for the 30-year Vision, updated Land Use Plan and 10-Year Campus Plan and will be presented to the Board for endorsement in June, 2022.

Timeline – Anticipated Milestones	
Jan. 2022	Public Launch
Jan. 2022 – June 2022	Final Terms of Reference (for Board endorsement)
June 2022 – June 2023	30-Year Vision and necessary amendments to Land Use Plan (for Board endorsement)
Fall 2023	Public Hearing on recommended LUP amendments
Fall 2023	Submit recommended LUP amendment to Province for approval
June 2023 – Dec 2024	10-Year Structure Plan, supporting area plans, guidelines and policies (for Board approval)

APPENDICES

1. Campus Vision 2050 Preliminary Terms of Reference
2. Campus Vision 2050 Pre-Planning Focus Group Summary Report



Campus Vision 2050

Preliminary Terms of Reference

1. PURPOSE

Campus Vision 2050 is a comprehensive, two-and-a-half-year public planning process to update two key land use policy documents for the University of British Columbia’s (UBC) Vancouver campus: the Land Use Plan and the Vancouver Campus Plan—the first major updates in over a decade.¹ It will lead to a long-term vision and ensure the future direction for the campus builds on what makes UBC a special place and enhances the livability, sociability and character of the campus within its unique context. The final vision and plans will support the needs of the university and balance the multiple interests of the Indigenous host nation, campus communities, the broader region and its ecology.

This Preliminary Terms of Reference (“Terms of Reference”) sets out the general scope and process for Campus Vision 2050, including:

- background and context;
- why UBC is undertaking this process;
- draft needs and aspirations to guide the process;
- the technical scope of the process;
- a general description of the planning process and deliverables;
- approach to engagement; and
- project governance, including roles and responsibilities.

This document has been developed through preliminary technical research and analysis, ongoing discussion with Musqueam representatives, and early conversations and focus groups with UBC community members, including students, faculty, residents, staff, and alumni, as well as developers. It is being submitted to the Board of Governors (the Board) for input in December 2021 in advance of launching the process in early 2022. Through comprehensive engagement and further discussion and analysis during the first phase of the process, the Preliminary Terms of Reference will be refined into a Final Terms of Reference, which will include: final needs, aspirations and priorities; guiding principles, strategies and performance criteria; and growth assumptions and space needs to be explored through the process. The Final Terms of Reference will serve as the ‘goal posts’ for developing and testing a wide range of planning options for the 30-Year Vision, updated Land Use Plan and 10-Year Campus Plan and will be presented to the Board for endorsement in June, 2022.

2. CONTEXT

The UBC Vancouver campus is situated on the traditional, ancestral and unceded territory of the *xw̓məθ-kwəy̓əm* (Musqueam) people. For millennia, Musqueam people been stewards and caretakers of these lands and have shared it with others. UBC, has been located on these lands for over 100 years, and strives toward building meaningful, reciprocal and mutually beneficial partnerships with Musqueam and learning from

¹ See Appendix A for links to all documents referenced.

Musqueam’s traditional relationship with the land. With the launch of the 2020 Indigenous Strategic Plan, UBC became the first North American university to commit to implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), taking a human rights-based approach to its Indigenous strategic framework. The plan describes the university’s goals and actions to advance the vision of becoming a leading university globally in implementing the United Nations Declaration of Rights for Indigenous Peoples in a post-secondary context.

UBC has been opening doors of opportunity for people with the curiosity, drive and vision to shape a better world for more than 100 years. UBC is a global centre for teaching, learning and research, consistently ranked among the top 20 public universities in the world. UBC’s Strategic Plan, *Shaping UBC’s Next Century*, sets out a vision and purpose for UBC to inspire people, ideas and actions for a better world through excellence in research, learning and engagement, and to foster global citizenship and advance a sustainable and just society. *Shaping UBC’s Next Century* provides an agenda for how the future campus can be a model of research excellence, innovation, sustainability, holistic learning and transformation.

The Province of BC chose Point Grey as the site for UBC more than 100 years ago, and endowed the University with 402 hectares of land through Crown Grants commencing in 1925. Musqueam representatives have advised that these decisions were made without Indigenous involvement. The campus lands have helped UBC achieve a level of excellence in support of the university’s academic mission by:

1. providing the physical land for teaching, learning and research facilities;
2. providing land for thriving, sustainable residential communities, industrial and community partnerships, and businesses and amenities that support the people who work, study, live and play on campus; and
3. providing land for development, from which UBC generates Endowment Fund revenue to provide bursaries, scholarships, new academic buildings and programs, and community housing.

The UBC Endowment Fund provides stable and enduring financial support for the university’s research, academic programs and students. A portion of the Fund includes investment income on the sales of pre-paid 99-year residential leases and the proceeds from commercial and residential market rental. UBC leases its land – rather than selling it – and generates investment income from the revenue. In this way, the university preserves both its land and the revenue it generates in perpetuity and for the benefit of current and future faculty and students. The investment income makes up a portion of UBC’s overall budget and provides opportunities to invest in university priorities, including teaching, research and student aid programs, as well as academic infrastructure. A key current strategic priority for a portion of land development revenue is to support affordable student and faculty housing. Just like a mortgage, this money is then paid back with interest ensuring that a market-competitive return is generated for the university, providing sustainable support to enable UBC to build even more affordable housing in the future.

3. LAND USE PLANNING BACKGROUND

The long term direction for land use at UBC Vancouver is established in the Land Use Plan, which covers the entire campus, including both academic and neighbourhood housing areas (See Appendix B). In 2010, the province introduced the *Municipalities Enabling and Validating Act Part 10-2010 (MEVA)*. MEVA requires all decisions made by the UBC Board of Governors to be consistent with the Land Use Plan, and makes the BC Minister of Municipal Affairs responsible for adopting Land Use Plan amendments. Like Official Community Plans in BC, the Land Use Plan states the objectives and policies that guide planning and land use management,

outlines long-term development plans, and must be consistent with regional plans and policies. Land use plans are typically updated every 10 years in line with regional plan updates (such as Metro 2050 and Transport 2050), with minor amendments occurring as needed to keep pace with changing needs.

UBC's first Official Community Plan, adopted in 1997 by Metro Vancouver, was replaced by the Land Use Plan in 2010 when the province took over jurisdiction for land use planning at UBC. The Vancouver Campus Plan, which includes further detail about land uses, general building heights, character, and sustainability on the academic portion of campus, was adopted at the same time. The 2010 Land Use Plan was amended in 2011 to shift planned development from the UBC Farm to other areas of campus. This redistribution of development resulted in direction from the Board on the targeted allocation of housing development in each of the neighbourhood housing areas of the Land Use Plan.²

Before a neighbourhood area can be built, a Neighbourhood Plan is prepared that details the layout and development program for the neighbourhood, following the policies set out in the Land Use Plan.

Neighbourhood Plans are in place for Hampton Place, Hawthorn Place, Chancellor Place, East Campus (all complete), Wesbrook Place and University Boulevard (both under construction). Future Neighbourhood Plans will be developed for Stadium and Acadia East. Neighbourhood Plans may be amended over time to adapt to changing needs within the parameters of the Land Use Plan, such as the 2019 amendment to the Wesbrook Place Neighbourhood Plan to enable the development of more non-market rental housing for UBC faculty and staff. At the current pace of development, UBC will complete all market and non-market (faculty and staff) rental and market leasehold sites within current Neighbourhood Plans by the late 2020s.

Between 2017 and 2019, after extensive community engagement, UBC developed a draft concept for Stadium Neighbourhood. The draft concept proposed a development program consisting of up to 1.55 million sq. ft. of residential development, a mix of retail, services and community amenities, and a new Thunderbird Stadium. Musqueam were notified and informed throughout the concept's development, but UBC and Musqueam had not yet worked out a process of deeper engagement on land use planning. In September 2020, the Board of Governors considered alternative development scenarios to: address community concerns around affordable housing, needs including groceries and school capacity, and building height; and better understand economic, urban design and sustainability implications including capacity to deliver UBC community housing. The Board directed the Administration to consider these issues within the broader campus context as part of the Campus Vision 2050 process.

As with any official community planning process, there are requirements and expectations for broad public engagement for amendments to UBC's Land Use Plan, set out in provincial legislation and further articulated in Campus and Community Planning's Engagement Charter. The province also has formal requirements for specific engagement with Musqueam and for a public hearing to reflect broader community input on Land Use Plan amendments, both set out in Ministerial Order 229-2010. The BC Minister of Municipal Affairs is then responsible for adopting Land Use Plan amendments. For Campus Vision 2050, UBC and Musqueam are developing a comprehensive engagement process that will exceed these requirements, as described below.

² The Board of Governors memo established residential floor space allocations totaling 13.7 million sq. ft. of gross buildable area for the eight neighbourhood housing areas on campus that would support a sustainable community. See Land Use Plan Next Steps: Neighbourhood Distribution Report, April 2011.

4. WHY A CAMPUS VISION?

UBC's 2010 Land Use Plan and the Vancouver Campus Plan laid the foundation for a number of actions that transformed the campus into what it is today. Now, 10 years later, it is time to renew the vision for the future of the Vancouver campus.

Since 2010, UBC has evolved towards being a complete community with:

- mixed-use hubs that combine student housing with academic uses, amenities and services;
- vibrant, walkable neighbourhoods;
- well-connected, pedestrian-oriented and high quality open spaces;
- facilities that support green mobility and transportation choice;
- a strong sense of place and identity in concert with growing inclusion and representation of Musqueam history and presence on campus; and
- ongoing engagement and partnerships with academic researchers, students, staff and partners to foster Campus as a Living Lab opportunities.

Compared to 2010, there are 20 per cent more students on campus,³ 25 per cent more faculty and staff,⁴ nearly double the number of neighbourhood residents,⁵ and UBC's daytime population has increased from 61,000 to an estimated 80,000 students, faculty, residents, staff, and visitors. During the same time frame, UBC added more than four million sq. ft. of new institutional space, an increase of more than 25 per cent, including a number of state-of-the-art teaching and research facilities, almost 5,000 new student housing beds (now totaling over 13,000) and new community amenities like the Aquatic Centre, Wesbrook Community Centre, and new childcare facilities.

The past decade of campus growth was set against a backdrop of population growth across Metro Vancouver and increasing pressure to address significant regional limitations related to mobility, affordability and connectivity. Of particular significance to the UBC community and future campus land use planning, the region has prioritized extending the Millennium Line SkyTrain across Vancouver to UBC. To ensure a future SkyTrain extension best supports the region and university, UBC must explore how it integrates with the campus environment and what opportunities it presents to enable a sustainable, transit oriented community. Campus Vision 2050 will also support a commitment by the Board of Governors to explore a financial contribution towards the regional share of the SkyTrain extension to accelerate its completion, provided the contribution does not affect funding for UBC's academic mission.⁶ The sources being explored for this contribution include: provision of land for transit stations; charges collected from developers; and/or a financial contribution from new revenues enabled by rapid transit such as additional housing and development that would not be possible without enhanced transportation.

Since the last amendments to the Land Use Plan and as described below, a host of societal imperatives and critical needs for the institution and university community have emerged or strengthened, including relationships with Indigenous peoples; deeper and more meaningful engagement with Musqueam; taking bold action on the climate emergency; improving equity, diversity and inclusion; the regional housing affordability

³ UBC Planning and Institutional Research. September 2020. "[Program Enrolments by Campus/Faculty/Program.](#)"

⁴ UBC Planning and Institutional Research. September 2020. "[Full and Part Time Faculty and Staff.](#)"

⁵ UBC Campus and Community Planning. Internal estimates.

⁶ UBC Board of Governors Resolution. April 19, 2018. "[UBC's Rapid Transit Strategy: Next Steps](#)"

crisis; community wellbeing; campus resilience; and better connectivity with the region. Most recently, the impacts of COVID-19 have challenged accepted patterns and paradigms for living, working, and learning, while other disruptions such as increasing digitization and smart technologies, remote work, e-commerce, and the sharing economy have transformed the way spaces are used and inhabited.

The next 30-Year Vision must thoughtfully respond to these challenges, critical needs and disruptions—and even anticipate new ones—through forward-looking approaches to planning, design and urbanism that embrace complexity and adaptation. The 15-minute city, a whole systems approach to landscape and green infrastructure design, more diverse mixing of uses to support daily life, and welcoming, adaptable outdoor spaces, are some of the ways the future vision can shape a more complete, equitable, ecologically rich and resilient campus community in the context of future uncertainty and a growing metropolitan region.

NEEDS AND ASPIRATIONS

Campus Vision 2050 will be developed through comprehensive engagement with Musqueam and the campus community, and informed by policy, principles, best practices, and societal imperatives. Existing university policies and the Board’s direction will provide a framework, and the engagement process will be highly responsive to emerging issues and ideas.

Preliminary needs and aspirations have been identified through technical review and discussion across the UBC administration, ongoing discussion with Musqueam representatives, and early conversations and focus groups with UBC community members, including students, faculty, residents, staff, and alumni, as well as developers.

The needs and aspirations are reflected under the following themes:

- a. Academic Mission
- b. Musqueam and Campus Indigenous Communities
- c. Climate Action
- d. Affordable Housing
- e. Wellbeing
- f. Ecological Sustainability
- g. Connectivity and Mobility
- h. Innovation and Partnerships

The themes are highly interconnected (e.g., affordable housing and connectivity are key to wellbeing) and should not be understood or addressed in isolation.

Equity, diversity and inclusion (EDI) is not identified as a standalone theme as it is a university-wide imperative that will be integrated into the entire Campus Vision 2050 process. Throughout each of the themes, it will be essential to critically assess how UBC can build more equitable, diverse and inclusive spaces on campus to help achieve the best learning, working and living environments for all. For Campus Vision 2050, it will be equally important to ensure EDI perspectives enhance the process and its outcomes and further the university’s goals as outlined in the Inclusion Action Plan.

From past plans and public engagement, there is clear support for the continued evolution of the campus into a complete, sustainable campus community that is in harmony with its natural environment, engaged with its host

nation, and strongly supports the academic mission. Campus Vision 2050 is an opportunity to plan for change in ways that embrace the existing physical and ecological assets of the campus, along with an increased Indigenous presence, to create a strong sense of place and belonging. It is an opportunity to create new spaces for teaching and learning, research, ideas and living that respond to complex societal needs and responsible growth while achieving a high degree of community livability and sustainability.

Campus Vision 2050 will ensure the future direction for the campus builds on what makes UBC a special place and enhances the livability, sociability and character of the campus within its unique context. It will address the complexity of needs and aspirations through a whole systems approach that considers the social, ecological, cultural and financial dimensions of the plan holistically, to create a net-positive benefit for the campus, including sustainable growth of the endowment. To do so, Campus Vision 2050 will:

- ***explore and assess a wide range of development scenarios against qualitative and quantitative measures for optimizing value and benefit to the university, the community and the land, including:***
 - ***Musqueam and campus Indigenous community values, land use efficiency, campus character and livability, urban design, open space, social and community wellbeing, climate, natural systems health, etc.; and***
 - ***the financial viability of different neighbourhood development scenarios, including the ability to support affordable housing for the UBC community and the broader region and future contributions to other university priorities such as UBC’s Endowment Fund and a potential financial contribution to bring SkyTrain to UBC;***
- ***employ methods, processes and approaches that specifically seek out the best relationships and proportions among all the parts so the campus community and ecology thrive as an integrated whole; and***
- ***support the development of planning options with technical and design analysis and metrics, leading urban design and sustainable community planning research, and promising practices review.***

Through comprehensive engagement with Musqueam (administration and community) and the UBC community during the first phase of the Campus Vision 2050 process, the preliminary needs and aspirations will be further explored and refined.

a. Academic Mission

Academic lands make up approximately 75 per cent of the 402-hectare campus. The university’s academy is currently supported by approximately 19 million sq. ft. of built space on land designated for general academic and green academic uses. The past decade of academic growth occurred faster than anticipated in the 2010 Vancouver Campus Plan and, as a result, there are fewer available academic sites left in the campus core to accommodate growth. While there are no site-specific density limits on academic land, there is a height limit of 53 metres, which is constraining some growth potential.

Looking to the future, there is an expectation that student enrolment will continue to grow but at a slower pace than the previous decade, and that faculty hiring will increase over the next decade. Research partnerships with industry will continue to grow with a desire for co-location with campus-based faculty researchers.

New and renewed academic spaces are needed to address basic infrastructure needs, such as current seismic and building condition deficiencies, and to ensure the land endowed to the university continues to serve the

intended purpose of supporting research and teaching excellence. This planning needs to be coordinated with UBC’s presence across the region as many faculties contemplate increasing their physical footprint throughout Metro Vancouver.

Snapshot of Early Input

- The future vision should be “mission driven” ensuring all aspects of academic and residential development are planned and delivered in support of the university’s academic mandate.
- Consider the ways UBC’s future space needs should reflect major societal shifts, such as those made apparent by the COVID-19 pandemic, including through hybrid working and teaching arrangements and allowing greater and more equitable access to education and employment, particularly for those who must otherwise commute long distances to campus or who have other responsibilities necessitating more flexible arrangements.
- Reflect a global perspective while strengthening ties to the regional economy, its communities and its unique setting, and building a stronger physical presence in communities throughout the Metro Vancouver region.
- Musqueam express a responsibility to ensure family and community learn about the ways of the natural world, and how the people are connected to it.
- Question whether UBC needs to grow further, including enrolment and the built campus.

Campus Vision 2050 will:

- ***explore a range of academic development scenarios in support of UBC’s goals and priorities for excellence and innovation in the creation of teaching, research and learning environments and be flexible to meet a number of possible futures for the academic campus reflecting potential drivers of change (e.g., shifts in enrolment, demographics, technology, changes in curriculum, teaching modalities, partnership opportunities, new types of community-based engagement in learning and research, recognition of Indigenous and diverse types of scholarship);***
- ***identify new academic development sites as well as redevelopment, renewal and infill sites in ways that use campus land efficiently, strategically replace ageing facilities, and optimize synergies between uses, research areas, and third-party partnerships;***
- ***explore a variety of layouts and typologies to serve varied academic needs; and***
- ***assess academic development scenarios and building height ranges (including above the current policy of 53 metres) against a range of qualitative and quantitative measures for optimizing value and benefit to the university, the community and the land.***

b. Musqueam and Campus Indigenous Communities

In September 2020, UBC launched a new Indigenous Strategic Plan (ISP). The plan is a direct response to the United Nations Declaration on the Rights of Indigenous Peoples, the National Inquiry into Missing and Murdered Indigenous Women and Girls’ Calls for Justice, and the Truth and Reconciliation Commission’s Calls to Action. The ISP acknowledges UBC’s role in and responsibility for advancing meaningful reconciliation as defined by the Truth and Reconciliation Commission. It charts a path towards a more inclusive and respectful environment and commits the university to a series of goals and corresponding actions.

UBC and Musqueam have a longstanding relationship. To support and guide the transformation of this relationship, UBC and Musqueam are working towards a Relationship Agreement, which will replace the 2006 Memorandum of Affiliation. As part of that work, UBC and Musqueam are co-creating an engagement process for Campus Vision 2050. This will complement and build upon ongoing initiatives between UBC and Musqueam including supporting ways to enhance Musqueam presence on campus, improving overall communication and coordination, increasing academic access, and enhancing economic opportunities. Simultaneously, Musqueam and UBC are coordinating planning across respective parts of the peninsula to better inform future decisions related to cultural presence, transportation, ecology, land use planning and development.

Snapshot of Early Input

- UBC’s relationship with Musqueam and the campus Indigenous communities is a university priority shared across the university.
- Reconciliation involves finding both Indigenous and non-Indigenous ways of seeing and knowing to be valuable.
- Musqueam must be seen, heard and honoured on their traditional territory.
- There are inherent benefits to viewing campus lands through an Indigenous lens (e.g., benefits of Indigenous landscape and plants) as well as the equity, diversity and inclusion benefits of creating spaces that are welcoming to and safer for the campus Indigenous community.

Campus Vision 2050 will:

- ***engage comprehensively and deepen the relationship with Musqueam and campus Indigenous communities throughout the planning process and in its outcomes and implementation;***
- ***co-develop an engagement process specific to Musqueam, seeking to understand and incorporate Musqueam values, needs and interests;***
- ***incorporate the findings from peninsula-wide coordination activities conducted in partnership with Musqueam;***
- ***support the implementation of the Indigenous Strategic Plan by enriching the campus with a stronger Indigenous presence and creating spaces that are welcoming to and inclusive of Indigenous people; and***
- ***explore ways to enhance and be more inclusive of Musqueam presence on campus.***

c. Climate Action

Climate change poses a direct threat to life on the planet and the stability of social, economic, political, and ecological systems. Climate change and environmental harms are known to disproportionately affect the marginalized and the underprivileged, and to compound and magnify those existing inequalities.

UBC, through the declaration of a climate emergency and subsequent climate emergency Final Report and Recommendations, has acknowledged the need for, and committed the university to, significant emissions reductions and other important climate change mitigation and adaptation measures across nine strategic priority areas.

UBC’s Climate Action Plan 2030 (CAP 2030) outlines many of the university’s concrete actions and bold moves to address the climate crisis. It builds upon earlier climate action plans and the Green Building Action Plan to enable UBC to more quickly achieve net-zero emissions through clean energy solutions and energy-efficient

technologies. CAP 2030 acknowledges that failing to adequately consider and manage risks from climate change will cost significantly more than implementing proactive management of these risks.

Snapshot of Early Input

- UBC should consider community resilience measures that will help the Vancouver campus mitigate the effects of climate change and adapt to its impacts, such as the “heat dome” and devastating and deadly forest fires and smoke pollution experienced across Western Canada.
- As UBC pursues a broad range of strategies to address the climate emergency, do not ignore the reduction in commuting-related GHG emissions realized by tens of thousands of students, faculty and staff teaching, learning and working from their homes during the COVID-19 pandemic. It reduces impact on the local peninsula and globally.
- Musqueam express a strong sense of responsibility to care for the land, realized by adjusting practices for its long-term care and balancing what one takes from the land and gives back.
- Musqueam practice of staying attentive to the environment and evolving as conditions change provides opportunity for UBC to learn and evolve its practices.
- There are limits to the ultimate capacity of the land to sustainably address both affordability and academic growth.

Campus Vision 2050 will:

- ***support implementation of the Climate Action Plan 2030 targets for reducing GHG’s, energy and water consumption through transit-oriented land use planning, climate responsive building and landscape strategies and integrated rainwater management;***
- ***explore development scenarios that consider climate change impacts and minimize carbon emissions as a result of new building construction and operations; and***
- ***design and balance development in harmony with natural systems and informed by Indigenous ways of knowing to ensure ecological and climate resilience.***

d. Affordable Housing

Vancouver is one of the least affordable regions in the world. Access to affordable housing is a top priority for UBC, and a significant concern for many university community members. The 2012 UBC Housing Action Plan (HAP) commits to:

- delivering up to 30 per cent of all future campus neighbourhood housing as rental, with at least 20 per cent for restricted (below-market) faculty/staff rental;
- creating a rent-geared-to-income program for lower-income staff; providing financial support for faculty home ownership;
- exploring an on-campus faculty home ownership program; and
- continuing to deliver student housing, including meeting UBC’s affordability commitments.

The Housing Action Plan commits to five-year reviews to ensure the HAP responds to changing needs and priorities. The next five-year HAP review will proceed concurrent to Campus Vision 2050, with completion expected in late 2022. The review will explore evolving HAP policies and programs to address housing affordability needs, balanced with the financial capacity to deliver UBC’s affordable housing. This five-year HAP review will inform – and be informed by – Campus Vision 2050, including how responsible development of UBC’s

lands can generate revenue to support community housing and connections to affordable housing throughout the region.

Snapshot of Early Input

- Affordable housing is critical to making UBC a more equitable, diverse and inclusive community, and a more attractive place to work and study.
- UBC should think critically about the current approach to creating affordable student, faculty and staff housing and to seek new models for addressing the crisis of housing affordability both at UBC and in the Lower Mainland.
- UBC should include housing for Musqueam and Indigenous communities to complement its Indigenous Strategic Plan and in a way that feels like home.
- There is a concern about the amount of “investment-focused”, non-owner-occupied housing on campus and what this means for affordability for the UBC community and for creating a sense of “belonging”.
- There is tension between the need to develop land to support the Endowment Fund – which in turn supports affordability and the academic mission – and how successful current development is at creating complete, affordable and livable communities for UBC.
- For Musqueam, a healthy community requires reciprocity between the land and people for the wellbeing of future generations.
- UBC should consider how governance structures could help residents have a voice on issues that are important to them.
- UBC is encouraged to question whether it can or should grow further, including enrollment and campus development, or whether growth might be achieved through other means (digital or new satellite campuses).

Neighbourhood Housing

Recognizing the significant need to address affordability for the UBC community and the broader region, to enable future contributions to other university priorities such as UBC’s Endowment Fund, and to consider a potential financial contribution to SkyTrain (discussed below), the planning process will explore increases or reallocations of neighbourhood development that would require changes to current Land Use Plan policy.

Campus Vision 2050 will:

- **support Housing Action Plan (HAP) targets and initiatives and plan for flexibility to accommodate innovation and new thinking emerging through the HAP Review;**
- **investigate how campus planning can contribute to affordability, including:**
 - **exploring a range of neighbourhood development scenarios that would require changes to existing policy (i.e. heights, density and neighbourhood boundaries) using a range of qualitative and quantitative measures for optimizing value and benefit to the university, the community and the land; and**
 - **exploring a variety of housing locations, layouts and typologies (including stacked townhouse, mid-rise and tower forms) in order to serve varied housing needs.**

Student Housing

The 2010 Vancouver Campus Plan identifies specific areas for future student housing, which include mixed-use hubs, student family housing, traditional residences and student independent living. Many of the student housing sites in the 2010 Vancouver Campus Plan are either completed or in the planning stages.

The current Housing Action Plan target for student housing growth is 17,300 beds total, or just over 4,000 new beds above current stock. Over the longer-term, student housing needs will be planned in response to an overall academic plan, enrolment growth, student diversity, housing need, and replacement of student beds.

Campus Vision 2050 will:

- ***support the delivery of student housing, including UBC’s HAP commitments to affordability;***
- ***identify sites to accommodate the 10-year student housing target and explore “flexible zones” that could accommodate either future student housing or other uses over the remaining 20-year time horizon;***
- ***explore new development sites and infill or redevelopment of existing student housing expected to reach end-of-life, considering phasing and sequencing of replacement housing;***
- ***explore a variety of layouts and typologies to serve varied student housing needs; and***
- ***assess student housing scenarios and building height ranges (including above the current policy of 53 metres) against a range of qualitative and quantitative measures for optimizing value and benefit to the university, the community and the land.***

e. Wellbeing

UBC is committed to being a health-and-wellbeing promoting campus where all people, places and communities can flourish. Directions for achieving this vision are articulated in the Wellbeing Strategic Framework, Inclusion Action Plan, Okanagan Charter, and Indigenous Strategic Plan. Community wellbeing is broad reaching, including mental health and resiliency, food and nutrition, social connection, physical activity and recreation, safety and harm reduction, anti-racism, and Indigenous visibility and cultural presence. UBC’s buildings, amenities, services and open spaces play a vital role in the physical, mental and social wellbeing of all students, faculty, residents, and staff.

Snapshot of Early Input

- A thriving relationship between land and community is critical to the wellbeing of the people.
- There is a connection between access to green space and high-quality public spaces and the health and wellbeing of the community.
- For Musqueam, it is important for the wellbeing of the whole university community to have places of comfort and to feel part of one’s community.
- UBC needs more four-season, all-weather outdoor spaces, including covered and weather-protected seating and gathering spaces.
- Public open spaces create a greater sense of belonging among marginalized community members. They should better reflect diverse communities, including by enabling more multi-cultural places of worship and exploring ways of making UBC spaces more child-, pet-, women-, and LGBTQ2+-friendly.

- The UBC community has diverse amenity needs, particularly around schools, childcare, prayer space and affordable food and grocery options, and services that reflect the needs of residents; these needs will increase as the campus population grows.
- Equity, diversity and inclusion, as well as Indigenous relationships, are important elements of community wellbeing.

Public Open Space

UBC's public realm has a significant role to play in wellbeing. Public space can encourage social connection and feelings of inclusion, outcomes that UBC is committed to achieving for historically underserved, marginalized, or excluded populations. Public spaces also offer critical safe refuge from climate induced mental health and wellbeing impacts (e.g., cool spaces during extreme heat events, clean air sanctuaries during forest smoke pollution events, and cooling tree canopy cover and shaded outdoor spaces to mitigate heat stress).

UBC's shift away from being a car-dominated campus, to prioritizing the movement and gathering of people has been transformative, and a commitment to universal design standards supports fully accessible public spaces for all ages and abilities. Landscapes also bring healing and build cultural awareness. The historic raising of the Reconciliation Pole and the Musqueam s̓i:ṭqəy̓ qeqəṇ on campus are two of a growing number of projects that seek to increase Indigenous presence and inclusion.

Campus Vision 2050 will:

- ***explore how the public realm can enrich the UBC campus landscape with a stronger Musqueam and Indigenous presence;***
- ***ensure a campus that fosters diversity, accessibility and inclusion with buildings, open spaces, and neighbourhoods that enhance individual and community wellbeing through their design;***
- ***connect people to nature through a network of natural and urban open spaces that are accessible and nurturing to diverse groups of people;***
- ***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; and.***
- ***create outdoor spaces that are climate responsive and support human comfort, safety and personal security.***

Amenities and Services

Commercial development, amenities and services contribute to a complete, transit-oriented campus community and serve as valuable gathering places for both academic and neighbourhood areas.

In UBC's ongoing pursuit to be a complete community, it strives to create a collection of neighbourhoods and a mixed-use campus that provide all the amenities, shops and services for all members of the campus community. In doing so, there must be sufficient population density within walking distance to financially support this collection of amenities, shops and services.

Wesbrook Place serves as the primary village commercial area on campus, with the University Boulevard Neighbourhood serving as a secondary mixed-use hub for the academic campus. To support the evolution of UBC as a complete community, affordable retail, services and amenities are necessary. These include grocery stores, locally serving retail, schools, community facilities (e.g., fitness, meeting spaces, etc.), and child care. With future neighbourhood and campus development, there is an opportunity for both small-scale and

neighbourhood-serving commercial and complementary services to anchor new development. There is also an opportunity to intensify the mixing of uses within buildings with a ground-floor commercial presence to use land efficiently, animate the public realm, and provide services and daily needs within walking distance. These opportunities need to be complemented by improvements to cross-campus mobility infrastructure, particularly transit.

Campus Vision 2050 will:

- *explore transit-oriented mixed-use development in all areas of the campus, including academic, residential, commercial and other uses;*
- *work with the Vancouver School Board and province 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, specifically a stadium, varsity gym and fitness facilities;*
- *create new spaces and amenities to maximize opportunities for social interaction that are welcoming to diverse cultural groups and those that are historically marginalized or under-represented, including Indigenous groups; and*
- *ensure that daily services and amenities reflect the true needs of the UBC community, including families with children, preferably in close walking distance to all residents.*

f. Ecological Sustainability

UBC is fortunate to be located in a rich, biodiverse environment, which supports ecosystem services that make life possible for people and are fundamental to social, economic and ecological wellbeing.

Urbanization, land use and climate change can threaten biodiversity and the systems that support human and ecological wellbeing. With these threats in mind, the challenge, and the opportunity, is to create an urban environment that protects and enriches biodiversity.

Harnessing the unique environment of the campus, as well as Indigenous knowledge and the expertise of the university community, will increase the ecological viability of the Vancouver campus, support ecosystem services, and increase the social wellbeing of the campus community.

Snapshot of Early Input

- UBC can better support a thriving campus ecology. Campus Vision 2050 should lead to more sustainable, regenerative development practices that contribute back to the ecology.
- There is tension between more development and loss of natural open space to support ecosystem health, biodiversity and mitigate the impacts of climate change. Campus Vision 2050 should champion an even healthier, more robust campus ecosystem while campus population grows.
- Green space and density must be strategically planned to maximize access and ecological needs while minimizing sprawl.
- UBC has an opportunity to learn from and act upon Musqueam’s long-held responsibility to pass on a healthy place to future generations.

- Musqueam understand the campus community and landscape as one part of the whole peninsular ecosystem.
- Food-growing landscapes, indigenous plants and “rewilding” (e.g., replacing grass with other landscapes), are among ideas to enhance ecological and social wellbeing, encourage more biodiversity and ecosystem services, and create more resilient and operationally sustainable landscapes.

Campus Vision 2050 will:

- ***allow natural systems and the campus ecology to shape future development and integrate the campus with its surrounding ecosystem;***
- ***ensure key natural areas are protected and enhanced;***
- ***maximize biodiversity, rainwater management and food production in open spaces and on roofs; and***
- ***incorporate systems thinking, resilience, regeneration and Indigenous knowledge into rethinking the design and management of the campus landscape and built environment.***

g. Connectivity and Mobility

The region has identified extending Millennium Line SkyTrain to UBC from the current planned terminus at Arbutus Street as a key transportation priority. This will address challenges with the limited connectivity between the Vancouver campus and the region’s economic, health, research and innovation, employment and housing centres, while also reducing vehicular traffic on the peninsula and greenhouse gas emissions. It will also serve Musqueam- and other Indigenous-owned lands as they are developed across Vancouver’s west side. TransLink is leading a process to investigate SkyTrain alignment and station location alternatives to UBC, with work expected to be complete in early 2022.

Campus Vision 2050 will explore how SkyTrain integrates into and shapes the future UBC campus. The improved connectivity SkyTrain will provide can help UBC develop more vibrant, sustainable and resilient campus communities and drastically increase the ability of students, faculty, residents, staff, and visitors to sustainably and affordably travel to, from and around campus. There is also an opportunity to improve intra-campus connectivity between the South Campus area and the core of campus and to encourage more active transportation throughout the campus that is safe day and night.

Campus Vision 2050 will also support the Board of Governor’s commitment to explore a financial contribution towards the regional share of the SkyTrain extension to accelerate its completion, provided the contribution does not affect funding for UBC’s academic mission. Potential sources for a contribution include the provision of land for stations, charges collected from developers, and a financial contribution from a portion of new revenue enabled by SkyTrain coming to campus. This includes neighbourhood development, in addition to existing Land Use Plan allocations, made possible through an enhanced transportation network.

Snapshot of Early Input

- The UBC community is highly supportive of the extension of SkyTrain to campus due to its potential to support sustainability, affordability, equitable access and economic impact but some are also concerned about the amplification of development that accompanies this type of infrastructure.
- The SkyTrain extension is one of Musqueam’s strategic priorities.

- Intra-campus connectivity is also important, as are improved safety of pedestrian and bike routes, particularly between neighbourhoods and local schools, fewer cars on campus, better transportation options informed by information and data, and more focus on accessibility features.
- UBC should expand into the region and strengthen its presence in communities by developing more satellite locations.

Campus Vision 2050 will:

- *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;*
- *explore increases or shifts of neighbourhood development that may require amendments to current policy (i.e., heights, density and neighbourhood boundaries), recognizing the significant needs to address affordability for the UBC community and the broader region, to enable future contributions to other university priorities such as UBC’s Endowment Fund, and to consider a potential financial contribution to accelerate completion of SkyTrain to campus;*
- *assess different neighbourhood development scenarios against a range of qualitative and quantitative measures for optimizing value and benefit to the university, the community and the land;*
- *plan for and accommodate the location of future SkyTrain stations on UBC’s campus in ways that build upon and strengthen the campus environment and public realm;*
- *strengthen connectivity within the campus and minimize the need for excessive road infrastructure through a safe, convenient and efficient transportation network that prioritizes walking, cycling and transit; and,*
- *enhance safety and minimize the need for vehicular access through neighbourhoods.*

h. Innovation and Partnerships

UBC is a leader in creating new and renewed academic facilities that achieve high sustainable performance while creating innovative research and learning environments. Partnerships with industry, government, Indigenous communities, and non-profits are a key element of UBC’s academic success. They allow for use of the campus as a test bed for innovation (e.g., Campus as a Living Lab) and transformative relationship building (e.g., Musqueam and the Museum of Anthropology), and are supported by UBC’s precinct for industry partnerships, the Technology Enterprise Facilities, and policies such as the Indigenous Strategic Plan.

UBC discoveries and spin-off companies have advanced the technology, natural resources, and life sciences sectors. Today, UBC researchers are transforming manufacturing, advancing precision medicine, tackling global health and environmental issues, and working alongside communities to address their most pressing challenges.

Snapshot of Early Input

- UBC offers unique value as an incubator and testing ground for innovative new ideas, including building and landscape design.
- Campus Vision 2050 should draw upon extensive faculty expertise to push boundaries and develop a “city of the future.”
- Campus Vision 2050 can foster innovation hubs that encourage industry and community partnerships with UBC and on UBC land.

- Musqueam and other cultural ways of knowing and global connections are an opportunity to evolve practices for thriving in the world today and into the future.

Campus Vision 2050 will:

- *nurture the development of innovation and knowledge creation through indoor and outdoor spaces that promote interaction, collaboration and learning and research partnerships;*
- *integrate academic and non-academic spaces in new ways that support teaching and learning and research as part of living on campus;*
- *explore ways to build on existing Indigenous relationships (e.g., Musqueam and the Museum of Anthropology);*
- *explore the role the campus can play in achieving peninsula-wide aspirations, such as healthy ecological systems that cross jurisdictional boundaries, improved connectivity and place-based storytelling;*
- *enhance cooperation across jurisdictions (e.g., the University Endowment Lands, including Musqueam’s Lelem community, and UBC’s future Acadia neighbourhood) to support the wellbeing of growing communities; and*
- *incorporate development models and spaces that can adapt to changing needs.*

5. THE TECHNICAL SCOPE FOR CAMPUS VISION 2050

The following generally define the technical scope of Campus Vision 2050.

- The entire Vancouver campus, both the academic and neighbourhood lands, will be considered through the planning process.
- The process will focus on the physical development of the campus and result in updates to UBCs Land Use Plan and a new 10-Year Campus Plan.
 - Land use categories will be reviewed and new categories may be created and the locations and boundaries of land use categories may be changed from existing policy.
 - Future neighbourhood development allocations, building height and other land use policies will be reviewed and may also be changed.
 - Areas of change or opportunity within existing neighbourhoods or precincts will also be reviewed in the context of the future needs of the university and its communities and may also result in changes to existing policies.
- Neighbourhood development and density ranges and commensurate proportions of services, amenities and open space will be explored through Musqueam and community engagement and analysis during the first phase of the planning process. These ranges will be used to test various scenarios for campus growth against quantitative and qualitative measures, including Musqueam and campus Indigenous community values, land use efficiency, campus character and livability, urban design, open space, community wellbeing, natural systems health, and financial viability, to optimize value and benefit to the university, the community and the land.
- Academic plans and projections will be developed by the Provost’s Office and, together with different scenarios of enrolment and faculty hiring, will form the basis for academic growth assumptions.
- The scope will include the relationship between land use plans for the campus and academic, ecological, social, and physical connectivity requirements for a healthy thriving community of the future. This

includes coordinating land use and physical planning with parallel community policy processes and inputs, including Musqueam values (Relationship Agreement), community housing (Housing Action Plan update), climate action (Climate Action Plan 2030), and transportation (Transportation Plan update). It also includes assessing the financial viability for UBC to implement proposed development scenarios.

- The process will not change existing plans and policies for UBC Farm, UBC Botanical Gardens, Museum of Anthropology, Nitobe Gardens and Rhododendron Wood.
- Campus Vision 2050 will be undertaken in coordination with broader planning that is considering how UBC’s physical presence in Metro Vancouver will evolve, including at UBC Robson Square, UBC Learning Exchange, Great Northern Way Campus, and other existing and potential sites across the region.
- Recognizing the longer term time horizons of these plans, the process will seek to identify short-term, “quick-start” projects that can demonstrate action on more immediate needs.

There may also be a number of topics outside of the scope of Campus Vision 2050 that arise during the process. These could include: community services and governance, project financing and funding, building and space design and programming, detailed operational strategies such as energy planning and infrastructure management, among others. Some topics may be channelled to existing or new policy areas, initiatives or implementation plans and some may be brought forward for further direction from the Board.

In alignment with the university’s strategic priorities and commitments, the Campus Vision 2050 process will be informed by guiding policies and initiatives including UBC’s Strategic Plan, the Indigenous Strategic Plan, the emerging Musqueam Relationship Agreement, Rapid Transit Strategy, Wellbeing Strategic Framework, Inclusion Action Plan, In Service (UBC’s global engagement strategy), Anti-Racism Strategy, Housing Action Plan, 20-Year Sustainability Strategy, the Green Building Action Plan, UBC’s Climate Emergency Final Report and Recommendations and Climate Action Plan 2030. (See Appendix A for a summary of related policies and planning initiatives).

The Campus Vision 2050 process will also align with and respond to regional-scale policies and initiatives including:

- the City of Vancouver’s “Vancouver Plan”, a long-term vision for the future of Vancouver looking out to 2050 and beyond;
- Metro 2050, Metro Vancouver Regional District’s update to the Regional Growth Strategy, which will articulate regional goals around urban development, the economy, environment, housing and community services, and integrated land use and transportation, to 2050;
- Metro Vancouver Regional District’s Climate 2050, the regional response to climate change; and
- TransLink’s Transport 2050, which will set out the vision, goals, strategies and key transportation initiatives for Metro Vancouver for the next 30 years.

6. PLANNING PROGRAM SUMMARY AND KEY OUTPUTS

The proposed planning program for Campus Vision 2050 strives to respond to the strategic priorities of the university and the complexity of needs and aspirations of the UBC community. The process will involve comprehensive engagement with Musqueam, the campus Indigenous communities, students, faculty, residents, staff, and alumni. Technical and design analysis throughout the process will include studies on such things as future housing potential, traffic impacts, pedestrian connectivity, shading and overlook of buildings onto open spaces, campus character and identity, and the number and diversity of amenities, services and infrastructure

needed to support the future population. Community input and feedback will be used to assess trade-offs and choices for how the university uses its lands to best respond to the complexity of interests, needs and aspirations. Each phase of the process will build on and adapt to what is learned through engagement and technical analysis. (See Figure 1 for a graphic of the proposed timeline and milestones).

a. Final Needs and Aspirations

The first phase of the public process will focus on refining the preliminary needs and aspirations presented in this document; identifying areas of consensus and difference; developing guiding principles, potential strategies and performance criteria for addressing them; and defining growth assumptions and space needs to be explored through the rest of the process.

This phase will include further research and baseline analysis and comprehensive engagement, targeted discussions and workshops with the UBC community and Musqueam.

The outcomes from this work will be reflected in a final Terms of Reference that will serve as the ‘goal posts’ for developing and testing a wide range of planning options for the 30-Year Vision, updated Land Use Plan and 10-Year Campus Plan and will be presented to the Board for endorsement in June, 2022.

b. 30-Year Campus Vision

The second phase will focus on development of a 30-Year Vision, a high-level, long-term description along with a series of conceptual plans and diagrams that articulate the future envisioned for the campus. It will address areas such as land uses, transportation, open space and ecological relationships and connections, where, when and generally how much development there will be, places where there will be no development, and the general look and feel of the campus. As part of this phase, the timing and proposed form of development of the future Stadium Neighbourhood will be considered and adjusted in the context of the long term vision for the campus.

Outputs may include:

- high-level values, principles and aspirations;
- illustrative concepts to communicate the 30-Year Vision showing the general location, amount and types of development (e.g., academic, student housing, recreation, neighbourhood housing, community amenities, etc.), green and open space networks, and future mobility and transportation, including where and how rapid transit is integrated into the campus;
- high-level phasing diagrams that illustrate the campus’s transformation over time, including the location and sequencing of future neighbourhood development over a 30-year time horizon as well as timing for more detailed neighbourhood plans over the next 10 years; and
- policy recommendations and strategies for achieving the Vision, along with any necessary amendments to the Land Use Plan and the subsequent 10-Year Campus Plan.

c. Land Use Plan Update

Following the 30-Year Vision will be a submission to the provincial government for adoption of amendments to the Land Use Plan required to achieve the 30-Year Vision.

Outputs may include:

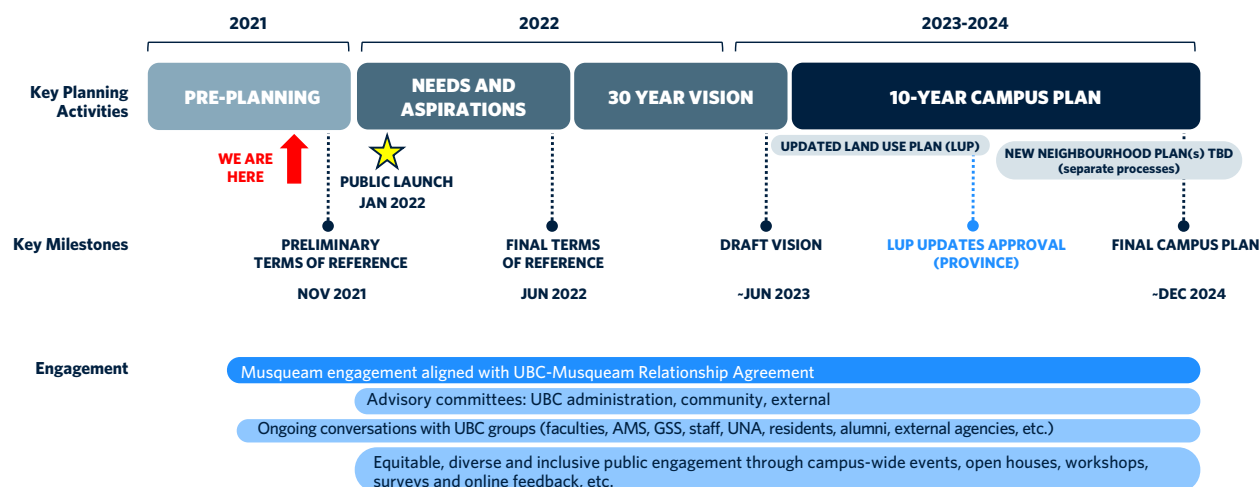
- guiding principles, goals and objectives;
- land use area boundaries (e.g., academic, green academic and neighbourhood housing);
- policies for building heights, neighbourhood densities and open space amounts; and
- other policies and directions to achieve the 30-Year Vision.

d. 10-Year Campus Plan

The Campus Plan will guide how academic facilities, housing, transportation systems, green and open space, and community amenities are accommodated over the next 10 years in alignment with the 30-Year Vision. It will identify specific directions for future academic development and include high-level guidance for future neighbourhood development to inform more detailed neighbourhood plans to be completed through separate and / or parallel planning processes.

Outputs may include:

- a Campus Plan document that provides:
 - guiding principles, goals and objectives;
 - policies and directions to achieve the Campus Plan; and
 - detailed illustrative plans, supporting narrative and diagrams to communicate the Campus Plan, which could include:
 - the type, location and scale of future academic and student housing development, including building heights and general building types;
 - the amount, type and location of open spaces;
 - the amount and types of social, cultural and community amenities such as schools, shops, community services and indoor recreation to support a diverse community;
 - the pedestrian, cycling and transit infrastructure;
 - the integration of future rapid transit into the campus;
 - how utility services like water, district energy, rainwater management and sanitary sewer will be provided sustainably and in alignment with UBC's rainwater management policies and growth; and
 - other attributes of the campus, including character areas, gateways, and cultural landscape features, etc.

Figure 1 – Proposed Campus Vision 2050 – High Level Timeline and Milestones

7. ENGAGEMENT APPROACH

A robust Campus Vision 2050 engagement process will be transparent, inclusive, equitable, and flexible to respond to the multiple interests in UBC’s academic and neighbourhood lands that need to be considered. These interests include Musqueam, campus Indigenous communities, students, faculty, residents, and those who come to UBC daily for work, learning and enjoyment. The planning and engagement process is designed to understand various needs and interests. This understanding will be used to assess trade-offs and choices when developing different planning options. While full consensus on options may not be achievable, trade-offs and choices will be made clear to the community, and to the Board when making decisions. The engagement approach for Campus Vision 2050 will:

- include co-developing an engagement process for integrating Musqueam input into UBC’s Campus Vision 2050;
- build on the **Engagement Principles from the Engagement Charter** and lessons learned from previous planning processes;
- involve interest-based engagement through a range of opportunities, including a Community Advisory Committee, targeted meetings with campus groups, campus-wide events, focus groups, design charrettes, workshops, open houses, surveys and an online portal;
- engage faculty across disciplines at various points as “thought leaders” to incorporate their expertise into the technical process;
- strive for equitable engagement by exploring new approaches for broader representation, including proactively engaging with groups who are historically marginalized and underrepresented;
- feature clear explanations of process and outputs, expectations of engagement, and sharing back at each stage; and
- respond to changing contexts (Indigenous relationships, the progression of COVID, UBC climate directions, economic uncertainty, etc.) and input from the community at each stage.

In addition to the above general approach, a number of ideas and strategies for strengthening engagement were identified through early community engagement and will be an input into the detailed engagement plan. These include:

- broaden reach by leveraging existing networks to plan engagement events and tapping into existing channels to communicate;
- create broad awareness through robust communications, including information and social media campaigns, as well as info sessions;
- go where people are at (e.g., pop-up booths at events and high-traffic areas and joining regularly scheduled meetings of student, faculty, resident and staff groups at various points throughout the process to share information, seek input, and/or discuss issues and proposals);
- create student ambassador positions to promote Campus Vision 2050 and engage students throughout the process;
- forefront equity, inclusion, and accessibility considerations, including but not limited to offering virtual events, providing childcare at events, translation or hosting events in different languages, and remuneration for time devoted to the process; and
- include a diversity of ways to engage to suit multiple audiences with diverse needs, including but not limited to an online platform, virtual events like town-halls, walking tours, pop-up events, expert panels, and smaller group sessions facilitated by trusted peers in which participants feel safe and comfortable sharing.

8. ROLES, GOVERNANCE AND DECISION MAKING

UBC Campus and Community staff will manage the Campus Vision 2050 process, with input from across the administration, technical experts, Musqueam, the campus community, and external agencies.

The draft 30-Year Vision will be presented to the Board for university-level approval, followed by a submission to the Minister of Municipal Affairs for adoption of any amendments to the Land Use Plan required to achieve the 30-Year Vision. Once the updated Land Use Plan is adopted by the province, the Board will approve the Campus Plan and any subsequent Neighbourhood Plans.

UBC and Musqueam are co-developing an engagement process for integrating Musqueam input into Campus Vision 2050. This will provide an ongoing opportunity to explore Musqueam values as part of campus land use, and for Musqueam participation with other UBC community interests throughout the process. This co-developed engagement process will meet and exceed the province's requirements for UBC to engage Musqueam in Land Use Plan amendments.

The UBC Executive will provide Campus and Community Planning with input and guidance through the process. Three advisory committees will provide process and technical input to the Project Team:

- a Community Advisory Committee will provide input on the public engagement process, advice on how to enhance the transparency of and participation in the planning process, and provide ongoing community input into the development of the plan;
- an Administrative Advisory Committee will provide strategic input on internal policy alignment, identify institutional needs and interests, and provide input the development of the plan and recommendations to the Board; and

- an External Advisory Committee will aid in technical coordination between UBC and external agencies and jurisdictions and may provide analytical inputs for consideration in the planning process.

Academic engagement in addition to the range of community engagement activities and events will include input and advice from the Provost’s Office, the Committee of Deans, the Senate Academic Building Needs Committee, the UBC Planning and Property Advisory Committee as well as direct engagement with individual faculties, departments, divisions and schools.

The University Neighbourhoods Association (UNA) will be engaged as an advisory body to the Board on matters that directly impact the experience of those living in the university neighbourhoods, reflecting the Neighbours Agreement between UBC and the UNA.

UBC Properties Trust will be engaged throughout the process in the role as master developer of UBC’s neighbourhoods and developer and manager of UBC-affiliated housing in the neighbourhoods. This includes providing UBC with advice on the financial considerations of different options for future residential development.

See Table 1 for a summary of roles and responsibilities and Appendix C for the Project Governance Structure. The process will also include working with various provincial ministries, including:

- Ministry of Municipal Affairs, which has governance responsibility for UBC’s Land Use Plan;
- Ministry of Advanced Education and Skills Training with regard to UBC’s responsibilities under the University Act;
- Ministry of Transportation and Infrastructure with regard to rapid transit and other transportation matters;
- Ministry of Indigenous Relations and Reconciliation with regard to the Musqueam Relationship Agreement and Indigenous engagement.

Table 1 - Roles and Responsibilities Table

	Set Strategic Direction / Approve Terms of Reference									
	Review / Advise on Strategic Direction									
	Manage Process and all Work Streams									
	Input on Process									
	Outreach to identify UBC communities									
	Input on Needs, Aspirations, Principles									
	Generate 30-Year Vision, Land Use Plan Update, 10-Year Campus Plan									
	Test 30-Year Vision, Land Use Plan Update, 10-Year Campus Plan									
	Draft 30-Year Vision, Land Use Plan Update, 10-Year Campus Plan									
	Review & input into Draft 30-Year Vision, Land Use Plan Update, 10-Year Campus Plan									
	Approve Final 30-Year Vision, and 10-Year Campus Plan									
	Approve Land Use Plan Update									
UBC Community (faculty, students, staff, residents, alumni)			X	X	X	X			X	
Project Staff Team		X	X	X	X	X	X	X	X	
Administrative Advisory Committee	X		X	X	X				X	
Community Advisory Committee			X	X	X				X	
External Advisory Committee			X	X					X	
UNA Board			X	X					X	
Properties Trust Board			X	X					X	
Musqueam*			X	X	X				X	
Executive		X	X	X					X	
Board of Governors (including Property Committee)	◆	X		◆	◆				X	◆
Province										X

* Musqueam engagement to be confirmed through the emerging Relationship Agreement
 ◆ reflects the Board of Governors decision making role in reviewing and approving key deliverables

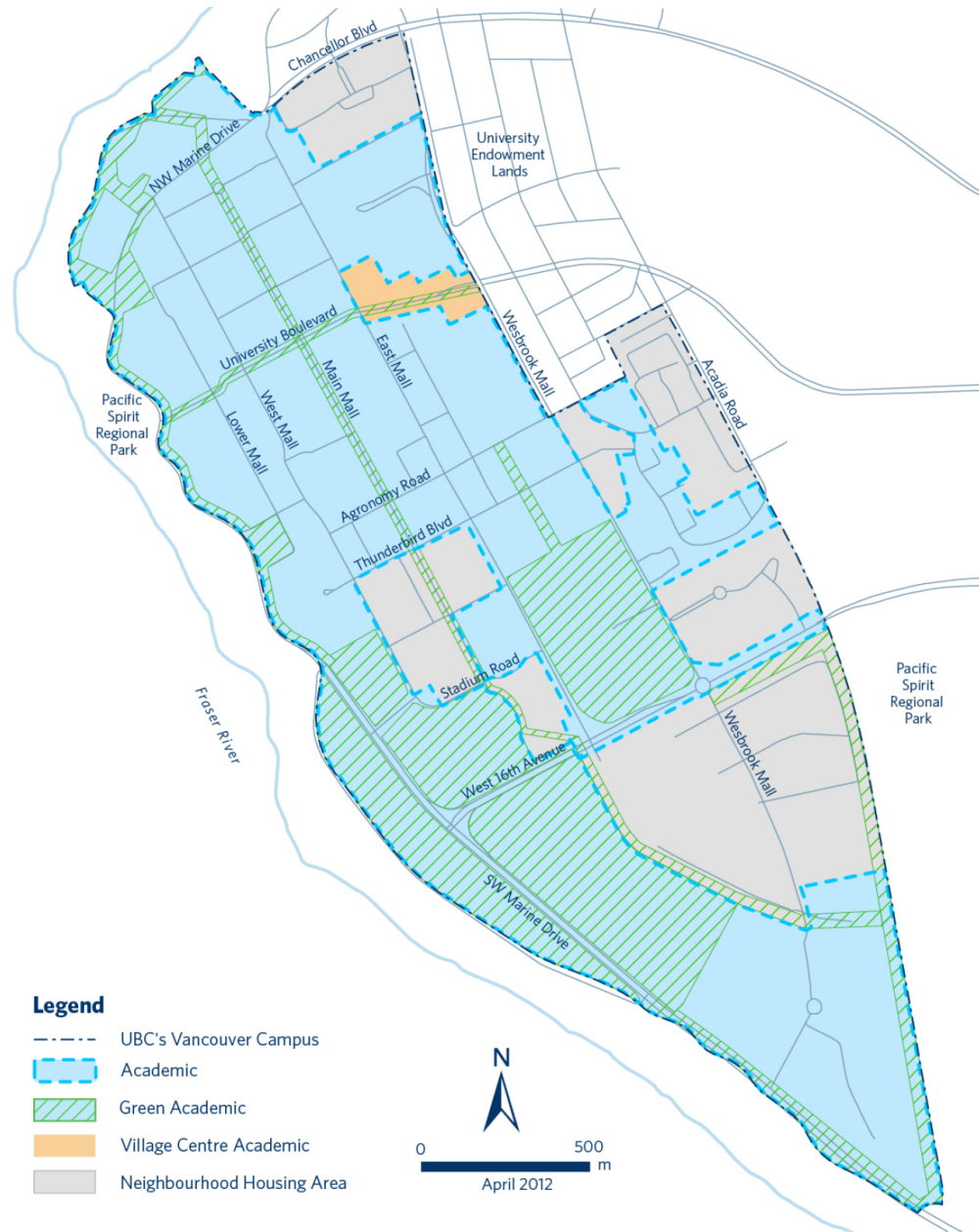
APPENDIX A - RELATED POLICIES AND PLANS

Document (and approval authority)	Policy Timeframe
Regional Policies	
<p>Metro Vancouver Regional Growth Strategy (Metro Vancouver, 2011) - to be replaced by Metro 2050.</p> <p>Contains strategies to advance five goals related to urban development, the regional economy, the environment and climate change, housing and community amenities, and integrating land use and transportation.</p> <ul style="list-style-type: none"> • UBC’s land use designation is “general urban” – lands intended for residential neighbourhoods and centres, and are supported by shopping, services, institutions, recreational facilities and parks • UBC is a “Frequent Transit Development Area” – areas intended to be additional priority locations to accommodate concentrated growth in higher density forms of development. 	<p>2040 (30 year strategy), Metro 2050 underway</p> <p>Adopted in 2011 by 21 municipalities, one Electoral Area and one Treaty First Nation, supported by TransLink and adjacent regional districts</p>
<p>Metro Vancouver’s Climate 2050 Strategic Framework (Metro Vancouver, 2018)</p> <p>Sets Metro Vancouver’s climate action goals, including:</p> <ul style="list-style-type: none"> • Ensure our infrastructure, ecosystems, and communities are resilient to the impacts of climate change. • Pursue a carbon neutral region by 2050, with an interim target of reducing greenhouse gas emissions by 45% from 2010 levels by 2030 	<p>2050</p> <p>Adopted in 2018</p>
<p>TransLink’s Transport 2040: Transportation Strategy for Metro Vancouver (TransLink, 2008) - to be replaced by Transport 2050 (underway)</p> <p>Sets vision, strategies and goals that guide transportation in the region.</p> <ul style="list-style-type: none"> • UBC’s Transportation Plan (2014) sets targets aligned with the goals of Transport 2040. UBC’s Transportation Plan will need to be updated as part of Campus Vision 2050 and aligned with Transport 2050. 	<p>2040 (30 year strategy), Transport 2050 underway</p>
UBC Overarching Strategic Policies	
<p>Shaping UBC’s Next Century: UBC Strategic Plan (BoG, 2018)</p> <p>Sets out the collective vision and purpose, as well as goals and strategies for UBC. Its main focus is the health, learning and success of UBC’s people: students, faculty, researchers and staff.</p>	<p>2028 (10 Year Plan)</p>
<p>Indigenous Strategic Plan (BoG, 2020)</p> <p>Sets out a series of eight goals and 43 actions the university will collectively take in order to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples’ human rights.</p>	<p>Ongoing</p>
<p>Inclusion Action Plan (BoG, 2020)</p> <p>Operationalizes the theme of inclusion, and supports the themes of innovation and collaboration in Shaping UBC’s Next Century: 2018–2028 Strategic Plan.</p>	<p>Ongoing</p>
<p>20-Year Sustainability Strategy (BoG, 2014)</p> <p>Provides a long-term strategic direction for sustainability across teaching, learning and research, operations and infrastructure and the community, including 14 goals and related targets.</p>	<p>2034 (20 year strategy)</p> <p>Applies to: Academic and neighbourhood housing areas</p>
<p>Engagement Charter: Principles and Guiding Practices (BoG, 2014)</p> <p>Gives clarity and transparency to how Campus + Community Planning defines, designs, implements and concludes public engagement in land use and community planning processes.</p>	<p>Ongoing</p>
<p>In Service: The UBC Global Engagement Strategy</p> <p>Takes two aspects of UBC Strategic Plan’s purpose statement which global engagement can deliver (fostering global citizenship, and advancing a sustainable a</p>	<p>2020-2030</p>

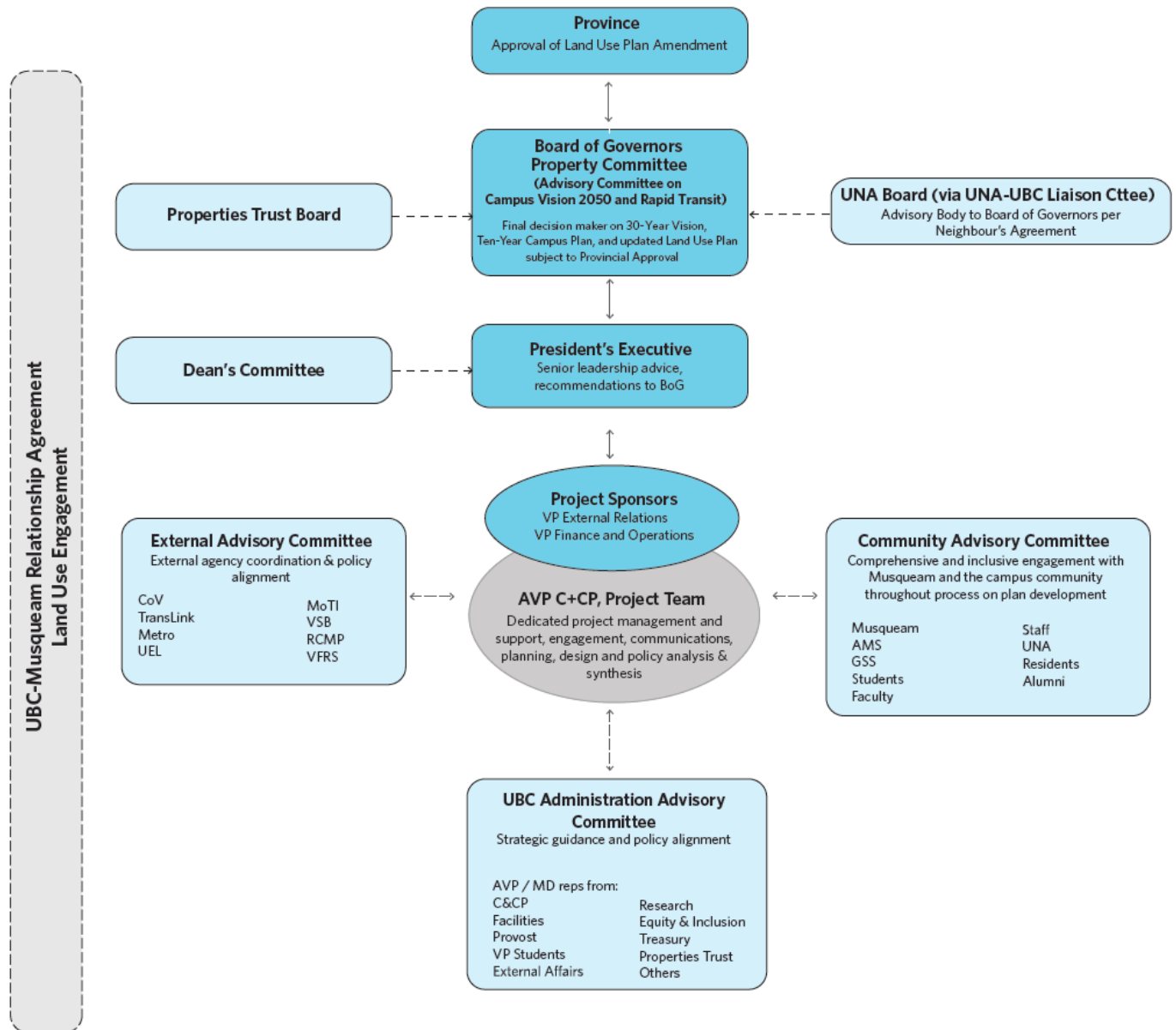
just society across British Columbia, Canada and the world), and operationalizes them into themes and action directions. Explores the UN Sustainable Development Goals and how they apply to UBC, and highlights Campus as a Living Laboratory as a key approach for universities to be global actors for sustainable development	
Land Use	
<p>UBC Land Use Plan (Province of BC, 2010) Sets the long-term direction for how the campus grows and changes, balancing regional growth management objectives with the university's academic mission. It defines academic and neighbourhood housing areas, and sets maximum building heights, density, open space minimums, and community amenities for the whole Point Grey campus area. The Land Use Plan is approved by the provincial government and acts as an Official Community Plan. It's stated long term objective is to attain a community of a quality and physical character unmatched elsewhere.</p>	<p>2041 (30 year plan, aligned with Metro Vancouver's Metro 2040 plan) Applies to: Academic and neighbourhood housing areas</p>
<p>Vancouver Campus Plan (BoG, 2010) Provides the framework for where and how future academic and research activities, student housing and services will be accommodated on the academic campus.</p>	<p>2030 (20-year plan) Applies to: Academic areas</p>
<p>Neighbourhood Plans (BoG, ongoing) Contain detailed policies on housing and commercial uses, street connectivity and access, public realm and open space, community amenities and whole systems infrastructure, consistent with UBC's Land Use Plan and other supporting UBC and regional policies. Each neighbourhood requires a neighbourhood plan prior to development.</p>	<p>Ongoing, as needed Applies to: Neighbourhood housing areas</p>
Housing and affordability	
<p>Housing Action Plan (BoG, 2012, 2018) Sets targets and goals for affordable housing projects and programs at UBC, including student housing, faculty and staff housing, home ownership program, and market rental housing. Part of the university's overall strategy for academic excellence and sustainability leadership, integrating the responsible management of our land base with these goals</p>	<p>Reviewed every 5 years Applies to: Academic and neighbourhood housing areas</p>
<p>UBC Vancouver Child Care Expansion Plan (BoG, 2009, latest update 2018) Provides a framework to deliver on UBC's child care policy commitments to address long-range needs for child care as the campus population continues to grow. Aims to create an inventory of approximately 1,200 spaces by 2041, with a focus on delivering more child care spaces for children under 3 years of age.</p>	<p>2041, reviewed every 5 years Applies to: Academic and neighbourhood housing areas</p>
Climate and sustainability	
<p>UBC Climate Emergency Engagement: Final Report and Recommendations (Jan 2021) Presents 28 recommendations under nine strategic priorities for how UBC can enact its Declaration on the Climate Emergency on campus and beyond. Unique process that was led and informed by the expertise and ideas from UBC students, staff and faculty, and supported by a project team of UBC staff.</p>	
<p>Climate Action Plan 2020 (BoG, 2016) Provides a pathway to net zero emissions from the Vancouver campus by 2050</p> <ul style="list-style-type: none"> • 33% reduction in GHG emissions below 2007 levels by 2015 • 67% by 2020 • 100% by 2050 (carbon neutrality) 	<p>2021 (10 year action plan), CAP 2030 update underway (targeting Dec 2021 adoption) Applies to: Academic areas</p>

<p>Climate Action Plan 2030 is currently drafted and under review, with updated targets:</p> <ul style="list-style-type: none"> • 85% reduction in GHG operational emissions below 2007 levels by 2030 • 45% on extended emissions below 2010 levels by 2030 • 100% reduction in operational emissions by 2035 (carbon neutrality) – 15 years ahead of original 2050 target 	
<p>Integrated Stormwater Management Plan (UBC Admin, 2017) Ensures that the campus is responding to the ecological needs of the local lands while protecting the Point Grey cliffs and the valued areas of the campus from flooding. Guided by the performance requirements for stormwater management in the Vancouver Campus Plan, Technical Guidelines, Neighbourhood Plans and the Green Building Action Plan.</p>	<p>Ongoing Applies to: Academic and neighbourhood housing areas</p>
<p>Water Action Plan (BoG, 2019) Lays out a detailed Implementation Strategy and performance metrics to reduce water consumption on campus.</p>	<p>Ongoing Applies to: Academic areas</p>
<p>Zero Waste Action Plan (UBC Admin, 2014) Outlines UBC’s commitment to reaching new milestones in waste reduction and management, and what’s needed to do to increase waste diversion towards our 80% target, and reduce waste disposal each year.</p>	<p>2020, Applies to: Academic and neighbourhood areas</p>
Wellbeing, public realm, community amenities and recreation	
<p>Wellbeing Strategic Framework (UBC Wellbeing, 2020) Outlines UBC’s collective approach to embedding wellbeing into organizational plans, policies, practices, work plans and decision-making. Six priority areas: Collaborative Leadership, Mental Health and Resilience, Food and Nutrition, Social Connection, Built and Natural Environments and Physical Activity.</p>	<p>Ongoing Applies to: Academic and neighbourhood housing areas</p>
<p>Public Realm Plan (BoG, 2009) Provides strategies for design, development and management of UBC’s public spaces, guided by the Vancouver Campus Plan’s principles and policies for outdoor spaces. Plan is 90% implemented.</p>	<p>2030 (20 year plan) Applies to: Academic areas</p>
<p>UBC’s Athletics and Facilities Strategy (BoG, 2017) Framework to guide UBC’s decision-making for recreation and athletics facility investments on the Vancouver campus.</p>	<p>2037 (20 year framework), Applies to: Academic areas</p>
Transportation	
<p>UBC Transportation Plan (BoG, 2014) Outlines the direction of transportation goals, policies and projects on the ground at UBC. This Plan also commits to actions aimed at improving the experience getting around campus and targets sustainable transportation (walking, cycling and transit), and a reduction in car use (single occupancy vehicles).</p>	<p>2040 (30 year plan, aligns with Transport 2040 which is currently being updated with Transport 2050) Applies to: Academic and neighbourhood areas</p>
<p>UBC Rapid Transit Strategy: Next Steps (BoG, 2018) The Board’s endorsement of technical and advocacy strategies, including approval for UBC to explore, along with external partners, a contribution towards the regional share of an extension to accelerate the completion of rapid transit to the campus, provided the contribution does not affect funding for UBC’s academic mission.</p>	

APPENDIX B – UBC LAND USE PLAN



APPENDIX C – PROJECT GOVERNANCE





APPENDIX 2

Campus Vision 2050 Pre- Planning Focus Groups

Summary Report

October 2021



THE UNIVERSITY OF BRITISH COLUMBIA

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Executive Summary

Overview

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

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

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

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

What We Heard

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

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

The themes are highly interconnected and are not presented in any priority order. Participants also shared ideas about additional issues and opportunities, such as



prioritizing equity, diversity and inclusion in the planning process and outputs; leveraging existing UBC networks for planning, engagement and communications; and taking a holistic, systems wide approach to planning the campus. Process themes that emerged from these discussions are also included in this report. The appendices to this report include detailed summary reports from each of the focus groups and a sample agenda.

Next Steps

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

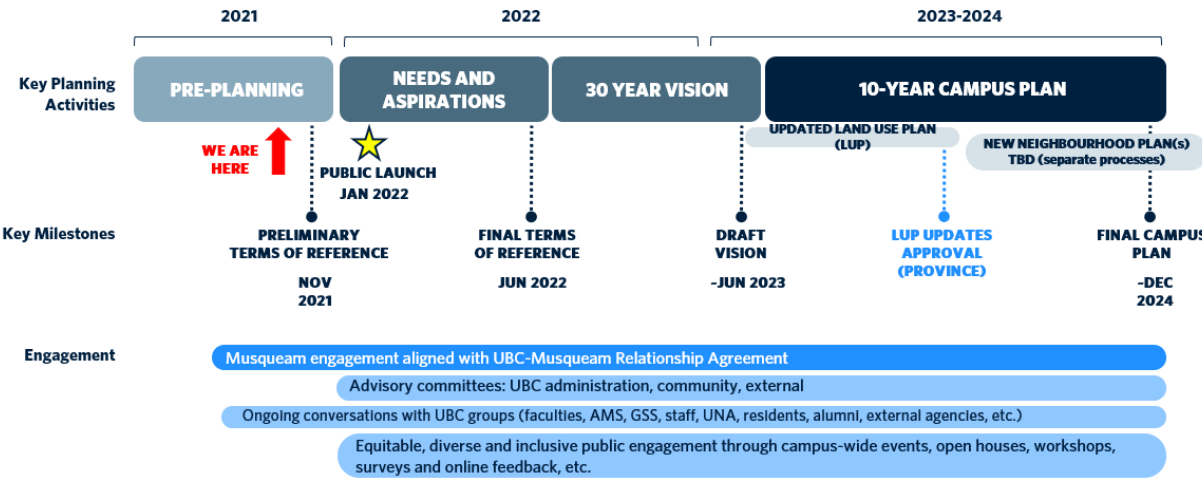
The CV2050 public process is launching in early 2022. The first phase of public engagement will be focused on refining the draft Needs and Aspirations themes alongside the development of guiding principles. The guiding principles and final Needs and Aspirations will be included in the final Terms of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

Focus Group Summary Report

About Campus Vision 2050

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

CAMPUS VISION 2050 - DRAFT TIMELINE

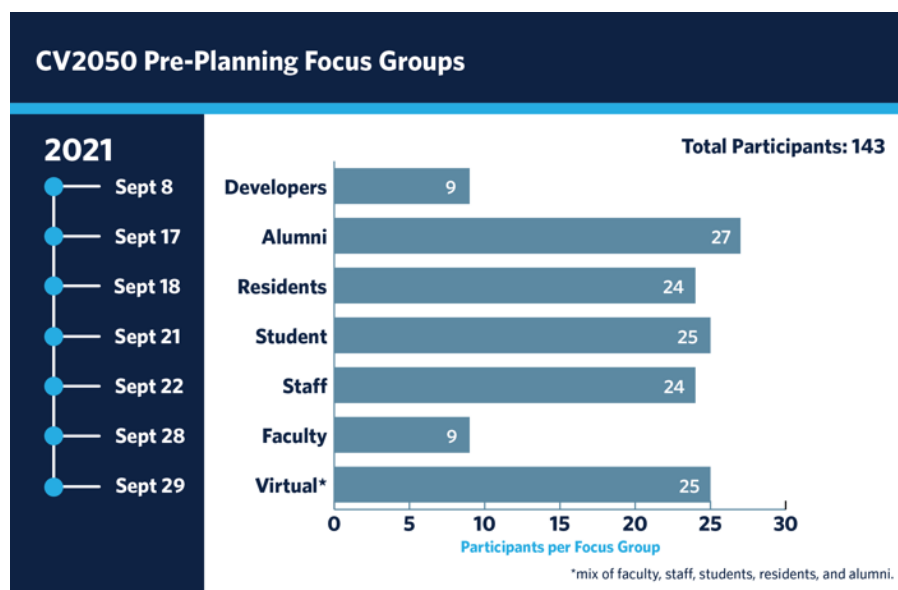


The process will be developed through comprehensive engagement with Musqueam and the campus community, and informed by policy, principles, best practices, and societal imperatives. The public process will launch in early 2022 with a broad conversation with the university community on needs and aspirations.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

Overview of CV2050 Pre-Planning Focus Groups

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

Participants



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

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

Content

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

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

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

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

What We Heard

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

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

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

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

Musqueam and Indigeneity

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

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

Climate Action

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

Affordable Housing

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

Inclusive, Accessible, and Safe Spaces

- Many focus group participants highlighted the critical need for the creation of spaces that create a greater sense of belonging among marginalized community members and better reflect diverse communities, including by enabling more places of worship across campus and exploring ways to create spaces that are welcoming for Indigenous people, women, children, and 2SLGBTQIA+.
- They emphasized the need for CV2050 to focus on making the campus more accessible, as it is difficult for people with disabilities to navigate the campus, both within and between buildings.
- Many participants highlighted a desire to create places to learn about and celebrate the diverse cultures that are represented on campus.
- Safety was also raised as a concern, especially for women, members of marginalized communities, and students studying late at night. Participants emphasized the importance of ensuring there is good lighting throughout campus as well as the need to create safe spaces with 24-hour access.

Ecology and Sustainability

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



Connectivity and Mobility

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

Walkable and Well-Serviced Community

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

A Livable and Special Place

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

University of the Future

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

Feedback on the Engagement Process

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

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

Next Steps

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

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

Appendix I – Detailed Summaries of Each Focus Group

Resident Focus Group

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

Resident Hopes and Dreams Discussion

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

Resident Table Discussions

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

Livability, Affordability, & Density

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

Integration

- Finding commonality, respect among all groups at UBC



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

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

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

Indigeneity

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

Transportation

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

Greenspace, Nature, & Sustainability

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

Governance

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

Residents Process Discussion Summary

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

Student Focus Group

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

Student Hopes and Dreams Discussion

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

Student Table Discussions

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

International Communities

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

Innovation & Technology

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

Affordability

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

Resilience

- Climate, biodiversity, and social resilience are all crucial
- Plan for climate change and be prepared to adapt to its effects
- Passive building design
- More greenspace, more spaces to rest
- Outdoor (covered) learning and study spaces, with better WIFI access
- Air conditioning in residence
- Green infrastructure: nature-based solutions, rainwater features, landscaping
- Seismic upgrades

Reconciliation (among all communities)

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

Connections

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

Students Process Discussion Summary

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

Staff Focus Group

The staff session was held on September 22, 2021 at the Robert H Lee Alumni Centre from 3:00 PM-6:00 PM. There were 24 attendees from a variety of different departments on campus, including: Student Housing and Community Services, Building Operations, the Centre for Accessibility, the Centre Student Involvement & Careers, the Centre for Teaching, Learning, and Technology’s Indigenous Initiatives, the Sexual Violence Prevention and Response Office, UBC Botanical Garden, UBC Farm, and the Climate Hub.

Staff Hopes and Dreams Discussion

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

Staff Table Discussions

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



Climate Resilience

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

Affordability

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

Broadening Support for Marginalized Peoples and Musqueam

- The entire process should be approached through the lens of equity, diversity and inclusion, including the perspectives of Musqueam and marginalized peoples - which signals a fundamental shift in how the planning process will be undertaken
 - Imagine if UBC's use of this land benefited Musqueam as much as it has benefitted UBC

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

Public Space

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

Sustainable Transportation

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

Limits on Growth

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

Sustainable Funding

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

Staff Process Discussion Summary

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

Faculty Focus Group

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

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

Faculty Hopes and Dreams Discussion

Indigenize and decolonialize the campus

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

Global citizens while also being locally engaged

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

Create a regenerative and resilient campus

- About restoring the campus as an ecosystem to enhance function of campus
- Emphasize the importance of socio-ecological systems on campus to address climate change and respond to the climate emergency
 - Themes of biodiversity, green infrastructure, and health and wellbeing

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

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

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

Building a more distributed campus with satellite locations

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

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

- Should this process determine that number?

Innovation and creativity in housing types and programs

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

Campus animation brings light and humour to the campus

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

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

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



Faculty Issues and Opportunities Discussion

Campus Planning should engage with faculty experts

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

Green spaces as a teaching and learning opportunity

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

Resilience to multiple disturbances from climate change

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

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

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

Balance between green space and density

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

Cross-subsidize campus real estate to enable new programs

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

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

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

Connectivity for biking, walking and human connection

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

Policing on campus

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

Faculty Process Discussion Summary

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

- Create student positions to be branded ambassadors

Virtual Focus Group

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

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

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

Virtual Hopes and Dreams Discussion

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

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

Virtual Break-out Room Discussions

Faculty Break-out Room #1

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

Faculty Break-out Room #2

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

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

Residents Break-out Room

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

Alumni Break-out Room

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

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

Staff Break-out Room

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

Alumni Advisory Council

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

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

The top themes heard in this discussion are as follows:

Affordable Housing and Mixed-Use Development

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

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

UBC as a testing ground and role model

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

Sustainable Growth and Health and Wellness

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

Inclusion and Indigeneity

- Societal imperatives and opportunities – Can UBC partner with the province and municipalities with programs already in place?
 - UBC should proactively ask to be part of committees already in place to broaden its inclusion in initiatives already underway

- Safe Spaces: More safe spaces for women and other marginalized/racialized groups
- Focus on creating opportunities for students from disadvantaged backgrounds
- Incorporate Indigenous way of knowing & learning, including more physical places so we can learn about Indigenous history and values (e.g. QR codes throughout campus highlighting significant Indigenous places)

Transit and Connectivity

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

Alumni Involvement

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

Developers Focus Group

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

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

The top themes heard in this discussion are as follows:

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

- **PTs role + current business model of the endowment**
 - Focus on supporting Board of Governors to quantify decisions around economics / real estate, market trends over time
 - Misunderstanding of the benefits of the endowment across the university, i.e., faculty positions, faculty-staff housing, student housing financing, etc.
 - There is no objective target for the endowment. The goal is to “optimize” based on various university needs
 - Current model over 30 years old
- **Mission-driven planning**

- The university should proceed on next plan with a clear mission, based on its Strategic Plan Mission and Purpose
- The economics of the land endowment should support this mission, in a way that economics doesn't become the tail wagging the dog
- How does the mission support Musqueam, reconciliation?
- Opportunity to rethink current economic model, to reconsider how wealth is generated and distributed, by and for whom? It isn't just about building more supply

Finding Consensus between Livability and the Development that Drives Livability

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

True Innovation - unique to UBC

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

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

Appendix II – Sample Focus Group Agenda

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


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

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

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

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

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



UBC-V CAMPUS VISION 2050

Preliminary Terms of Reference

November 19, 2021

Michael White, AVP Campus + Community Planning



What is Campus Vision 2050?



- **Long-term** support for academic mission and communities
- **Deep engagement** with host nation and campus communities
- **Addressing regional and global challenges** including housing affordability and climate change
- Public launch in **early 2022**

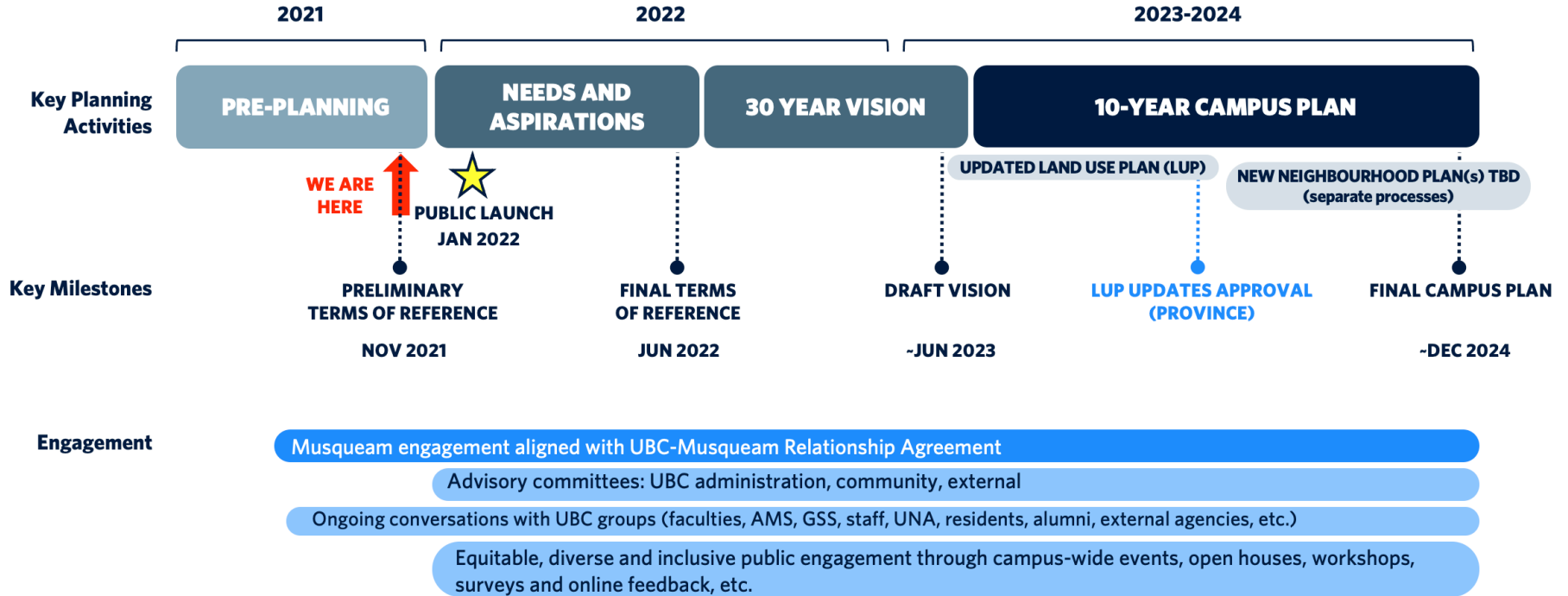
OUTPUTS

- **30-year Vision** – long-term planning framework
- **Land Use Plan** update
- **10-year Campus Plan** – plans, policies and strategies



UBC's current Land Use Plan (LUP, 2011) and Vancouver Campus Plan (VCP, 2010)

Timeline and Milestones



Preliminary Terms of Reference



Purpose:

- Why UBC is undertaking this process
- Draft needs and aspirations to guide the process
- The technical scope of the process
- A general description of the planning process and deliverables
- Approach to engagement
- Project governance, including roles and responsibilities

Inputs:

- Discussions with UBC Administration; strategic policies and plans
- Engagement with Musqueam representatives
- Discussions and focus groups with community (students, faculty, residents, staff, alumni, development industry)
- Preliminary baseline research and analysis

Scope and Process

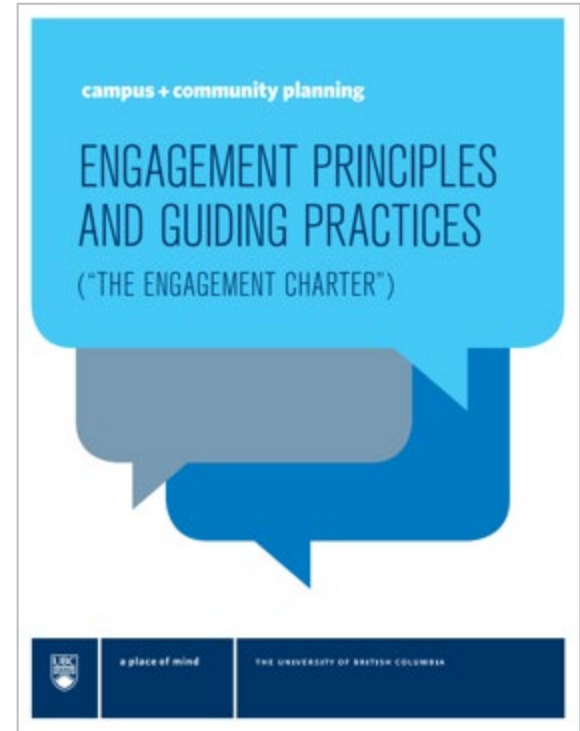


- **Spatial layout and sustainability** of the campus
- **Guided by future space needs and assumptions** (academic, student housing, neighbourhood development, open space, amenities, etc.)
- **Integration with regional context** (i.e., Musqueam relationship, SkyTrain, peninsula-wide coordination, broader regional presence)
- **Informed by systems thinking** (land uses, ecology, indigenous presence, urban design, transportation, etc.)
- **Options assessed with principles and criteria** (social, cultural, ecological, economic)
- **Comprehensive interest-based engagement and input**

Engagement Approach

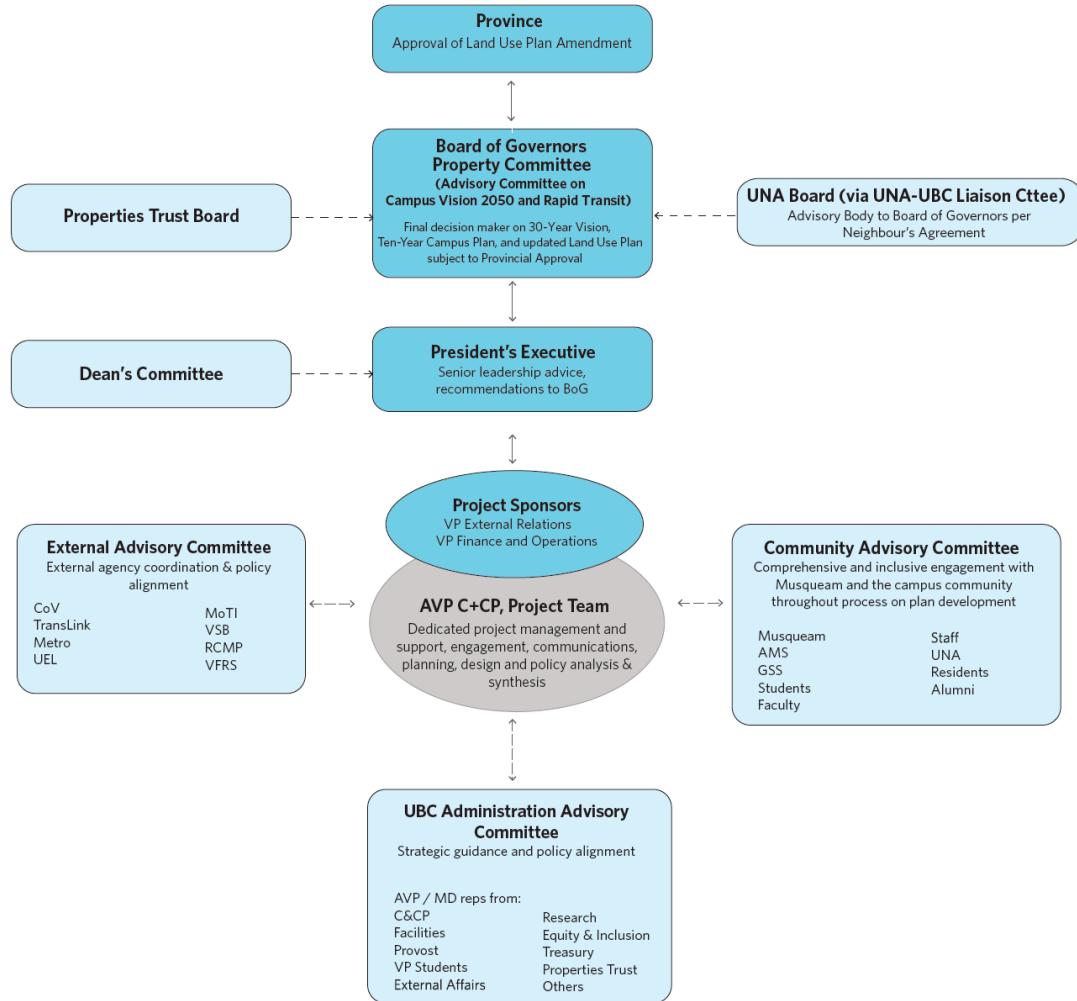


- More **equitable, diverse and inclusive** participation, esp. for marginalized and under-represented communities
- **Interest-based engagement** techniques and advisory committees with participation of Musqueam and UBC community
- **Direct engagement with academic units, UNA, UBCPT and Musqueam**
- Campus-wide events, smaller group sessions, workshops, charrettes, expert panels, walking tours, pop-up events, surveys and an online portal
- **Ongoing engagement with the province** who governs UBC's Land Use Plan



Project Governance

UBC-Musqueam Relationship Agreement
Land Use Engagement



Emerging Needs and Aspirations



- **Academic Mission**
- **Musqueam and Campus Indigenous Communities**
- **Climate Action**
- **Affordable Housing**
- **Wellbeing**
- **Ecological Sustainability**
- **Connectivity and Mobility**
- **Innovation and Partnerships**



Pre-Planning Faculty Focus Group discussion

Next Steps



2021

- **November / December:**
 - Board discussion on preliminary Terms of Reference

Early 2022 PUBLIC LAUNCH

- **January – Feb:**
 - Engagement sessions with the administration, Musqueam (Band Council and community) and UBC community, individually and together to hear cross interests/concerns
- **Feb – April:**
 - Refinement of technical inputs, including academic facility needs, housing demand and economic modeling
 - Wider peninsula planning exploration with Musqueam, TransLink and others
- **June:**
 - Board endorsement of Final Terms of Reference



THE UNIVERSITY OF BRITISH COLUMBIA

