



<b>SUBJECT</b>	Campus Vision 2050 and Housing Action Plan (HAP) Ten-Year Review
<b>SUBMITTED TO</b>	Advisory Committee on Campus Vision 2050 and Rapid Transit
<b>MEETING DATE</b>	November 16, 2022
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	For input only - No action requested
<b>LEAD EXECUTIVE</b>	Robin Ciceri, Vice-President External Relations
<b>SUPPORTED BY</b>	Gage Averill, Provost and Vice-President Academic pro tem, UBC Vancouver Yale Loh, Interim Vice-President Finance Marcia Buchholz, Vice-President Human Resources Ainsley Carry, Vice-President Students John Metras, Interim Vice-President Operations Michael White, AVP Campus + Community Planning Moura Quayle, Vice-Provost and AVP, Academic Affairs Adam Charania, AVP HR Strategic Partnerships and Support Services Andrew Parr, AVP Student Housing and Community Services Gerry McGeough, Director, Planning & Design, C+CP Joanne Proft, Associate Director, Community Planning, C+CP Chris Fay, Director, Strategic Policy, Campus & Community Planning Janeen Alliston, Director of Communications, C+CP Aubrey Kelly, CEO, UBC Properties Trust

**PRIOR SUBMISSIONS**

The Advisory Committee most recently received a Campus Vision 2050 update in September 2022 (CLOSED).

**EXECUTIVE SUMMARY**

This briefing seeks Advisory Committee input on the emerging draft 30-Year Campus Vision and Housing Action Plan (HAP). This work reflects the balancing of technical and financial analysis, design development, and key themes that have emerged from the planning process to date. This includes UBC’s most extensive and in-depth public engagement ever, with more than 4,500 engagement touchpoints from mid-September to mid-October, including deep engagement with UBC’s marginalized and under-represented communities. Engagement with Xʷməθkʷəy̓əm (Musqueam) is ongoing through Campus Vision 2050 and Relationship Agreement discussions, including a co-developed engagement process specific to the broader Xʷməθkʷəy̓əm community commencing in November.

Campus Vision 2050 engagement has focused on five ‘big ideas’ and choices for shaping the campus over the next 30 years. This included two development scenarios with approaches to building heights, open space and mixing of academic and neighbourhood lands. The engagement revealed high levels of community support for the emerging directions with a range of opinions on the approaches to growth. There was a strong emphasis on the need to boldly address housing affordability, and a desire to see more focus on climate mitigation and adaptation. There were concerns about the amount of growth being explored and impacts on livability, sustainability and service levels to support the future population.

The engagement feedback, together with further technical analysis and ongoing discussions with Xʷməθkʷəy̓əm, UBC Properties Trust, the University Neighbourhoods Association (UNA) and other advisory groups, are informing an emerging draft 30-Year Vision, including an emerging development approach to reflect the guiding principles and growth ambitions set out in the Board-approved Campus Vision 2050 Terms of Reference, as well as an additional sixth big idea to more specifically address climate mitigation and adaptation.

This briefing also includes a detailed update on the 10-Year Housing Action Plan (HAP) Review, integrated with Campus Vision 2050. The HAP directs how UBC uses its land and financial resources to support housing choice and affordability for students, faculty and staff. The HAP Review includes key findings from engagement and technical work, along with emerging principles and policies. The findings reflect the scale of the housing affordability challenge as well as the significant value of UBC’s existing housing programs for student, faculty and staff wellbeing, recruitment and retention. The draft principles guide a bold UBC response to the housing challenge, focusing on doing more with potential Campus Vision 2050 housing growth and financial resources. The policy directions focus in four areas: More Rental Choice; Attainable Ownership; Student Housing Opportunities; and Coordinated Implementation.

Finally, this briefing includes a discussion of Campus Vision 2050 financial opportunities and prioritization. UBC’s lands were endowed to the University a century ago to fund a “margin of excellence” beyond what a publicly funded university could achieve. Reflecting this vision, future neighbourhood land development is projected to enable UBC to deliver on key priorities:

1. **More UBC Community Housing:** boldly addressing the affordability crisis through more UBC community on-campus rental, at least 3,300 new student beds by 2034 with capacity for more subject to demand and financing, and more resources for current faculty housing programs.
2. **Bringing SkyTrain to UBC:** Reflecting the Board of Governors’ 2018 direction, a financial contribution to extend the Millennium Line to UBC, along with other partners and senior governments.
3. **Enhancing Amenities and Infrastructure:** To enable growth and a highly livable community, funding for sustainability, utilities, open space, childcare, a new Thunderbird Stadium, and other needs.
4. **Growing the Academic Endowment:** Significant funding for academic priorities, with financing becoming available in the longer term based on the current pace of land development and other Campus Vision 2050 priorities.

Campus Vision 2050 provides the opportunity to significantly advance affordability through the HAP Review, balanced with other Board of Governors’ priorities for the academic endowment, community infrastructure, and bringing SkyTrain to UBC.

In January 2023, there will be broad public and stakeholder engagement on the draft directions for the 30-Year Vision, Land Use Plan, and Housing Action Plan. The final draft Land Use Plan, 30-Year Vision and Housing Action Plan will be presented to the Board of Governors in March 2023, prior to a public hearing on the Land Use Plan.

### Campus Vision 2050 Process to Date

The Board of Governors approved the Campus Vision 2050 Terms of Reference (ToR) in June 2022, providing direction for the 30-Year Vision. The ToR include guiding principles, growth assumptions for neighbourhood and academic lands to be explored, and the qualitative and quantitative criteria that will be used to evaluate options. Growth assumptions include:

- A flexible target of 20 per cent growth of academic floorspace to accommodate academic needs, to be confirmed through the emerging Academic Infrastructure Plan (see below);

- A minimum of 3,300 more student housing beds by 2034 above the current supply of 14,000 beds;<sup>1</sup>
- Neighbourhood development growth up to 20 per cent above UBC's current Land Use Plan capacity, which will lead to a doubling of the campus population over the next 30 years; and
- Exploration of taller buildings (above existing Land Use Plan height policy) to optimize land use efficiency, deliver more UBC community housing, enhance livability, and increase revenue potential.

Campus Vision 2050 is proceeding alongside and integrating with a number of UBC initiatives, including:

- The Office of Provost and VP Academic is leading the development of an Academic Infrastructure Plan (AIP). The AIP will provide a high-level framework and principles that identify the types of infrastructure needed to innovate and continue to respond and adapt to societal changes in terms of UBC's academic mission over the next 10 to 30 years. The AIP is expected to conclude in early 2023 and will be an input into the final draft 30-Year Vision in terms of guiding academic growth.
- UBC and Xʷməθkʷəy̓əm are working together to transform UBC's long-standing relationship with a new Relationship Agreement. As part of this, UBC is co-developing a comprehensive land use framework for engaging Xʷməθkʷəy̓əm on land use initiatives, including Campus Vision 2050, to better understand and seek to incorporate Xʷməθkʷəy̓əm values, needs and interests into planning. In late 2022, UBC and Xʷməθkʷəy̓əm are partnering on a customized engagement with the Xʷməθkʷəy̓əm Community on Campus Vision 2050 big ideas and choices as they pertain to Xʷməθkʷəy̓əm-specific interests.

## Public Engagement

The fall public engagement on Campus Vision 2050 was UBC's most extensive and in-depth ever, with more than **4,500** touchpoints with community members between Sept. 21 and Oct. 14. UBC presented to the community five big ideas on emerging directions to shape the campus over the next 30 years, along with two development scenarios with approaches to building heights, open space and mixing of academic and neighbourhood lands (See Appendix 1 for fall engagement materials).

Campus Vision 2050 is designed to support comprehensive and diverse engagement and intentionally seeks to lower barriers to participation. This includes building collaborative relationships with equity-seeking groups on campus, as well as meeting the community where they were by attending scheduled meetings and joining community events. Other approaches included, but were not limited to, providing honoraria to support participation of students in workshops and equity-seeking groups in community conversations, offering both in-person and online options to participate, offering childcare at evening events, and translating promotional and informational materials to reach broader ethnocultural communities in the neighbourhoods.

Campus + Community Planning engaged with a wide range of communities, units, departments, clubs and organizations across the campus. Input was gathered using a range of methods, including public engagement sessions (open houses), in-depth workshops, facilitated community conversations, pop-up information booths, presentations to various campus departments and groups and an online survey through the Campus Vision 2050 online platform. Input was also generated through targeted engagement activities with community and technical advisory committees, and meetings were held with Xʷməθkʷəy̓əm to gather their feedback and input.

As part of this engagement period, Campus + Community Planning piloted a "Community Connectors" program which aims to increase community involvement in the Campus Vision 2050 process. Students, staff and residents were trained during two orientation sessions and provided with materials to host events and facilitate community conversations with on-campus and neighbourhood community networks and groups. Community Connectors were primarily focused on

<sup>1</sup> Includes completion of Brock Commons Phase 2, under construction now.

hosting sessions with equity-seeking groups who have been historically underrepresented in planning processes, including Indigenous, Black, People of Color, LGBTQIA2S+, people with disabilities, newcomers, and student families.

### *Key Emerging Themes*

Overall, engagement revealed high levels of support for the emerging directions. Some tensions emerged regarding UBC's ability to effectively realize all the big ideas at once, without compromising on the Campus Vision 2050 guiding principles. Climate action and sustainability were highlighted as needing more focus and deserving of their own big idea, given UBC's institutional commitments.

The need for more affordable housing was by far the most dominant theme from public engagement. Many singled it out as the most pressing – if not the only – issue that Campus Vision 2050 should address. While it has been a major topic throughout Campus Vision 2050 engagement to date, it was particularly evident this fall. The backdrop of the municipal election, rising inflation and cost of living, and a campaign by the AMS to highlight affordable housing for students and encourage survey participation are likely all contributing factors.

The community's expectations for more affordable housing are very high. Many are critical of the target to build at least 3,300 additional student housing beds, expressing concern that it is not nearly enough to meet the demand and seems out of balance when compared to the amount of potential proposed neighbourhood housing. Faculty and staff are also aligned in their desire for more housing, more affordable options and more choice in housing types.

The conversation around housing affordability is punctuated by some who continue to oppose growth due to concern that it will compromise livability, sustainability and ecology. Some continue to question the rationale for exploring a 20 percent increase in neighbourhood development and question UBC's land development model for funding university needs such as housing.

Regarding form of development, the engagement revealed many positive responses for taller buildings on the basis that they provide more affordability and protect green spaces and forests. Some appear to have misinterpreted the two scenarios that were presented, thinking the scenario with taller buildings would result in more housing for UBC, when in fact both the scenarios deliver the same number of housing units—the confusion will need to be addressed in future communications and engagement materials. Mid-rise forms of development were favoured by many due to potential benefits related to character, community and accessibility.

In thinking about growth of the academic campus, there is strong support for more flexible spaces that are more resilient to future uncertainty, informal learning spaces accessible to both students and residents, and spaces that lead to interdisciplinary collaboration. Here, as with neighbourhood growth, some are concerned about how big the institution has become and the growth proposed in Campus Vision 2050.

Additional prominent themes from public engagement include:

- the need for more and better neighbourhood amenities and services (e.g., schools, grocery stores, daycare and fire services) and to better distribute them across the campus;
- creating a fully accessible and inclusive campus;
- creating outstanding, flexible teaching, research and learning environments; and
- connectivity and safe and efficient transportation to the campus and within and between neighbourhoods.

Finally, regarding process, some community members are concerned about the pace of Campus Vision 2050, and there is a strong desire for more information and evidence to support assumptions behind the growth scenarios and details about the design and experience of new buildings and spaces.

## Emerging Draft 30-Year Vision

Reflecting the public engagement and technical work, staff are continuing to evolve the big ideas and approach to development as part of an emerging 30-Year Vision. This includes the appropriate distribution of development, approach to building heights and open space, and assessment of impacts on traffic and transportation, community services and amenities and open space.

### *Refinements to the Big Ideas Based on the Engagement Process*

The big ideas describe the defining features of the vision. They are cross-cutting physical approaches to the campus that advance the guiding principles and respond to the unique qualities of UBC and its surrounding context. Reflecting engagement feedback, staff are evolving the big ideas in terms of how they could be realized at the campus scale and better support community needs, and a sixth big idea – Climate Mitigation and Adaptation – is being added. For a description of the big ideas presented for engagement in the fall, see Appendix 1 and for a summary of engagement feedback, see Appendix 2.

### **Learning City**

*With a future daytime population of over 100,000 people, the campus is a learning city, which showcases UBC teaching, research and innovation, prioritizes collaboration, creativity and knowledge exchange through inviting, accessible and flexible buildings and outdoor spaces.*

Reflecting engagement feedback, refinements to this big idea include:

- Strengthening academic and research connections across the campus and ensuring new spaces are flexible and adaptable to future changes in teaching and learning;
- Ensuring all learning spaces are accessible to everyone through a compact, accessible and legible campus;
- Providing a range of indoor and outdoor learning spaces that are multi-functional and supportive of both quiet and communal learning; and
- Using mixed-use hubs and neighbourhood development to increase connections and build community between students and residents, or people at different stages in their life, while maximizing compatibility between different uses and users.

### **More Housing and Expanded Affordability for UBC**

*A dramatic expansion of housing will mean more UBC community members have more affordable housing options close to where they work or study. It will provide more family homes, opportunities to age in place, and amenities that make life easier and richer for residents, including childcare, groceries and transit.*

This big idea accommodates commitments to affordable housing, being explored through the 10-year review of the Housing Action Plan (described in more detail below);

Reflecting engagement feedback, refinements to this big idea include:

- Optimizing development sites to increase rental housing, including 6-storey wood frame buildings to accommodate below-market faculty-staff rental;
- Identifying sites to pilot innovative home ownership options within the leasehold model;
- Ensuring that amenities and services (including affordable food options, child care, community gardens, etc.) support local needs and are well distributed;
- Prioritizing sites for at least 3,300 new student housing beds by 2034, and identifying additional longer-term capacity through intensification of existing housing and / or new development;

- Enabling a variety of housing types, tenures, unit-types and sizes to support a range of household types and social arrangements (e.g. bigger units, smaller units, co-living options, emergency housing options); and
- Increasing building heights in strategic locations to maximize open space and generate revenue to support affordable housing needs.

### **Community of Communities**

*A mosaic of connected communities, each with its own local heart, unique features and identity, creates a socially-connected urban campus where people feel included and supported. Each community will feature a blend of housing, work spaces, open space and amenities that will allow more people to meet their daily needs conveniently and destination features that draw people in from across the campus and the region.*

Reflecting engagement feedback, refinements to this big idea include:

- Distributing amenities to support local needs and enhance campus life including major anchors of amenities and services serving a campus-wide population (e.g., grocery, child care, shops, restaurants, larger open spaces); smaller clusters of amenities (e.g., corner stores, coffee shops, child care, prayer spaces, play grounds) and local nodes serving individual buildings or student housing areas;
- Fostering community-building and social interaction through well-designed buildings and open spaces that are pedestrian friendly and welcoming;
- Creating open spaces and accessible pathways and buildings that anchor distinct communities and spaces while ensuring communities feel connected; and
- Closely coordinating with external agencies and partners on planning for schools, police and fire services.

### **Restorative and Resilient Landscapes**

*A network of restorative and resilient landscapes will bring the surrounding forests into the campus, re-introduce Indigenous plants and create a sense of welcome to Xʷməθkʷəy̓əm's traditional territory.*

Reflecting engagement feedback, refinements to this big idea include:

- Protecting and creating substantial new green spaces as part of new development for social, recreational and ecological benefit, including rainwater management and tree protection;
- Creating a range of open and natural space types, from those that are more formal to those that are less manicured and “planned” and that can be defined and re-defined by community, allowing for originality and organic changes; and
- Establishing metrics and measures of success for the planning and design of green and open spaces to optimize benefits to ecology and biodiversity.

### **The Connected Campus**

*The arrival of SkyTrain will be transformative for UBC, benefiting those off campus and on campus. The reduction of people commuting by car, due to improved transit and active mobility connections as well as the increased number of residents living on campus, will help UBC address the climate crisis and give people more time to study, work, play and rest.*

Reflecting engagement feedback, refinements to this big idea include:

- Ensuring that integrating future SkyTrain into the campus minimizes disruptions and supports campus safety and security;

- Ensuring that accessibility is foundational and that access for accessible parking users and essential services is maintained throughout the campus;
- Managing traffic impacts and enhancing safety and mobility through an integrated approach to land use and transportation supported by rapid transit, a network of multi-modal corridors, and traffic management and network improvements; and
- Managing parking supply and access in the campus core and in neighbourhoods in tandem with increased transit and sustainable mobility options to enable mixed-use development, support affordability, and reduce neighbourhood impacts, while maintaining structured parking around the campus periphery.

### ***Climate Mitigation and Adaptation (new)***

Reflecting considerable engagement feedback this idea is centred on a whole systems approach to green infrastructure, energy, water and climate resilient landscapes and buildings to advance UBC's role as a leader in climate action and net positive development.

Reflecting engagement feedback, emerging strategies include:

- Ensuring that existing and future buildings and landscapes are resilient against climate change impacts and natural disasters;
- Strategically replacing ageing and seismically at-risk facilities through renewal, adaptive reuse or redevelopment;
- Enhancing building performance and energy supply through low-carbon energy in academic and neighbourhood areas;
- Pursuing integrated rainwater management approaches through infiltration and green infrastructure where possible, and prioritizing conveyance and detention to minimize cliff erosion; and
- Developing Neighbourhood Climate Action Plans and continuing to implement UBC's institutional Climate Action Plan, including exploring zero carbon construction (e.g., mass timber for taller buildings, passive house and wood-frame for 6-storey mid-rise buildings).

### ***Development Approach***

Engagement feedback revealed a mix of opinions about different forms of development and where and how future growth is accommodated, and some inherent tensions. For example, for some, tall buildings were perceived to have negative impact on community building, while others acknowledged the importance of tall buildings in protecting greenspaces, from a climate emergency perspective. There were also general concerns raised about the need to grow and by how much.

Reflecting this feedback, staff are exploring how the emerging vision can best achieve the ambitions of the big ideas through a balanced approach to growth based on the ToR. The goal is to achieve new growth in locations and through forms of development that create outstanding living and working environments for the campus community, accompanied by a robust suite of amenities, services and open space, while using campus lands efficiently.

In the academic campus, the exploration is showing that increased academic capacity can be comfortably accommodated along key corridors and in proximity to future rapid transit. This includes potential for taller buildings up to 65 metres (from 53 metres in current policy) on new mixed-use hubs and partnership sites to increase open space at grade and support project economics. At least 3,300 new student beds by 2034 would be accommodated on vacant sites and through redevelopment of existing student housing sites where buildings require seismic upgrade or are nearing end of life.

Within neighbourhoods, the exploration is showing that a doubling of neighbourhood development can be achieved by focusing density around current and future growth areas and rapid transit (Acadia, Stadium, Wesbrook), and distributing growth across more neighbourhood land area (i.e., expanding Wesbrook Place to the south and Hawthorn Place to the north). This would be achieved through a combination of increased heights (above the current height limit of 22 storeys) to enable larger open space areas and mid-rise buildings to support affordability and integrate with surrounding neighbourhoods, such as Hawthorn Place. Initial modeling suggests:

- towers above 30 storeys in new neighbourhood areas, such as Acadia, and in expanded areas of southern Wesbrook Place;
- tower heights below 30 storeys are being explored in Stadium Neighbourhood by accommodating additional heights elsewhere within the context of the existing plan concept; and
- 6-storey wood frame buildings in a northward expansion of Hawthorn Place, with a replacement strategy for affected student housing.

The analysis strategically approaches tower placement and height to reinforce campus identity and legibility, while minimizing visual prominence, shadowing and overlook on the public realm, together with maximizing 6-storey wood frame development to meet affordability and sustainability goals.

### Land Use Plan Amendments

Amendments to UBC's Land Use Plan will be required to achieve the vision. At a high level, the updated Land Use Plan will: reflect Campus Vision 2050 priorities, including climate action, reconciliation and affordability; include updated policies and requirements for open space and community facilities; and amend current policy requirements for land uses, building heights and densities. Draft 30-Year Vision, Housing Action Plan, and Land Use Plan policy directions will be shared for public engagement in January 2023. The final draft 30-Year Vision, Housing Action Plan and Land Use Plan will be presented to the Board of Governors in March 2023, followed by an April 2023 public hearing on the amended Land Use Plan.

The development of detailed Neighbourhood Plans will be initiated in collaboration with UBC Properties Trust following approval of the Land Use Plan by the Province.

### Housing Action Plan (HAP) 10-Year Review

Housing affordability is a critical priority for Campus Vision 2050. Its importance – emphasized through public, stakeholder and Board of Governors engagement – is reflected in the big idea “More Housing and Expanded Affordability for UBC”, and the Campus Vision 2050 principle of “Confronting the Affordability Crisis.”

The HAP directs how UBC uses its land and financial resources to deliver housing choice and affordability for faculty, staff and students. Through the Campus Vision 2050 process, UBC is leading a 10-year review of the HAP.

Campus Vision 2050's increase of up to 20 per cent in neighbourhood development results in more resources for UBC community housing – both for new neighbourhood housing and financial capacity. How to balance these resources with other Board of Governors' priorities – growing the academic endowment, community infrastructure and amenities, and bringing SkyTrain to UBC – depends on Advisory Committee and Board direction.

#### *HAP Review Process*

The HAP 10-Year Review has proceeded alongside Campus Vision 2050 over the last several months. The review process is led by a Steering Committee chaired by the Provost's Office and including leadership from Human Resources, Student Housing and Community Services, Campus and Community Planning, Treasury, and UBC Properties Trust. It includes engagement through Campus Vision 2050 with the community, faculty and staff, as well as a student housing committee including the AMS, Graduate Student Society, and Residents Hall Association.



This process, detailed in the attached Presentation Two, includes:

- 1) Background and Analysis (Spring-Sept 2022)
  - Broad and targeted public and internal engagement
  - Technical and consultant research on UBC's housing and innovative housing measures
  - Detailed analysis of Campus Vision 2050 financial opportunities
- 2) Principles and Policies (Oct-Dec 2022)
  - Confirming UBC's definition of affordability
  - Draft updated principles to guide UBC's ambition for housing choice and affordability
  - Policy directions for the updated HAP
- 3) Final Recommendations (Jan-Mar 2023)
  - Finalized principles and policy directions for January 2023 public engagement
  - Updated HAP with housing choice and affordability commitments for Board of Governors adoption with Campus Vision 2050 in March 2023

### *Background and Analysis Findings*

The engagement, technical and research work have resulted in a number of important findings to direct the HAP update (see Presentation Two for more detail):

- UBC is a leader in employer and post-secondary housing; current programs are highly valued for recruitment and retention.
- Faculty (\$135K annually) and staff (\$63K annually) median individual incomes are above the Metro Vancouver average (\$41K). Nevertheless, UBC's community still faces significant affordability challenges; home ownership is out of reach for most.
- Low to moderate-income staff in particular face challenges finding affordable housing near UBC.
- On-campus faculty/staff rental housing and UBC's student housing are the most affordable types of housing for their target groups; more housing choice is required to meet faculty, staff and student needs.
- UBC's current housing programs generally perform well, with key areas for improvement (communication, administration, eligibility).
- There is significant community concern with UBC's land development model – which relies on market housing land proceeds to increase housing choice and affordability – balanced with a strong interest from students and others to leverage resources for more housing.
- Everyone wants UBC to do more for housing choice and affordability, including:
  - more on-campus faculty/staff and market rental in neighbourhoods;
  - more student housing, including beyond the Campus Vision 2050 Terms of Reference commitment for at least 3,300 new beds by 2034;
  - expansion and deepening of affordability options;
  - an on-campus ownership model that works;
  - more flexible off-campus options (including an expansion of Prescribed Interest Rate Loans); and
  - innovative ideas like BC Housing partnerships.

### *Affordability Definition*

The importance of a clear affordability definition is a key theme from Campus Vision 2050 engagement and the HAP update process. The current Housing Action Plan definition is “*Housing is affordable if costs are no more than 30 per cent of a household’s before-tax income (including rent, strata fees, property taxes, and utilities).*” This is a standard approach widely used by federal, provincial and local governments and is an important benchmark. It also has limitations given UBC’s unique housing context. The university knows individual faculty and staff incomes, but not household incomes. Students generally have limited household income, so this is not always an appropriate measure for this demographic. Further, higher-income households – the median faculty salary is in the top five per cent of Metro Vancouver incomes – may choose to spend more than 30 per cent of income on housing and not be in *housing need*.

As a result, the HAP process is exploring a definition that builds on the existing approach to affordability for different groups, while also focusing on the importance of increasing *housing choice* both on- and off-campus for UBC’s students, faculty and staff.

### *Draft Principles*

The draft HAP principles reflect the findings and definition above, as well as the Campus Vision 2050 ambition to boldly confront the affordability crisis. The principles guide the HAP policy directions that follow. Staff are seeking Advisory Committee feedback on these draft principles.

#### **Maximize housing to support UBC’s people, academic mission, and communities.**

- Prioritize campus neighbourhood housing for UBC faculty, staff and students.
- Expand on-campus student and rental housing to increase housing choice and affordability, and to strengthen campus community and wellbeing.
- Exploring housing opportunities for other on-campus employees essential to the community, such as retail workers, hospital employees and Vancouver School Board staff.

#### **Deepen affordability by focusing resources on the most affordable housing choices.**

- Use UBC’s finite resources to widen housing choice and affordability benefits to the UBC community while minimizing impacts, including taxable benefits.
- Expand on-campus student and rental housing to increase housing choice and affordability, and to provide transportation cost savings and climate benefits.
- Optimize affordable housing sites, forms and materials through UBC plans and policies, including sustainability and climate action commitments
- Continue to build complete communities to complement housing with amenities, services and recreation for wellbeing and happiness.

#### **Provide housing choices to meet different community needs.**

- Develop a diverse range of on-campus unit sizes, types and housing tenures for different communities.
- Expand home ownership opportunities for the UBC community and advocate with senior governments to address tax and regulatory barriers.
- Honour the UBC community’s choices about where they want to live by growing both on-campus housing and opportunities throughout the region.

**Prioritize affordability for those who need it most.**

- Support the recruitment and retention of traditionally underrepresented groups such as the IBPOC community.
- Expand housing programs for lower income staff and faculty, and households with children through measures to improve housing choice and affordability.

**Use the campus as a test bed for innovation and partnerships.**

- Take an integrated approach to housing to achieve affordability, climate action, reconciliation, and accessibility.
- Continue UBC's use of the *campus as a living lab* through demonstration projects, including innovative home ownership concepts.
- Explore partnerships with housing agencies and providers specializing in financing, design and delivery of affordable housing.

**Balance financial needs to address affordability.**

- Reflect the range of UBC priorities in funding and financing housing choice and affordability initiatives, including student housing, community infrastructure, and academic needs.
- Ensure housing choice and affordability initiatives provide equitable benefits for faculty, staff and students in this and future generations.

*Policy Directions*

The Board of Governors and public have been clear on the need for UBC to push further on housing affordability. The principles above guide this ambition. These principles inform emerging policy directions for how UBC uses its land and financial resources for housing choice and affordability. These policies reflect the Campus Vision 2050 process and financial prioritization below.

The draft HAP policy directions are organized by theme:

**More Rental Choice**

- Increasing UBC's current HAP target for future rental housing from 30 per cent of new homes. This policy direction is one of the key trade-offs for the Campus Vision 2050 Financial Priorities also for discussion at this meeting. All increased rental scenarios will result in more faculty-staff below-market rental housing and market rental housing, which primarily serves students.
- Making permanent and expanding eligibility for UBC's rent-geared-to-income program for low- to moderate-income staff and faculty.
- Exploring eligibility for other on-campus employees in UBC rental housing (hospital, retail, school staff, etc.).
- Exploring regional housing partnerships for off-campus rental housing for the UBC community (e.g., Surrey, associated with the SkyTrain extension).
- Exploring a new donor-based Affordable Housing Endowment to expand housing funding.

**Attainable Ownership**

- Exploring innovative on-campus home ownership programs for faculty and staff (e.g., BC Housing partnership).
- Ramping up provincial advocacy to resolve legal barriers to on-campus faculty and staff home ownership programs.
- Growing funding for current faculty home ownership programs (Prescribed Interest Rate Loans) to enable off- and on-campus ownership.

### Student Housing Opportunities

- Delivering the 3,300 new student housing beds by 2034 from the Campus Vision 2050 ToR, while identifying opportunities to go further subject to demand, siting and financing.
- Continuing current HAP policies on student rental rates, unit sizes and provincial advocacy for student shelter allowance rates.
- Ramping up provincial advocacy to enable alternative student housing financing.

### Coordinated Implementation

- Considering prioritization for IBPOC groups in UBC’s housing programs, connected to faculty recruitment and retention priorities such as Indigenous and Black hiring initiatives.
- Committing funding to address accessibility needs in on-campus rental housing.
- Continuing five-year HAP reviews—including a review when SkyTrain comes to UBC to assess the impact on housing choice and affordability—and annual reporting to the Board of Governors.
- Introducing improvements to program administration and communications.

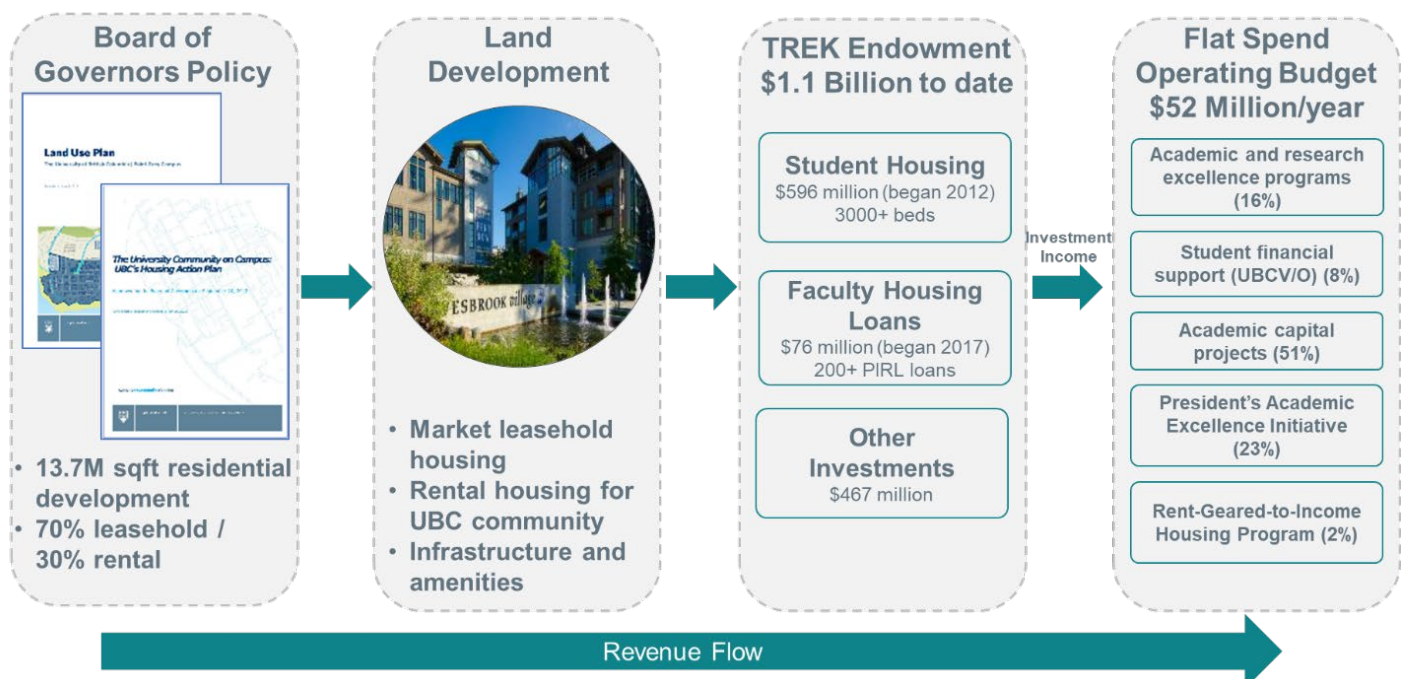
### Campus Vision 2050 Financial Prioritization

Along with the community planning and urban design work described above, Campus Vision 2050 includes an assessment of financial opportunities from potential future neighbourhood land development.

#### How UBC’s Land Development Model Works

UBC’s lands were endowed to the University a century ago to fund a “margin of excellence” beyond what a publicly funded university could achieve. As the graphic below shows, land development revenue flows from the Board of Governors’ policy decisions, through UBC Properties Trust’s land development, to the endowment and UBC’s operating budget.

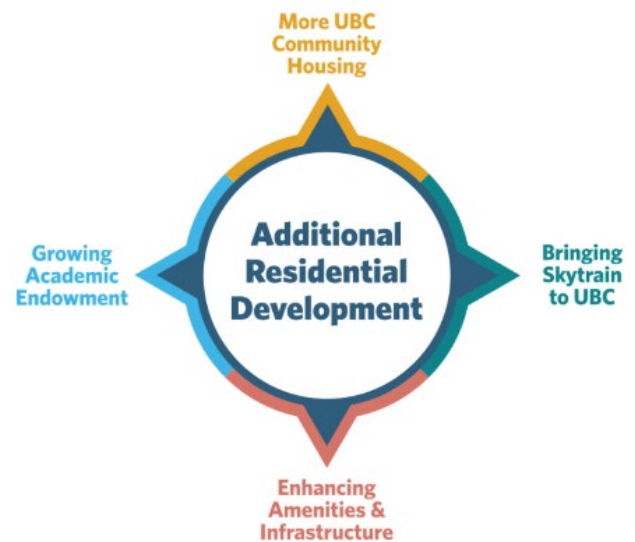
This revenue enables UBC to deliver on original endowment vision in many ways. For example, market lease revenue enables UBC’s faculty, staff and student housing programs, and generates investment income used for a variety of academic purposes including student financial support.



### Financial Prioritization

Future neighbourhood land development, including the Campus Vision 2050 Terms of Reference commitment to explore up to a 20% increase in neighbourhood development, could provide significant opportunities to advance the Board of Governors' four Campus Vision 2050 priorities:

1. **More UBC Community Housing** (described above): Increasing UBC community rental housing beyond the current policy of 30% of all growth; expanding faculty home ownership programs; and financing at least 3,300 new student housing beds.
2. **Bringing SkyTrain to UBC**: Meeting the Board of Governors' commitment to explore a financial contribution to SkyTrain, along with other partners and government.
3. **Enhancing Amenities and Infrastructure**: To enable growth and build livable communities, funding for utilities, open space, childcare, a new Thunderbird Stadium, and other needs.
4. **Growing Academic Endowment**: Significant funding for academic needs, with financing becoming available in the longer term based on the current pace of land development and investment priorities.



### Next Steps

The emerging Campus Vision 2050 and HAP directions above have been shared with targeted stakeholders including the University Neighbourhoods Association, UBC Properties Trust, student organizations, and Campus Vision 2050 groups. Over the coming weeks, staff will continue to develop Campus Vision 2050, the HAP, and Land Use Plan amendments through targeted community engagement and technical analysis, including transportation modeling, rainwater management, amenities and infrastructure.

In January 2023 there will be broad public and stakeholder engagement on the draft directions for the 30-Year Vision, Land Use Plan, and Housing Action Plan. The final draft Land Use Plan, 30-Year Vision and Housing Action Plan will be presented to the Board of Governors in March 2023, prior to a public hearing on the Land Use Plan.

---

### APPENDICES

1. Fall 2022 Public Engagement Materials
2. Fall 2022 Interim Engagement Summary

### PRESENTATIONS

1. Campus Vision 2050 and Housing Action Plan Update

# Welcome!

**Thank you for your interest in Campus Vision 2050, a comprehensive planning and engagement process that will shape how the physical Vancouver campus changes and grows over the next 30 years.**

We are seeking input on five 'big ideas' — emerging, high-level directions that will shape the future of the campus — as well as choices related to building heights, open space and distribution of future development.

Your feedback will inform the development of a draft 30-Year Vision, Housing Action Plan 10-Year Review, and Land Use Plan recommendations for further discussion with the community in early 2023.

## We want to hear from you

Please provide your input on the five big ideas and choices here at the open house OR through the online survey (see QR below).

The survey will be open from **Sept. 21, 2022 until Oct. 14, 2022**. Completing the survey enters you into a prize draw for 1 of 10 \$100 gift cards to the UBC Bookstore.

### scan to take the online survey

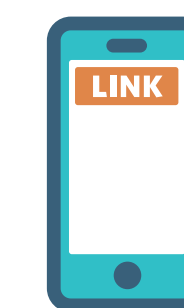
or visit [campusvision2050.ubc.ca/get-involved](https://campusvision2050.ubc.ca/get-involved)



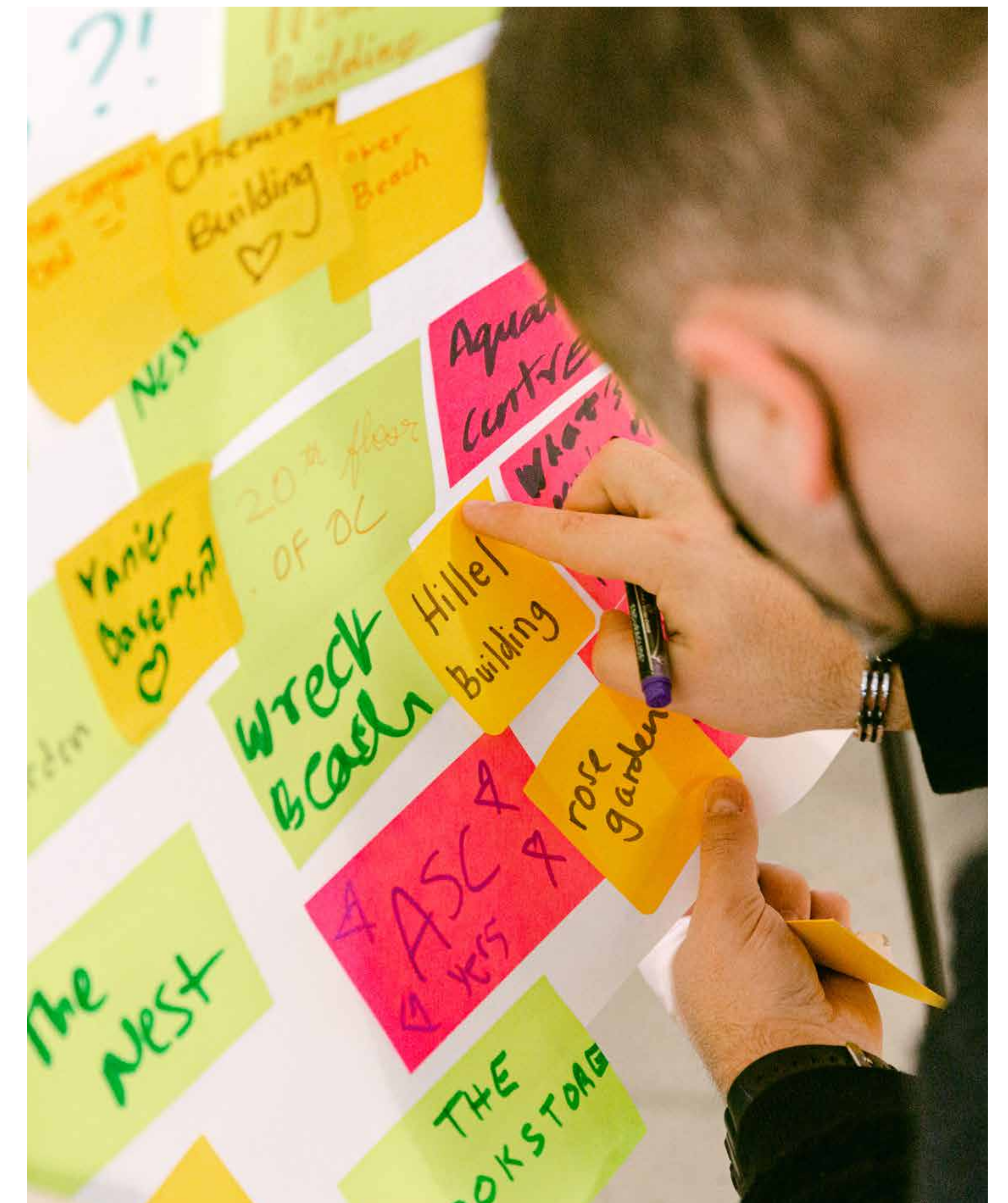
Open your camera app



Frame the QR code



Click on the link



# Needs and aspirations for a growing campus

## Guiding Principles

The following seven guiding principles were adopted by the UBC Board of Governors in June 2022 as part of the Campus Vision 2050 Terms of Reference. They were developed through extensive engagement over the past year with the university, the community and x<sup>w</sup>məθk<sup>w</sup>əyəm (Musqueam) and will be critical to shaping the 30-Year Vision.

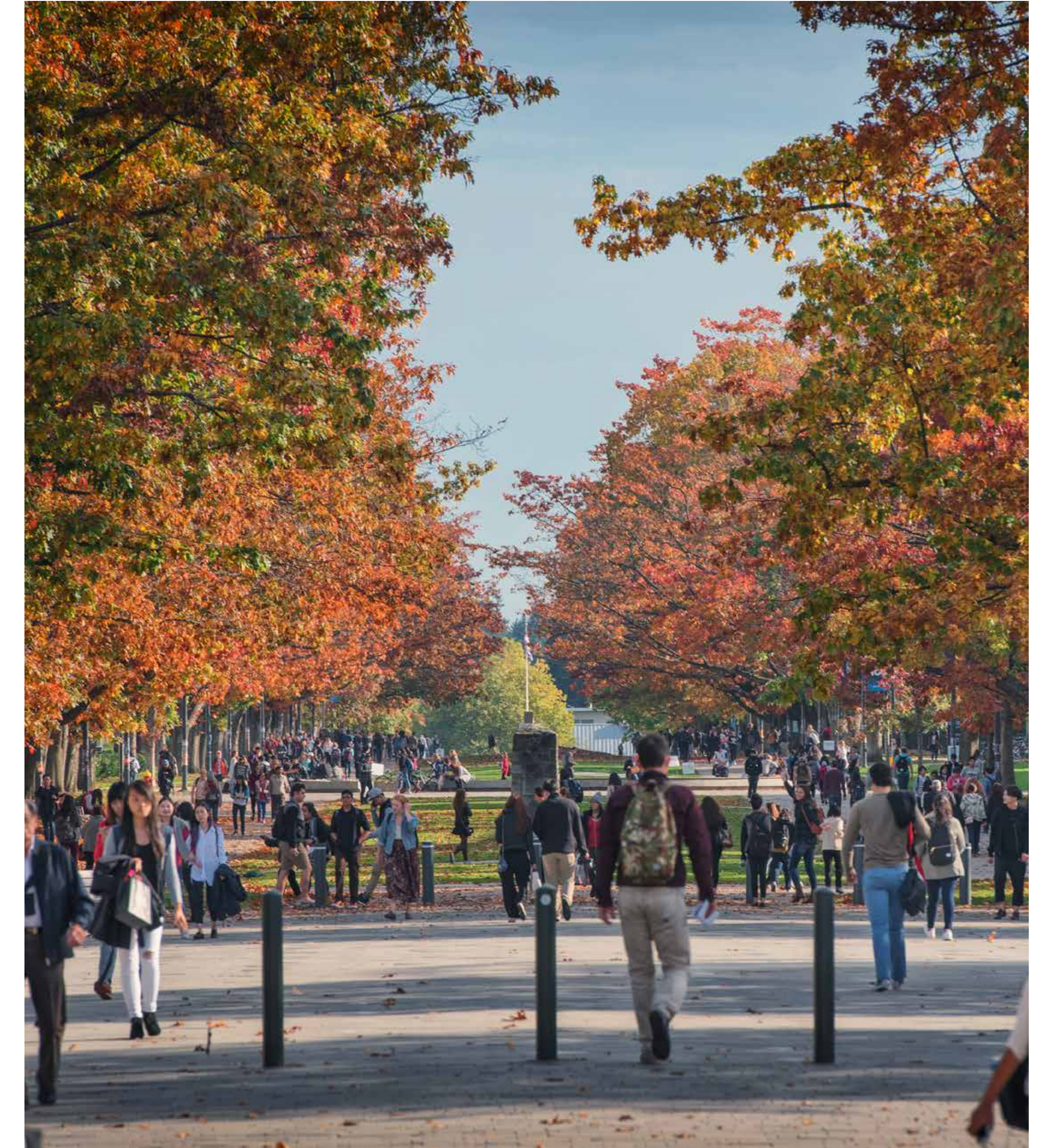


## Meeting community needs

In order to address needs and aspirations of the UBC community, and after hearing concerns about the impacts of more development on campus, the UBC Board of Governors concluded that over the next 30 years UBC will need to continue to grow.

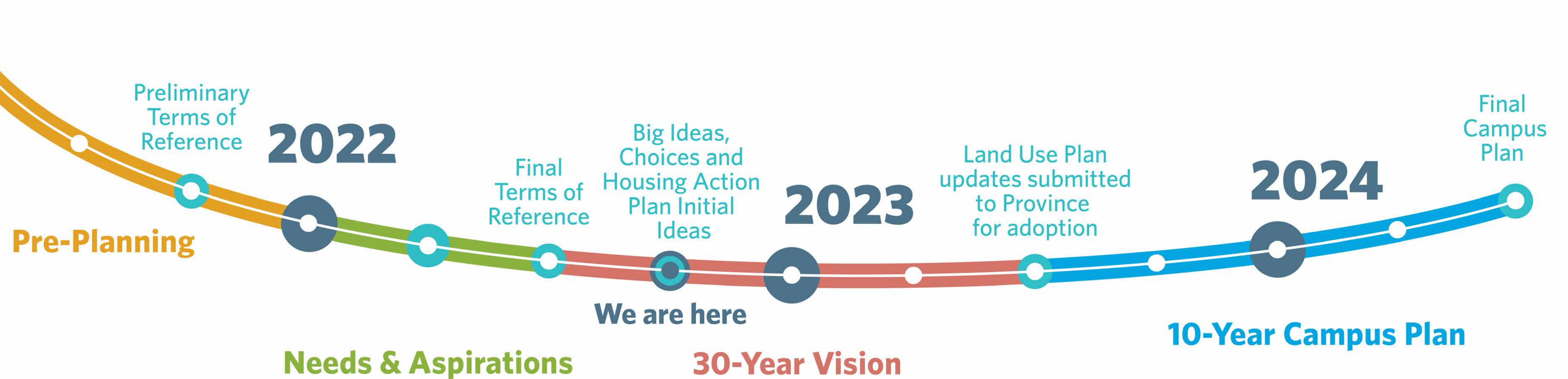
This means:

- Up to 20 per cent more academic floor space above the current total.
- At least 3,300 new student housing beds above the current total of 14,000.
- Potentially doubling the current number of residential units on campus (a 20-per cent increase over the current Land Use Plan).
- More retail, commercial and community space, and more childcare space to meet the needs of the future population.
- New, highly livable and sustainable neighbourhoods, with particular emphasis on the Acadia area as the location for the majority of new neighbourhood development.
- Resolving outstanding building heights and density decisions for Stadium Neighbourhood.
- Expansion of existing neighbourhoods beyond their current boundaries, such as Wesbrook Place.
- Retention of green academic space.



# Timeline and deliverables

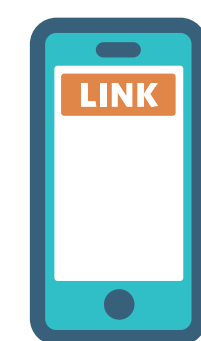
Campus Vision 2050 is a comprehensive, 2.5-year public planning process to update key land use policy documents for the Vancouver campus.



Open your camera app



Frame the QR code



Click on the link

Visit [campusvision2050.ubc.ca/get-involved](https://campusvision2050.ubc.ca/get-involved) or scan this QR code with your smartphone to learn more, share your ideas and get involved.



THE UNIVERSITY OF BRITISH COLUMBIA  
Campus + Community Planning

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

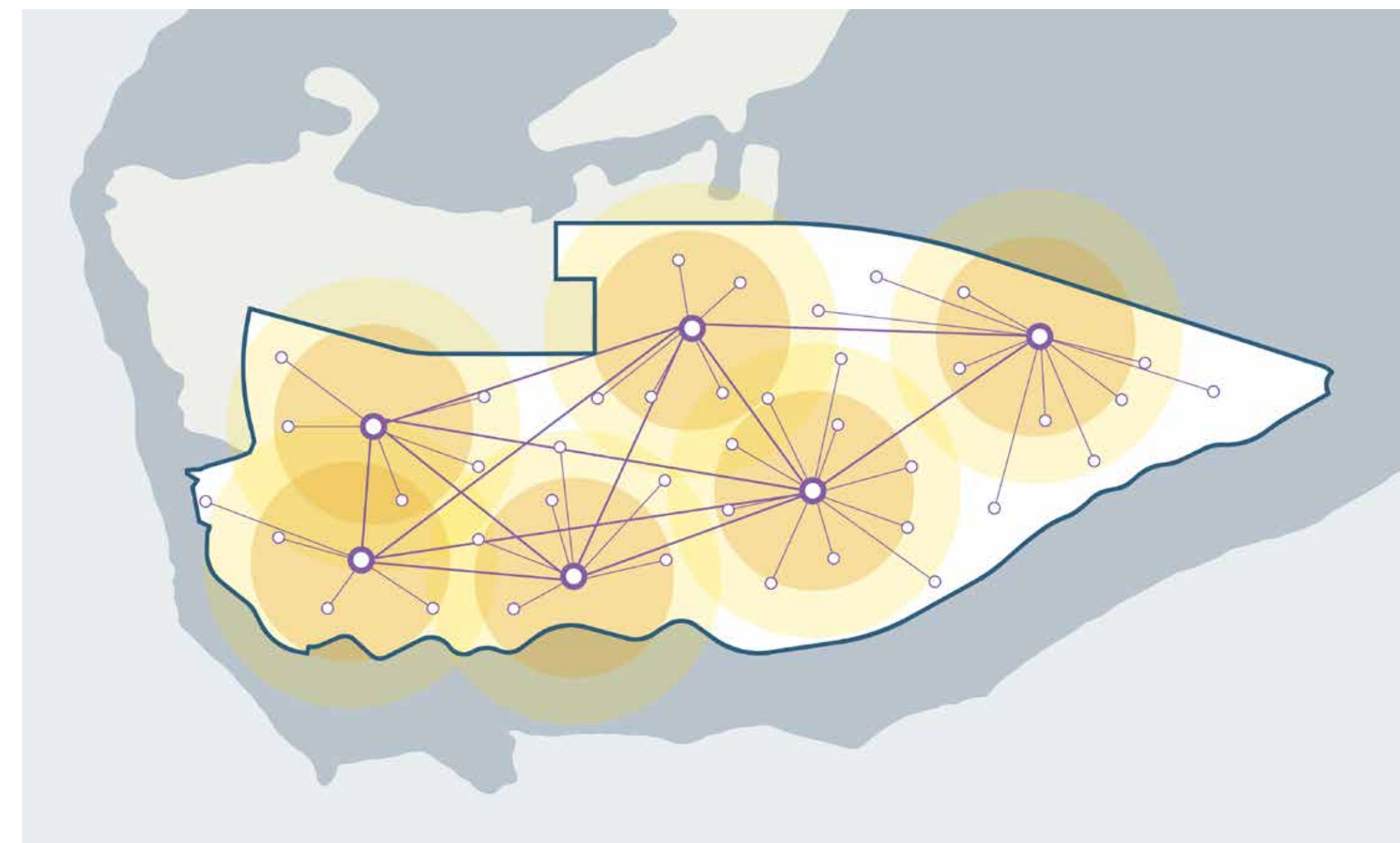


# Five 'big ideas'

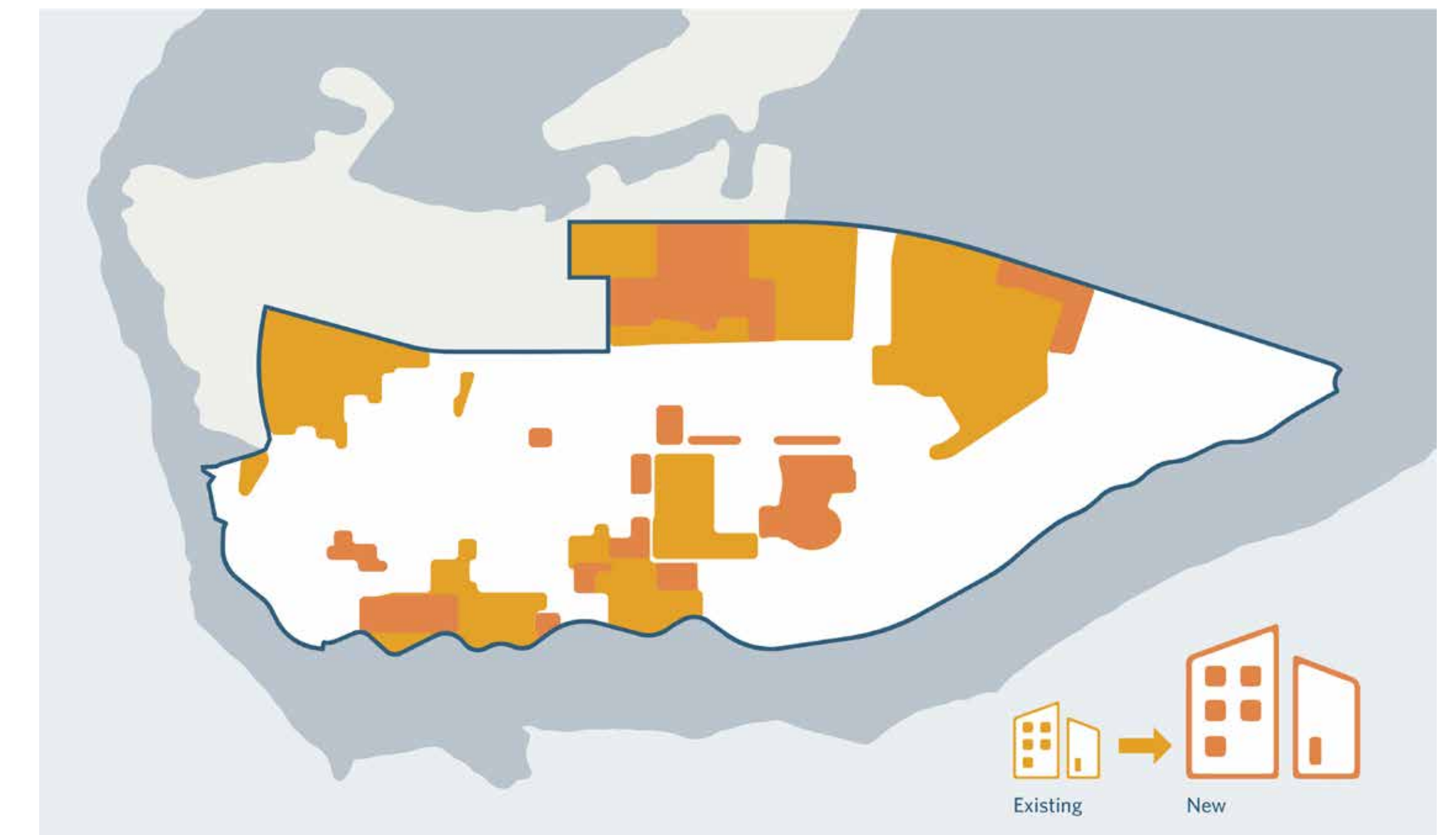
The 'big ideas' are high-level directions that will shape the future of the campus and are critical to meeting the needs and aspirations of the community.

Five 'big ideas' have emerged through extensive engagement with the community, research and analysis, and intensive workshops involving experts as well as diverse voices from across the campus and neighbourhoods. They are rooted in the Campus Vision 2050 guiding principles.

To achieve our shared goals for the future, the final 30-Year Vision will feature elements of each 'big idea,' working together and in conjunction with other Campus Vision 2050 outcomes as well as numerous existing university plans and initiatives, such as the university's Climate Action Plan, Indigenous Strategic Plan and emerging Academic Infrastructure Plan.



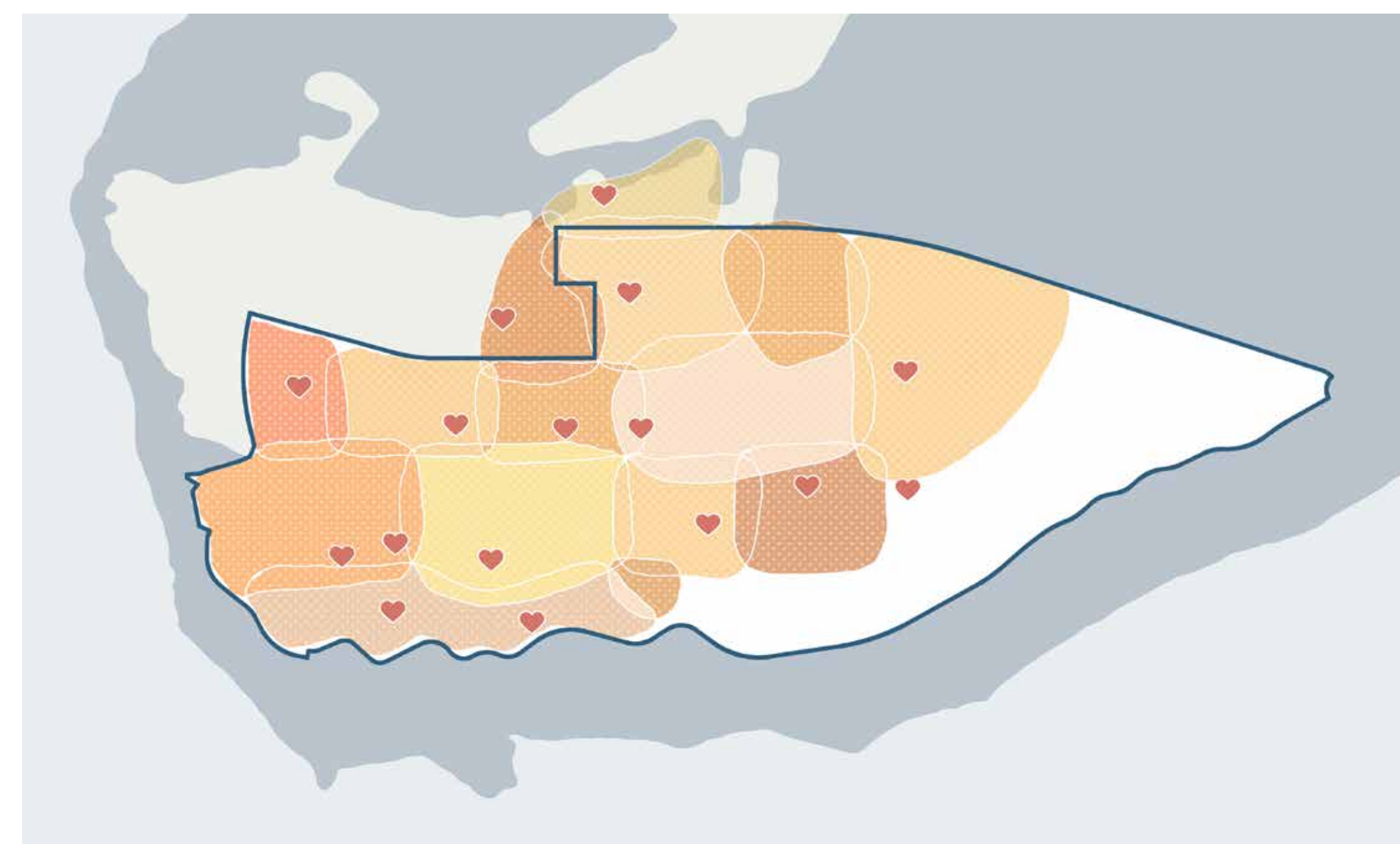
**The Learning City**



**More Housing and Expanded Affordability for UBC**



**Restorative and Resilient Landscapes**



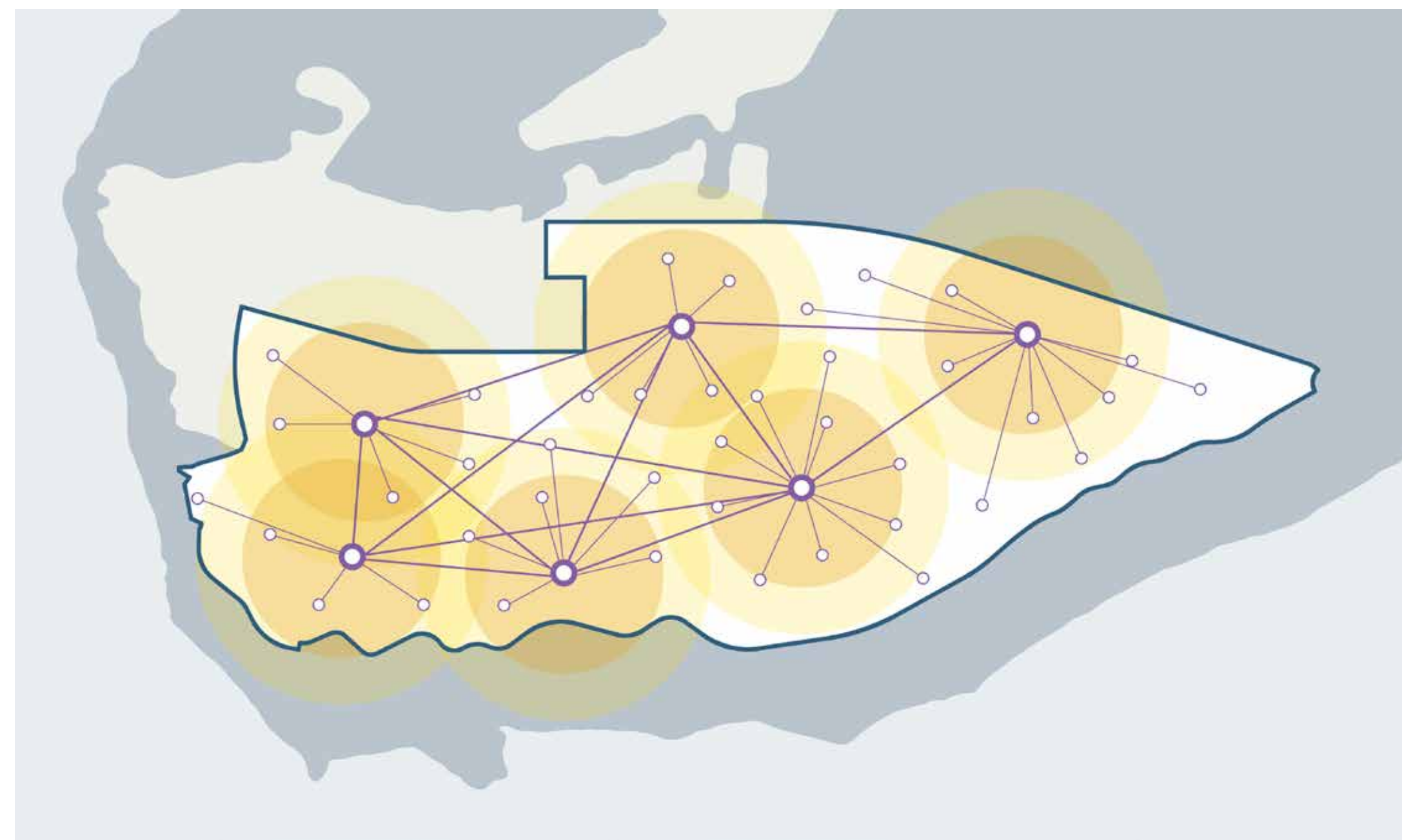
**A Community of Communities**



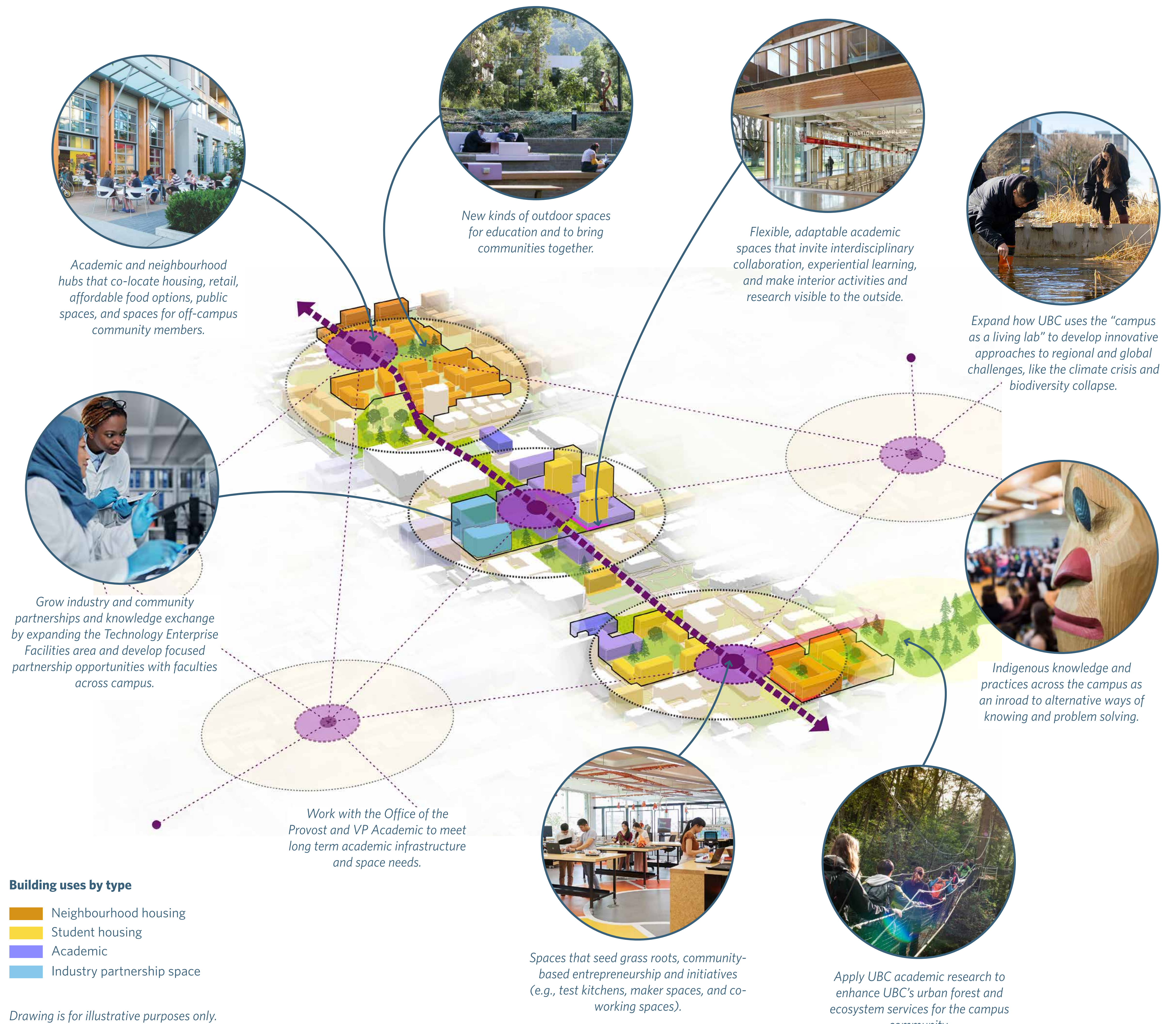
**Connected Campus**



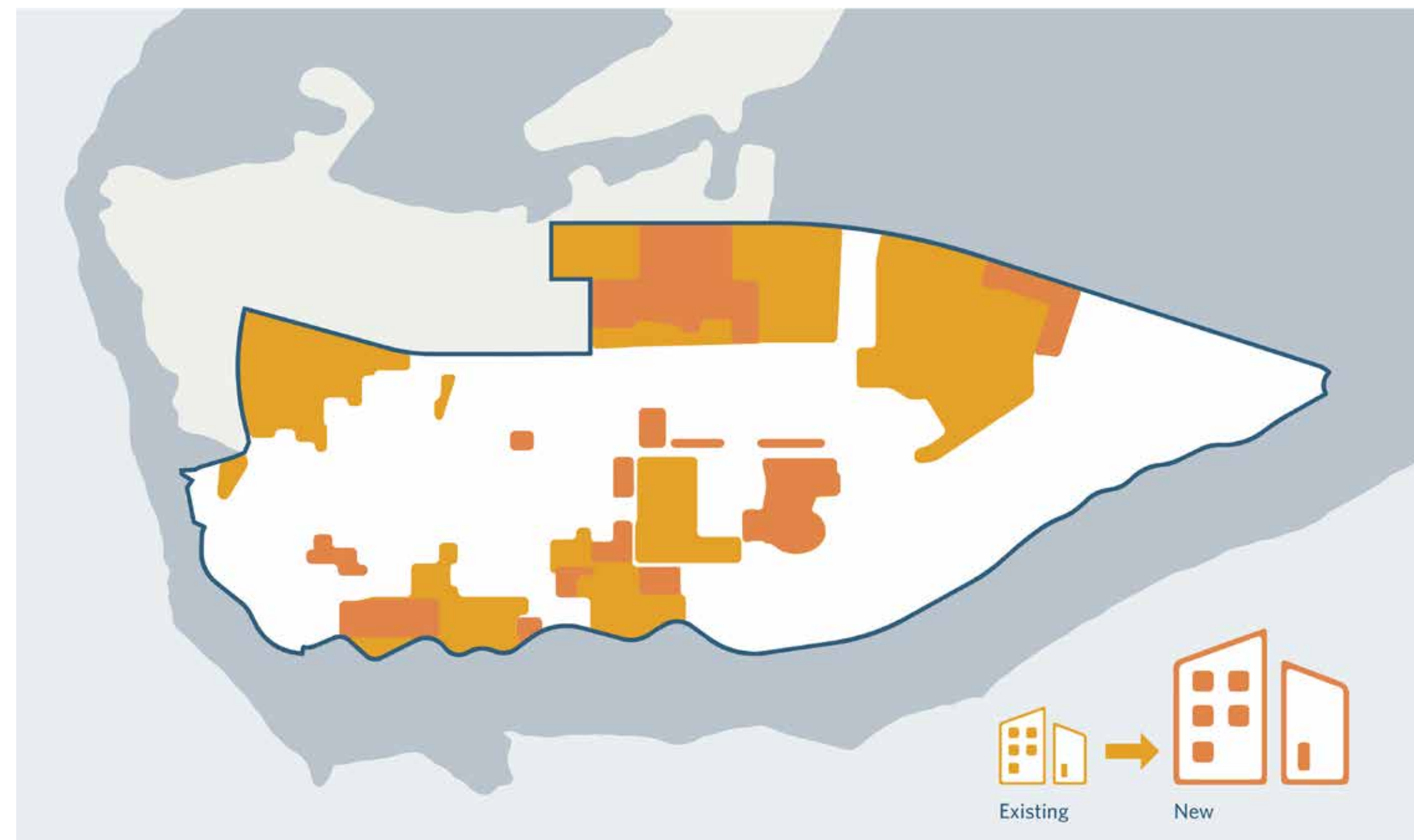
# Big Idea 1: The Learning City



The campus of the future will showcase UBC research and innovation, prioritizing collaboration, creativity and knowledge exchange through inviting, accessible and flexible buildings and outdoor spaces. More than ever before, campus will be a test bed, incubator and role model for new approaches to planning and implementing low carbon communities, translating new knowledge into practice and attracting industry and community partnerships. Blurring the divide between academic and neighbourhood activities in formal and informal spaces throughout the campus and neighbourhoods will encourage serendipitous encounters that foster learning, discovery and community and unlock synergies between UBC's communities. A revised approach to funding and supporting community amenities will better meet the diverse needs of the community and support innovation.



# Big Idea 2: More Housing and Expanded Affordability for UBC



A dramatic expansion of housing will mean more UBC community members have more affordable housing options close to where they work or study. It will provide more family homes, opportunities to age in place, and amenities that make life easier and richer for residents, including childcare, groceries and transit. Free from long commutes and worries about finding stable housing, more students, faculty and staff will have more time to focus on studying, teaching and research, being present for their families and friends, getting involved in campus life, and building community with their neighbours. Reducing the number of people commuting to campus will help UBC address the climate crisis.



More opportunities for on-campus UBC community home ownership (e.g., setting aside land for future faculty/staff housing).



Potentially double the supply of housing on campus with a broad range of tenures and types (e.g., different bedroom counts, apartments, studios, stacked townhouses, etc.).

Expand rental housing and affordability programs, including for non-UBC campus employees.



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



**Housing types and building uses**

- Market leasehold
- University rental
- Faculty/staff discounted rental
- Student housing
- Amenities and services

*Drawing is for illustrative purposes only.*



Increase the range of neighbourhood amenities (e.g., grocery, daycare) to support affordable living.



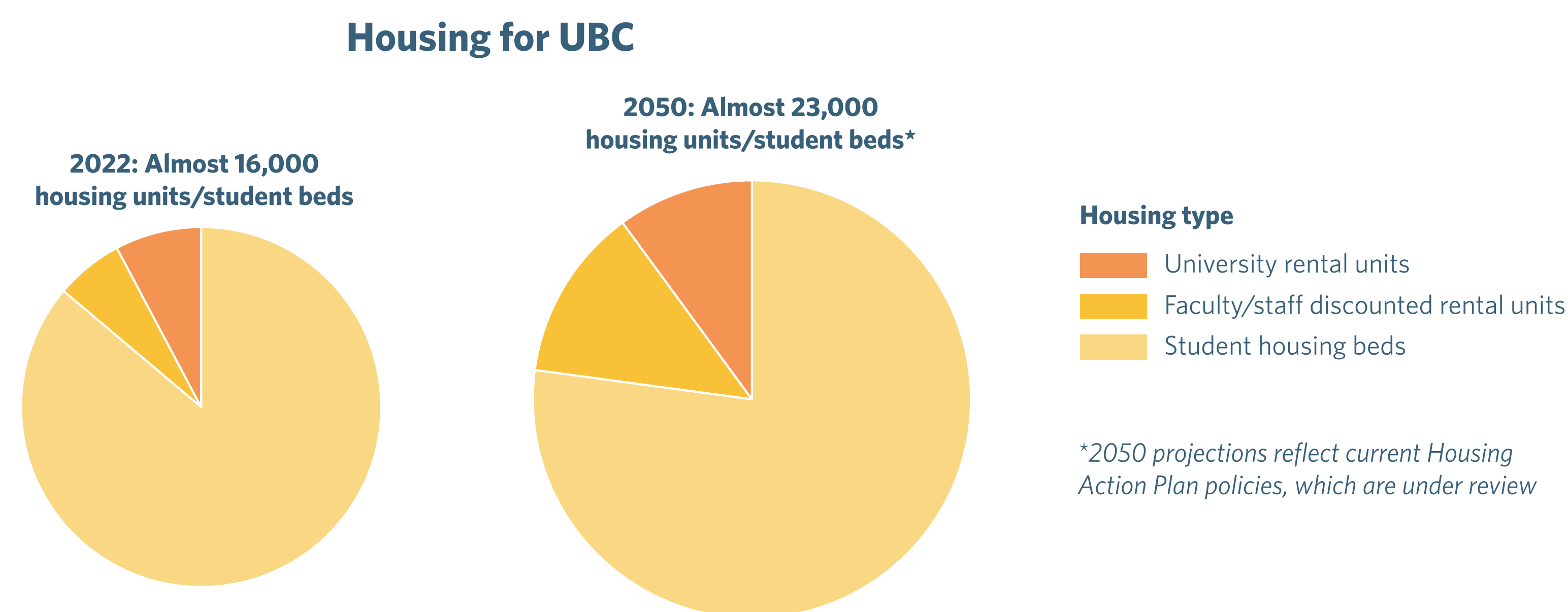
At least 3,300 additional student housing beds above the current total of 14,000.

# Housing Action Plan Ten-Year Review

Through Campus Vision 2050 engagement, the UBC community has been clear: the university must do more for affordability.

The Housing Action Plan (HAP) is a 30-year strategy for how UBC uses its land and financial resources to support student, faculty and staff housing choice and affordability.

As part of Campus Vision 2050, UBC is reviewing the HAP. The review explores how growth can meet the Campus Vision 2050 principle to “Confront the Affordability Crisis” and Big Idea Two: More Housing and Expanded Affordability for UBC. The review will result in an updated HAP, which will accompany the final 30-Year Vision for the campus.



The HAP review includes three phases from spring 2022 through spring 2023: 1) Background and Initial Engagement (spring-September 2022); 2) Analysis (October-December 2022); and 3) Recommendations (January-March 2023).

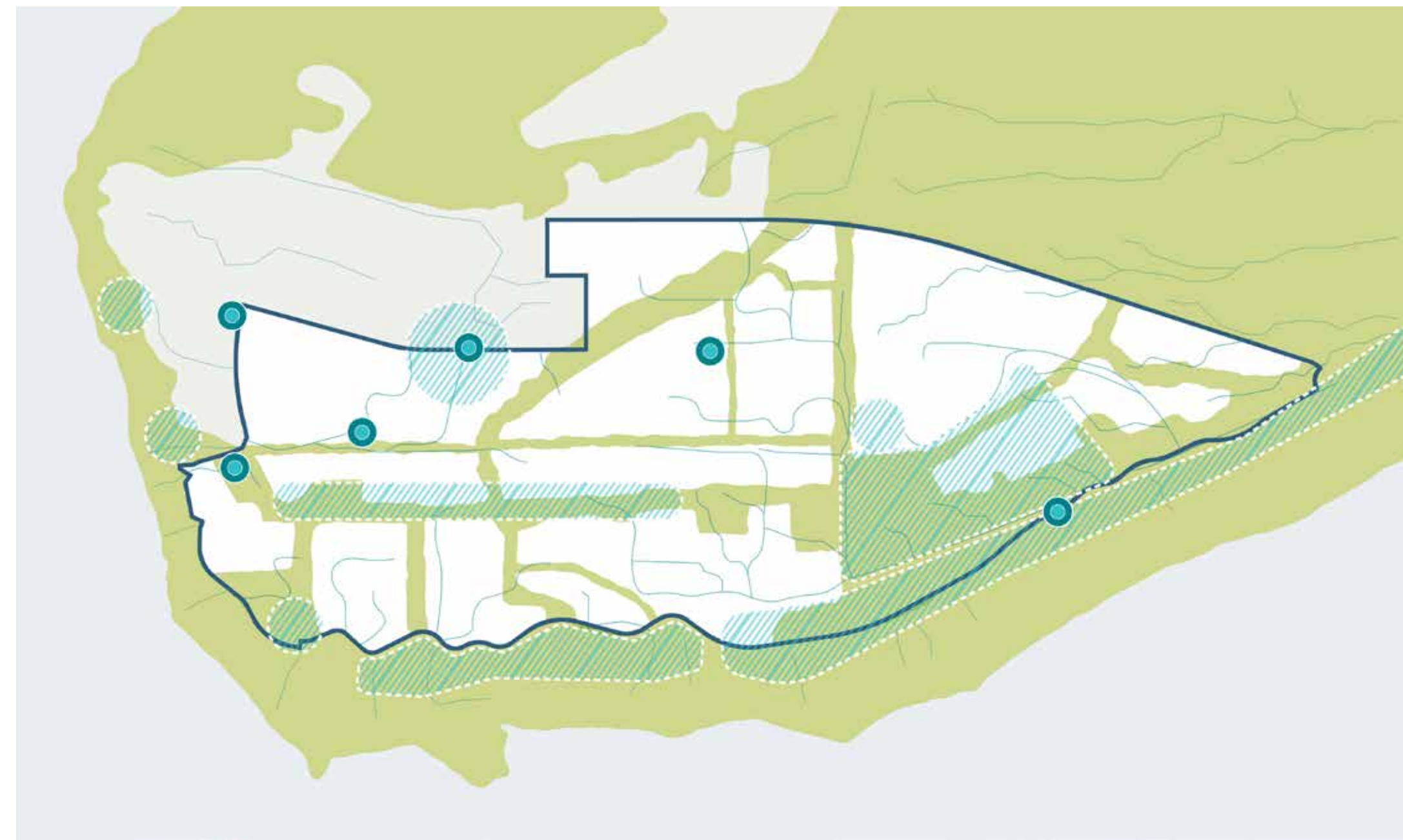
## Housing for UBC

To provide housing choice and affordability for faculty, staff and students, UBC currently uses its land and financial resources for:

- **UBC Community Home Ownership Programs:** supports recruitment and retention through low interest rate loans and down payment assistance to buy a home on or off campus.  
**Opportunities to do more: explore expanding eligibility and funding.**
- **Faculty-Staff Rental Housing:** supports recruitment and retention through on campus rental housing 25 per cent below market rates. For moderate-income faculty and staff, a Rent-Geared-to-Income pilot program caps rents at 30 per cent of gross income.  
**Opportunities to do more: explore increasing the current rental housing target beyond 30 per cent.**
- **University Community Rental Housing:** provides housing choice for those who work or study on campus through market rate rental.  
**Opportunities to do more: explore building and financing at least 3,300 new beds above the current total of 14,000.**
- **Student Housing:** supports student wellbeing and delivers housing choice including traditional dormitories, shared suites, studio units, and family housing.  
**Opportunities to do more: explore building and financing at least 3,300 new beds above the current total of 14,000.**
- **Market Leasehold Housing:** provides housing choice and supports livable, sustainable communities through financial support for UBC priorities.  
**Opportunities to do more: leverage Campus Vision 2050 growth to support more housing and expanded affordability.**



# Big Idea 3: Restorative and Resilient Landscapes



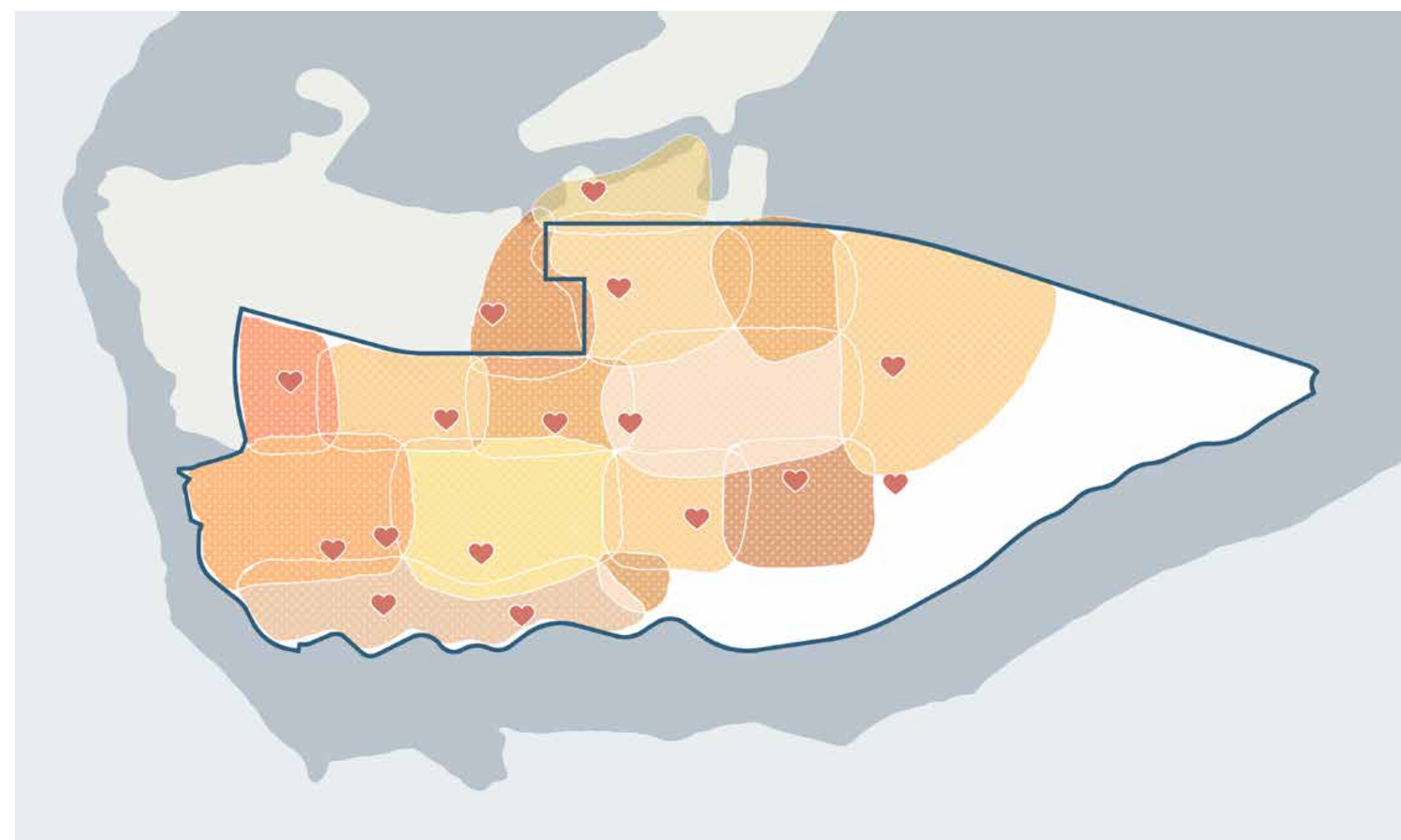
Guided by rich natural surroundings and Indigenous knowledge, the campus will accelerate climate action to become a truly sustainable community. A network of connected green public spaces, courtyards, corridors, green roofs, and places for respite and social connection will work alongside academic and neighbourhood buildings. Indigenous plants and *xʷməθkʷəy̓əm* values reflected throughout create a sense of welcome to *xʷməθkʷəy̓əm*'s traditional territory. Biodiversity and ecological resilience will be supported throughout the campus, including new tree canopy, rain gardens and green corridors for biking, walking and rolling. Buildings and energy infrastructure systems will be planned and designed to meet low to no-carbon targets and increase climate resilience.



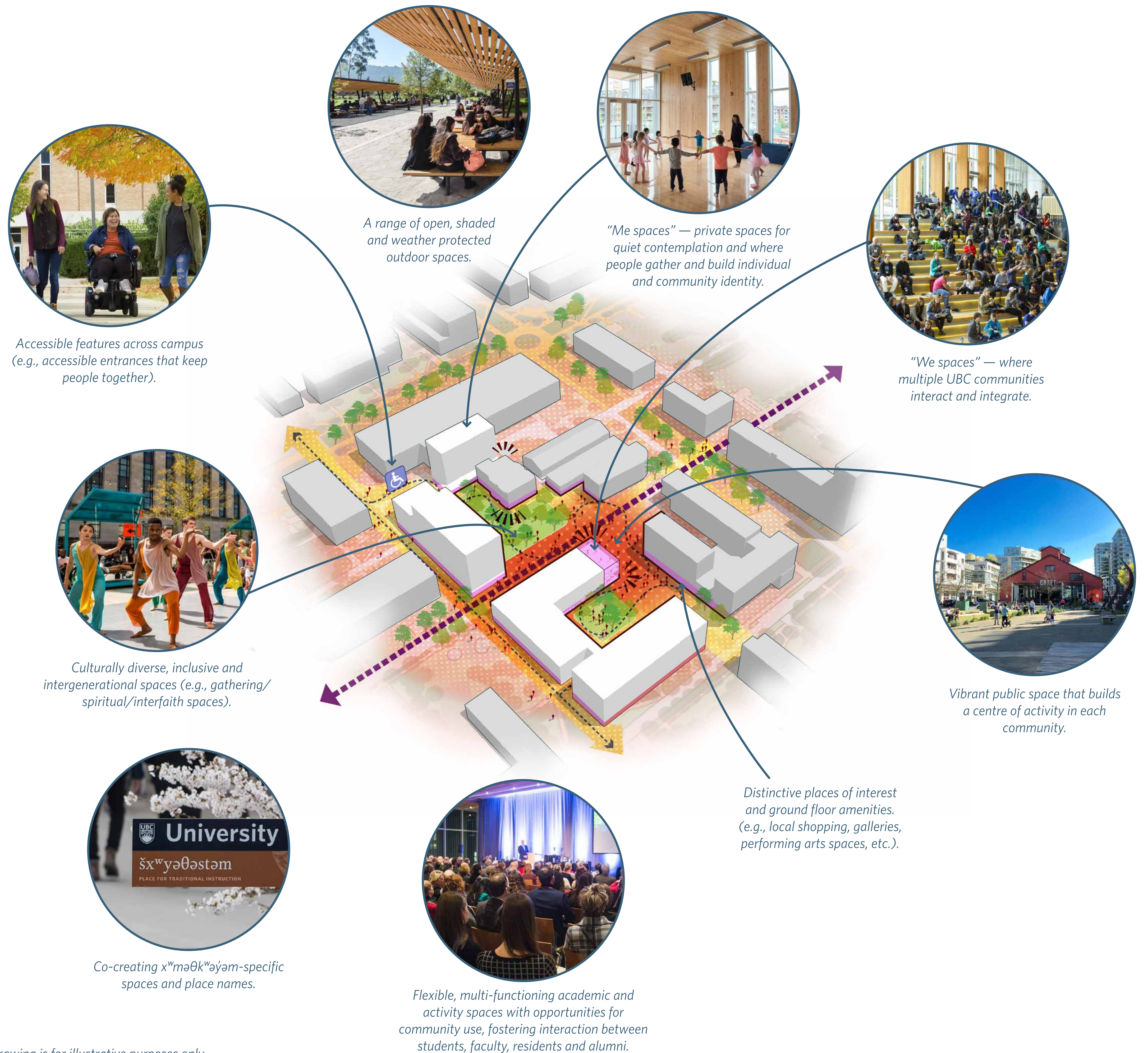
*Drawing is for illustrative purposes only.*



# Big Idea 4: A Community of Communities



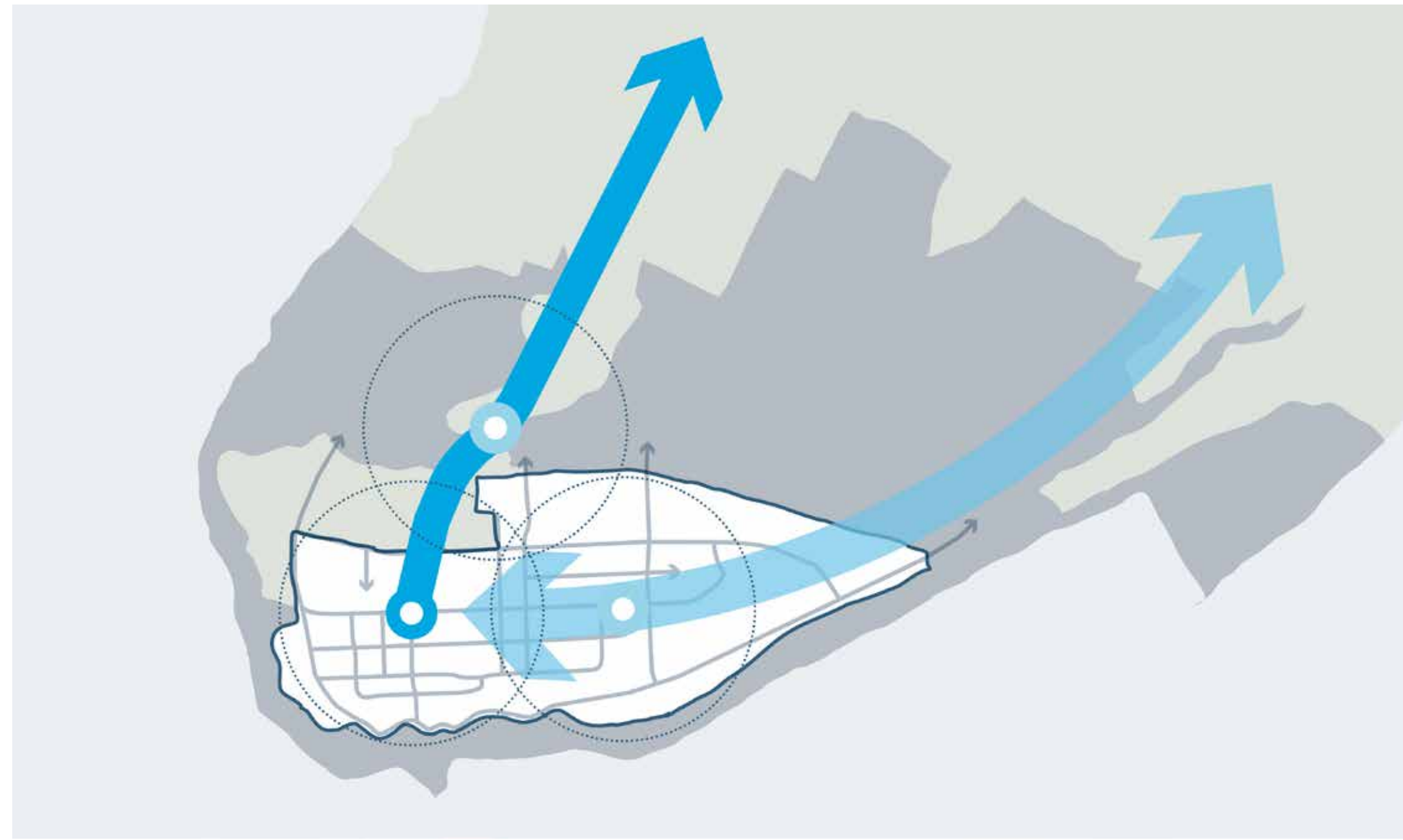
Turning a big place into a series of smaller, identifiable communities will help scale down and humanize a large campus that can be difficult to navigate, particularly for people with disabilities. A mosaic of connected communities, each with its own local heart, unique features and identity, creates a socially-connected urban campus where people feel included and supported. Each community will feature a blend of housing, work spaces, open space and amenities (e.g., corner stores, cafes) that will allow more people to meet their daily needs conveniently and destination features that draw people in from across the campus and the region. Each new development will contribute to a complete, compact, sustainable and resilient campus.



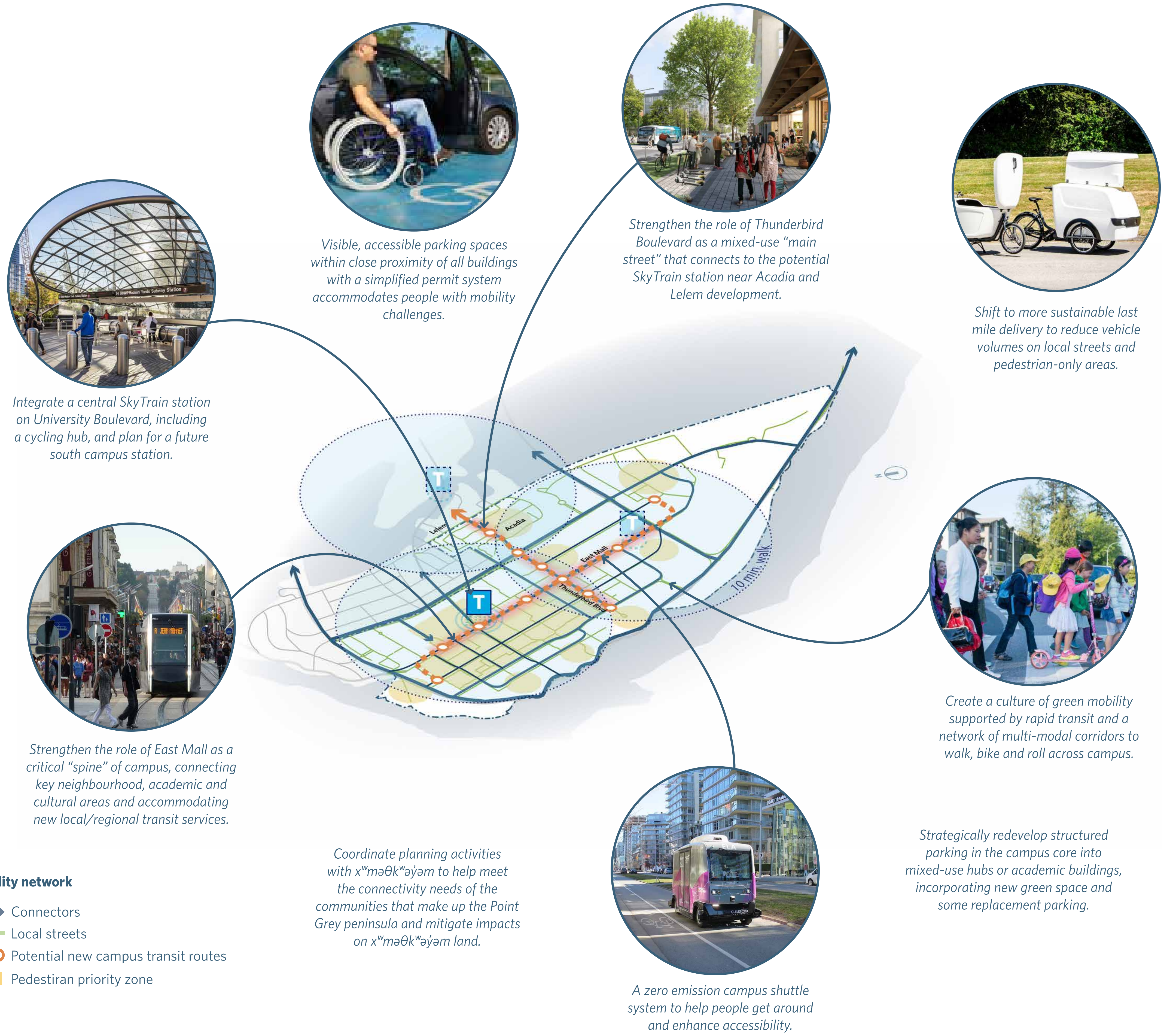
*Drawing is for illustrative purposes only.*



# Big Idea 5: Connected Campus



The arrival of Skytrain will be transformative for UBC. Members of the UBC community who live off campus will have shorter, greener, less complicated commutes, giving them more time to study, work, play and rest. On-campus residents will benefit from faster and easier access to other parts of the region. With more people arriving by transit, a renewed and expanded network of mobility corridors that prioritize active and sustainable transportation will mean people of all ages and abilities are able to get to where they need to go, comfortably and safely, and reduce greenhouse gas emissions. Mobility networks will take advantage of the system of connected greenspaces, making active modes of transportation a pleasure, and quiet neighbourhood streets will be safe for walking, rolling and playing. Lining highly used pathways and corridors with active retail and community uses and good lighting supports an active and vibrant urban experience and improved night-time safety.



*Drawing is for illustrative purposes only.*



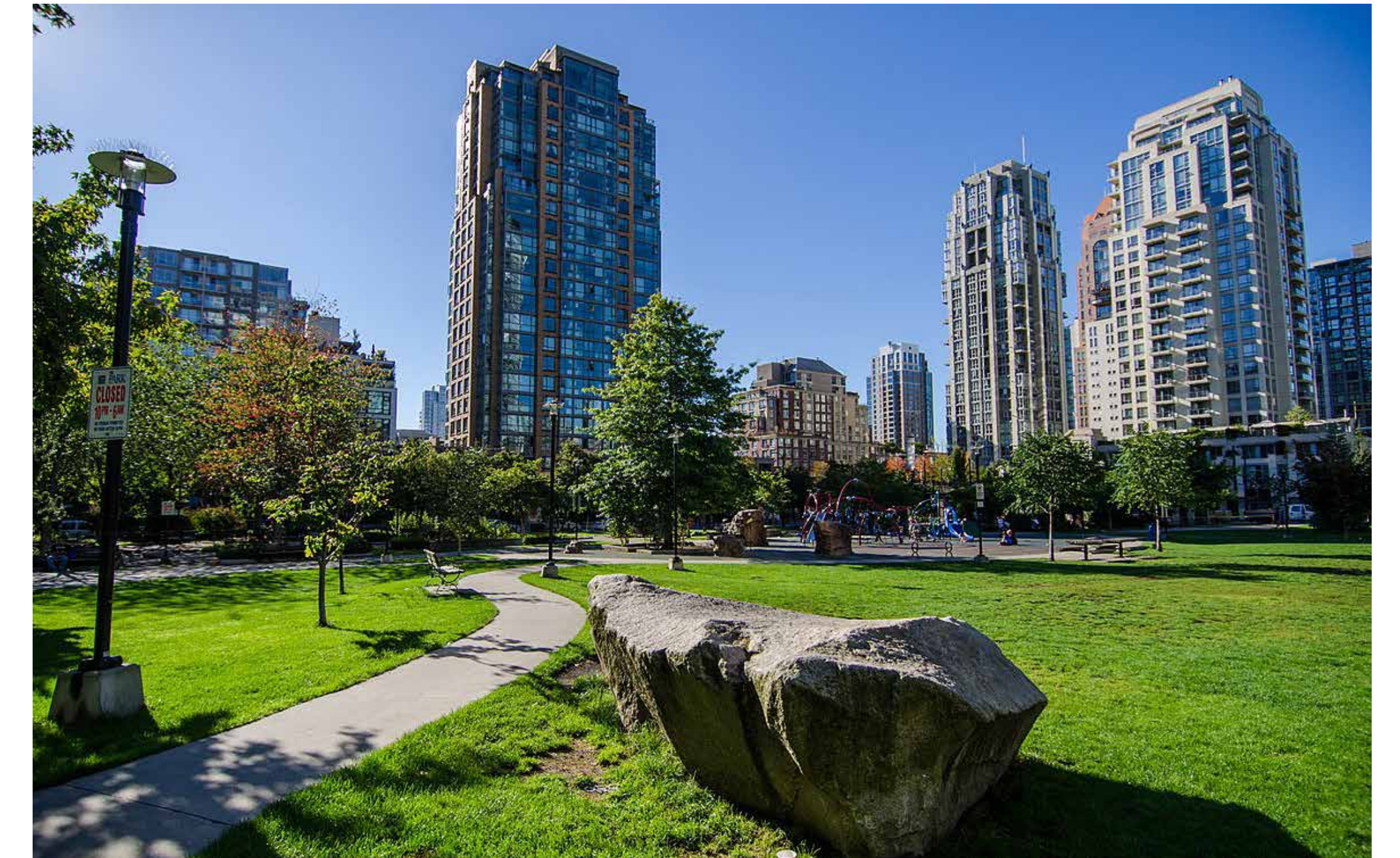
# Let's explore several land use choices

## Approaches to building heights and location of future development

Let's explore two campus land use approaches related to building heights and where future development will occur. The purpose of this exercise is not to choose one approach or the other, but rather to hear perspectives on the various ideas and elements, which are likely to be blended into one final approach.

Both scenarios deliver and accommodate the following for the UBC community over the next 30 years:

- More retail, commercial and community space and more childcare space to meet the needs of the future population.
- 20 per cent more academic floor space above the current total through renewal, adaptive re-use or new construction.
- 21,000 more neighbourhood residents compared to today (more than double the current number of residential units on campus).
- At least 3,300 additional student housing beds above the current total of 14,000.
- Retention of existing green academic space.
- Expanded Acadia neighbourhood and Wesbrook Place neighbourhood boundaries.
- Emphasis on the Acadia area, Stadium Neighbourhood, and sites currently leased to third parties (respecting lease conditions).



Example of taller buildings with larger open space.



Example of mid-rise buildings with smaller open space.





# Zoom-out: Campus-wide distribution of growth

**Approach A:** Emphasis on taller buildings, concentration of neighbourhood housing and larger, uninterrupted open space areas



Building uses by type

Academic Student housing Neighbourhood housing

*Drawing is for illustrative purposes only.*

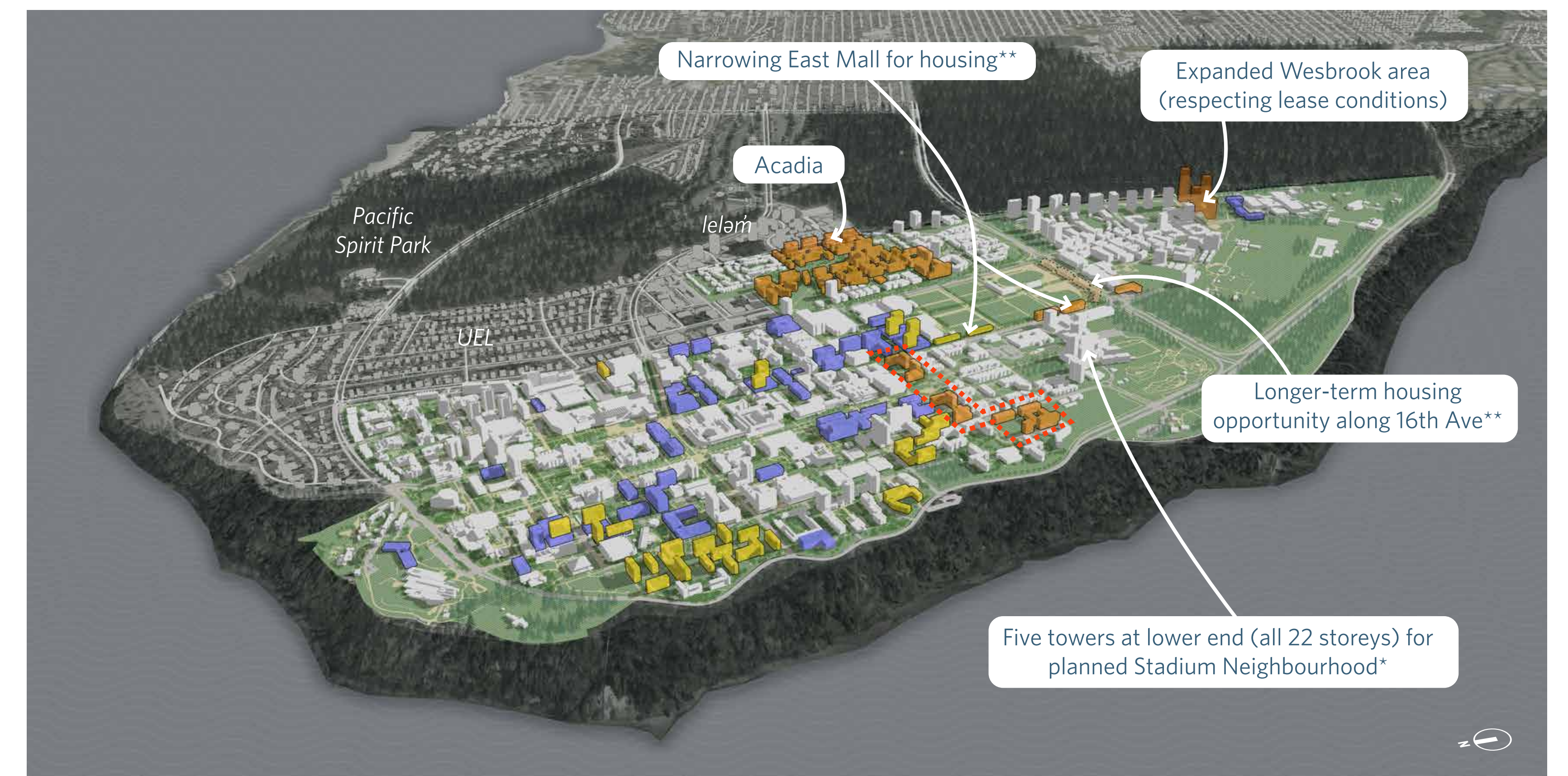
## Considerations:

- Concentrates neighbourhood development in fewer areas of campus.
- Larger, unbroken open spaces for social, recreational and ecological uses, including tree preservation.
- Preserves more land for future academic and housing uses.
- Taller neighbourhood buildings generate more funding for community priorities, including affordable housing, amenities and the academic mission.

*\*See separate board for additional information on Stadium Neighbourhood.*

*\*\* Housing along East Mall and future opportunities along 16th Ave. would require adjusting street widths to create additional land for housing capacity.*

**Approach B:** Emphasis on mid-rise buildings, more distribution of housing along corridors and smaller, more distributed open space areas



Building uses by type

Academic Student housing Neighbourhood housing Conversion of Academic Land for neighbourhood housing

*Drawing is for illustrative purposes only.*

## Considerations:

- Distributes neighbourhood development across more areas of campus.
- Smaller, more distributed open spaces for social, recreational and ecological uses, including tree preservation.
- Requires using some academic land for neighbourhood housing (e.g., along East Mall and Thunderbird Boulevard).
- Mid-rise buildings use more wood for construction, reducing greenhouse gas emissions.



# Zoom-in: Acadia

The Acadia area is envisioned as a place for significant new housing over the next 30 years, along with the necessary amenities and services to make it a great place to live.

A neighbourhood plan for Acadia\* will be developed in the future, which will involve extensive community engagement. For now, let's explore the specific choice around building heights, using Acadia as an example neighbourhood at UBC.

Two approaches to building heights in Acadia are presented here. One relies on taller buildings combined with 6-storey podiums and mid-rise buildings and the other relies only on mid-rise buildings. They show two ends of a spectrum of choices about building types. The future neighbourhood could include a mixture of housing types to achieve growth needs.

Building heights can impact:

- what it's like to live in or visit a neighbourhood,
- how the neighbourhood relates to its surroundings,
- how well a neighbourhood or individual building addresses important considerations, such as affordability and ecology, and
- the amount of land needed to provide homes.

\*Around half of existing student family housing and childcare centres in Acadia area will be retained for future planning.

## Taller buildings:

- Taller buildings on 6-storey podiums combined with mid-rise buildings.
- More housing in Acadia, due to higher concentration.
- More open space.
- Longer, faster moving shadows from tall, slender buildings.
- Community interaction more challenging in taller buildings.



Views of Acadia showing taller building combined with 6-storey buildings next to a large open space.

## Mid-rise buildings:

- Shorter buildings (6-12 storeys).
- Less housing in Acadia, due to less concentration.
- Several smaller, more distributed open spaces.
- More continuous shadows with mid-rise above 8 storeys.
- 'Urban village' feel with human-scaled buildings.
- More community interaction with mid-rise buildings.



Views of Acadia showing mid-rise buildings up to 12 storeys next to smaller more distributed open spaces.

Drawings are for illustrative purposes only.



# Zoom-in: Stadium Neighbourhood

Between 2017 and 2019 UBC engaged the community to develop a draft concept for a future campus neighbourhood on Stadium Road. The draft plan includes a compact, high density residential development with a mix of retail, services, community amenities, green space and a new Thunderbird Stadium.

The amount of rental housing in Stadium Neighbourhood will be addressed through a new approach to housing affordability policies that will be campus-wide rather than just for Stadium Neighbourhood, and set through UBC's Housing Action Plan review, currently underway (see separate board on the Housing Action Plan Ten-Year Review).

To meet UBC and community priorities, the draft plan for Stadium Neighbourhood includes a range of building heights and density.

At the lower end of the range, the draft plan includes five towers at 22 storeys. At the higher end, it includes five towers ranging from 20 to 32 storeys.

Through Campus Vision 2050, the updated Land Use Plan will specify what the maximum heights will be for the taller buildings in Stadium Neighbourhood, within the range of 22-32 storeys.

There are several broader impacts related to maximum building heights in Stadium Neighbourhood:

- Setting the maximum building height at the upper end of the range (i.e., closer to 32 storeys) could reduce the amount of land needed in other parts of campus to accommodate much needed housing, preserving flexibility in how UBC addresses future housing and academic needs.
- Setting the maximum building height at the lower end of the range (i.e., closer to 22 storeys) could lead to higher building heights in other future neighbourhoods, such as Acadia, and may necessitate using more campus land, including potentially converting some academic land to neighbourhood land.



*Aerial view of draft concept for Stadium Neighbourhood, looking north.*

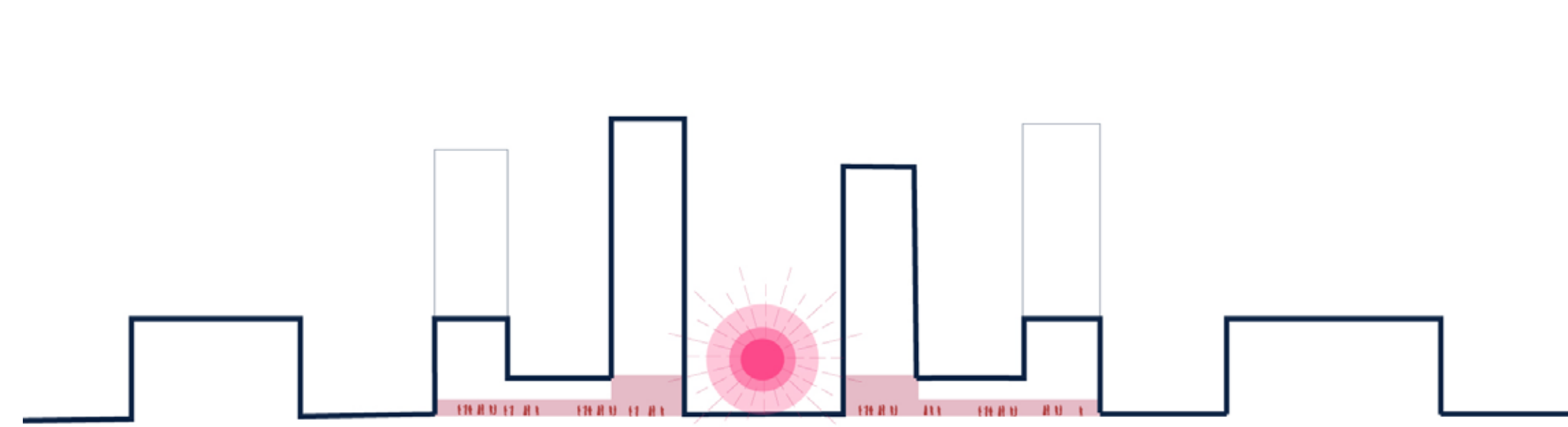


*Illustration of draft concept for Stadium Neighbourhood, looking east from the large ecological park towards a new Thunderbird Stadium.*

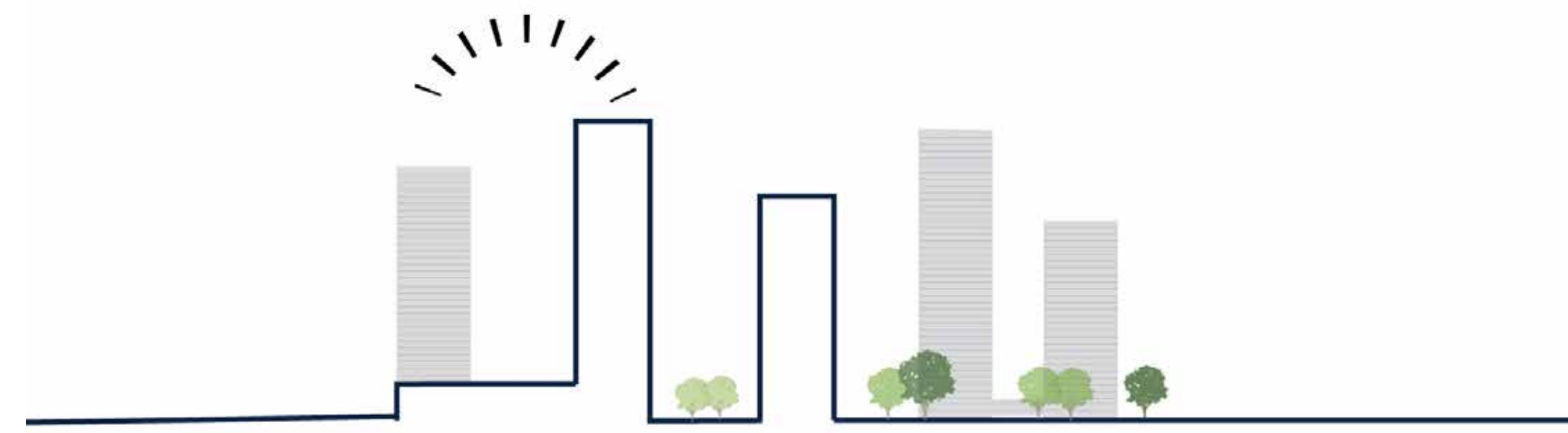


# Locating taller buildings on campus

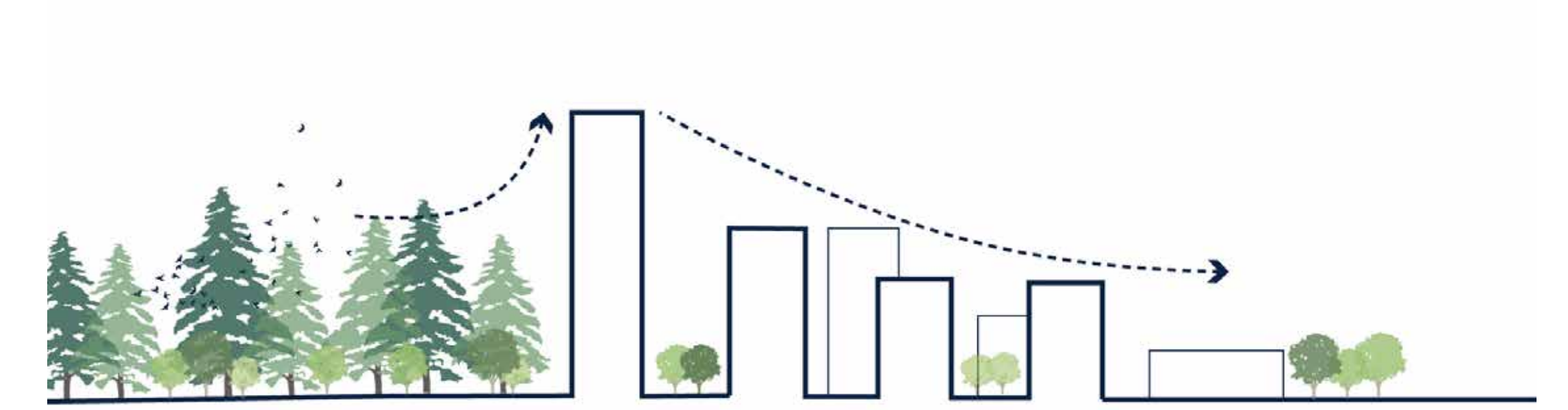
Campus Vision 2050 could result in a mixture of building heights. The location of taller buildings on campus will be carefully choreographed. Here are some approaches being considered:



Near population and activity centres



Next to existing towers



Along the campus perimeter near the forest



# Feedback

**What is important to consider as we further develop the 'big ideas' and choices for how the Vancouver campus changes and grows in the future?**



# Big Ideas and Choices: Interim Engagement Summary

## Engagement Summary

Campus + Community Planning engaged with a wide range of communities, units, departments, clubs and organizations across the campus on the Big Ideas and Choices through broad public engagement from September 21 to October 14. Key advisory groups and subject matter experts also participated in targeted engagement meetings and workshops. Meetings were held with x<sup>w</sup>məθk<sup>w</sup>əy' əm (Musqueam) to co-develop engagement sessions for integrating x<sup>w</sup>məθk<sup>w</sup>əy' əm interests and values, which will take place in November 2022.

In total, Campus + Community Planning reached over 4,500 people, including students, faculty, residents, staff, emeriti, alumni and members of the broader community during the Big Ideas and Choices engagement period. Input was gathered using a range of methods, including public engagement sessions (open houses), in-depth workshops, facilitated community conversations, pop-up information booths, presentations to various campus departments and groups and an online survey through the Campus Vision 2050 online platform. Input was also generated through targeted engagement activities with community and technical advisory committees.

This interim summary provides a snapshot of what was heard through broad public engagement and targeted engagement sessions during the Big Ideas and Choices engagement period, and will be expanded into a complete summary report, including input and feedback from x<sup>w</sup>məθk<sup>w</sup>əy' əm, following the January 2023 engagement period.

## How We Reached People



**Online Survey**  
2573 respondents



**Speaker Event**  
60 people



**Workshops +  
Committee Meetings**  
185 people



**Open Houses**  
50 people



**Roadshows**  
760 people



**Community  
Conversations**  
420 people



**Pop-Ups**  
665 people



**Walking Tours**  
40 people

## Engagement Approach

The engagement approach builds on [Campus + Community Planning's Engagement Charter](#), and includes fore-fronting principles of equity, diversity and inclusion, building trust, providing diverse ways to meaningfully engage and ensuring clear communication and transparency. The approach also involves co-developing an ongoing engagement process for integrating x̣ṃəθḳ'əy' əṃ interests and values into Campus Vision 2050 throughout the planning process.

Campus Vision 2050 is designed to support comprehensive and diverse engagement and intentionally seeks to lower barriers to participation. This includes building collaborative relationships with equity-seeking groups on campus, as well as meeting the community where they were by attending scheduled meetings and joining community events. Other approaches include, but were not limited to:

- providing honoraria to support participation of students in workshops and equity-seeking groups in community conversations,
- offering both in-person and online options to participate,
- offering childcare at evening events, and
- translating promotional and informational materials to reach broader ethnocultural communities in the neighbourhoods.

As part of this engagement period, Campus + Community Planning also piloted a “Community Connectors” program which aims to increase community involvement in the Campus Vision 2050 process. A total of 17 Community Connectors comprised of students, staff, and residents facilitated community conversations with campus and neighbourhood community groups. Community Connectors were trained and provided with materials to host events, and sessions focused on convening equity-seeking groups who have been historically underrepresented in planning processes, including Indigenous, Black, People of Color, LGBTQIA2S+, people with disabilities, newcomers, and student families.

## Engagement Activities

Event	Description
Speaker Event	Speaker event entitled “Planning a Campus for Everyone: Confronting the Affordability Crisis” with a presentation by Dr. Paul Kershaw followed by a moderated question and answer session.
Open Houses	Drop-in events with display boards to learn more and provide feedback on the Big Ideas and Choices and ask staff questions.
Community Conversations	Small to medium group discussions where staff present an overview of the Big Ideas and Choices followed by facilitating an in-depth discussion.
Roadshows	A presentation and short question and answer period during a pre-scheduled meeting.
Workshops and Committee Meetings	Long format event with large and small group discussions and other interactive ways to participate and provide feedback.
Pop-Ups	Pop-ups were held at various high traffic areas on campus, including both academic and neighbourhood areas, to learn about Campus Vision 2050 and provide feedback.

Walking Tours	A guided tour of the academic core and neighbourhoods to learn about special features of the Vancouver campus as a result of past, current, and future campus planning.
Online Survey	Online survey for respondents to provide feedback on the “big ideas” and land-use choices.

## What We Heard

The following section highlights key preliminary takeaways from feedback on the “big ideas” and land-use choices across all engagement activities.

### Big Ideas

#### Overall

- There was very clear and strong support for affordable housing across all engagement activities, with some participants calling for Big Idea #2 (More Housing and Expanded Affordability) to be the key priority direction.

#### The Learning City

- Strong support for adding more individual and communal study spaces.
- Strong interest in making all types of learning spaces (e.g., outdoor, experiential) accessible to everyone.
- Some skepticism about the compatibility of blending student and resident housing because of their different needs and interests (i.e., first-year students, families).
- Feedback from the resident community that they highly value the connection to the academy, and would like to have greater exposure to the university.
- Desire to increase connections and build community between different demographics of the UBC community (i.e., students and residents).

#### More Housing and Expanded Affordability at UBC

- Overwhelming support for affordable housing, affordable food and affordability in general. Additionally, there was a strong sentiment that student affordability needs should be prioritized.
- A sense of frustration that UBC is prioritizing housing for those unaffiliated with the university, as opposed to students, faculty and staff. This frustration was cited to be largely due to the high projected neighbourhood growth that will have a heavy focus on market housing.
- Concern that the number of future student beds is insufficient to meet student housing demand and confusion about why UBC is slowing down on student housing development.
- Concern that more housing does not equal affordable housing, and general skepticism that Campus Vision 2050 will actually result in affordable housing.
- Interest in increasing housing units specifically for hourly or frontline staff (i.e., workforce housing) to combat the current challenges of hiring sufficient labor.



## Appendix 2: Interim Engagement Summary

- Desire for a diversity of housing options for everyone (e.g., families, students, people with different accessibility needs, etc.), which could include: bigger units, smaller units, co-living options with bunk beds and emergency housing options.
- Some comments about low quality construction on campus and the perception that new buildings being built will have very short life spans.
- Desire to see the faculty home ownership program extended to staff, accompanied by the sentiment that the Rent-Geared-to-Income program is not addressing staff and faculty needs for housing due to strict eligibility criteria and observed inconsistencies in implementation.

### **Resilient and Restorative Landscapes:**

- A tension was identified between additional housing and density and the preservation of existing green spaces, with strong support to protect existing trees and open spaces.
- Support for advancing bold and ambitious action against climate change impacts.
- General support and interest in more specifics about green space design, costs and metrics to evaluate success.
- Support for Musqueam and other Indigenous leadership to be meaningfully involved on this big idea.
- Support for using more Indigenous plants due to their benefits to the local ecology and future climate resilience.
- Concern about existing and future buildings and landscapes being resilient against climate change impacts and natural disasters (i.e., extreme heat and earthquakes).

### **A Community of Communities**

- Broad support for this big idea due to its focus on community building and accessibility
- Strong concern about the capacity to provide amenities and services for a growing population. This concern was largely due to the sentiment that current amenities and services are already insufficient for the current population (i.e., grocery stores, daycares and schools).
- Call for amenities and services to be more evenly distributed across campus, especially in North campus and the Arts and Culture District.
- Desire for increased capacity of fire services, health services and RCMP for future emergency preparedness.
- Some concern that this big idea is more divisive than unifying because it might silo different communities apart from each other.

### **Connected Campus**

- Strong support, interest and excitement about the extension of SkyTrain to UBC. This was accompanied by some concern around SkyTrain safety and security (e.g., influx of people being disruptive).
- Strong call for accessibility on campus to be a foundational principle of Campus Vision 2050 and central to all future UBC development and design.
- Widespread concern about traffic issues and pedestrian safety for children and seniors, especially in areas around Wesbrook (i.e., 16<sup>th</sup> Avenue roundabout). Another safety consideration heard is around pedestrian safety at night with insufficient lighting.
- Suggestions for investing in more public transit and increasing bus connectivity and frequency, especially for on-campus shuttles.

- Concern about parking capacity and affordability from people who work off-peak hours, shift work, or live so far away that they have to drive to campus.

### Other

- Frequent questions about how Musqueam and other Indigenous communities are being engaged in this process and how their input will be used, with some calls for UBC to consider land back to Musqueam.

## Choices

### Campus-wide

- Strong support for higher building heights is contingent on them providing **affordable** housing for the campus. There was a strong call to prioritize affordability in future development, in particular for lower income groups (e.g., students, lower-salaried staff).
- Strong desire to protect greenspaces, forests, species habitats and coastline with any future development. Many participants indicated a preference for higher building heights due to its benefits in conserving land and protecting green and open spaces.
- Strong support for mid-rise building heights due to its benefits in promoting stronger sense of community, preserving the unique campus character and being more accessible.
- Strong call to ensure adequate capacity, proximity and access to amenities for existing and future populations on campus.
- Strong call for higher buildings to be safe, accessible and resilient (e.g., against fires and earthquakes, bird strikes, extreme heat). There was also strong support for buildings to be sustainable and energy efficient.

### Neighbourhood-scale

- Acadia Neighbourhood
  - Strong appreciation for the experience and character of Acadia, along with concern that future development will destroy the unique small-scale community feel of the neighbourhood.
- Stadium Neighbourhood
  - Strong support for building heights up to 32 storeys. Many participants cited the need to increase housing supply on campus, and felt that the difference was not that great between 32 and 22 storeys.
  - Some support for building heights to be capped at 22 storeys, as there were concerns about the impact of taller buildings on the surrounding landscape, impact on sense of community and building safety.

### Location of Tall Buildings

- Strong support for higher buildings to be located closer to population and activity centres and existing towers due to accessibility, proximity to transit and amenities, sense of safety and community interaction.

## *Appendix 2: Interim Engagement Summary*

- Some support for higher building to be located along the campus perimeter due to access to nature, benefits to mental health and concern around overcrowding and densification in the campus core.
- Tall buildings near forested areas were also associated with some concern about bird strikes, habitat degradation and wildlife conflict.

### **Other**

- Desire for future engagement on the types of buildings and spaces that are a result of this plan, including the environmental tradeoffs and best practices associated with future development, especially taller buildings

### **Process**

- Strong desire for more information and details about what evidence and assumptions are behind the growth scenarios, and about the design and experience of new buildings and spaces.
- Concern that the big ideas will increase costs (i.e., tuition) on campus and concern that campus affordability might be sacrificed in order to pay for the big ideas.

**UBC  
campus  
vision  
2050**



## **30-Year Vision and HAP Review Update**





# Campus Vision 2050 Update

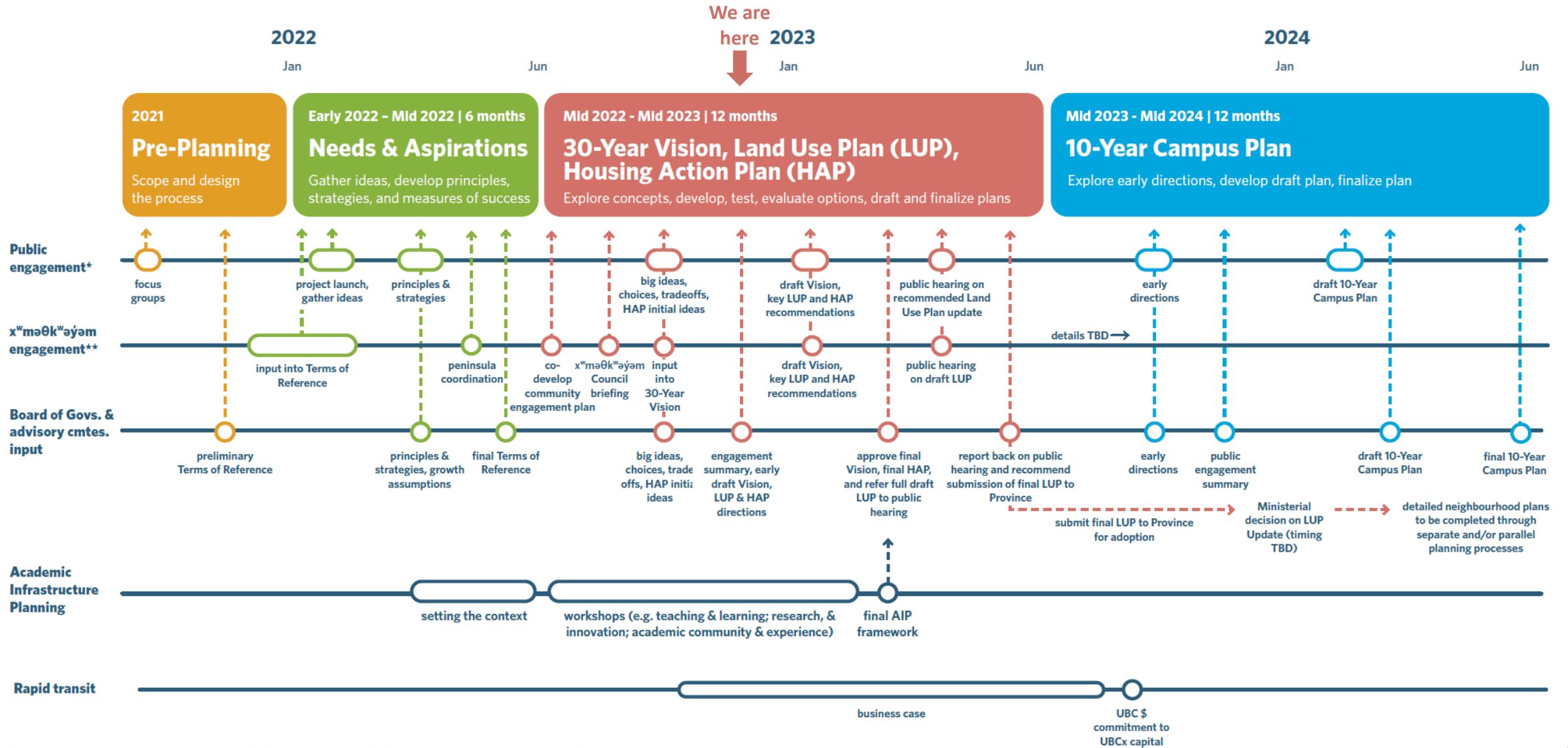
- Overview
  - Terms of Reference
  - Timeline
- Fall Engagement Summary
- Big Ideas Refinements
- Emerging Development Approach
- Next Steps & Engagement Going Forward



# Terms of Reference

- Bold response to the community's needs, addressing affordability, climate action, reconciliation, the academic mission, inclusion, accessibility and other priorities.
- Ambitious and balanced approach to growth over next 30 years with updates to Land Use Plan every 10 years:
  - **doubling of neighbourhood development (up to 20% above current Land Use Plan allocation)**
  - **flexible target of 20% for academic growth, includes capital priorities out to ~ 10 years and can accommodate a minimum of 3,300 student beds**
  - **more amenities, services and infrastructure to serve the future population**
- Seven guiding principles, assessment criteria and comprehensive community engagement program, including with host nation through Relationship Agreement.

# Timeline



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



# Purpose of Fall 2022 Engagement

**Between Sept. 21 – Oct. 14, 2022, Campus + Community Planning gathered community input on:**

1. **Five ‘big ideas’:** Emerging, high level directions that will shape the future of the campus; and
2. **Choices** related to building heights, open space, and mixing of academic and neighbourhood land.

**Feedback is informing the development of a draft 30-Year Vision and Land Use Plan recommendations for further discussion with the community in early 2023.**



# Communications Tactics

- Summer pop-ups throughout neighbourhoods, e.g. UNA Seniors BBQ, UNA Family Games Picnic, farm markets
- Summer walking tours with neighbourhood residents
- Email updates to subscribers + engaged audience
- Targeted outreach to campus and neighbourhood groups
- Residential mailouts – postcards
- Decals and posters across campus and in neighbourhoods
- Social / web advertising campaigns
- Comms toolkits for campus partners, incl. info for UNA newsletter
- Video shared on social media
- Sharing info on community Facebook groups



# Engagement Approach

- Comprehensive and diverse engagement that intentionally seeks to lower barriers to participation
- Building collaborative relationships with equity-seeking groups, and meeting the community where they were
- Strategies to reduce barriers:
  - Joining meetings and community events
  - Honoraria for students and equity-seeking groups
  - In-person and online options
  - Child care
  - Translation to reach broader ethnocultural communities in the neighbourhoods
- New Community Connectors pilot program focused on hosting sessions with equity-seeking groups who have been historically underrepresented in planning processes, including Indigenous, Black, People of Color, LGBTQIA2S+, people with disabilities, newcomers, and student families.

# How We Reached People



**Online Survey**  
*~2573 respondents*



**Speaker Event**  
*60 people*



**Workshops (x5)**  
*120+ people*



**Open Houses (x2)**  
*50 people*



**Roadshows (x24)**  
*760 people*



**Community Conversations (x24)**  
*420 people*



**Pop-Ups (x10)**  
*665 people*



**Walking tours (x3)**  
*40 people*

- 2,000+ engaged in events
- 2500+ survey responses
- **4,500+ total**

# Engagement Snapshot

Affiliation	Group/Organization
<b>Students</b>	Acadia Park Residents Association, AMS, AMS Foodbank, Arts Undergraduate Society, CAPACity, Climate Hub, Design League, Disabilities United Club, Disabled Law Student Association, Geography Students' Association, GSS, Mastercard Foundation Scholars, Queer BIPOC Student Collective, Student Ambassadors
<b>Faculty</b>	Faculty Association, Applied Science, Arts, Dentistry, Disability Affinity Group, Education, Medicine, Occupational Therapy, Pharmaceutical Sciences, SALA/SCARP, Science
<b>Emeritus</b>	Emeritus College, Presidents Advisory Committee on Community Enhancement (PACCE)
<b>Residents</b>	University Neighbourhoods Association (UNA) including UNA Board, Chinese Newcomers Support Group, Norma Rose 5 <sup>th</sup> and 6 <sup>th</sup> graders, Tapestry Seniors Living, Sandringham Strata Council, UNA Youth Leadership Club
<b>Staff</b>	Athletics + Recreation, Centre for Accessibility, Ceremonies, Chan Centre, Childcare, Equity + Inclusion Office, Farm, First Nations House of Learning, Indigenous Strategic Plan Executive Advisory Committee, Institute for Critical Indigenous Studies, Municipal Services, Residence Life Managers, Student Housing and Community Services, Sustainability Hub, University Multifaith Chaplains Association
<b>External</b>	Pacific Spirit Park Society, Wreck Beach Preservation Society

# Key Emerging Themes

## *Interim Engagement Summary*

- High level of overall support for the emerging directions
- Very clear and strong support for affordable housing as a critical priority
  - Many calling for UBC to build far more than 3,300 student beds
  - Strong calls from students, faculty and staff for more housing, more affordable options and more choice
- Some concern that UBC cannot realize all the big ideas at once, and climate action and sustainability highlighted as needing more focus
- Some continue to oppose and question the need for growth due to concern that it will compromise livability, sustainability and ecology
- Strong support for a variety of expanded academic spaces that are flexible, resilient, informal and interdisciplinary
- Many prefer taller neighbourhood buildings on the basis that they provide more affordability and protect green spaces and forests
- Support for mid-rise due to benefits related to character, community and accessibility

# Key Emerging Themes

## *Interim Engagement Summary (Cont'd)*

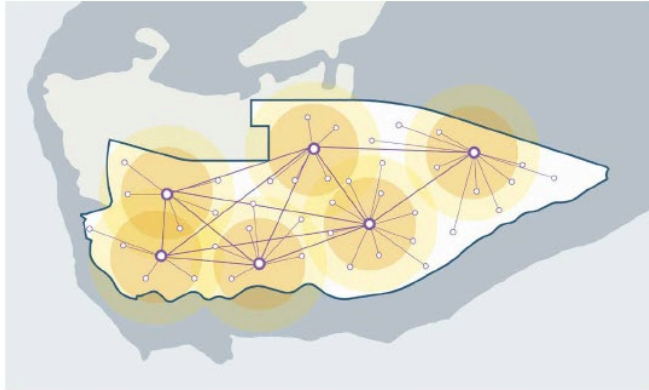
### **Additional prominent themes:**

- Need for more and better neighbourhood amenities and services (e.g., schools, grocery stores, daycare, police and fire services) and to better distribute them across the campus
- Creating a fully accessible and inclusive campus
- Connectivity and safe and efficient transportation to the campus and within and between neighbourhoods.

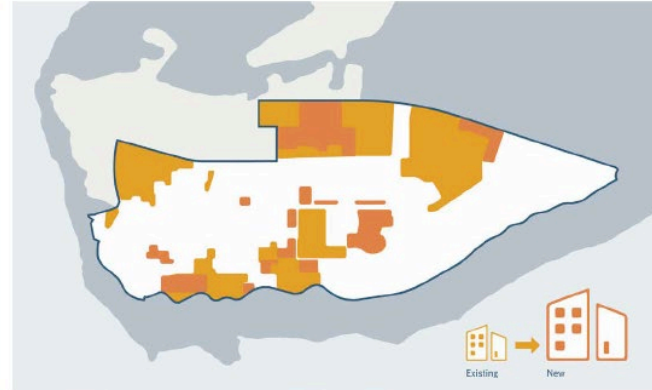
### **Process feedback:**

- Concern regarding the pace of Campus Vision 2050
- Desire for more information and evidence to support assumptions behind growth
- Desire for details about the design and experience of new buildings and spaces

# Big Ideas Refinements



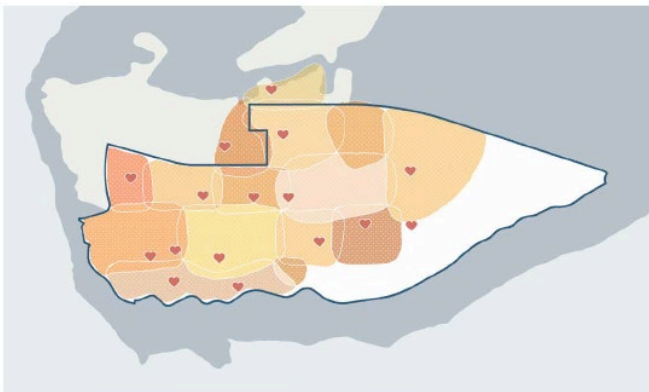
Learning City



More Housing and Expanded Affordability



Restorative and Resilient Landscapes



Community of Communities



Connected Campus





# Emerging Development Approach

## *Testing*

- Reflecting Big Ideas and engagement feedback on two approaches to building heights, open space and mixing of academic and neighbourhood lands.
- Different form of development combinations, including towers and mid-rise, and distribution of density, to achieve a balanced approach consistent with the Terms of Reference guiding principles, assessment criteria and approach to growth.
- Goal: to create outstanding living and working environments for the campus community, accompanied by a robust suite of amenities, services and open space, while using campus lands efficiently.

# Emerging Development Approach

## *Testing*

### **Academic growth:**

- Increase of 20 per cent academic space can be comfortably accommodated along key corridors and in proximity to future rapid transit.
- Potential for taller buildings up to 65 metres (from 53 metres in current policy) on new mixed-use hubs and TEF sites.
- 3,300 new student beds on vacant sites and through redevelopment of existing student housing.
- Replacement sites for displaced units in Acadia and Fairview to accommodate future neighbourhood development.

# Emerging Development Approach

## *Testing*

### **Neighbourhood growth:**

- Doubling of residential development focused around current and future growth areas and rapid transit (Acadia, Stadium, Wesbrook) and spread across more neighbourhood land area (i.e., expanding Wesbrook Place to the south and Hawthorn Place to the north).
- Exploring increased building heights (above the current height limit of 22 storeys):
  - above 30 storeys in Acadia and in expanded areas of southern Wesbrook Place
  - below 30 storeys in Stadium , within the context of the existing plan concept
  - 6-storey wood frame buildings in an expanded Hawthorn Place to the north, with a replacement strategy for affected student housing
- Strategic approach to tower placement to reinforce campus identity and legibility, while minimizing visual prominence, shadowing and overlook on the public realm, together with maximizing 6-storey wood frame development to address affordability and sustainability.

# Updated Land Use Plan

- Updates needed to support the 30-Year Vision priorities, including climate action, reconciliation and affordability.
- Will include updated policies and requirements for open space, community facilities, land uses, building heights and densities, etc.
- Development of detailed Neighbourhood Plans will be initiated in collaboration with UBC Properties Trust following approval of the Land Use Plan by the Province.
- Key Land Use Plan recommendations to achieve the 30-Year Vision will be presented to for broad community feedback in January, 2023.

# Next Steps – Campus Vision 2050

# Upcoming Process

**Winter 2022/2023**

Develop and engage on Draft 30-Year Vision, Draft Land Use Plan and HAP recommendations

- Engagement with the Musqueam community in Nov. / Dec., 2022
- Broad public engagement beginning mid-January, 2023

**Spring 2023**

Finalize Draft 30-Year Vision, necessary amendments to Draft Land Use Plan, and Draft HAP for Board endorsement

Public Hearing on Draft Land Use Plan

**Summer/Fall 2023**

Submit recommended Land Use Plan amendment to Province for approval

**June 2023 – Dec 2024**

10-Year Campus Plan, supporting area plans, guidelines and policies (for Board approval)




# HAP Update

- HAP and Campus Vision 2050 Overview
  - Update Process
  - Defining Affordability
- What We've Learned
- What We're Exploring
  - Principles
  - Policy Directions
- Next Steps



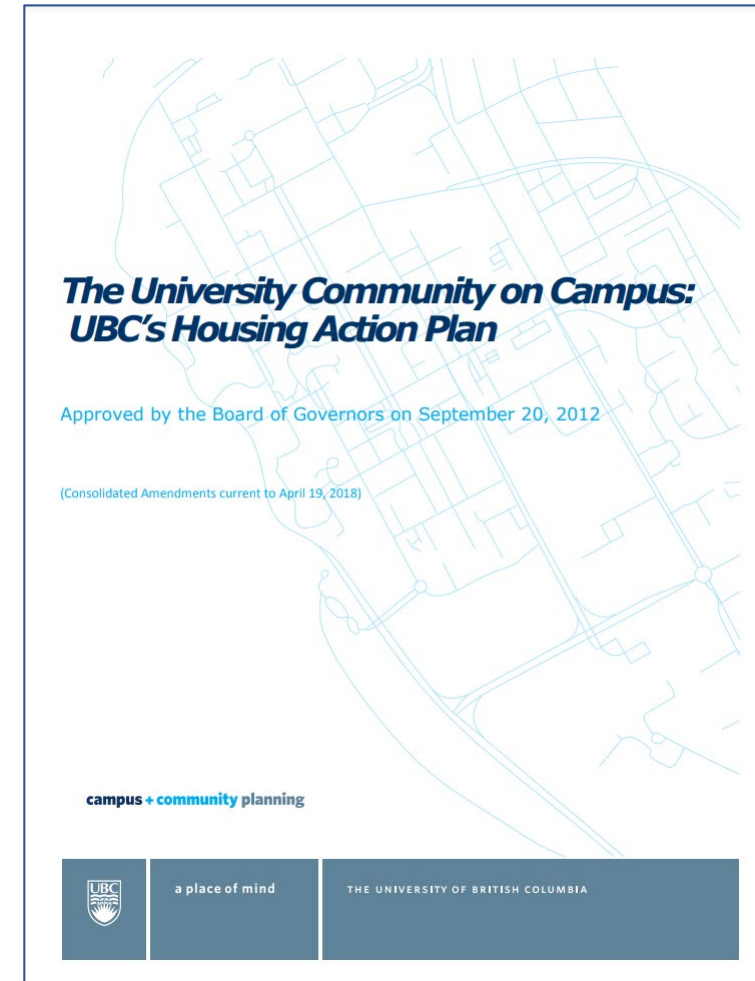


The background features three overlapping abstract shapes: a large teal circle on the left, an orange shape on the right, and a purple shape at the bottom right. The text is centered in the teal area.

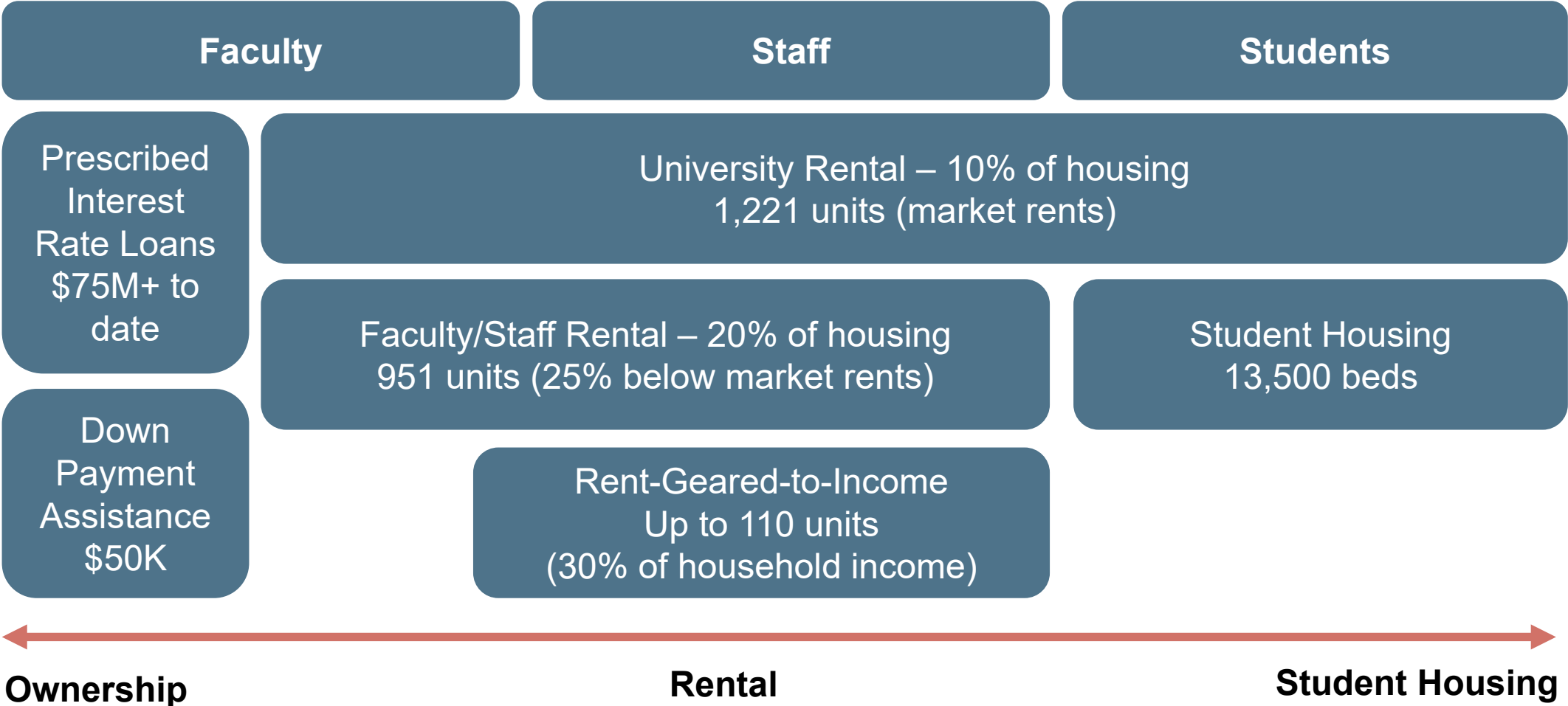
# **HAP and Campus Vision 2050 Overview**

# Housing Action Plan

- Campus Vision 2050: how UBC's Vancouver campus will grow over the next 30 years
- Housing Action Plan: how UBC uses its **land and financial resources** to improve **housing choice and affordability** for faculty, staff and students
- Includes program and policy commitments



# Housing Action Plan Programs

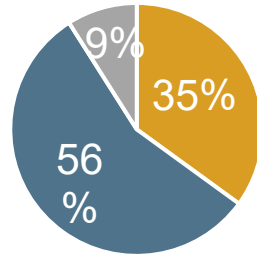


# UBC Housing

UBC houses almost **18,000** people connected to the University (more than half of the 30,000 campus residents)

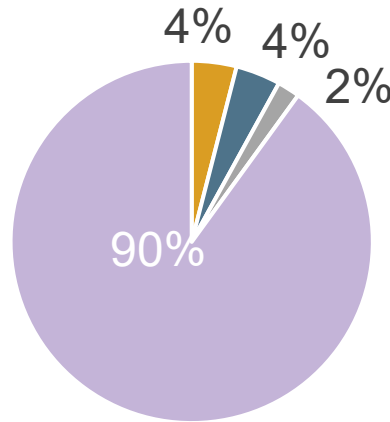
**85%** pay below-market rents

Faculty and Staff Rental



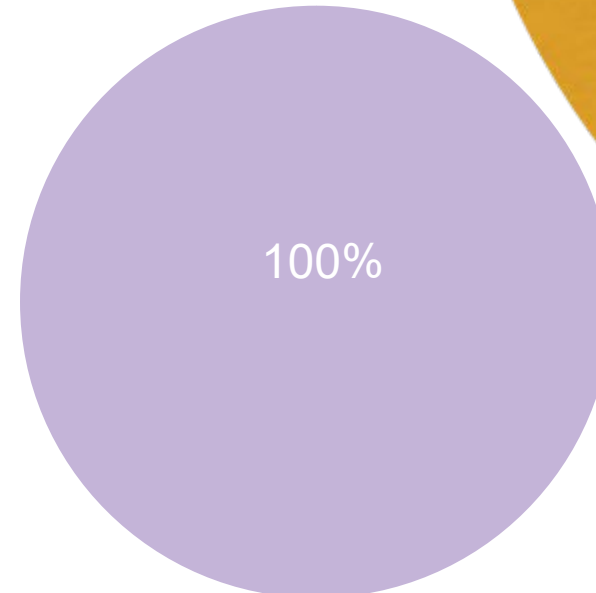
2,000 people

University Rental (Market)



2,300 people

Student Housing



13,500 people

■ Faculty ■ Staff ■ Affiliates ■ Students

*Note: Population estimates from UBC Housing database. University Rental occupants reflect an estimate based on UBCPT data.*

# Campus Vision 2050

## Principle: Confront the Affordability Crisis

- Through the UBC Housing Action Plan review, boldly lead with innovative approaches to the location, amount, type, tenure and cost of housing.
- Update the Housing Action Plan's definition of affordable housing.
- Explore new housing and community design models that support diverse social needs and household types, including workforce housing for faculty, staff and other on-campus employers.



## Big Idea Two More Housing & Expanded Affordability for UBC

# Campus Vision 2050 Board Priorities

## 1. More UBC Community Housing

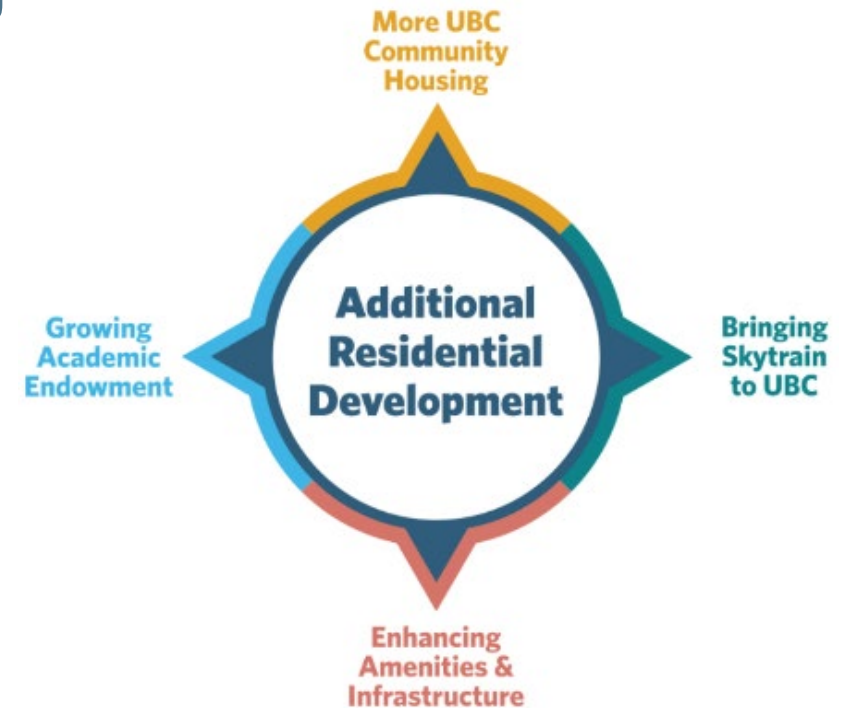
- Up to **20%** neighbourhood growth increase (doubling the neighbourhood residential units)
- At least **3,330 new student beds**
- Confront the affordability crisis through the **Housing Action Plan review**

## 2. Growing Academic Endowment

- Revenue to Academic Excellence, Student Housing, Faculty Housing, Rental Endowments

## 3. Enabling a SkyTrain contribution

## 4. Enhancing Amenities and Infrastructure



# Defining Affordability

- Standard definition: Housing costs are no more than 30% of a household's before-tax income (including rent, strata fees, property taxes, utilities)
- Unique UBC context
  - We have individual income data not household income data
  - Students have limited household income
  - Higher-income households may spend more and not be in housing need
- Housing Action Plan definition focuses on **housing choice and affordability** for different UBC groups based on income and household characteristics

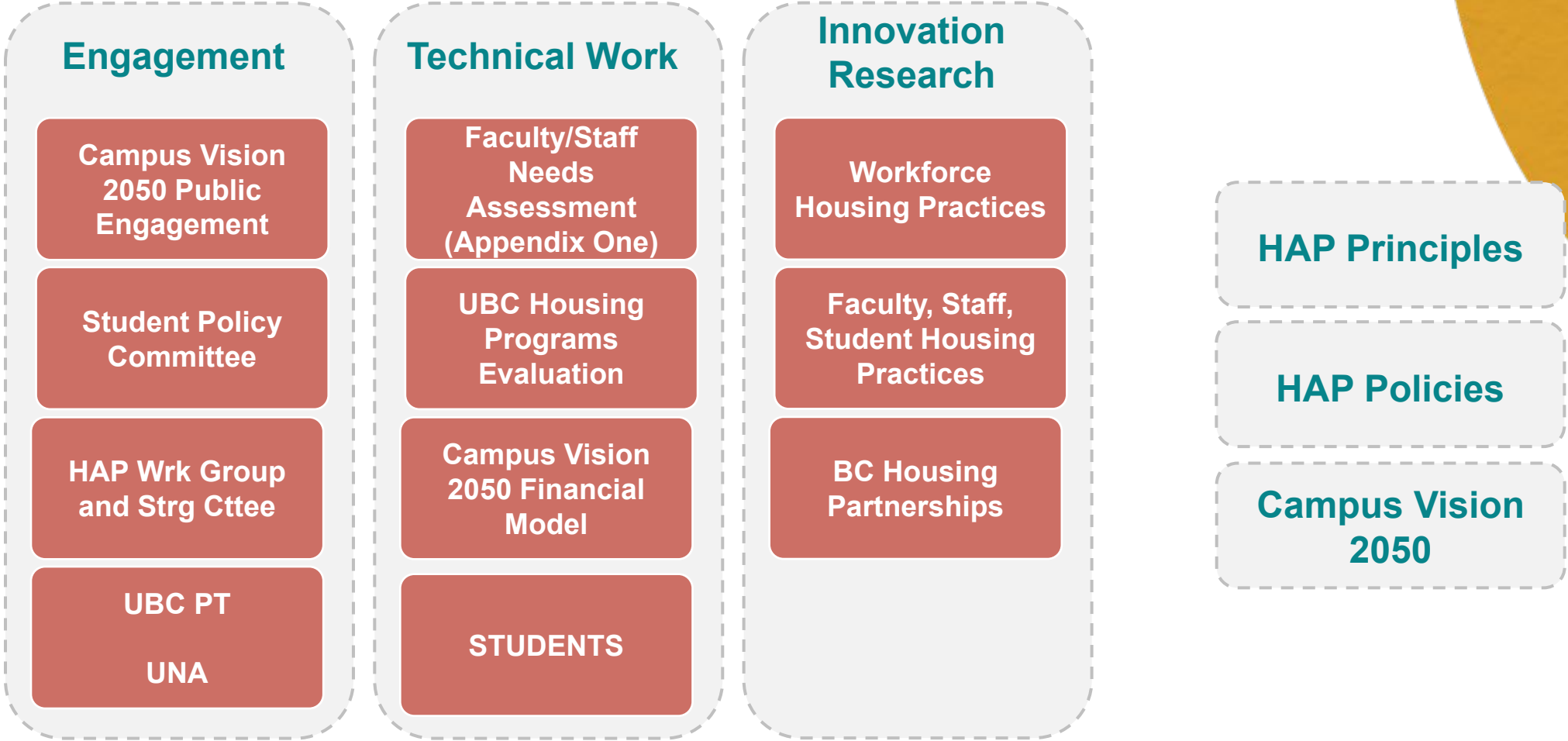


# What We've Learned

The background features a large teal circle on the left side. To its right is a solid orange rectangular area. At the bottom right, there is a light purple shape that appears to be a curved corner or a small section of a larger shape.



# Background and Analysis



Background and Analysis

Housing Action Plan Update

# What We've Learned

## Faculty:

- UBC faculty (\$135K) have significantly higher salaries than the Metro Vancouver median (\$41K) and are older (50 vs 41)
- Still, given home values, home ownership is out of reach for most faculty, especially early in careers and close to UBC
- Programs like PIRL are highly successful but on campus ownership faces affordability and external barriers
- On-campus faculty/staff rental is the most affordable housing option when considering transportation costs, and has significant wellbeing and community benefits

# What We've Learned

## Staff:

- UBC staff (\$63K) have higher salaries than the Metro Vancouver median (\$41K) and the same median age (41)
- Home ownership is out of reach for all but higher-income staff
- For low- to moderate-income staff – and many other on-campus employers – affordable housing is far from UBC, requiring high transportation costs and reducing quality of life
- On-campus faculty/staff rental is the most affordable UBC housing option and has significant wellbeing benefits
- The rent-geared-to-income program is highly valued but undersubscribed, requiring adjustments

# What We've Learned

## Students:

- UBC offers the most student housing in North America at rents below the regional market and peer universities
- Student housing offers the best student affordability and has high demand (6,000+ wait list)
- UBC neighbourhood market rental offers another important student housing choice with the vast majority of tenants as students
- The inability to finance student housing externally is a barrier to addressing student housing need
- Strong interest from AMS and others in aspirational targets to grow student housing beyond the Campus Vision 2050 targets

# What We've Learned

Everyone wants UBC to do more:

- More on-campus faculty/staff and market rental in neighbourhoods
- More student housing, including beyond the Campus Vision 2050 Terms of Reference commitment for at least 3,300 new beds
- Expansion and deepening of affordability options
- An on-campus ownership model that works
- More flexible off-campus options (including an expansion of Prescribed Interest Rate Loans)
- Innovative ideas like BC Housing partnerships

# Campus Vision 2050 Financial Model

Up to **20% neighbourhood growth** enables:

- Rental housing increase beyond current policy of 30% of new housing
- PIRL increase from \$15M → \$20M annually
- 3,300 student beds over ten years
- Other strategic priorities (SkyTrain, infrastructure, academic mission)
- For discussion at the November Board of Governors Advisory Committee on Campus Vision 2050 and Rapid Transit

# What We're Exploring

# Draft HAP Principles

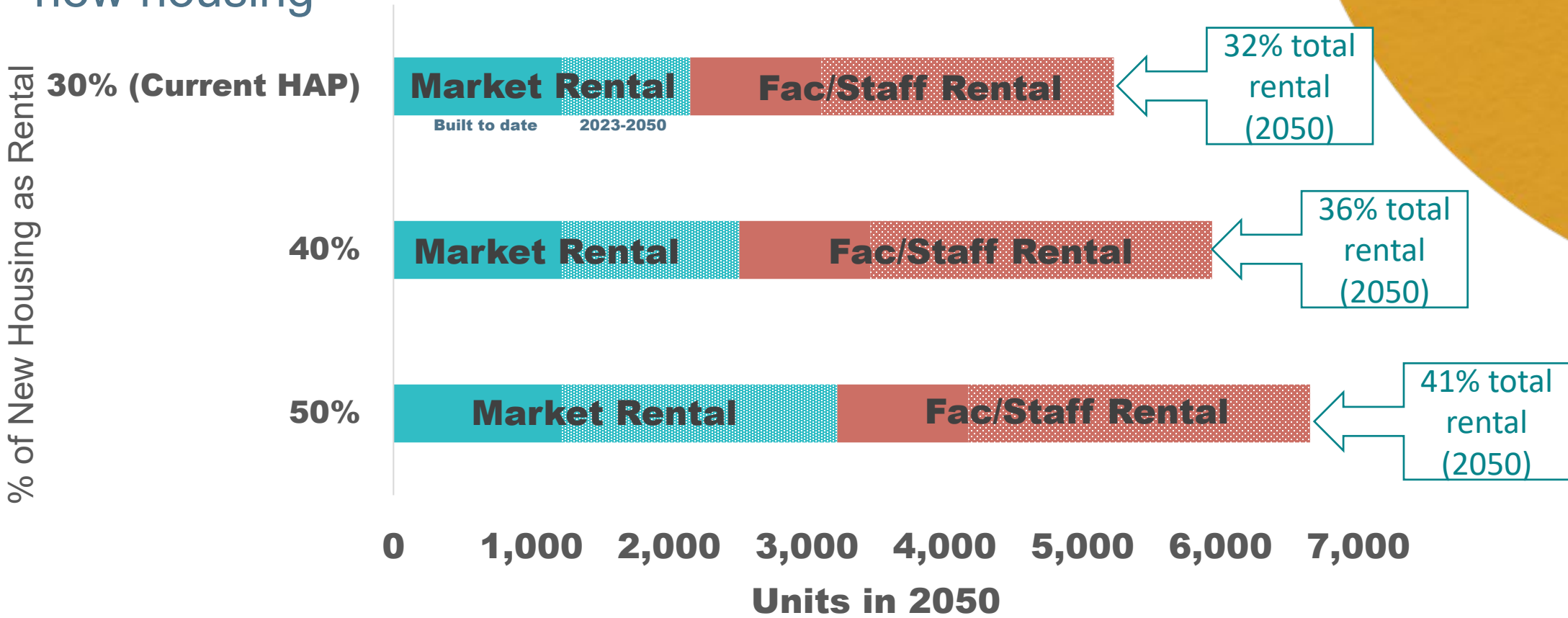
- **Maximize housing** to support UBC's people, academic mission, and communities
- Deepen affordability by focusing resources on **the most affordable** housing choices
- Provide housing choices to **meet different community needs**
- Prioritize affordability for **those who need it most**
- Use the campus as a test bed for **innovation** and partnerships
- **Balance financial needs** to address affordability



# Policy Directions

## More Rental Choice

- Explore increasing on-campus rental beyond 30% of new housing



# Policy Directions

## More Rental Choice

- Increased neighbourhood rental housing (see previous slide)
- Permanent Rent-Geared-to-Income program with higher income limits to expand eligibility
- Other campus employees eligible for rental housing (eg hospital, school, retail, UNA, etc)
- Minimum commitments to family-sized rental housing
- Regional housing opportunities for the UBC community (Surrey, SkyTrain extension, partnerships, Great Northern Way, etc)
- Explore a new donor-based Affordable Housing Endowment to fund housing priorities



# Policy Directions

## Attainable Ownership

- Innovative partnerships for on-campus faculty/staff home ownership (eg BC Housing)
- Resolve the provincial REDMA barriers to on-campus ownership programs; review the HAP when this is successful
- Expanded on- and off-campus faculty home ownership options (\$15M → \$20M annually Prescribed Interest Rate Loans, continued Down Payment Assistance program)



# Policy Directions

## Student Housing Opportunities

- At least 3,300 new student housing beds in the next ten years, along with ways to deliver more beds subject to demand, siting and financing (including demand assessment with SkyTrain)
- Target for housing as a portion of students (currently at ~25% of FTE students)
- Continuing current policies on affordability, unit sizes, and provincial advocacy
- Supporting affordability with a portion of student housing revenues
- Advancing advocacy to enable financing; leading a HAP review when this is successful



# Policy Directions

## Implementation

- IBPOC prioritization for faculty and staff housing programs, connected to recruitment and retention needs
- Funding accessibility needs in on-campus rental housing, on a case-by-case basis
- Continuing five-year reviews and BOG annual reporting
- Making program changes to respond to evaluation results on administration and communications



# Next Steps – HAP Update

# CV2050 / HAP Timeline

2022

2023

Jul                      Aug                      Sep                      Oct                      Nov                      Dec                      Jan                      Feb                      Mar                      Apr                      May                      Jun                      Jul

Mid 2022 - Mid 2023 | 12 months

**30-Year Vision and Land Use Plan (LUP) Update\*** | Explore concepts, develop, test and evaluate options, draft and finalize plans

Vision Options and Housing Action Plan (HAP) Initial Ideas

Draft Vision, LUP recommendations, HAP Recommendations

Final Vision, Draft LUP Update and Final HAP

## October 2022

- Conclude CV2050 public engagement
- Develop CV2050 Vision
- Finalize faculty/staff needs assessment, external evaluation
- Finalize CV2050 financial model
- Develop HAP policies and recommendations

## Nov 2022

- BOG Committee
- Emerging Draft CV2050 vision, HAP

## Dec 2022/Jan 2023

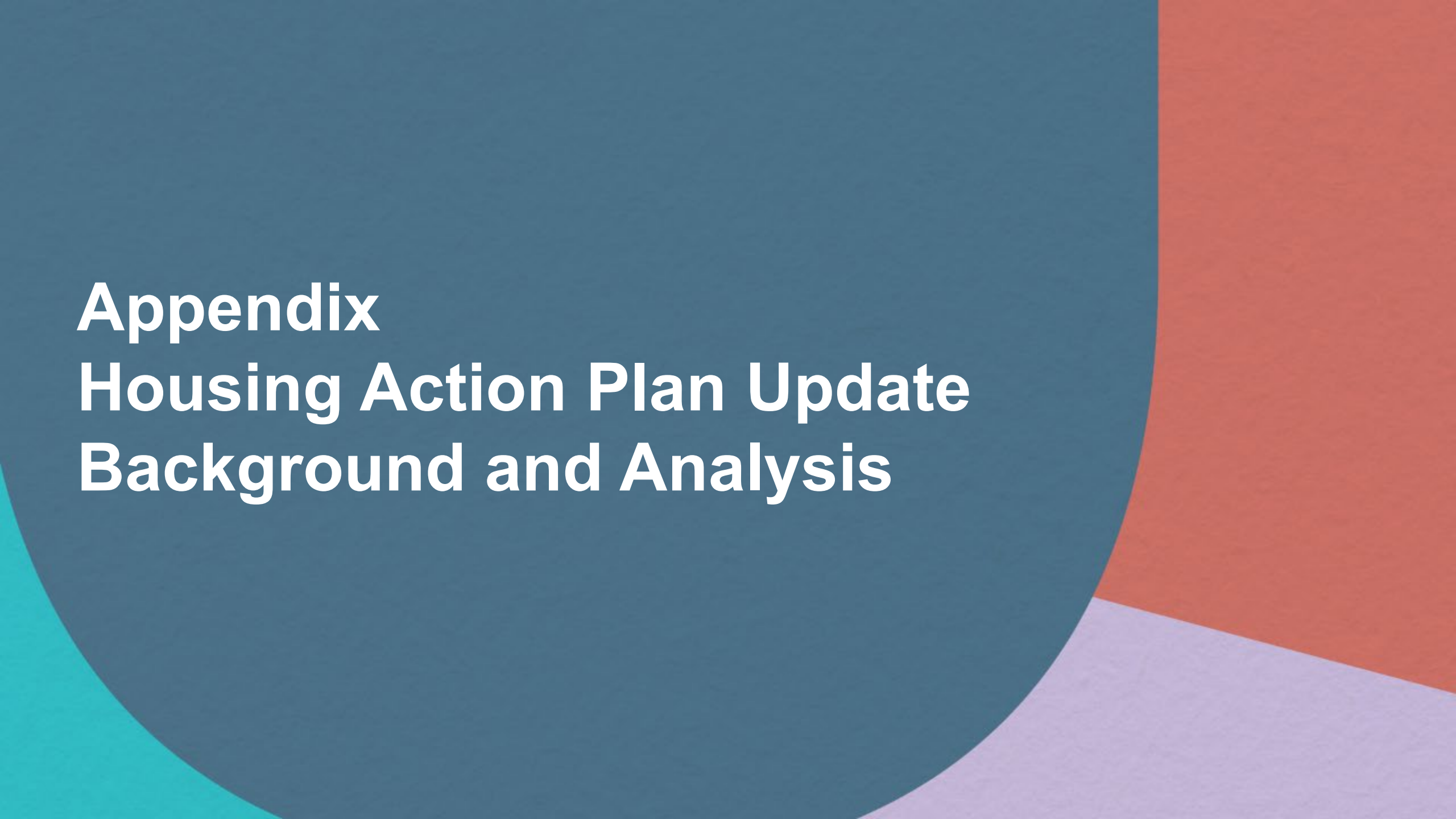
- Executive update
- Finalize draft CV2050 vision
- Finalize HAP recommendations
- January CV2050 public engagement including HAP policies
- BOG Committee

## Feb/March 2023

- Finalize CV2050 vision, updated HAP
- BOG approval subject to Land Use Plan public hearing (April 2023)

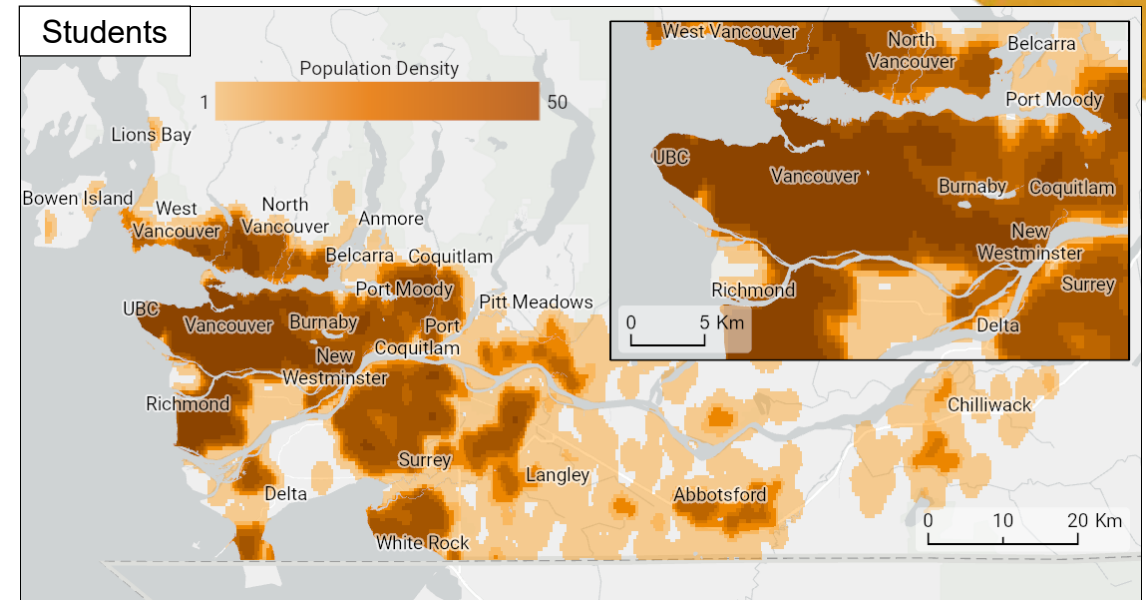
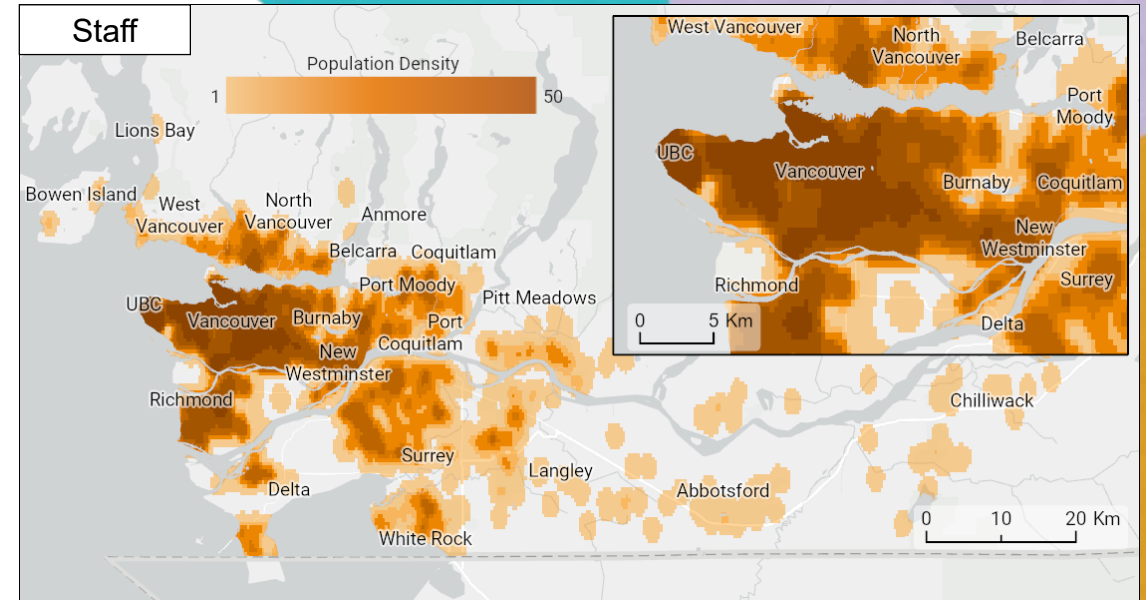
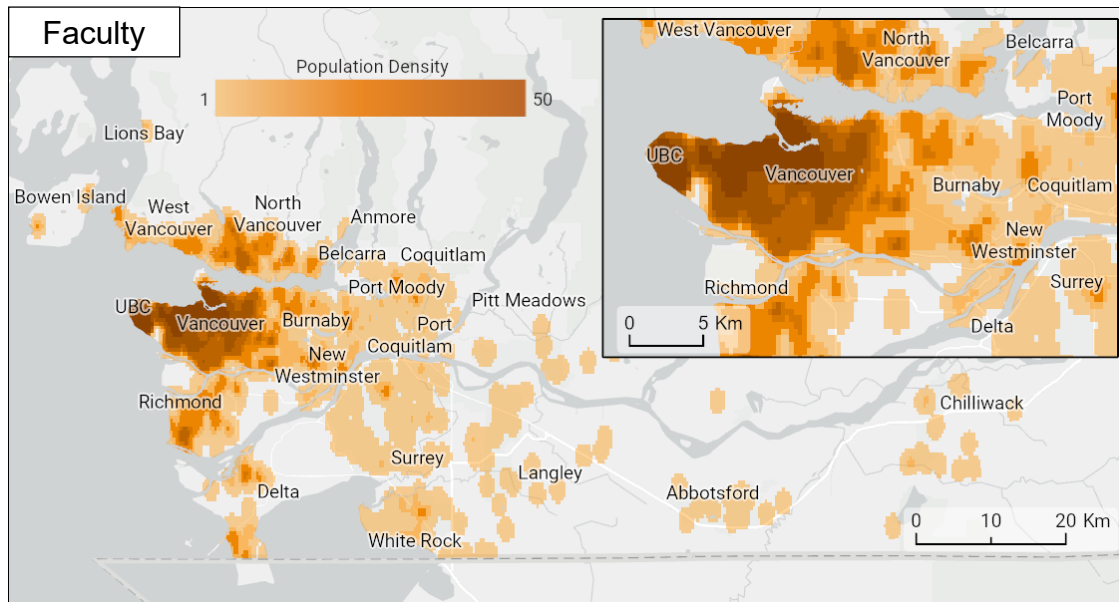




The background features three overlapping curved shapes: a large teal shape on the left, an orange shape on the right, and a purple shape at the bottom right. The text is positioned on the teal shape.

# **Appendix Housing Action Plan Update Background and Analysis**

# Where UBC Lives

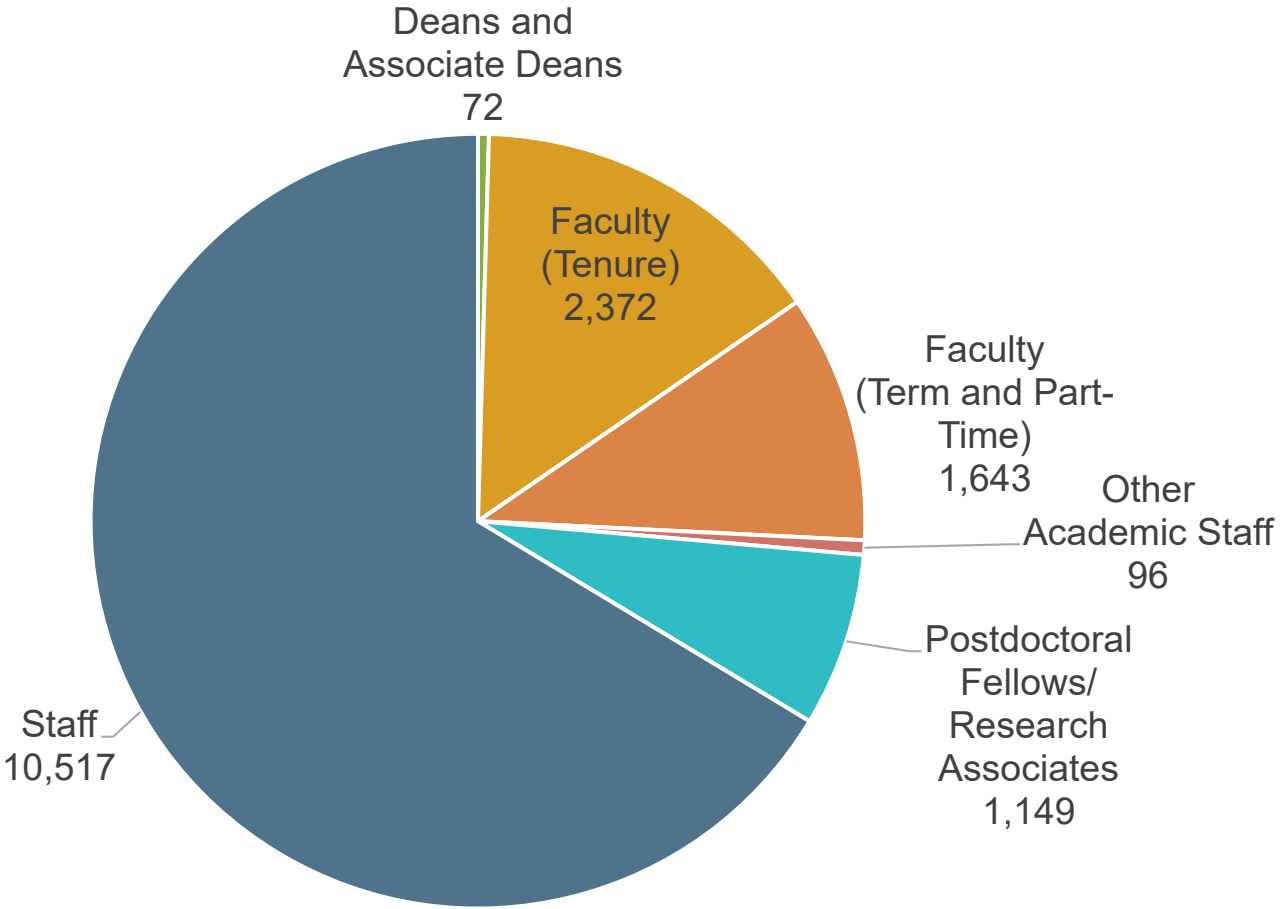


# Faculty & Staff Demographics

Indicator	Faculty	Staff	Metro Vancouver
Full-time / part-time	80% / 20%	90% / 10%	-
Men	54%	36%	49%
Women	44%	57%	51%
Identifying as trans	0.7%	0.8%	0.2% (Canada)
Median age	50	40	41
Indigenous identity	1.5%	1.8%	2.5%
Visible minority	19%	34%	49%
Persons with disabilities	7%	7%	21%
Identifying as LGTS	6%	7%	4% (Canada)
Median salary	\$135,000	\$63,000	\$40,800

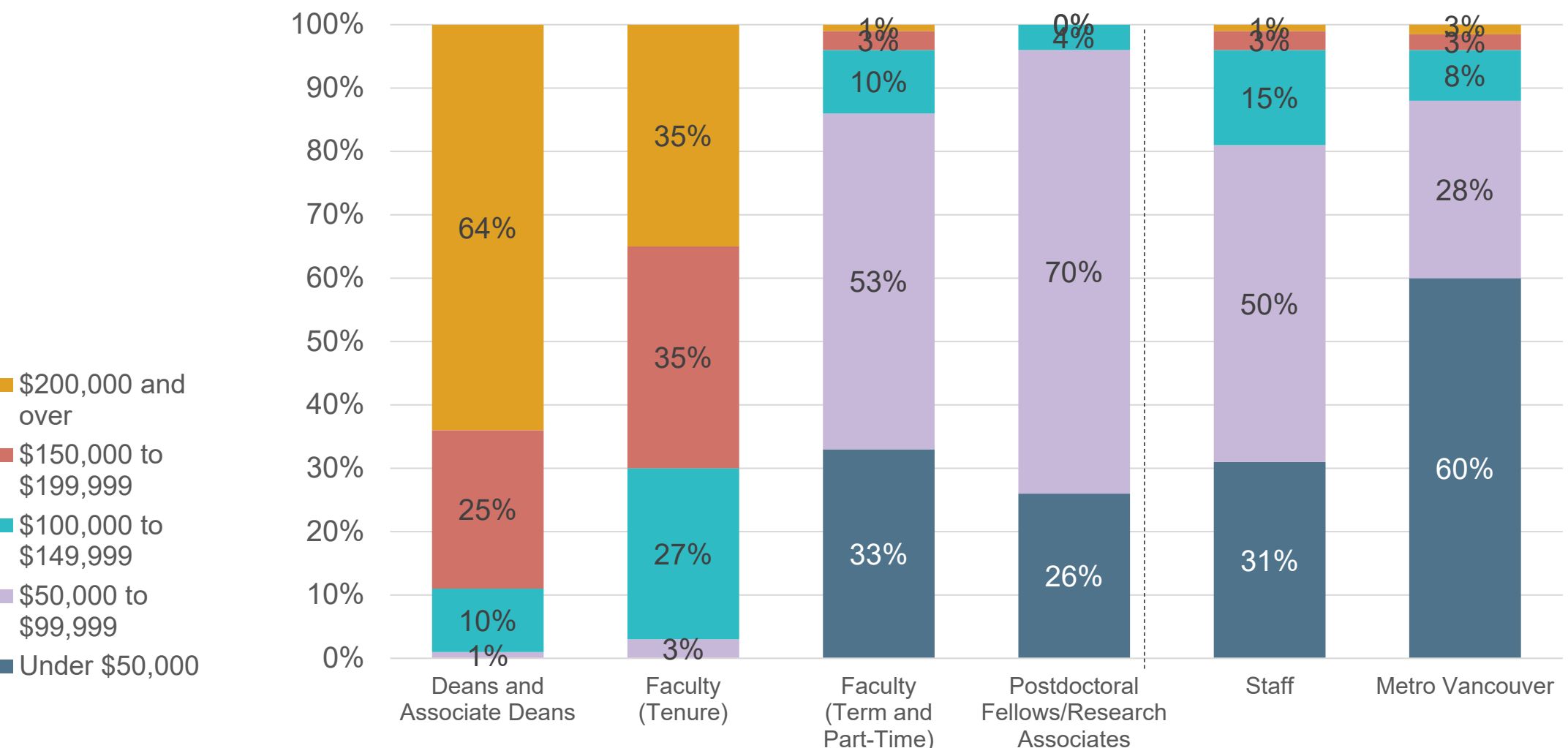
Note: Faculty includes Deans, Associate Deans, Faculty Tenure and Term/Part-Time; Staff includes Staff, Other Academic Staff, and  
 Data Source: Data Source: PAIR Faculty and Staff Demographics (2022)

# Faculty & Staff Groups



Data Source: PAIR Faculty and Staff Demographics (2022)

# Faculty & Staff Incomes

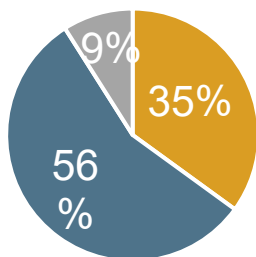


Data Source: PAIR Faculty and Staff Demographics (2022), Metro Vancouver (2020)

# Housing Affordability

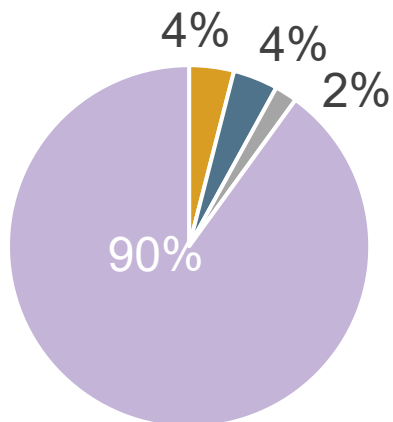
## Who Rents at UBC

### Faculty and Staff Rental



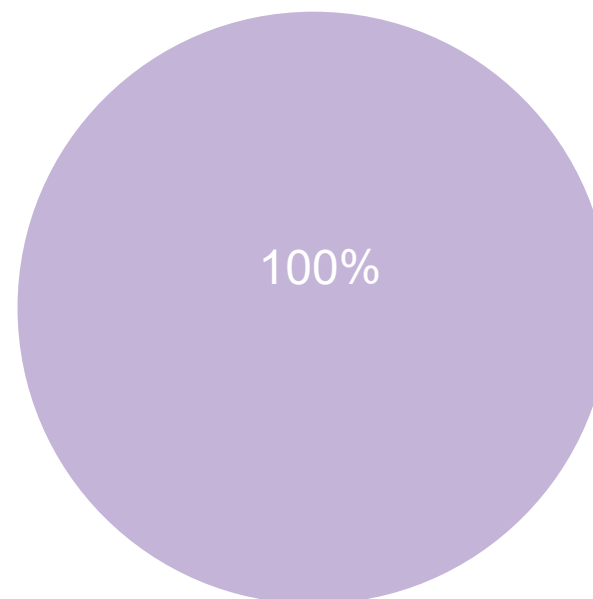
2,000 people

### University Rental (Market)



2,300 people

### Student Housing



13,500 people

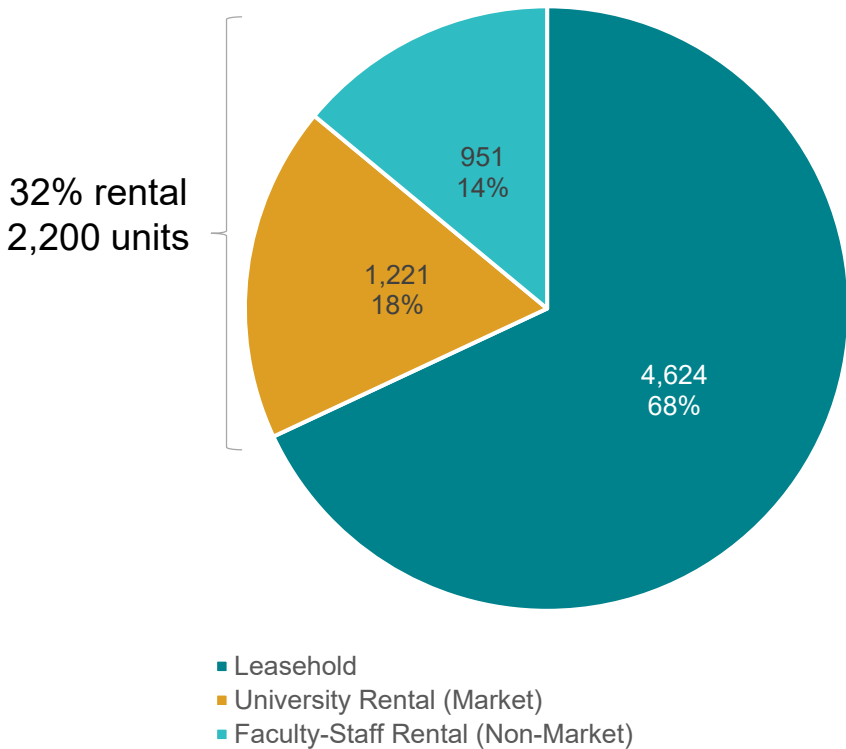
■ Faculty ■ Staff ■ Affiliates ■ Students

Note: Population estimates from UBC Housing database. University Rental occupants reflect an estimate based on UBCPT data.

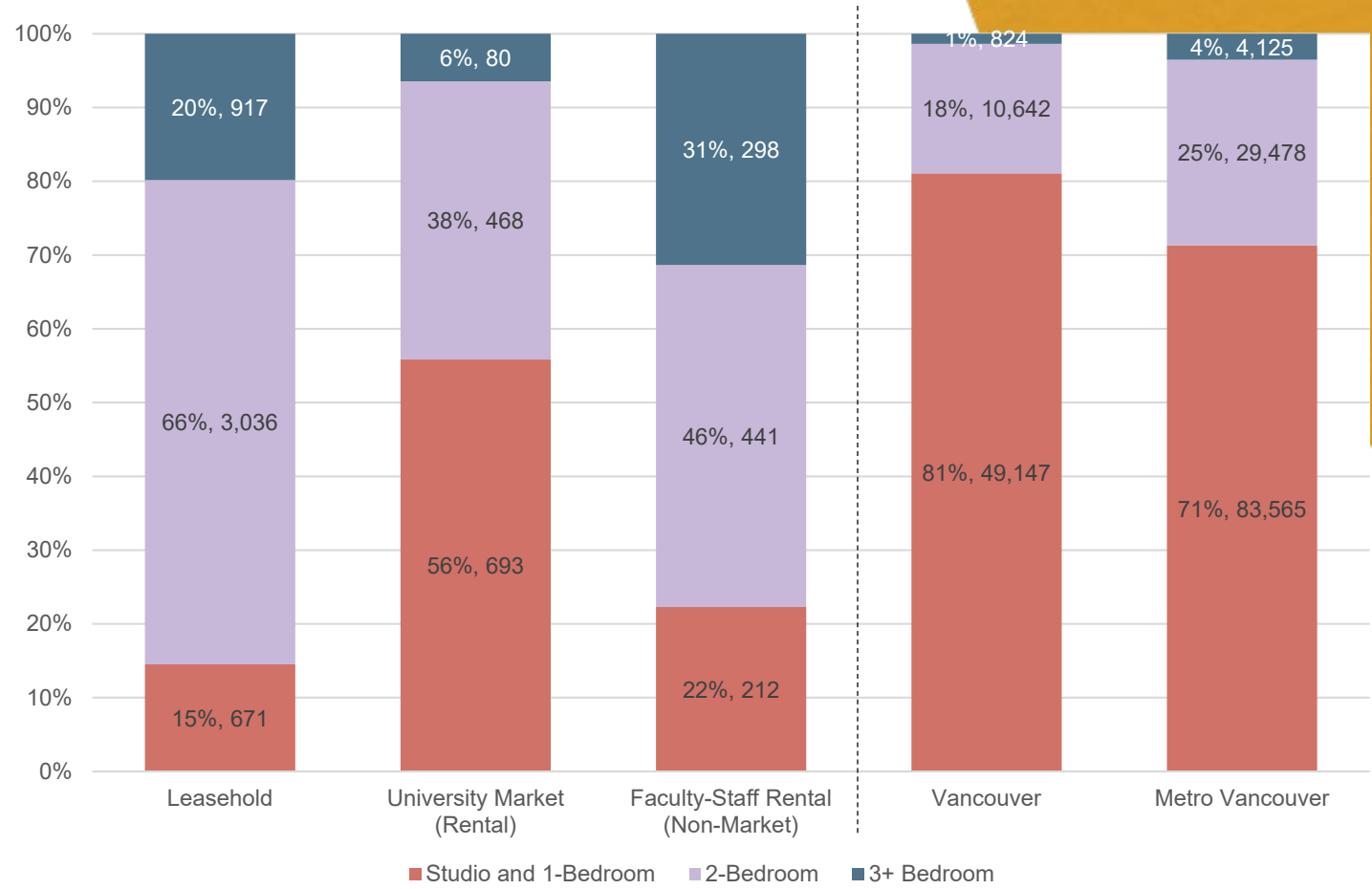
# Housing Inventory

## UBC Neighbourhood Housing

Units by Tenure



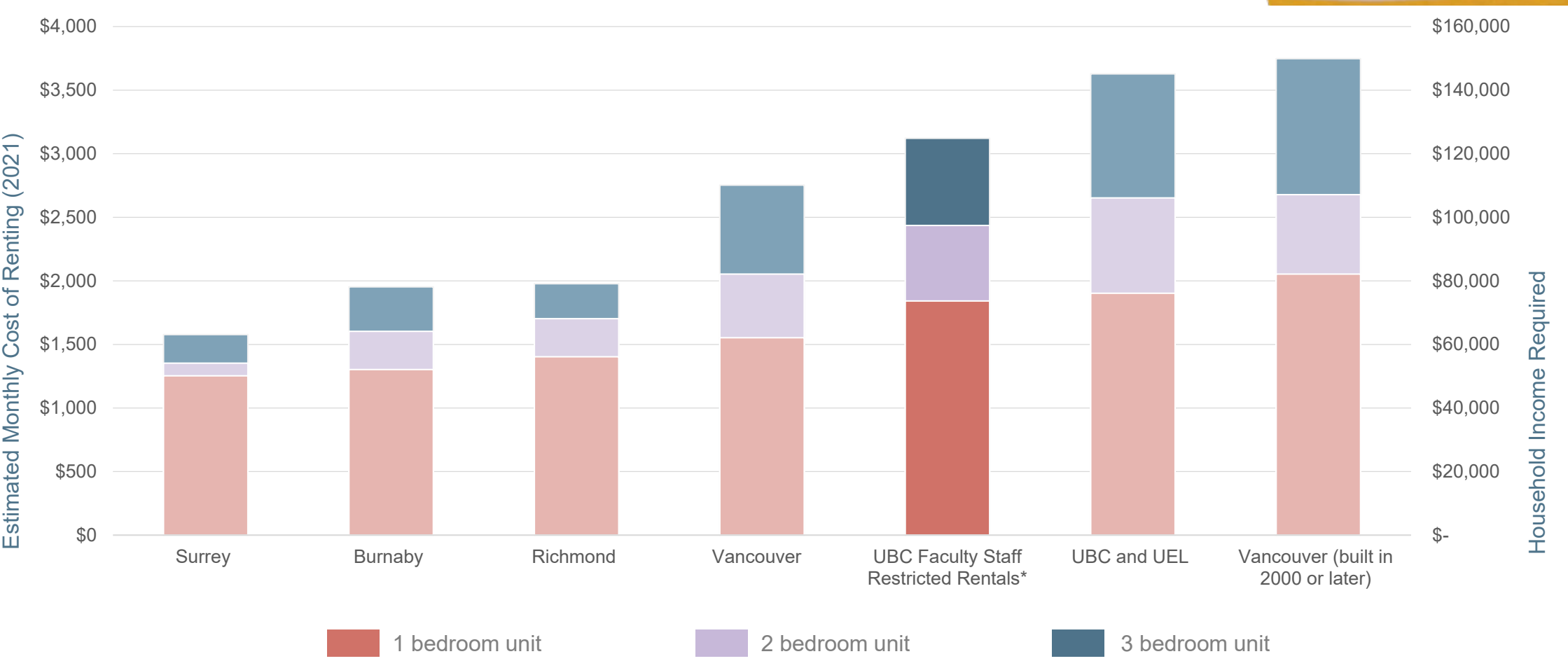
Units by Tenure and by Bedroom Type



Data Source: UBC Housing Database (2022)

# Housing Affordability

## Required Household Incomes

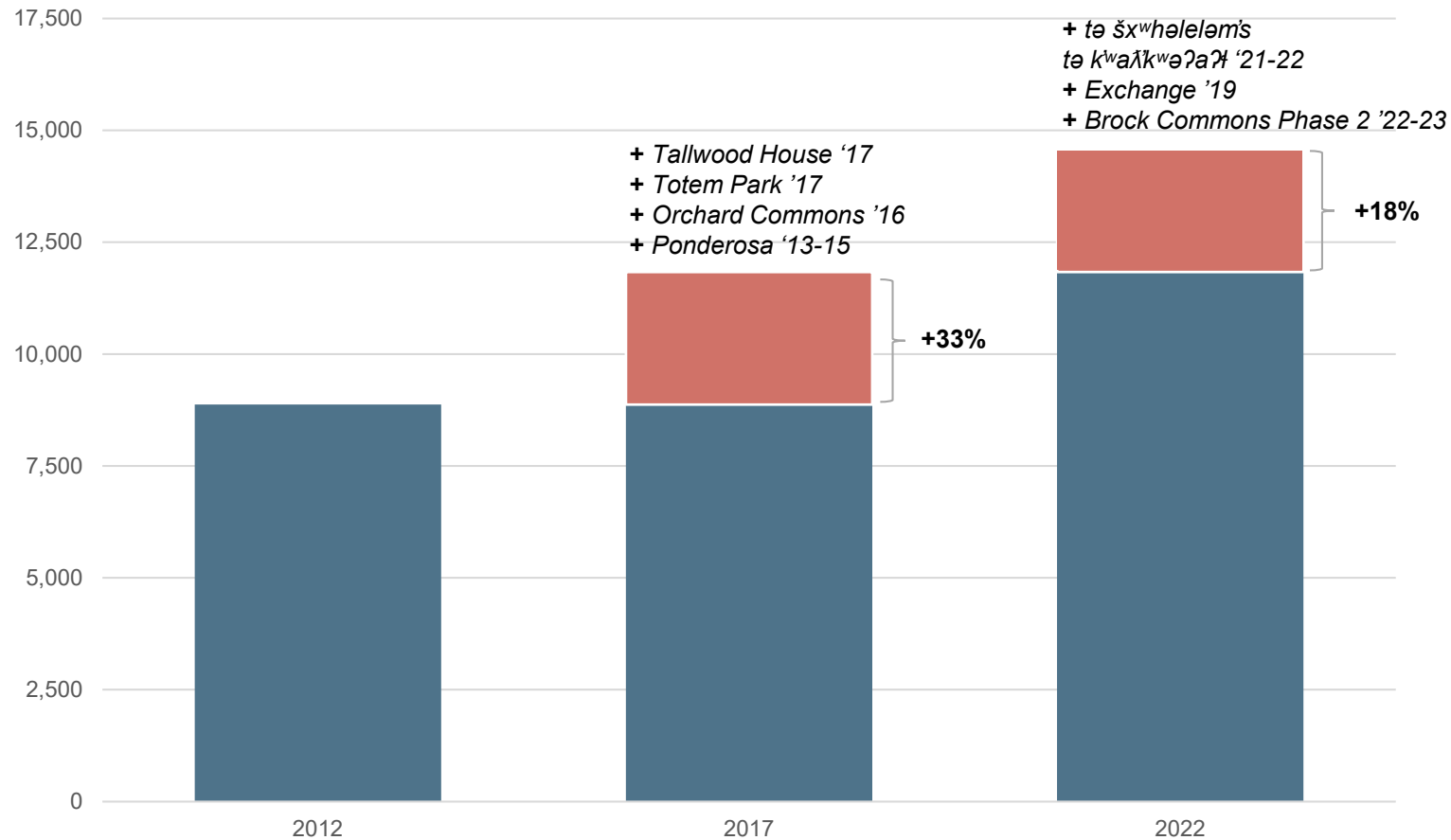


Notes: \*UBC Faculty Staff Restricted Rentals include the average taxable benefit. Household income required is calculated based on spending no more than 30% on housing.  
 Data Source: UBC Faculty and Staff Housing Needs Assessment and Programs Review, Figures 30, 31 and 32, pages 68-69.



# Housing Inventory

## Student Housing

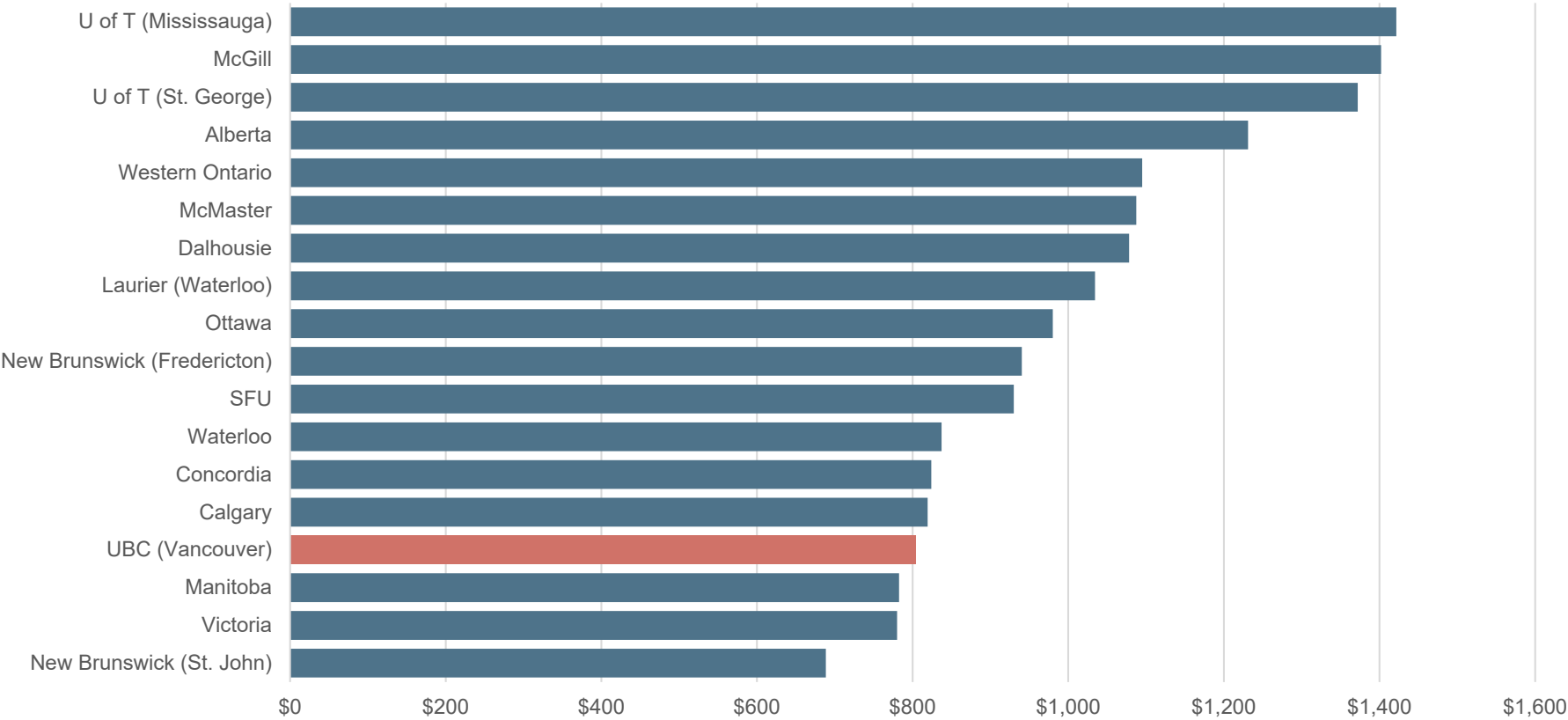


Data Source: UBC Housing Database (2022)

# Housing Affordability

## Student Housing

Rent Comparison – Comparator Universities, Traditional Single (Dorms)

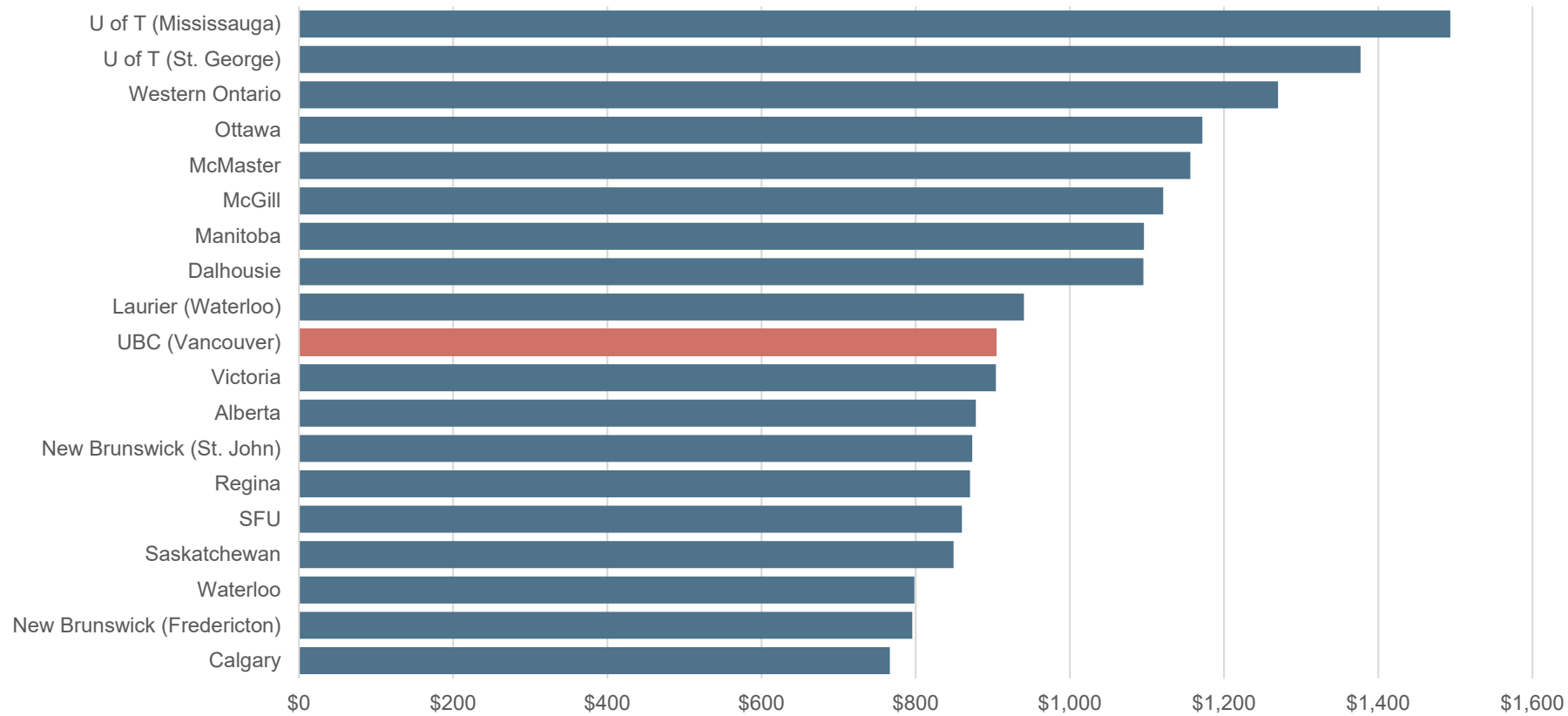


Data Source: SHCS desktop review of publicly available data from the 2021-22 academic year.

# Housing Affordability

## Student Housing

### Rent Comparison – Comparator Universities, Suite Style

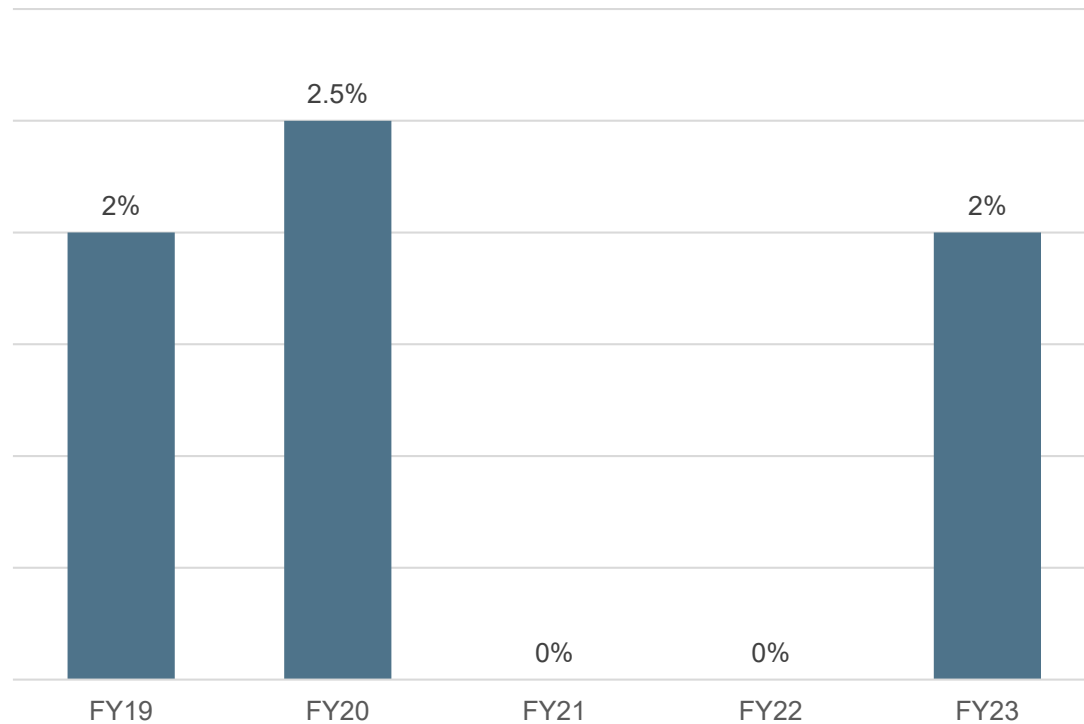


Data Source: SHCS desktop review of publicly available data from the 2021-22 academic year.

# Housing Affordability

## Student Housing

Rent Rate Change (Last 5 Years)



Note: FY23 and FY19 had variable rate increases across properties that averaged to 2%.  
Data Source: SHCS

Illustrative Examples:

Traditional Residence  
2019-2022 Rent Increase

**\$8/month**

rent increase (1.5%) from \$536 (2019) to \$544 (2022) for a single room

Suite Style Residence  
2019-2022 Rent Increase

**\$12/month**

rent increase (2%) from \$603 (2019) to \$615 (2022) for a single room

