



THE UNIVERSITY OF BRITISH COLUMBIA

Campus Vision 2050: Final Terms of Reference

1. INTRODUCTION

Campus Vision 2050 is a comprehensive, two-and-a-half-year public planning process to update two key land use policy documents for the University of British Columbia’s (UBC) Vancouver campus: the Land Use Plan and the Vancouver Campus Plan—the first major updates in over a decade.¹ It will lead to a 30-year vision for the campus that builds on what makes UBC a special place and enhances the livability, sustainability and character of the campus within its unique context. Campus Vision 2050 will consider the diverse perspectives of all those who are invested in the success of this campus – from Musqueam, who have been stewards and caretakers of this land since time immemorial; to the students, faculty and staff who learn, teach and work here; to the neighbourhood residents who live here today; to the alumni and donors who continue to support UBC. The final vision and plans will support the needs of the university and seek to balance the multiple interests of the Indigenous host nation, campus communities and the broader region and its ecology.

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

- background and context;
- why UBC is undertaking this process;
- guiding principles and strategies;
- the technical scope of the process;
- academic and residential growth assumptions;
- a general description of the planning process and deliverables;
- approach to engagement; and
- project governance, including roles and responsibilities.

This document is a finalized version of a preliminary draft that was submitted to the Board of Governors (the Board) for input in December 2021. The preliminary Terms of Reference was refined through comprehensive community engagement with UBC community members, including students, faculty, residents and the University Neighbourhoods Association (UNA), Musqueam representatives, staff, alumni, and developers, along with technical research and analysis.

The Final Terms of Reference serve as the ‘goal posts’ for developing and testing a wide range of planning options for the 30-Year Vision, updated Land Use Plan and 10-Year Campus Plan, and guide the next generation of neighbourhood plans. The process will strive to balance different needs and interests, and require finding common ground, while making tradeoffs and choices clear to the community and decision makers.

¹ See Appendix A for links to all documents referenced.

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2. CONTEXT

2.1 UBC's Mission and Purpose

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

2.2 Musqueam

The UBC Vancouver campus is situated on the traditional, ancestral and unceded territory of the *xw̱məθ-kwəy̓əm* (Musqueam) people. For millennia, Musqueam people have been stewards and caretakers of these lands and have shared it with others. UBC has been located on these lands for over 100 years, and strives toward building meaningful, reciprocal and mutually beneficial partnerships with Musqueam and learning from Musqueam's traditional relationship with the land. With the launch of the 2020 Indigenous Strategic Plan, UBC became the first North American university to commit to implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), taking a human rights-based approach to its Indigenous strategic framework. The plan describes the university's goals and actions to advance the vision of becoming a leading university globally in implementing UNDRIP in a post-secondary context.

2.3 People

The UBC Vancouver campus is made up of a diverse community of almost 57,000 students and more than 16,000 faculty and staff and is home to about 15,000 residents in campus neighbourhoods and about 13,000 in student housing. As one of Canada's largest academic institutions and the third-largest employer in the province, thousands of people travel from all over Metro Vancouver each day to learn, work and play on campus, contributing to an estimated daytime population of more than 80,000 people.

2.4 Place

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

1. spaces for teaching, learning and research facilities;
2. thriving, sustainable residential communities, with a wide range of community amenities including shops, restaurants, a grocery store, community centres and schools;
3. industry and community partnerships, and businesses and amenities that support the people who study, work, live and play on campus; and
4. residential development, from which UBC generates revenue to provide faculty, staff and student housing, create community infrastructure and amenities, and advance academic excellence through the Trek Endowment with bursaries, scholarships, new academic buildings and academic programs.

2.5 UBC's Trek Endowment Fund

The Trek Endowment Fund provides stable and enduring financial support for the university's research, academic programs and students. A portion of the fund includes investment income on the sales of pre-paid 99-year residential leases and the proceeds from commercial and residential market rental. UBC leases its land – rather than selling it – and generates investment income from the revenue. In this way, the university preserves

both its land and the revenue it generates in perpetuity and for the benefit of current and future generations, while building livable, thriving residential neighbourhoods. The investment income makes up a portion of UBC's overall budget and provides opportunities to invest in university priorities, including teaching, research and student aid programs, as well as academic infrastructure. A key current strategic priority for a portion of land development revenue is to support affordable student and faculty housing. Just like a mortgage, this money is then paid back with interest, ensuring that a return is generated for the university, providing sustainable support to enable UBC to build even more affordable housing in the future.

3. LAND USE PLANNING BACKGROUND

3.1 Overview

The long-term direction for land use at UBC Vancouver is established in the Land Use Plan, which covers the entire campus, including both academic and neighbourhood housing areas (See Appendix B). In 2010, the province introduced the *Municipalities Enabling and Validating Act Part 10-2010 (MEVA)*. MEVA requires all decisions made by the UBC Board of Governors (the Board) to be consistent with the Land Use Plan, and makes the BC Minister of Municipal Affairs responsible for adopting Land Use Plan amendments. Like Official Community Plans in BC, the Land Use Plan states the objectives and policies that guide planning and land use management, outlines long-term development plans, and must be consistent with regional plans and policies. Land use plans are typically updated every 10 years in line with regional plan updates (such as Metro 2050 and Transport 2050), with minor amendments occurring as needed to keep pace with changing needs.

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

3.2 Neighbourhood Plans

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

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

Between 2017 and 2019, after extensive community engagement, UBC developed a draft concept for Stadium Neighbourhood. The draft concept included from 1.28 to 1.55 million sq. ft. of residential development with maximum heights from 22 storeys to 32 storeys, a mix of retail, services and community amenities, and a new Thunderbird Stadium. Musqueam were notified and informed throughout the concept's development, but UBC and Musqueam had not yet worked out a process of deeper engagement on land use planning. In September 2020, the Board of Governors considered alternative development scenarios to: address community concerns

² The Board of Governors memo established residential floor space allocations totaling 13.74 million sq. ft. of gross buildable area for the eight neighbourhood housing areas on campus that would support a sustainable community. See Land Use Plan Next Steps: Neighbourhood Distribution Report, April 2011.

around affordable housing, needs including groceries and school capacity, and building height; and better understand economic, urban design and sustainability implications including capacity to deliver UBC community housing. The Board directed the Administration to consider these issues, in particular height and density, within the broader campus context as part of the Campus Vision 2050 process. The future Stadium Neighbourhood will be resolved as part of the 30-Year Vision phase of the process, within the existing height and density parameters of the draft plan.

3.3 Amending the Land Use Plan

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

4. WHY A CAMPUS VISION?

4.1 Time to Renew the Vision

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

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

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

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

4.2 Housing Affordability

The past decade of campus growth was set against a backdrop of population growth across Metro Vancouver including a growing housing affordability crisis. The soaring cost of living, and of housing in particular, threatens UBC's ability to recruit and retain faculty and staff and is making a UBC education increasingly inaccessible. As

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

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

⁵ UBC Campus and Community Planning. Internal estimates.

both a post-secondary institution and as a major regional land holder, UBC plays a role in addressing this crisis, and Campus Vision 2050 provides an opportunity for UBC to demonstrate innovative solutions.

4.3 Livable Neighbourhoods

Campus neighbourhoods have been a key part of UBC's evolution. With six residential neighbourhoods housing nearly 15,000 residents, the experience of living at UBC has been widely recognized for its qualities of walkability, sustainability, connection to nature and access to high quality amenities. Campus Vision 2050 provides an opportunity to contribute to campus livability, providing more community housing along with services, amenities, and spaces for interaction and community building.

4.4 SkyTrain to UBC

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

4.5 Responding to Societal Imperatives

Since the last major amendments to the Land Use Plan, a host of societal imperatives and critical needs for the institution and university community have emerged or strengthened, including relationships with Indigenous peoples; deeper and more meaningful engagement with Musqueam; taking bold action on the climate emergency; improving equity, diversity and inclusion; the regional housing affordability crisis; community wellbeing; campus resilience; and better connectivity with the region. Most recently, the impacts of COVID-19 have challenged accepted patterns and paradigms for living, working, and learning, while other disruptions such as increasing digitization and smart technologies, remote work, e-commerce, and the sharing economy have transformed the way spaces are used and inhabited.

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

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

5. GUIDING PRINCIPLES AND STRATEGIES

5.1 Overview

Early engagement with the community, Musqueam and the university explored a series of thematic needs and aspirations that then informed the creation of the Campus Vision 2050 guiding principles and strategies. The guiding principles and strategies align with the university's strategic focus on "creating vibrant, sustainable environments that enhance wellbeing and excellence for people at UBC and beyond," as articulated in the Strategic Plan. A detailed summary of community engagement is available [online](#); it includes discussions related to the thematic needs and aspirations and the guiding principles and strategies that evolved from the themes.

The guiding principles—along with other qualitative and quantitative measures—will inform criteria for assessing different options for the 30-Year Vision. Options for the future must support the Campus Vision 2050 principles. The associated strategies propose how Campus Vision 2050 could enable a campus that aspires to the values espoused by each guiding principle.

5.2 The Seven Guiding Principles and Strategies



Figure 1: Guiding Principles Wheel

Support UBC's academic mission.

UBC is a university, first and foremost, with a vision to inspire people, ideas and actions for a better world. Campus Vision 2050 must support this vision and the university's pursuit of excellence in research, teaching, learning and community engagement to foster global citizenship and advance a sustainable and just society. At the same time, it must be responsive to the evolving role the university has in confronting the challenges of today while being adaptive and resilient in the face of future change and uncertainty.

Strategies:

- Provide academic building space that supports a range of collaborative and interdisciplinary teaching, research and learning environments, including innovative environments that are responsive to evolving needs, such as hybrid in-person and online learning.
- Ensure the appropriate level of housing, amenities and services to support students, faculty and staff living on campus.
- Create academic, research and commercial spaces that nurture knowledge creation and innovation and invite interaction, knowledge exchange, collaboration and community partnerships.
- Use the campus to research, implement and test innovative approaches to achieving sustainability and wellbeing commitments on campus and for the broader region.

Strengthen UBC's relationship with Musqueam and campus Indigenous communities.

UBC and Musqueam are working together to develop a more meaningful, reciprocal, mutually beneficial and enduring relationship to benefit both communities now and for future generations. Campus Vision 2050 must support this work and the goals and actions of the UBC Indigenous Strategic Plan, while honouring and celebrating UBC's host nation on whose traditional territory the campus is privileged to be situated.

Strategies:

- Co-develop new ways to engage Musqueam in land use planning through the Musqueam-UBC Relationship Agreement.
- Enrich the campus with a stronger Musqueam presence (e.g., hən̓q̓əmiñəm street and place names, outdoor art and storytelling).
- Create spaces that are welcoming to and inclusive of Musqueam and all Indigenous peoples.
- Create campus landscapes that integrate Musqueam knowledge and expertise, continue the tradition of and renew Musqueam practices, and incorporate traditional ways of knowing and caring (e.g., places where elders can teach youth about plants and harvesting).

Confront the affordability crisis.

UBC is located in one of the least affordable regions in the world and can demonstrate innovation in confronting the housing crisis in the context of the UBC community. Unaffordable housing and food insecurity are detrimental to the well-being of the community and ultimately the future success of the university. Campus Vision 2050 must make daily life on campus more affordable, convenient and supportive and enable new ways to provide affordable housing and food options as part of a complete community concept. This is particularly important for faculty and staff recruitment and retention and to maintain the accessibility of education.

Strategies:

- Through the UBC Housing Action Plan review, lead in addressing housing affordability 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.

- Provide and support convenient access to services and amenities that meet a range of daily needs, including those essential to wellbeing (e.g., groceries, schooling and childcare as well as green and open spaces, recreation sites and prayer space).
- Collaborate and partner with UBC Food Services and others to provide more affordable food options.

Make campus more inclusive, accessible and welcoming.

Everyone deserves to feel welcomed and supported in their daily activities on campus and in the neighbourhoods. Campus Vision 2050 must result in plans that consider all ages, abilities and backgrounds and lead to equitable, diverse and inclusive spaces that help achieve the best learning, working and living environments for all. It must also encourage and support a strong sense of community and belonging.

Strategies:

- Create welcoming, supportive and safe spaces for the diverse campus community, with particular emphasis on historically marginalized, equity-deserving groups.
- Design a barrier-free, universally accessible campus that provides dignified, welcoming and effective access to people of all ability levels.
- Design for safety and personal security.
- Develop a compact campus that prioritizes walking and rolling.
- Celebrate the diversity of the campus community with spaces for interaction, artistic and cultural expression and community building.

Take bold action to address climate change and enhance campus ecology.

Climate change and unsustainable land use threaten human and ecological wellbeing and biodiversity, disproportionately impacting marginalized and underprivileged people. Campus Vision 2050 must support UBC's systemic, collective action to combat climate change, including reinforcing and aligning with Climate Action Plan 2030, and protect and enrich campus ecology and biodiversity.

Strategies:

- Embed a climate justice lens that recognizes privilege and inequality in land use plans and practices.
- Develop a transit-oriented campus that reduces the reliance on cars.
- Foster a climate-adaptive and resilient campus by enhancing and enriching biodiversity and natural systems while incorporating Indigenous ways of knowing.
- Apply circularity in waste, food, water and energy systems.
- Encourage development that optimizes existing infrastructure and assets and minimizes carbon emissions as a result of new building construction and operations.

Strengthen connectivity.

UBC suffers from limited connectivity with the broader region—socially, economically and ecologically—and getting to, from and around the 400-hectare campus can be difficult for many. Campus Vision 2050 must improve connections within campus and to the broader region.

Strategies:

- Plan for SkyTrain, including enabling academic growth, housing options and research and community partnerships.
- Prioritize the use of active and sustainable transportation modes on campus, and respond to future mobility trends.
- Create a safe and comfortable transportation network that is easy to navigate.
- Enhance ecological connectivity and the role the campus can play in achieving healthy and resilient natural systems that cross jurisdictional boundaries.

- Coordinate with academic planning at UBC sites across the region to use land efficiently and serve the academic mission.
- Coordinate planning of future UBC neighbourhoods and amenities with Musqueam and other regional jurisdictions.

Ensure the campus lands benefit the UBC community today and for generations to come.

The campus lands provide the space for world-class teaching and research facilities and thriving, complete, and livable neighbourhoods. They also support the community today and for generations to come through residential development that funds academic excellence, infrastructure and amenities, and affordable housing for faculty, staff and students. Campus Vision 2050 must ensure the campus lands continue to serve these purposes, while also providing livable and sustainable communities that continue to make UBC an exceptional place to teach, learn, live, work and play.

Strategies:

- Explore responsible residential housing development to fund academic excellence, affordable faculty, staff and student housing, infrastructure and amenities, and a potential financial contribution towards the SkyTrain extension.
- Follow the Musqueam practice of long-term care by balancing what one takes from and gives back to the land.
- Optimize sustainability and livability in supporting a compact, livable and integrated campus.

6. CAMPUS VISION 2050 SCOPE

6.1 Overview

Campus Vision 2050 focuses on the physical development of the Vancouver campus, both academic and neighbourhood lands. It will result in a 30-year vision, updates to UBC's Land Use Plan and a new 10-Year Campus Plan, along with guidance for future neighbourhood planning. The process will consider the overall spatial layout and structure of the campus, the relationships between land uses, development and the ecological, social, cultural and physical requirements for a healthy and thriving campus community. Campus Vision 2050 will also identify quick start projects that can demonstrate action on immediate campus needs.

There may be a number of topics outside of the scope of Campus Vision 2050 that arise during the process. These could include: services provided by third senior levels of government (e.g., healthcare), project financing and funding, building and space design and programming, detailed operational strategies (e.g., infrastructure management), among others. Some topics will require coordination with external agencies, some may be channelled to existing or new policy areas, initiatives or implementation plans, and some may be brought forward for further direction from the Board.

6.2 Assessment Criteria

Campus Vision 2050 will explore and assess options for the campus against the guiding principles, strategies and qualitative and quantitative criteria for optimizing value and benefit to the university, the community and the land. The process will strive to balance different needs and interests, and require trade-offs. For example, more housing development enables more amenities and services for the community, but reduces the amount of open space. And while additional neighbourhood development provides significant financial opportunity for UBC to meet the needs of the university and the community, this must be carefully balanced with the qualities of livability, biodiversity and academic excellence that make UBC an outstanding environment to live, teach, learn, work and play.

The intent is to make the tradeoffs and choices clear to the community, through transparent sharing of information and analysis, and participatory community engagement, and to the Board when making decisions.

Categories of criteria will include:

- Urban Structure and Ecology (e.g., land use distribution and integration; transportation and mobility network capacity; amenities and services quantity, distribution and proximity; ecological connectivity and resilience; amount and distribution of open space)
- Character and Urban Design (e.g., Musqueam and campus Indigenous community values; sense of place and campus fit; human-scale urban design; cultural diversity and campus experience; green and open space access and connectivity)
- Financial Support to Advance University Needs (e.g., amount, type and tenure of affordable housing for the UBC community; and support for academic excellence, amenities and infrastructure, and bringing SkyTrain to UBC).

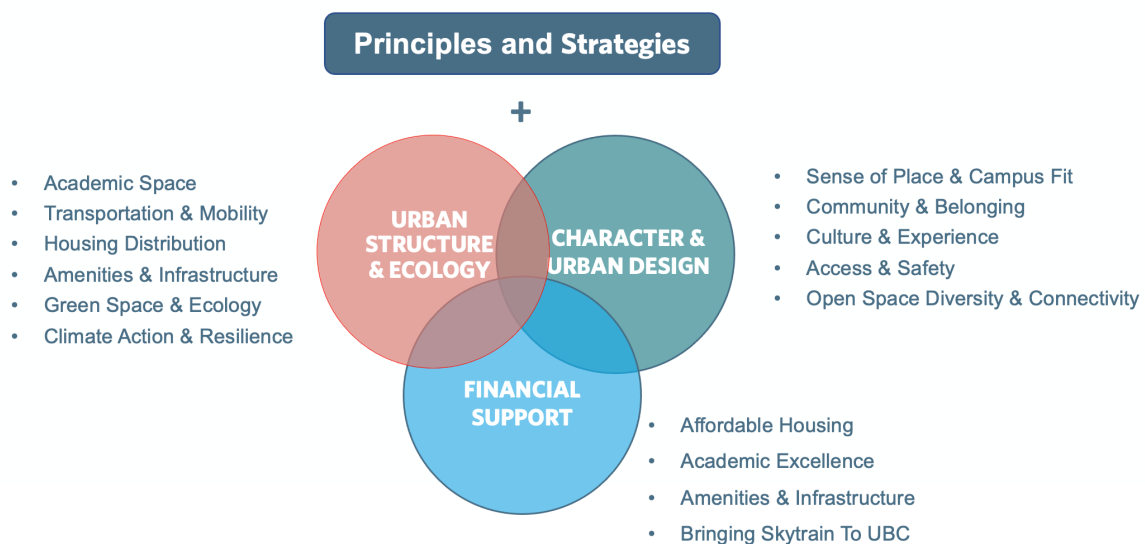


Figure 2: Categories of Assessment Criteria

6.3 Academic Lands

Academic lands make up approximately 75 per cent of the 402-hectare campus. The university's academy is currently supported by approximately 20 million sq. ft. of built space on land designated for academic, green academic and ancillary uses. The past decade of academic growth occurred faster than anticipated in the 2010 Vancouver Campus Plan and, as a result, there are fewer available academic sites left in the campus core to accommodate growth. While there are no site-specific density limits on academic land, there is a height limit of 53 metres, which is constraining some potential for developing a more compact and sustainable campus. Future growth is also being considered in the context of UBC's broader regional presence.

The following space assumptions for academic land are informed by historical growth and enrolment, discussion with Deans and faculty heads, and a review of current capital planning priorities and supporting needs, such as student housing, recreation and child care.

Core Academic Space⁷

Land for new and renewed academic spaces is needed to address basic infrastructure needs, such as current seismic and building condition deficiencies and to respond to future trends in teaching, research, learning and engagement in support of UBC's Strategic Plan. Campus Vision 2050 will enable sufficient land capacity for more specific academic growth and enrollment scenarios to be explored through the Academic Infrastructure Planning (AIP) process, currently underway (see section 6.5 Parallel Processes and Existing Policies).

Campus Vision 2050 will explore a range of possibilities for potential changes to current academic space capacity as shown in more detail in Table 1, with an emphasis on intensifying land within the campus core through infill, mixing of uses, and more efficient use of existing spaces. Opportunities for growth, from limited, to up to 20 per cent, will be explored through the AIP process.

	Existing Built Floor Space ⁸ (sq. ft.)	Additional Potential Built Floor Space (sq. ft.)	Total Potential Built Floor Space (sq. ft.)	Potential Change from Existing
TOTAL (gross floor area)	15.4 million	3.1 million	18.5 million	Up to 20%

Table 1: Possible Future Academic Space Assumptions

Student Housing

The 2010 Vancouver Campus Plan identifies specific academic areas for future student housing, which include mixed-use hubs, student family housing, traditional residences and student independent living. Many of the student housing sites in the 2010 Vancouver Campus Plan are either completed or in the planning stages. The current Housing Action Plan target for student housing growth is 17,300 beds total, or just over 3,300 new beds above current stock. The need, financial potential and land use capacity for student housing growth over the longer term will be planned through Campus Vision 2050 along with the Housing Action Plan update, the Academic Infrastructure Plan, enrolment growth, student diversity, and replacement of student beds.

Academic Lands Strategy

To meet the potential future academic needs identified, Campus Vision 2050 will:

- concentrate academic growth in the campus core, and strategically identify new academic development sites as well as redevelopment, renewal and infill sites in ways that use campus land efficiently, strategically replace ageing facilities, and optimize synergies between uses, research areas and partnerships;
- explore more intensive use of academic land through building height increases beyond current policy.
- identify sites to accommodate Housing Action Plan targets over 10 years and explore “flexible zones” that could accommodate either future student housing or other uses over the remaining 20-year time horizon;
- explore opportunities for mixed-use housing along corridors and on sites currently leased to third parties, respecting the lease conditions; and
- explore new development sites and infill or redevelopment of existing student housing expected to reach end-of-life, considering phasing and sequencing of replacement housing.

⁷ Core Academic space assumptions include academic support and ancillary spaces to support the teaching, learning, research and administrative functions of the university, including classrooms, labs, recreation and social space, offices, cultural facilities, athletics and other uses.

⁸ Existing floor space includes projects currently under construction.

6.4 Neighbourhood Lands

Through the process of early engagement with the community, Musqueam and the institution, and building upon past processes and engagement, it is clear there is strong support for the continued evolution of the campus into a complete, sustainable campus community that is in harmony with its natural environment and engaged with its host nation. At the same time, there is a need to consider the evolving role the university has in boldly confronting the challenges of today, including the housing affordability crisis, while also being thoughtful and resourceful in how campus land is used.

Development to Benefit the UBC Community

UBC develops land to create highly livable and sustainable neighbourhoods and to fund critical university needs, including:

1. *UBC-affiliated housing*: faculty and staff rental housing, student housing, and faculty housing programs;
2. *Amenities and infrastructure*: utilities, parks, and community facilities; and,
3. *Academic excellence*: student financial support programs, research, academic infrastructure.

UBC has completed just over half of the 13.7 million sq. ft. of neighbourhood development the current Land Use Plan enables. These areas have become well regarded by both residents and visitors alike as highly walkable, sustainable and amenity rich environments. To meet the needs and aspirations of the university and the community over the long-term, Campus Vision 2050 will build on this success and explore scenarios to increase total neighbourhood development. This will enable UBC to do more for each of the above three needs, and enable support for a fourth need:

4. *SkyTrain to campus*: realizing the Board of Governors 2018 direction to explore a financial contribution to the regional share of the cost of extending SkyTrain to campus in order to accelerate its completion, without redirecting existing funding from UBC’s academic mission.

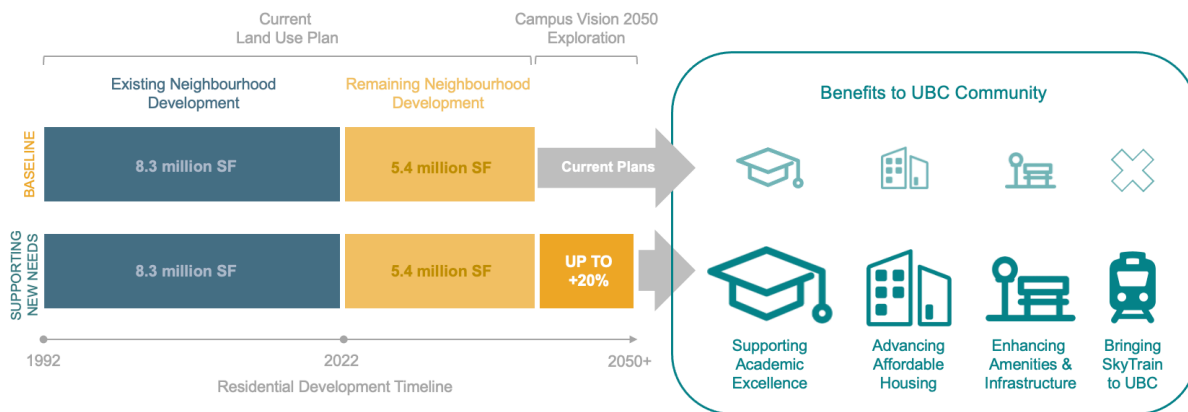


Figure 3: Neighbourhood Growth Options Exploration

Neighbourhood Growth Assumptions

The amount of additional residential development to be explored will be up to 20 per cent above the existing allocation of 13.7 million sq. ft. by the current Land Use Plan.⁹ This range is based on an assessment of how to financially support the above needs as well as general community livability considerations; it will be explored and tested using the guiding principles and assessment criteria to ensure a highly livable and sustainable campus. Campus Vision 2050 provides a 30-year outlook for development that will be reviewed every 10 years

⁹ Of the 13.7 million sq. ft. allocated in the current Land Use Plan, 5.4 million sq. ft. remains to be developed.

in line with municipal best practice and regional plan updates, providing the opportunity to identify and explore additional areas for development to meet additional needs as part of future Land Use Plan updates.

	Current Land Use Plan			Campus Vision 2050 Exploration		
	Existing Neighbourhood Development (sq. ft.)	Remaining Neighbourhood Development (sq. ft.)	Total Development Allocation (sq. ft.)	Potential Net-New Development (sq. ft.)	Potential Total Development (sq. ft.)	Change from Current Land Use Plan
TOTAL <i>(gross floor area)</i>	8.34 million	5.39 million	13.74 million	Up to 2.75 million	Up to 16.48 million	Up to 20%

Table 2: Neighbourhood Residential Growth Assumptions Summary

Ways to accommodate neighbourhood growth over the next 30 years include:

- utilizing remaining areas of existing neighbourhoods through additional height on the remaining sites in Wesbrook Place, currently planned to a maximum of 22 storeys;
- expanding the geographic size of neighbourhoods by adjusting current and future neighbourhood boundaries;
- increasing building heights and/or densities beyond current policy;
- resolving the final heights and densities of the Stadium Neighbourhood within the parameters developed during the 2019 planning process (i.e., 1.28 million to 1.55 million sq. ft., with maximum heights of 22 storeys to 32 storeys);
- exploring opportunities for mixed-use housing along corridors and on sites leased to third parties, reflecting the lease conditions; and
- developing the Acadia area, respecting the remaining life of the existing student family housing and childcare centres (their replacement and redevelopment to be considered in future plan updates that explore neighbourhood growth).

Campus Vision 2050 will also establish areas where growth will not be accommodated (e.g., UBC Farm, Rhododendron Wood and UBC Botanical Garden).

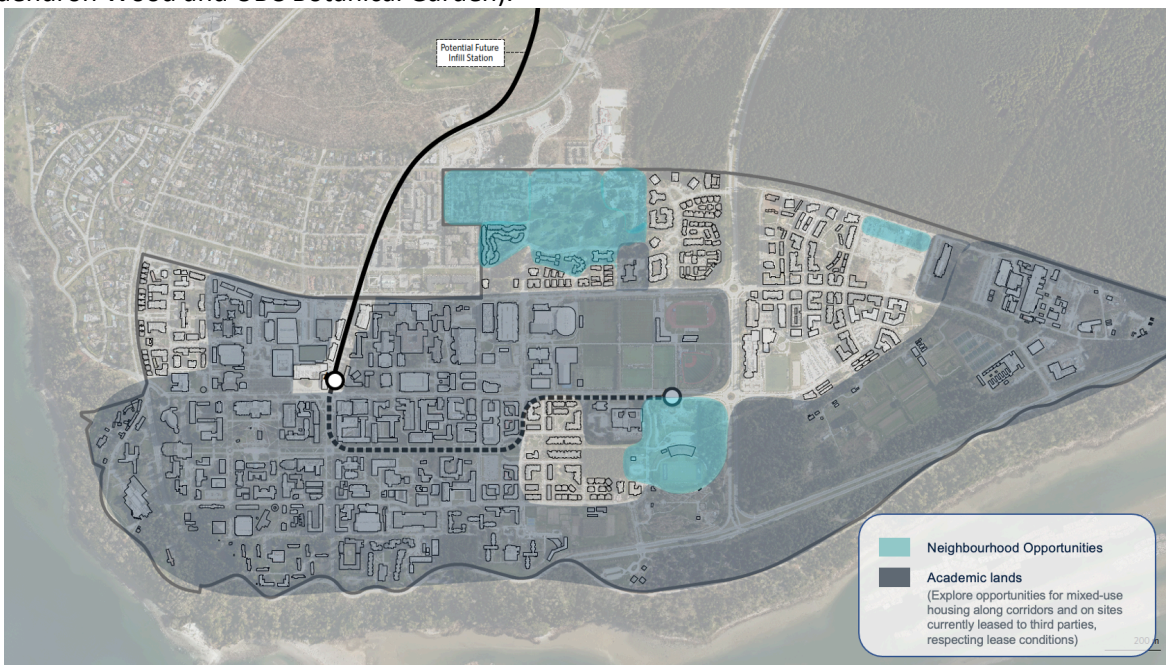


Figure 4: Key Neighbourhood Opportunities Map

Additional neighbourhood development provides significant financial opportunity for UBC to meet the needs of the university and the community, particularly in response to the affordable housing crisis and must also come along with the supporting amenities, services and environments that UBC has become so well known for. To address this, Campus Vision 2050 will:

- support emerging targets and initiatives for housing affordability through the Housing Action Plan review and plan for flexibility to accommodate innovation and new thinking with respect to housing locations, type, tenure and costs;
- explore a variety of housing typologies (including stacked townhouse, mid-rise and tower forms) in order to serve varied housing needs;
- address needs such as livability, biodiversity, and service levels, including working with the Vancouver School Board and province to coordinate provision of schools, and accommodating the necessary childcare facilities to support the future campus population in line with UBC’s Child Care Expansion Plan;
- identify opportunities to address existing and future needs within existing neighbourhoods or precincts (e.g., additional amenities); and
- working with UBC Properties Trust, identify phasing for what will be built and when, and prioritize areas for future neighbourhood plans, including the amount and location of housing delivery over the next decade.

6.5 Parallel Processes and Existing Policies

Campus Vision 2050 will coordinate and integrate with a number of parallel university and regional initiatives, policy processes and inputs.

UBC-Musqueam Relationship Agreement

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

UBC Academic Infrastructure Planning (AIP)

Over the next year, the Office of the Provost is leading the development of Academic Infrastructure Planning, which will identify:

- future teaching and research needs of the university, including the types of spaces required;
- high level enrollment projections; and
- what kind of future growth and change is needed across UBC’s regional presence, including leveraging opportunities such as the Surrey site.

Based on initial academic growth assumptions, Campus Vision 2050 will enable sufficient academic land capacity to meet the long term needs and directions emerging from the AIP and ensure the campus is responsive and adaptive to future growth and change.

UBC Housing Action Plan 10-Year Review

The Board of Governors Housing Action Plan (HAP) is a 30-year strategy that sets out the university’s long-range strategic housing programs that facilitate improved housing choice and affordability for students, faculty and staff. The HAP requires a 10-year review, which started in early 2022. HAP policies inform future physical plans,

including the amount of student, faculty and staff housing growth. Recognizing that affordable housing is a top concern and priority for the UBC community, the HAP review will be integrated with Campus Vision 2050, engaging the UBC community to evaluate HAP policies and assess how to advance affordability for the UBC community, including:

- exploring housing need for faculty, staff and students, and workforce housing for other on-campus employers;
- updating the HAP definition of affordability;
- assessing trade-offs and financial opportunities through Campus Vision 2050 options; and
- evaluating current policies and recommending how to confront the affordability crisis with innovative approaches to the location, amount, type, tenure and cost of housing.

Existing UBC Policies and Initiatives

In addition to parallel policy processes and inputs listed above, the Campus Vision 2050 process will be guided and informed by existing policies and initiatives including UBC’s Strategic Plan, the Indigenous Strategic Plan, Wellbeing Strategic Framework, Inclusion Action Plan, Rapid Transit Strategy, In Service (UBC’s global engagement strategy), Anti-Racism and Inclusive Excellence Task Force Final Report and Recommendations, 20-Year Sustainability Strategy, the Green Building Action Plan, UBC’s Climate Emergency Final Report and Recommendations and Climate Action Plan 2030. (See Appendix A for a summary of related policies and planning initiatives).

Regional Initiatives

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

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

7. PLANNING PROGRAM

Each phase of the Campus Vision 2050 process will build on and adapt to what is learned through engagement and technical analysis. (See Figure 5 for the timeline and milestones).

7.1 Key Phases



Figure 5: High Level Timeline and Milestones

1. Needs and Aspirations (January to May 2022)

The first phase of the public process focused on refining the preliminary needs and aspirations presented in the Preliminary Terms of Reference; identifying areas of consensus and difference; developing guiding principles and strategies; and defining growth assumptions and space needs to be explored through the rest of the process. This phase included comprehensive engagement, targeted discussions and workshops with the UBC community and Musqueam, and research and baseline analysis.

These outcomes are reflected in this final Terms of Reference, which serve as the ‘goal posts’ for developing and testing a wide range of planning options for the 30-Year Vision, updated Land Use Plan and 10-Year Campus Plan.

2. 30-Year Campus Vision and Land Use Plan Update (June 2022 to fall 2023)

The second phase will focus on development of a 30-Year Vision and Land Use Plan update. This will involve continued comprehensive engagement with UBC community and Musqueam and explore and assess a wide range of development scenarios against guiding principles, strategies and qualitative and quantitative criteria for optimizing value and benefit to the university, the community and the land (see Section 6.2 Assessment Criteria). It will address areas such as land uses; transportation; open space; ecological relationships and connections; where, when and generally how much development there will be; places where there will be no development; and the general character and experience of the campus.

As part of this phase, the timing and proposed form of development of the future Stadium Neighbourhood will be considered and adjusted in the context of the long-term vision for the campus.

Outputs may include:

- high-level design principles, goals and aspirations;
- illustrative concepts to communicate the 30-Year Vision showing the general location, amount and types of development (e.g., academic, student housing, recreation, neighbourhood housing, community amenities, etc.), green and open space networks, and future mobility and transportation, including where and how rapid transit is integrated into the campus;
- descriptions of campus character and experience;
- approximate future population and enrolment;
- land use area boundaries (e.g., academic, green academic and neighbourhood housing), including areas of growth and no growth;
- policies for land uses, building heights, neighbourhood densities and open space amounts;
- high-level phasing diagrams that illustrate the campus’s transformation over time, including the amount, location and sequencing of future neighbourhood development over a 30-year time horizon as well as timing for more detailed neighbourhood plans over the next 10 years; and
- additional policy recommendations, strategies and necessary amendments to the Land Use Plan required to achieve the 30-Year Vision.

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

3. 10-Year Campus Plan (fall 2023 to mid 2024)

The 10-Year Campus Plan will focus primarily on academic lands and guide how academic facilities, student housing, transportation systems, green and open space, and community amenities are accommodated over the

next 10 years in alignment with the 30-Year Vision. It will also include high-level guidance on the interface between future neighbourhood development and academic lands and inform the creation of detailed neighbourhood plans to be completed through separate and/or parallel planning processes.

The 10-Year Campus Plan may include:

- design principles, goals and objectives;
- location and amount of growth over the next 10 years;
- approximate 10-year population and enrolment projection;
- maximum building heights by land use area;
- transportation and mobility network structure and guidelines;
- urban design and character guidelines;
- detailed illustrative plans, diagrams, policies and strategies to communicate the 10-Year Campus Plan, which could include:
 - guidance for the type, location and scale of future academic and student housing development, including building heights and general building types;
 - the amount, type and location of open spaces;
 - the amount and types of social, cultural and community amenities such as schools, shops, community services and indoor recreation to support a diverse community to inform future neighbourhood plans;
 - the pedestrian, cycling and transit infrastructure;
 - the integration of future rapid transit into the campus;
 - how utility services like water, district energy, rainwater management and sanitary sewer will be provided sustainably and in alignment with UBC’s rainwater management policies and growth; and
 - other attributes of the campus, including character areas, gateways, and cultural landscape features, etc.

4. Future Neighbourhood Plans

The 30-Year Vision and Land Use Plan will identify the location, amount and timing of future neighbourhood development. The development of detailed Neighbourhood Plans will be initiated in collaboration with UBC Properties Trust following approval of the Land Use Plan and may occur in parallel with the 10-Year Campus Plan.

8. ENGAGEMENT APPROACH

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

The engagement approach for Campus Vision 2050 includes:

- co-developing a Musqueam specific engagement process to seek to integrate Musqueam input into Campus Vision 2050 as well as future land use engagement through the UBC-Musqueam Relationship Agreement;
- building on the [Engagement Principles from the Engagement Charter](#) and lessons learned from previous planning processes;
- fore-fronting equitable, diverse and inclusive participation, including integrating accessibility considerations to lower barriers to participation as well as exploring new approaches for broader representation by proactively engaging with equity-deserving groups;
- broadening reach by leveraging existing networks to plan engagement events and tapping into existing channels to communicate;
- clear explanations of process and outputs, expectations of engagement, and sharing back at each stage.
- A diversity of ways to engage to suit multiple audiences with diverse needs and to hear from as many voices as possible, including but not limited to:
 - an online platform;
 - in-person and virtual workshops and open houses;
 - walking tours;
 - pop-up events; and
 - joining regularly scheduled meetings of campus and resident groups to reach people where they are at;
- interest-based engagement techniques and advisory committees (e.g., a Community Advisory Committee, Administrative Advisory Committee and External Advisory Committee);
- direct engagement with academic units, student government, the University Neighbourhoods Association, Musqueam (through the Relationship Agreement), UBC Properties Trust and the Government of BC, which governs UBC’s Land Use Plan; and
- responding to changing contexts (Indigenous relationships, the progression of COVID-19, UBC climate directions, economic uncertainty, etc.) and input from the community at each stage.

9. ROLES, GOVERNANCE AND DECISION MAKING

UBC Campus and Community staff will manage the Campus Vision 2050 process, with input from across the administration, technical experts, Musqueam, University Neighbourhoods Association, the campus community, and external agencies.¹⁰

9.1 Board of Governors

The Board of Governors has decision making authority for the planning process, with the province responsible for adoption of any Land Use Plan amendments. An Advisory Committee on Campus Vision 2050 and Rapid Transit will provide advice to the Board of Governors throughout the process given the integrated nature of transportation and land use planning and the close dependencies between these two strategic initiatives. The process will also closely align with the Musqueam Relationship Agreement work underway, and include the co-development of the unique UBC-Musqueam engagement approach. It will integrate feedback from the University Neighbourhoods Association through the UBC-UNA Liaison Committee. The UBC Executive will provide Campus and Community Planning with input and guidance through the process. These formal Board engagement mechanisms are informed by the extensive community engagement process including a number of advisory bodies described below.

¹⁰ See Appendix C for the Project Governance Structure.

9.2 Advisory Bodies

Three advisory committees will provide process and technical input to the Project Team:

- a Community Advisory Committee will provide input on the public engagement process, advice on how to enhance the transparency of and participation in the planning process, and provide ongoing community input into the development of the plan;
- an Administrative Advisory Committee will provide strategic input on internal policy alignment, identify institutional needs and interests, and provide input the development of the plan and recommendations to the Board; and
- an External Advisory Committee will aid in technical coordination between UBC and external agencies and jurisdictions and may provide analytical inputs for consideration in the planning process.

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

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

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

9.3 External Coordination

The process will also include working with various regional service providers including Metro Vancouver, TransLink, the Vancouver School Board, neighbouring jurisdictions, and provincial ministries, including: Ministry of Municipal Affairs, which has governance responsibility for UBC's Land Use Plan; Ministry of Advanced Education and Skills Training with regard to UBC's responsibilities under the University Act; Ministry of Transportation and Infrastructure with regard to rapid transit and other transportation matters; and Ministry of Indigenous Relations and Reconciliation with regard to the Musqueam Relationship Agreement and Indigenous engagement.

APPENDIX A - RELATED POLICIES AND PLANS

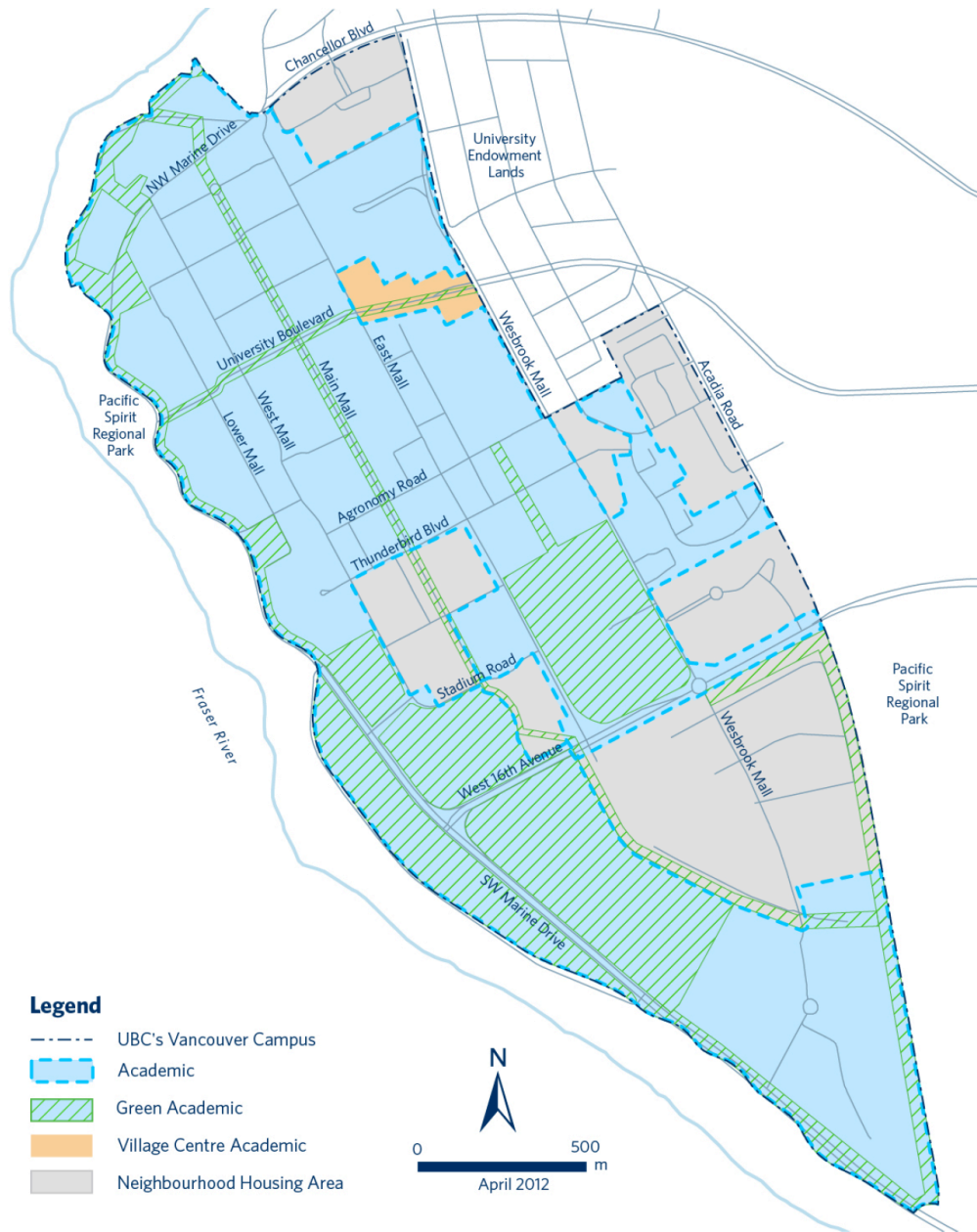
Document (and approval authority)	Policy Timeframe
Regional Policies	
<p>Metro Vancouver Regional Growth Strategy (Metro Vancouver, 2011) - to be replaced by Metro 2050.</p> <p>Contains strategies to advance five goals related to urban development, the regional economy, the environment and climate change, housing and community amenities, and integrating land use and transportation.</p> <ul style="list-style-type: none"> • UBC’s land use designation is “general urban” – lands intended for residential neighbourhoods and centres, and are supported by shopping, services, institutions, recreational facilities and parks • UBC is a “Frequent Transit Development Area” – areas intended to be additional priority locations to accommodate concentrated growth in higher density forms of development. 	2040 (30 year strategy), Metro 2050 underway Adopted in 2011 by 21 municipalities, one Electoral Area and one Treaty First Nation, supported by TransLink and adjacent regional districts
<p>Metro Vancouver’s Climate 2050 Strategic Framework (Metro Vancouver, 2018)</p> <p>Sets Metro Vancouver’s climate action goals, including:</p> <ul style="list-style-type: none"> • Ensure our infrastructure, ecosystems, and communities are resilient to the impacts of climate change. • Pursue a carbon neutral region by 2050, with an interim target of reducing greenhouse gas emissions by 45% from 2010 levels by 2030 	2050 Adopted in 2018
<p>TransLink’s Transport 2040: Transportation Strategy for Metro Vancouver (TransLink, 2008) - to be replaced by Transport 2050 (underway)</p> <p>Sets vision, strategies and goals that guide transportation in the region.</p> <ul style="list-style-type: none"> • UBC’s Transportation Plan (2014) sets targets aligned with the goals of Transport 2040. UBC’s Transportation Plan will need to be updated as part of Campus Vision 2050 and aligned with Transport 2050. 	2040 (30 year strategy), Transport 2050 underway
UBC Overarching Strategic Policies	
<p>Shaping UBC’s Next Century: UBC Strategic Plan (BoG, 2018)</p> <p>Sets out the collective vision and purpose, as well as goals and strategies for UBC. Its main focus is the health, learning and success of UBC’s people: students, faculty, researchers and staff.</p>	2028 (10 Year Plan)
<p>Indigenous Strategic Plan (BoG, 2020)</p> <p>Sets out a series of eight goals and 43 actions the university will collectively take in order to advance our vision of becoming a leading university globally in the implementation of Indigenous peoples’ human rights.</p>	Ongoing
<p>Inclusion Action Plan (BoG, 2020) A guiding framework for supporting collective action toward advancing inclusion at UBC. Includes five goals, each with a number of collaborative institutional actions.</p>	Ongoing
<p>Anti-Racism and Inclusive Excellence Task Force Final Report: 54 Steps on the Pathway to an Anti-Racist and Inclusively Excellent UBC (2022)</p> <p>Includes reports from each of the six committees and 54 recommendations for addressing institutional and other forms of racism against IBPOC students, faculty and staff at both campuses.</p>	Ongoing
<p>20-Year Sustainability Strategy (BoG, 2014)</p>	2034 (20 year strategy) Applies to: Academic and neighbourhood housing areas

Provides a long-term strategic direction for sustainability across teaching, learning and research, operations and infrastructure and the community, including 14 goals and related targets.	
Engagement Charter: Principles and Guiding Practices (BoG, 2014) Gives clarity and transparency to how Campus + Community Planning defines, designs, implements and concludes public engagement in land use and community planning processes.	Ongoing
In Service: The UBC Global Engagement Strategy Takes two aspects of UBC Strategic Plan’s purpose statement which global engagement can deliver (fostering global citizenship, and advancing a sustainable a just society across British Columbia, Canada and the world), and operationalizes them into themes and action directions. Explores the UN Sustainable Development Goals and how they apply to UBC, and highlights Campus as a Living Laboratory as a key approach for universities to be global actors for sustainable development	2020-2030
Land Use	
UBC Land Use Plan (Province of BC, 2010) Sets the long-term direction for how the campus grows and changes, balancing regional growth management objectives with the university’s academic mission. It defines academic and neighbourhood housing areas, and sets maximum building heights, density, open space minimums, and community amenities for the whole Point Grey campus area. The Land Use Plan is approved by the provincial government and acts as an Official Community Plan. It’s stated long term objective is to attain a community of a quality and physical character unmatched elsewhere.	2041 (30 year plan, aligned with Metro Vancouver’s Metro 2040 plan) Applies to: Academic and neighbourhood housing areas
Vancouver Campus Plan (BoG, 2010) Provides the framework for where and how future academic and research activities, student housing and services will be accommodated on the academic campus.	2030 (20-year plan) Applies to: Academic areas
Neighbourhood Plans (BoG, ongoing) Contain detailed policies on housing and commercial uses, street connectivity and access, public realm and open space, community amenities and whole systems infrastructure, consistent with UBC’s Land Use Plan and other supporting UBC and regional policies. Each neighbourhood requires a neighbourhood plan prior to development.	Ongoing, as needed Applies to: Neighbourhood housing areas
Housing and Affordability	
Housing Action Plan (BoG, 2012, 2018) Sets targets and goals for affordable housing projects and programs at UBC, including student housing, faculty and staff housing, home ownership program, and market rental housing. Part of the university’s overall strategy for academic excellence and sustainability leadership, integrating the responsible management of our land base with these goals	Reviewed every 5 years Applies to: Academic and neighbourhood housing areas
UBC Vancouver Child Care Expansion Plan (BoG, 2009, latest update 2018) Provides a framework to deliver on UBC’s child care policy commitments to address long-range needs for child care as the campus population continues to grow. Aims to create an inventory of approximately 1,200 spaces by 2041,	2041, reviewed every 5 years Applies to: Academic and neighbourhood housing areas

with a focus on delivering more child care spaces for children under 3 years of age.	
Climate and Sustainability	
Climate and sustainability	
UBC Climate Emergency Engagement: Final Report and Recommendations (Jan 2021) Presents 28 recommendations under nine strategic priorities for how UBC can enact its Declaration on the Climate Emergency on campus and beyond. Unique process that was led and informed by the expertise and ideas from UBC students, staff and faculty, and supported by a project team of UBC staff.	
Climate Action Plan 2020 (BoG, 2016) Provides a pathway to net zero emissions from the Vancouver campus by 2050 <ul style="list-style-type: none"> • 33% reduction in GHG emissions below 2007 levels by 2015 • 67% by 2020 • 100% by 2050 (carbon neutrality) Climate Action Plan 2030 is currently drafted and under review, with updated targets: <ul style="list-style-type: none"> • 85% reduction in GHG operational emissions below 2007 levels by 2030 • 45% on extended emissions below 2010 levels by 2030 • 100% reduction in operational emissions by 2035 (carbon neutrality) – 15 years ahead of original 2050 target 	2021 (10 year action plan), CAP 2030 update underway (targeting Dec 2021 adoption) Applies to: Academic areas
Integrated Stormwater Management Plan (UBC Admin, 2017) Ensures that the campus is responding to the ecological needs of the local lands while protecting the Point Grey cliffs and the valued areas of the campus from flooding. Guided by the performance requirements for stormwater management in the Vancouver Campus Plan, Technical Guidelines, Neighbourhood Plans and the Green Building Action Plan.	Ongoing Applies to: Academic and neighbourhood housing areas
Water Action Plan (BoG, 2019) Lays out a detailed Implementation Strategy and performance metrics to reduce water consumption on campus.	Ongoing Applies to: Academic areas
Zero Waste Action Plan (UBC Admin, 2014) Outlines UBC's commitment to reaching new milestones in waste reduction and management, and what's needed to do to increase waste diversion towards our 80% target, and reduce waste disposal each year.	2020, Applies to: Academic and neighbourhood areas
Wellbeing, Public Realm, Community Amenities and Recreation	
Wellbeing Strategic Framework (UBC Wellbeing, 2020) Outlines UBC's collective approach to embedding wellbeing into organizational plans, policies, practices, work plans and decision-making. Six priority areas: Collaborative Leadership, Mental Health and Resilience, Food and Nutrition, Social Connection, Built and Natural Environments and Physical Activity.	Ongoing Applies to: Academic and neighbourhood housing areas
Public Realm Plan (BoG, 2009)	2030 (20 year plan) Applies to: Academic areas

<p>Provides strategies for design, development and management of UBC's public spaces, guided by the Vancouver Campus Plan's principles and policies for outdoor spaces.</p> <p>Plan is 90% implemented.</p>	
<p>UBC's Athletics and Facilities Strategy (BoG, 2017)</p> <p>Framework to guide UBC's decision-making for recreation and athletics facility investments on the Vancouver campus.</p>	<p>2037 (20 year framework), Applies to: Academic areas</p>
<p>Transportation</p>	
<p>UBC Transportation Plan (BoG, 2014)</p> <p>Outlines the direction of transportation goals, policies and projects on the ground at UBC. This Plan also commits to actions aimed at improving the experience getting around campus and targets sustainable transportation (walking, cycling and transit), and a reduction in car use (single occupancy vehicles).</p>	<p>2040 (30 year plan, aligns with Transport 2040 which is currently being updated with Transport 2050) Applies to: Academic and neighbourhood areas</p>
<p>UBC Rapid Transit Strategy: Next Steps (BoG, 2018)</p> <p>The Board's endorsement of technical and advocacy strategies, including approval for UBC to explore, along with external partners, a contribution towards the regional share of an extension to accelerate the completion of rapid transit to the campus, provided the contribution does not affect funding for UBC's academic mission.</p>	

APPENDIX B – UBC LAND USE PLAN



APPENDIX C – PROJECT GOVERNANCE

