



AGENDA

A. CALL TO ORDER

B. APPROVAL OF AGENDA

1. **Motion:** That the Committee approve the January 26, 2022 Agenda as circulated.

C. APPROVAL OF MINUTES

None

D. DELEGATIONS

None

E. EXTERNAL REPORTS & PRESENTATIONS

None

F. REPORTS

1. Introductions
2. Land Use Advisory Committee – Terms of Reference 1
 - a. Meeting Schedule
 - b. Agenda Process
3. [Campus Vision 2050](#)
 - a. Timeline 7
 - b. Draft Terms of Reference 10
 - c. UNA Resident Engagement

G. UNFINISHED BUSINESS

None

H. NEW BUSINESS

None

I. ADJOURNMENT



1. Committee Purpose:

To assist the Board of Directors (the “Board”) in carrying out the UNA’s purposes as set out in paragraphs (f) and (g) of the UNA Constitution:

- (f) To represent the interests of residents generally, including, for greater certainty, with respect to UBC, the BC Government, Metro Vancouver, Vancouver, and any other public or private entity or any individual;
- (g) To take positions on matters relating to land use and development on the UBC campus that the UNA considers to be in the best interests of residents of the Local Areas and Designated Buildings and to present those positions to UBC and other entities;

The Land Use Advisory Committee (the “Committee”) is to serve as an advisory committee to the Board regarding land use planning and development on the UBC Campus, as well as to act as a forum to facilitate discussions on land use planning and development with residents. The Committee will bring forward advice and recommendations to the Board for their consideration.

Note: Land Use Planning authority on UBC lands ultimately rests with the Province of BC regulated through the UBC land use Plan.

2. Committee Mandate:

The Committee’s mandate is:

2.1. To provide the Board with advice and assistance on matters relating to:

- Changes or amendments to the Land Use Plan or any Neighbourhood Plan, and adoption of new Neighbourhood Plans;
- Redevelopment of existing residential housing within the Neighbourhood Housing Areas;
- Planning of future UNA Facilities and Amenities, including input on the use of Community Amenity Charge funds;
- Land use and development in the academic campus, where these may have an impact on UNA residents;
- Regional planning that affects the Neighbourhood Housing Areas;
- Other matters identified by the Committee relating to land use planning and development on the UBC campus;
- Other matters referred to the Committee by the Board.

Capitalized terms used within this section and not otherwise defined have the meanings ascribed to them in NA 2020.



3. Committee Composition and Skill Requirements:

3.1. Composition and Size:

- The Committee will be comprised of up to seven resident members (“Members”). In selecting residents as Members, priority will be given to residents who have experience and qualifications related to one or more of the “Examples of Relevant Skills” outlined below.
- The Board shall strive to achieve geographical representation from all parts of the University Neighbourhoods.
- The Board shall strive to appoint Members that reflect a variety of ages, genders and ethnicities.
- The Committee will include up to three Board Directors (“Director”), one of whom shall be appointed as Chair. A staff liaison person and a recording secretary will be appointed to act as staff support.
- The Committee may invite staff from UBC to participate in the meetings on an as required basis.
- This is a volunteer Committee that will serve without compensation.

3.2 Examples of Relevant Skills:

The background and qualifications of the Members should be reflective of an array of interests and perspectives within the University Neighbourhoods. The Board shall strive to balance the make-up of the Committee and appoint Members that are motivated to help build community, and have specific knowledge in one or more of the following areas:

- Accessibility;
- Active Transportation;
- Agriculture;
- Architectural design;
- Children and youth;
- Community planning;
- Construction/development;
- Education;
- Environmental matters;
- Land development/construction;
- Landscape design;
- Recreation;
- Sustainability; and,
- Urban Planning

4. Chair and Vice-Chair:

4.1. Chair:

- The Chair will be a member of the Board. The Chair's primary duties are to provide direction to and assist the Committee in achieving its mandate, set the agendas, chair the meetings, and ensure that the Board is kept in touch with what the Committee is working on.
- The Chair will be appointed by the Board for a two-year term, except that an individual appointed as Chair ceases to be Chair if the individual ceases to be a Director.

4.2. Vice-Chair

The Vice-Chair will be elected annually by the Committee from the Committee membership.

5. Length of Term and Timing of Appointments:

5.1. Timing and Length of Term:

The appointment of Members to the Committee will be made on an annual basis at a time to be set by the Board.

Appointments of Members are for two-year terms. It is likely that there will be some attrition of Members before expiry of their terms, but the annual appointment process should allow for timely replacement of vacancies.

Appointments of Directors are for a two-year term, except that membership on the Committee ceases upon ceasing to be a Director.

6. Meeting Procedures:

6.1. Meeting Location:

Meeting locations are determined by the Chair and Chief Administrative Officer, and will typically be within the University Neighbourhoods, at a Community Centre.

6.2. Meeting Schedule:

Meetings will be regularly scheduled as determined by the Committee.

6.3. Chair and Vice-Chair:

- The Chair will set the agenda in consultation with the Committee members, conduct the meetings, and ensure that the minutes are recorded and reported to the Board.
- In the Chair's absence from a meeting, the Vice-Chair will conduct the meeting, and liaise with the Chair to ensure the minutes are provided to the Board.

6.4. Agendas and Minutes:

The Chair will set the agenda, with input from the Committee members, and ensure that the minutes are recorded. The minutes will reflect the subjects discussed; key points raised by the



members; all resolutions made by the Committee for referral to the Board, with a brief rationale for the recommendation; and a record of the vote (see 6.6).

6.5. Rules of Procedure:

The Committee will generally conduct its business in accordance with the Board Rules of Procedure. At the same time, the Committee should offer a comfortable forum for residents to participate, share their input and opinions with the Committee, and provide advice to the Board. Where possible, a consensus should be sought.

Committee members are expected to participate in a respectful, constructive manner with their fellow members, and in a manner that permits all of the members to voice their comments.

6.6. Voting:

All Committee members are entitled to vote.

Resolutions are to be voted upon by a show of hands.

The minutes of Committee meetings are to provide a record of the number of votes (not the names of individuals) for and against each motion. It is helpful to the Board to have a sense of the range of views on a Committee.

6.7. Quorum:

Quorum will be achieved when a majority of the Committee members are in attendance. If quorum is not achieved within 30 minutes of the anticipated start of the meeting, it will be deferred to the next regularly scheduled time, unless the Chair calls a special meeting.

7. Committee Operations:

7.1. Advice to the Board:

- The fundamental role of the Committee is to provide advice to the Board on matters contained within its mandate, or that the Board has referred to the Committee.
- The Committee may bring to the Board's attention emerging issues or concerns it has identified that are within its mandate and seek the Board's approval to review and recommend action on those issues and concerns.
- The Committee does not make decisions on behalf of the Board; it does decide on the advice it will recommend to the Board.
- A key role of the Chair is to ensure that the Committee's advice is taken forward to the Board, and to report back to the Committee on any action taken by the Board on the Committee's recommendations.
- The Chair will rely on the recording secretary assigned to the Committee to prepare the minutes for each meeting. After the Committee approves the minutes for a meeting, staff will submit the minutes for inclusion on the agenda of the first Board meeting following the approval of the minutes.

- Any motions that need to go to the Board before the approval of the minutes for a meeting shall be placed on the agenda of the first Board meeting following the Committee meeting.

7.2. Staff Support:

7.2.1. Administrative:

A recording secretary will be assigned to the Committee for purposes of assisting the Chair with agendas and to attend the Committee meetings to record the meeting minutes.

7.2.2. Staff Liaison and Professional / Technical Support:

- A staff member will be assigned to the Committee to act as a liaison between the Committee and staff and to provide technical support.
- Staff will be available to the Committee to provide advice and information regarding their respective Departments. However, the Committee must not delegate work assignments to the staff. Any work assigned to staff in support of studies or activities must be approved by the Board. If the Committee does not feel the work is sufficient to warrant a request to the Board, the request should be raised with the Chief Administrative Officer.

7.3. Appointment and Removal of Committee Members:

Committee members are appointed by the Board and may be removed at the discretion of the Board.

7.4. Community Consultation and Engagement:

The Committee should take the opportunity to hear from residents who wish to speak to it on specific issues. However, the Committee should not become involved in community consultation exercises, town hall meetings, “public hearings”, or similar activities, without the specific authorization of the Board.

The Committee represents an opportunity to help make the community aware of what the Board is working on, and what the issues are in the community. The UNA will seek ways of assisting in this “outward communication”, such as through updates on Committee work on the UNA website and in the UNA newsletter, or through other options that may be identified by the Committee.

7.5. Meetings Open to the Public and Closed:

Committee meetings will be open to the public, and the Committee will abide by the same requirements for open meetings as the Board, as set out in the Board Rules of Procedure.

Committee meetings should not generally need to go into closed session and should only do so at the direction of the Chair. Closed meetings are reserved for those matters set out in the Board Rules of Procedure.

7.6. Money for Committee Activities:

If the Committee wishes to undertake a project or other activity for which it requires funding, it must request Board approval. The request should include a detailed description of the project or activity and an estimate of the amount of money required. The requirement to seek Board



approval does not apply to minor proposed expenditures, which are instead subject to the approval of the Chief Administrative Officer.

7.7. Orientation and Training:

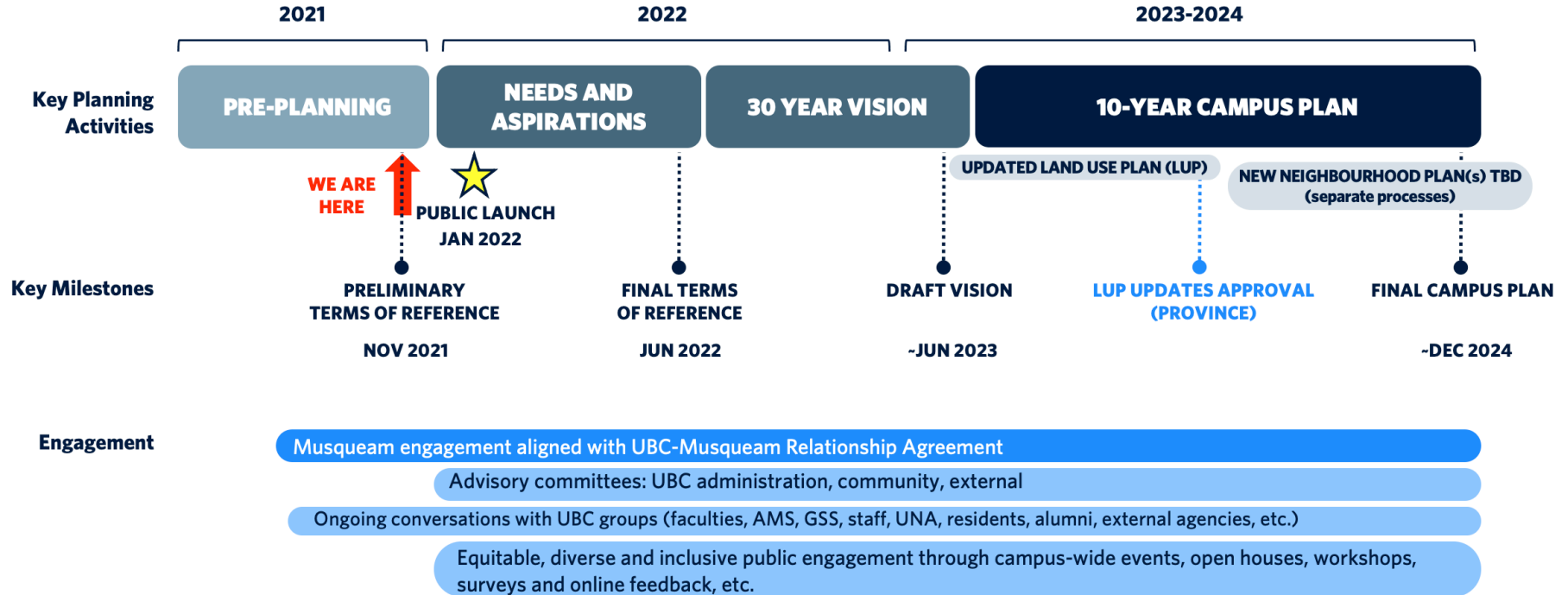
The UNA, through the staff liaison, will provide an orientation program for newly appointed Committee members. The orientation will include such matters as an explanation and clarification of the Committee's mandate and requirements, such as those outlined in these terms of reference; a review of the context of the UNA and how it works with UBC; and a review of the role and mandate of the Board.

7.8. Amendments to the Terms of Reference:

The Board will undertake a periodic review of these terms of reference and may amend the terms of reference as part of that review or at other times as appropriate. Committee member input will be sought in connection with any proposed amendments to the terms of reference.

In addition, the Board is open to receiving suggestions for improving these terms of reference from Committee members on an ongoing basis.

Timeline and Milestones



Next Steps



2021

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

Early 2022 PUBLIC LAUNCH

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

Upcoming engagement

Let's Imagine: Speaker and Panel Event

- Thursday, January 27th from 5-7PM
- Keynote by Professor Minelle Mahtani

Virtual Open Houses

- Tuesday, January 25th from 11:30AM-12:30PM
- Saturday, January 29th from 2-3PM
- Thursday, February 10th from 5:30-6:30PM

Workshops

- Tuesday February 8th from 10AM-1PM (virtual)
- Wednesday February 9th from 5:30-8:30PM (Jack Poole Hall or virtual)
- Tuesday February 15th from 2-5PM (Jack Poole Hall or virtual)

Community Advisory Committee kick off meeting

- ~Mid-February





Campus Vision 2050

Preliminary Terms of Reference

1. PURPOSE

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

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

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

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

2. CONTEXT

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

¹ See Appendix A for links to all documents referenced.

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

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

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

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

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

3. LAND USE PLANNING BACKGROUND

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

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

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

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

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

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

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

4. WHY A CAMPUS VISION?

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

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

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

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

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

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

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

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

⁵ UBC Campus and Community Planning. Internal estimates.

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

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

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

NEEDS AND ASPIRATIONS

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

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

The needs and aspirations are reflected under the following themes:

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

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

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

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

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

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

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

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

a. Academic Mission

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

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

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

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

Snapshot of Early Input

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

Campus Vision 2050 will:

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

b. Musqueam and Campus Indigenous Communities

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

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

Snapshot of Early Input

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

Campus Vision 2050 will:

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

c. Climate Action

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

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

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

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

Snapshot of Early Input

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

Campus Vision 2050 will:

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

d. Affordable Housing

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

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

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

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

Snapshot of Early Input

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

Neighbourhood Housing

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

Campus Vision 2050 will:

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

Student Housing

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

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

Campus Vision 2050 will:

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

e. Wellbeing

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

Snapshot of Early Input

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

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

Public Open Space

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

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

Campus Vision 2050 will:

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

Amenities and Services

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

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

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

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

Campus Vision 2050 will:

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

f. Ecological Sustainability

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

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

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

Snapshot of Early Input

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

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

Campus Vision 2050 will:

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

g. Connectivity and Mobility

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

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

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

Snapshot of Early Input

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

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

Campus Vision 2050 will:

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

h. Innovation and Partnerships

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

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

Snapshot of Early Input

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

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

Campus Vision 2050 will:

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

5. THE TECHNICAL SCOPE FOR CAMPUS VISION 2050

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

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

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

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

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

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

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

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

6. PLANNING PROGRAM SUMMARY AND KEY OUTPUTS

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

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

a. Final Needs and Aspirations

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

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

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

b. 30-Year Campus Vision

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

Outputs may include:

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

c. Land Use Plan Update

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

Outputs may include:

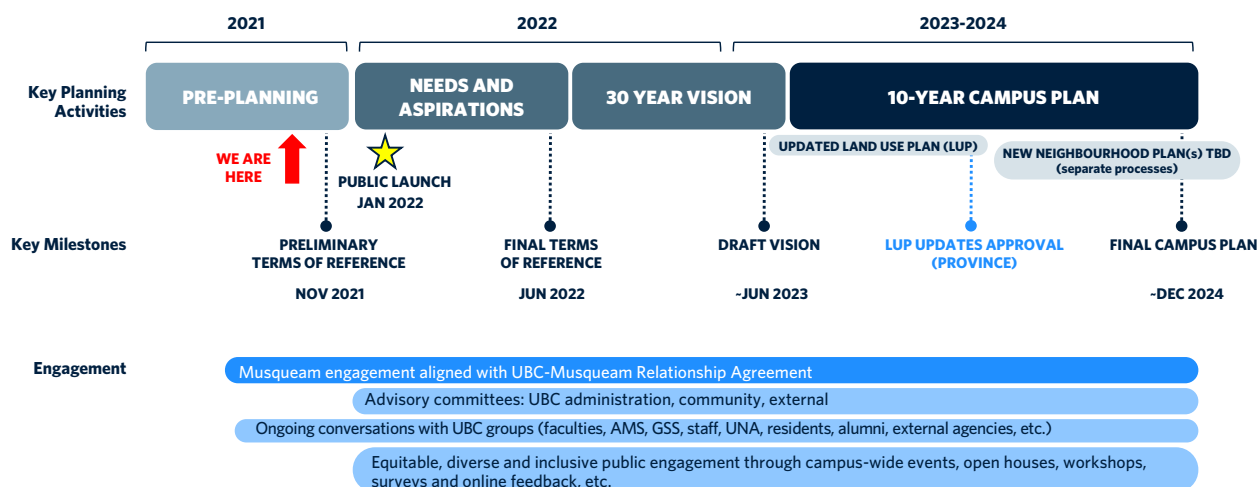
- guiding principles, goals and objectives;
- land use area boundaries (e.g., academic, green academic and neighbourhood housing);
- policies for building heights, neighbourhood densities and open space amounts; and
- other policies and directions to achieve the 30-Year Vision.

d. 10-Year Campus Plan

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

Outputs may include:

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

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

7. ENGAGEMENT APPROACH

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

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

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

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

8. ROLES, GOVERNANCE AND DECISION MAKING

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

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

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

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

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

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

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

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

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

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

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

Table 1 - Roles and Responsibilities Table

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

* Musqueam engagement to be confirmed through the emerging Relationship Agreement

◆ reflects the Board of Governors decision making role in reviewing and approving key deliverables

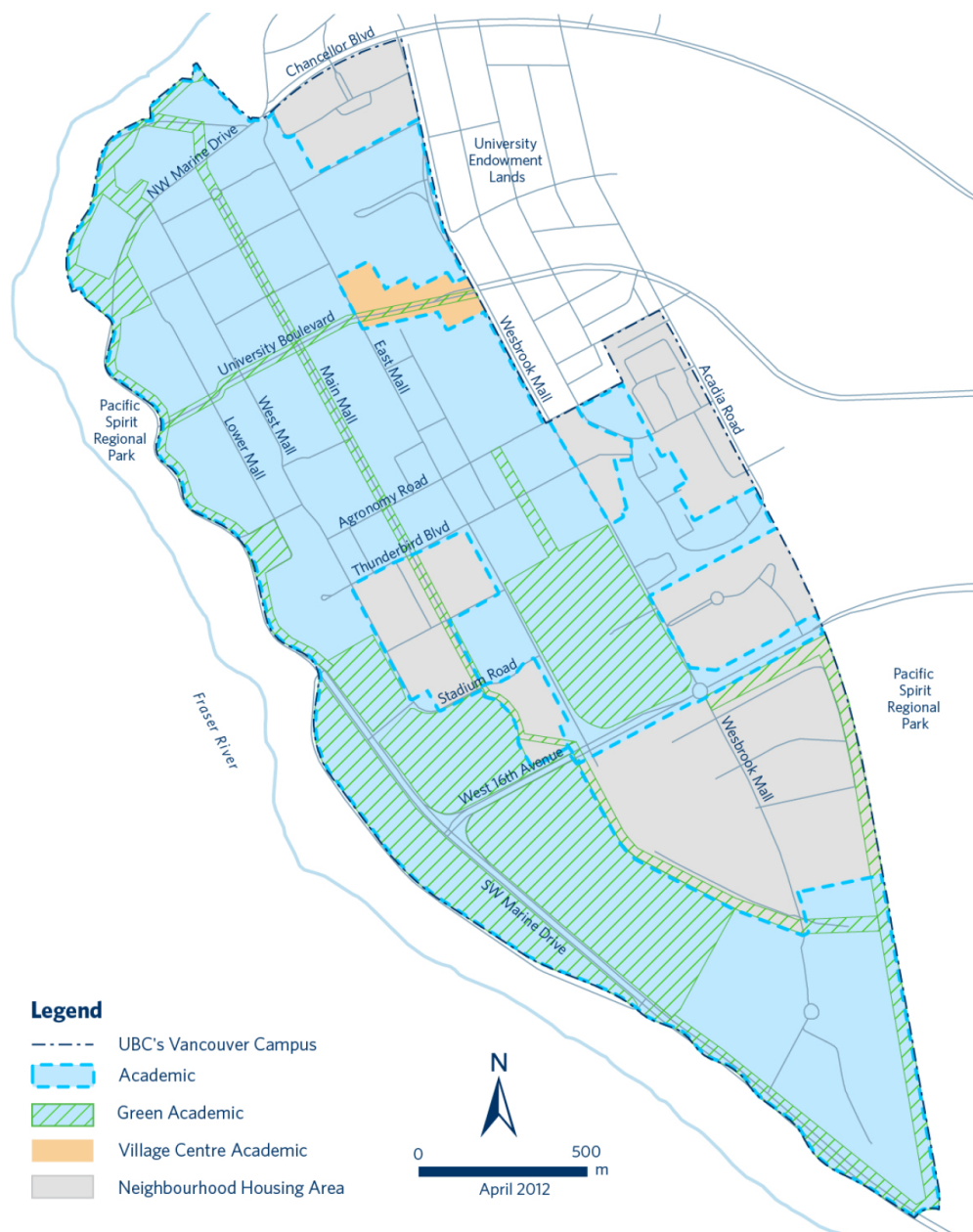
APPENDIX A - RELATED POLICIES AND PLANS

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

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

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

APPENDIX B – UBC LAND USE PLAN



APPENDIX C – PROJECT GOVERNANCE

