



**SUBJECT** UBC OKANAGAN CAMPUS PLAN

**MEETING DATE** SEPTEMBER 29, 2015

Forwarded to the Board of Governors on the Recommendation of the President

**APPROVED FOR  
SUBMISSION**

Martha C. Piper, Interim President and Vice-Chancellor

**DECISION  
REQUESTED** IT IS HEREBY REQUESTED that *the UBC Board of Governors approve the UBC Okanagan Campus Plan as circulated.*

**Report Date** SEPTEMBER 9, 2015

**Presented By**

Deborah Buszard, Deputy Vice-Chancellor and Principal, Okanagan 

Michael White, Associate Vice-President, Campus + Community Planning 

*If this item was previously presented to the Board, please provide a brief description of any major changes since that time.*

In December 2014, the Board was given an update on the UBC Okanagan Campus Plan process. The Board endorsed the emerging four principles and supporting strategies of the Campus Plan. Since that time, Phase 2 Public Consultation has been completed and the Campus Plan document finalized for adoption.

**EXECUTIVE SUMMARY**

This purpose of this report is to present the final [UBC Okanagan Campus Plan](#) (formerly referred to as The UBC Okanagan Master Plan). The Campus Plan sets out a Vision for the physical development of the campus, and identifies how and where to manage future campus growth to support the University’s strategic plan and academic mission.

Building on the foundations of the 2005 and 2009 Master Plans, The Campus Plan is the result of a comprehensive technical and public consultation process that began in late 2013. It provides a long-term planning framework for existing and future academic and research activities, student housing, and associated campus services and infrastructure for the next 20 years. The Plan provides capacity for a potential doubling of the campus population and academic and residential facilities. It includes a framework for implementation that provides: direction and coordination for capital investment in buildings and infrastructure, more detailed planning for elements such as transportation, infrastructure and public spaces, and coordination with private, government and community interests to deliver regional opportunities for research, economic development and community building.

**INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED**

✓ Learning

✓ Research

✓ Innovation

✓ Engagement  
(Internal / External)

✓ International

or  Operational

**DESCRIPTION & RATIONALE**     **Background and Scope**

Approved in 2005 and modestly updated in 2009, The UBC Okanagan Master Plan was designed to guide the campus’s rapid expansion. By 2012 the campus had met its growth projections, with student enrolment more than doubling and campus floor space nearly tripling since 2005 (student housing expansion accounting for the growth differential). In 2013, the Board of Governors directed that The UBC Okanagan Master Plan (2009) be updated, and The Campus Plan process was initiated with extensive public consultation.

The Campus Plan includes the Main Campus lands only (i.e., the original 105 hectares of campus lands acquired by UBC in 2005), with the exception of planning for a new campus access road connecting to the west side of the Main Campus. The 103.6 hectares of agricultural lands located immediately west of the Main Campus lands and purchased by the University in 2010, referred to as the West Campus lands, will continue to be used in a manner consistent with the Agricultural Land Reserve (ALR) designation and its agricultural character. The updated Campus Plan is attached as Appendix A.

**Vision, Principles and Strategies**

The Campus Plan’s Vision, principles and strategies were developed in support of the University’s strategic plan and academic mission. Affirmed through extensive consultation with the University community, The Campus Plan establishes the following Vision and planning principles to guide the physical evolution of the campus over the next 20 years.

Campus Plan Vision:

*The University of British Columbia’s Okanagan Campus aspires to be a centre for learning and innovation that produces global citizens through transformative personal growth and collaboration. Its people, places, and activities are linked by a shared commitment to fostering community, and supporting social and ecological well-being. Deeply connected to the landscape, the campus is an accessible, intimate, and welcoming environment – a catalyst for positive change.*

Planning Principles:

- A Welcoming and Connected Campus

Through design, programming, and partnerships, strengthen innovation and physical and social connections on campus while reaching beyond to the surrounding community to create lasting and impactful relationships between people and places.

- **Celebrate Place**  
Strengthen the intimacy and legibility of campus spaces and places, while celebrating the surrounding Okanagan landscape, to achieve a distinguished and compact campus within an indigenous landscape setting.
- **Campus Vitality**  
Leverage campus growth to create a vibrant community, meeting the needs of all users and enabling students, staff, faculty and the broader community to connect, learn and linger.
- **Whole Systems Infrastructure**  
Campus growth should be managed through a whole systems (environmental, economic and social sustainability) lens to achieve net-positive impact on the well-being of the campus community and ecology.

**Strategies:**

The Campus Plan includes a series of strategies to implement each of the planning principles. These strategies inform the policies, priorities and design directions for the places and frameworks described subsequently in the Plan. Core strategies for achieving the Plan’s vision include providing world class learning and research facilities, creating a pedestrian oriented campus core, designing flexible buildings and public spaces, and providing opportunities for growth in research and innovation.

Strategies also look to strengthen the residential neighbourhood on campus by providing improved amenities and services, improving transit facilities, and enhancing the public realm and campus landscape through the integration of indigenous landscapes into the campus core. As the campus core develops, strategies support more efficient parking configurations through structured parking and designing buildings and landscapes for greater flexibility and resiliency to minimize energy and water consumption.

The Plan also recognizes that delivering the vision must be done in coordination and partnership with other levels of government, industry, neighbours and the broader community. Examples include opportunities for research collaborations on campus, broader recreational needs within this subarea of Kelowna, and balancing the opportunities for both on and off campus housing.

**Campus Plan Places**

The success of the Campus Vision relies on the creation of distinct and welcoming places on campus that support a range of opportunities for interaction, enjoyment and learning year-round. The Campus Plan identifies twelve such campus places, each distinguished by unique features and supportive of the planning principles and strategies, and outlines place-specific guidance for each.

### Campus Plan Frameworks

The Campus Plan establishes planning frameworks to inform existing and future uses, activities and development on the campus, to deliver on the Plan’s principles and strategies. These frameworks include, Buildings and Land Use, Academic Research and Partnerships, Research/Innovation Precinct, Residential, Landscapes and Public Realm, Recreation, Amenities and Programming, Circulation and Transportation (Road Network, Walking and Cycling), Parking (Surface Parking, Parking Structures, and Accessible Parking), and Whole Systems Infrastructure.

### Campus Plan Capacity

Based on the planning principles, strategies and frameworks, The Campus Plan identifies areas and sites to accommodate a potential doubling of academic and residential capacity over the next 20 years, as well as to expand potential for recreational facilities, transit and parking.

Summary of Additional Campus Plan Capacity		
Use	Existing	Net Additional Capacity (Approx.)
Academic	86,500 M2	85,300 M2
Residential	49,500 M2 (1676 student beds)	66,300 M2 (2250 student beds + faculty/staff housing)
Parking	2900 spaces	1000 - 1300 spaces , with structured parking
Recreation	1 formal sports field + other amenities	1 formal sports field + other amenities
Transit	Transit exchange	Expanded transit exchange to accommodate additional operational and passenger capacity and amenity

### Design Strategies and Guidelines

The Campus Plan strives to maintain and enhance the Okanagan Campus as a beautiful and memorable place by establishing strategies for character improvement and campus-wide guidelines for urban design, landscape, views, universal accessibility and sustainability. The Campus Plan companion document, The UBC Okanagan Design Guidelines, is also to be referenced for capital project development and reviews.

### Implementation

The Campus Plan supports the academic mission, values and commitments of the University by providing a framework to guide future growth and change on campus that in turn provides academic, social, financial and environmental benefits.

The Campus Plan will be implemented through:

- the Plan’s policies that guide coordinated planning and decision-making by a wide-range of University departments.
- systematic project review processes that bring the policies into focus on capital projects, as well as landscape and infrastructure works, and outdoor signage and art.
- strategic investments and partnerships to implement plans for transportation, infrastructure, public spaces, and natural ecology.
- coordination with private, government and community interests to deliver regional opportunities for research, economic development and community building.
- ongoing stewardship of campus assets in accordance with policies
- ongoing monitoring and communication of plan implementation.

**BENEFITS**

Learning, Research,  
Financial, Sustainability  
& Reputational

The Campus Plan will support and guide:

- growth at UBC’s Okanagan campus,
- enriched student, faculty and staff health and well-being,
- an enhanced learning environment, and
- the University’s 20 Year Sustainability Strategy.

It includes strategic elements that support the University’s roles of research, learning, and innovation in the Okanagan, and connectivity and integration with the local community and environment. The application of a Whole Systems Planning Framework will place UBC at the forefront of university campus planning and will enable a more efficient, cost effective, and sustainable use and management of campus infrastructure, buildings, and spaces.

**RISKS**

Financial, Operational  
& Reputational

The Campus Plan supports continued co-ordination of strategic objectives and the physical infrastructure to support them on the Okanagan campus. Well-integrated planning aligns investment, helps avoid operational conflicts and duplication, and provides a basis of support for implementation.

To ensure that the Campus Plan is grounded in feasible, implementable strategies and proposals, the update process included early and extensive involvement of planning and operations staff. Additionally, there has been significant consultation and relationship building with the City of Kelowna and utility providers to ensure integration on aspects that require municipal support and coordination (*i.e.*, roads and infrastructure).

**FINANCIAL**  
Funding Sources,  
Impact on Liquidity

The administration of The Campus Plan policies and approval procedures will form part of the regular operations of the Okanagan Campus Planning and Development team. Additional tasks, such as two-year Plan implementation review will be part of the annual departmental budgeting process.

The Campus Plan guides capital investments on the campus. Academic projects will continue to be funded according to the Board’s existing capital approval process. For public realm improvements not captured in capital projects, it is anticipated that donor funding through the naming of special outdoor places will be a significant funding component.

**SCHEDULE**  
Implementation  
Timeline

The Campus Plan provides a 20-year framework for campus planning from 2015 to 2035. The Plan will be monitored on a two-year cycle with possible amendments as policy and planning conditions evolve. In ten years, there will be a comprehensive review of the Plan with campus community consultation.

In support of the successful implementation of The Campus Plan, subsequent plans and policies will be developed and reported to the Board of Governors, including a:

- Transportation Plan to promote sustainable transportation options for the University community
- Design Guidelines Update to ensure consistency with the Vision and general planning and design directions in The Campus Plan
- Public Realm Funding Strategy and Implementation Plan to ensure the University’s public realm plays a strong role in strengthening the University’s identity and supporting campus academic and social activities
- Whole Systems Approach to Infrastructure, comprised of a 30-year roadmap, performance metrics, and five-year implementation plan, to guide future planning, investment, and management in a manner that will support sustainable development
- Innovation/Research Precinct Plan to define the land uses and development pattern in support of a future hub of academic research and innovation north of Parking Lot H

**CONSULTATION**  
Relevant Units, Internal  
& External  
Constituencies

The Campus Plan process is being led by Finance, Resource and Operations staff at both campuses with involvement from a broad range of staff, technical specialists and campus and community stakeholders.

Overall, there was a broad level of support for the draft Campus Plan along with many ideas on the types of activities and experiences people would like to have on campus. Feedback received from both the public and stakeholders largely focused on:

- The provision of safer and more accessible bike routes; safer, and better-lit and maintained pathways and trail systems; as well as high quality amenities such as recreational facilities (in particular, a swimming pool) as well as informal gathering places.

- The support of University Way as the main street of campus, the pedestrianization of the campus core and the distribution of residential areas across campus.
- The need for a stronger visual presence of the Okanagan Territory on campus.
- The need for ongoing engagement in decision making.

Many of the recurring themes from the consultation are addressed in the final draft. The aboriginal consultation reinforced the need to continue to build a relationship and identify ways to incorporate aboriginal interests as part of the implementation of the Campus Plan.

The Consultation Summary Report for Phase 2 Public Consultation (which incorporates the summary of the aboriginal consultation) is included in Appendix B.

Stakeholder and public consultation included:

- **Public Consultation Phase 1** was held in Fall 2013 to introduce UBC's Okanagan Campus Plan process and receive public input on the issues to be addressed by the plan. This phase included a public information session and online consultation. Over 120 people attended the info session, 125 feedback forms were submitted by students, faculty, staff and alumni, 2 stakeholder submissions and 1 petition to build a bike path along the north side of Robert Lake with 751 signatures was received.
- A **transportation workshop** with stakeholders and technical specialists was held in Spring 2014 to assess campus transportation issues and opportunities.
- A **growth and experience design charrette** was held with UBC staff, student representatives, stakeholders, and technical specialists in Summer 2014. These sessions built on input from the Public Consultation Phase 1 and the transportation workshop, and led to the preparation of draft Campus Plan emerging directions.
- **Stakeholder consultation** on the draft Campus Plan emerging directions were refined in consultation with stakeholders in October through November 2014. Targeted stakeholder consultation involved Deans, students, Okanagan Senate, UBC Properties Trust, BC Transit and the City of Kelowna.
- **Public Consultation Phase 2** was held to present the draft Campus Plan for feedback at an open house; to identify ways to shape different places and activities on campus through an ideas fair; and to discuss the programming of places on campus in a public workshop format. Events took place in January and February 2015. Over 290 people attended the open house, 26 feedback forms were received, 741 comments were received as part of the Ideas Fair, and 31 participants at the Campus Plan workshops.

- **Aboriginal Outreach** was held in March 2015 and included a presentation of the draft Campus Plan to students, faculty and staff from the campus Aboriginal community. Staff also presented to the Okanagan Campus Aboriginal Education Council.

The City of Kelowna has been consulted throughout the Campus Plan process to review proposed land use, transportation and infrastructure issues. The City supports the campus growth proposed, and Campus Planning and Development staff will continue to work with the City to implement the Plan.

<b>Previous Report Date</b>	JUNE 9, 2015
<b>Decision</b>	For Information
<b>Action / Follow Up</b>	The proposed Okanagan Campus Plan was introduced to the Board of Governors for information.
<b>Previous Report Date</b>	December 2, 2014
<b>Decision</b>	For Information
<b>Action / Follow Up</b>	Update on Okanagan Master Plan update process leading to Phase 2 public consultation. The outline of four emerging principles and related supporting strategies to inform the Master Plan update and to be consulted on in early 2015 were endorsed.
<b>Previous Report Date</b>	February 6, 2013
<b>Decision</b>	Approval of the UBC Okanagan Master Plan 2035 work program
<b>Action / Follow Up</b>	<ul style="list-style-type: none"> <li>• Staff engage City of Kelowna early in the consultation process</li> <li>• Library space and informal study space should be moved up on the priority list given the deficits identified in those areas</li> <li>• UBC Properties Trust review the land planning strategy</li> <li>• Add assessment of risk and risk management to future presentations</li> </ul>
<b>Previous Report Date</b>	February 5, 2009
<b>Decision</b>	Endorsement of housekeeping amendments to the UBC Okanagan Master Plan, and endorsement of a Gateway Design Guidelines amendment to UBC Okanagan Design
<b>Action / Follow Up</b>	Ongoing use of approved Master Plan and Design Guidelines to review capital projects and siting, public realm and circulation matters and generally guide all physical growth and change on campus.



<b>Previous Report Date</b>	December 7, 2006
<b>Decision</b>	Endorsement of UBC Okanagan Design Guidelines
<b>Action / Follow Up</b>	Ongoing use of approved Design Guidelines to evaluate capital projects against detailed design standards fully consistent with principles, values and vision of the UBC Okanagan Master Plan.

<b>Previous Report Date</b>	September 29, 2005
<b>Decision</b>	Endorsement of UBC Okanagan Master Plan
<b>Action / Follow Up</b>	Ongoing use of approved Master Plan to evaluate site selection for capital projects, public realm and circulation matters and generally guide all physical growth and change on campus.