

# UBC Okanagan Campus Plan Update

## Terms of Reference

May 1, 2024

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### 1. Introduction

The Campus Plan Update (the Update) is a strategic, year-long public planning process to update the existing campus plan for the University of British Columbia’s Okanagan campus, last undertaken in 2015. The Campus Plan is the key land use policy and physical plan for the campus. It sets out the long-term vision for the campus and guides future growth in support of the university’s strategic plan and academic mission, while supporting the needs and interests of the campus community, Syilx Okanagan partners, the surrounding region, and the environment. The Update will refine and enhance the directions in the 2015 *UBC Okanagan Campus Plan (2015 Campus Plan)* in a number of key areas to reflect new and evolving priorities, expectations, key areas of change and opportunity, and a changing municipal and regulatory context.

Developed in consultation with the UBC Okanagan community, the 2015 *Campus Plan* has guided the physical evolution of the campus over the last decade. For its vision, the 2015 *Campus Plan* states:

*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.*

In support of its vision, the 2015 *Campus Plan* sets out four foundational principles and related strategies:

- *A Welcoming and Connected Campus;*
- *Celebrating Place;*
- *Campus Vitality;* and
- *Whole Systems Infrastructure.*

The 2015 *Campus Plan* has led to significant change on campus, including how people access and interact with campus spaces, and has guided the expansion of institutional spaces. New institutional and residence spaces, including The Commons, ʔəl sic snpax̣n̄wix̣w̄tn, Nechako and Skeena residences, have been added to the campus in a way that respects and reinforces an intimate and walkable scale, preserves campus landscape, ecology and views, and contributes to campus vitality. The 2015 *Campus Plan* has guided the campus's transition to becoming a more pedestrian-friendly and transit-supportive place. The development of a new campus access from John Hindle Drive and the closure of a section of University Way to vehicular traffic has enabled the conversion of the campus's central core to a pedestrian-priority space. In addition, the development of a new transit exchange on Transit Way and Alumni Avenue provides dedicated bus stops for all routes serving the campus, as well as future capacity to accommodate transit growth over the coming years.

The Update will build on the vision, principles and strengths of the 2015 *Campus Plan* and focus on key refinements that, over the next 20 years, will continue to:

- guide land use, growth and intensification;
- support evolving academic needs;
- enhance the campus experience and facilitate the development of new housing;
- integrate new and emerging priorities, including climate action, Indigeneity, inclusivity, accessibility, and wellbeing;
- situate the campus in a growing and changing region; and
- develop key technical inputs critical for successful implementation.

This Terms of Reference document serves as the primary goals and objectives of the Campus Plan Update. It will inform the development of a renewed long-term vision and plan for the future growth and development of the physical campus, including strategic, long-range land use and planning direction to achieve the implementation of that vision. The updated plan will serve as a resource and tool for campus leadership, planning staff, the community, and local partners to guide campus physical growth consistent with the university's academic mission.

The Terms of Reference sets out the general scope and process for the Update, including:

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

The Update will anticipate the spatial capacity and land use plan needed to support the university's potential growth over the coming years. However, there are many factors that dictate the timing and actual build out of the campus, including provincial support, internal capital prioritization, enrolment, demand, and internal funding and financing capacity.

This document is a finalized version of a preliminary draft that was presented to the Okanagan Leadership Council (OLC) in December 2023.

## 2. Context

### 2.1 UBC's Strategic Plan and Academic Mission

UBC is a global centre for teaching, learning and research, and is 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 across BC.

Building on the Strategic Plan, *UBC Okanagan Outlook 2040 (Outlook 2040)*, developed in 2020, projects a 20-year view for the campus and identifies the steps needed to move the university towards even greater impact and service to the people and communities of BC.

### 2.2 People

The UBC Okanagan campus is made up of a community of almost 12,000 students and over 2,000 faculty and staff and is home to over 2,100 students living in residence<sup>1</sup>. Since the 2015 *Campus Plan*, enrolment has grown by 3,500<sup>2</sup> and has more than tripled since the campus' first year of operation in 2005. The campus has become increasingly more diverse with 80 per cent of its students originating from areas beyond the Okanagan region, from elsewhere in BC, Canada and internationally<sup>3</sup>. As a major employer within the region and with an estimated daytime population of more than 12,000 people, thousands travel from the surrounding region each day to learn, work and play on the campus.

### 2.3 Syilx Okanagan Nation

UBC's Okanagan campus is situated in the unceded territory of the Syilx Okanagan Nation. For many millennia, the Syilx Okanagan People have been stewards and caretakers of these lands. The UBC Okanagan campus has the unique distinction of being founded in partnership with the Syilx Okanagan Nation. The Syilx Okanagan Nation is comprised of seven member communities in the Southern Interior of BC: Okanagan Indian Band, Osoyoos Indian Band, Penticton Indian Band, Upper and Lower Similkameen Indian Bands, and Westbank First Nation; and in Northern Washington State, the Colville Confederated Tribes. They share the same land, nsyilxcn language, culture, and customs. The Okanagan Nation Alliance (ONA) was formed in 1981 as the inaugural First Nations government in the Okanagan and represents the eight member communities on areas of common concern. In September 2005, the ONA officially welcomed UBC to Syilx Okanagan territory in a ceremony, *Knaqs npi'ismist*, where a Memorandum of Understanding (MoU) was signed between the ONA and UBC and a Memorandum of Affiliation (MoA) with the En'owkin Centre. The MoU agreement was renewed on October 5, 2023.

The university works with the Syilx Okanagan Nation in respectful acknowledgement of the Syilx Okanagan People's stewardship of their territory for thousands of years. In September 2019, UBC Okanagan's Declaration of Truth and Reconciliation Commitments was signed, formally committing the university to support and implement recommended actions towards reconciliation. With the launch of the 2020 *Indigenous Strategic Plan*, UBC became the first North American university to

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<sup>1</sup> 2023 Student Headcount - 11,913; Faculty & Staff Headcount - 2,073; 2,120 beds in on-campus housing. UBC Planning and Institutional Research Office. UBCO 2023 Fact Sheet.

<sup>2</sup> 2013 Student Headcount - 8,412; Student FTE - 7,439. UBC Planning and Institutional Research. UBCO 2014 Fact Sheet.

<sup>3</sup> Student Origins – Location of Previous Institution Attended, New Undergraduate Direct-Entry Students (2022/23): Okanagan 20%, Lower Mainland 17%, Rest of BC 16%, Other Canada 25%, Outside Canada 22%. UBC Planning and Institutional Research. UBCO 2023 Fact Sheet.

commit to implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), taking a human rights-based approach to its Indigenous strategic framework. The plan describes the university's goals and actions to advance the vision of becoming a leading university globally in implementing UNDRIP in a post-secondary context.

## 2.3 Place

In 2004, recognizing the need to further expand post-secondary opportunities in the province, the Province of BC announced a plan to create UBC Okanagan by assigning it the Okanagan University College's North Kelowna campus, consisting of 259 acres (105 hectares) of land. The university has subsequently acquired a further 111 acres (45 hectares) of land located immediately west of the main UBC Okanagan campus, referred to as the West Campus Lands, as well as some industrial property on the east side of the campus. Today, the campus totals 373 acres (151 hectares).

UBC's Okanagan campus is in the northeast quadrant of the City of Kelowna, on the west side of Highway 97, about 13 km from Kelowna's downtown. It is bordered by a mix of agricultural, residential, recreational, and industrial uses, regional roads, and the Kelowna International Airport. The campus is along the McKinley Escarpment, where north-south aligned ridges and valleys formed during the last Okanagan Valley glaciation. Positioned along the ridgeline, and with slopes ranging up to 30 per cent, campus topography has been a significant factor in its evolution. Situated within the ecological setting of the Okanagan Very Dry Hot Ponderosa Pine bio-geoclimatic zone, the campus has a diverse landscape of pine woodland, open grassland and wetlands, with approximately 23 per cent of its lands within areas classified as ecologically sensitive.

Beyond the UBC Okanagan campus, UBC has several off-campus sites in Kelowna, including the Clinical Academic Campus at the Kelowna General Hospital, the Innovation UBC Hub at the Okanagan Innovation Centre, and presences at the Okanagan Regional Library, the Woodhaven Eco Cultural Centre, and the Rotary Centre for the Arts. UBC is also in the process of constructing UBC Okanagan Downtown, which is anticipated to be complete in 2027, adding more than 110,000 sq. ft. (10,220 sq. m.) of UBC space which will house vital health programs such as nursing, social work, and health and exercise sciences; space for other professional programs from other faculties; and university-affiliated rental housing units.

## 3. Planning Background

### 3.1 Overview

At the UBC Okanagan campus, the City of Kelowna has jurisdiction over land use governance, and UBC and the City have developed a collaborative working relationship on land use and planning issues. The university entered a Memorandum of Understanding (MOU) with the City of Kelowna, dated October 2005, and agreed to engage in the City's land use regulation, permitting and Development Cost Charge (DCC) processes. NAV Canada and Transport Canada also have regulatory roles relative to campus development, given the campus' proximity to the Kelowna International Airport. In particular, Transport Canada administers an approvals process to ensure compliance with the building height limitations imposed by the *Kelowna Airport Zoning Regulations* (as enabled under the *Aeronautics Act*).

In June 2008, the City of Kelowna adopted site-specific zoning for the UBC Okanagan campus to facilitate the university's anticipated growth. This zoning was subsequently amended in 2022 and is

consistent with the City of Kelowna's 2040 *Official Community Plan (OCP)*, which designates the UBC Okanagan campus for Educational/Institutional (EDINST) land use. The current Comprehensive University Development zoning (CD20) for the main campus allows a range of academic, research, residential, and supporting land uses essential to a university. It also regulates density, site coverage, building heights, and parking, among other aspects. Most of the university's West Campus Lands are zoned A1 – Agriculture 1, permitting primarily agricultural use, and are not included in the CD20 zone area. The West Campus Lands are also in the Agricultural Land Reserve (ALR) and subject to ALR requirements and processes.

UBC Board of Governors Policy UP12: Land Use, Permitting and Sustainability establishes the process for developing land use plans, policies, and rules for UBC lands, and is the main policy that guides Campus Planning in creating land use, sustainability, and transportation plans and policies. Shortly after its creation, UBC Okanagan adopted its first Campus Plan in 2005, and subsequent Campus Plans in 2009 and 2015. These successive plans have each built on the previous and have provided a consistent long-term vision and framework for where and how future academic and research activities, student housing and services are accommodated at the growing campus. The process for each has involved engagement with the City of Kelowna, to place anticipated campus development into the context of its surroundings, plan for future use and development, and acknowledge the important and reciprocal roles of the campus and adjacent development in providing community benefit.

### 3.2 Planning Policy

The 2015 *Campus Plan* and associated documents detail the goals, policies, and procedures regarding land use for the campus. The Campus Plan supports the physical land use and spatial needs captured in the university's policies. Several of these policies have been created since the 2015 *Campus Plan* and will be reflected in the Update, and several will require updating following this process.

#### *UBC Okanagan Whole Systems Infrastructure Plan (BoG, 2016)*

- Serves as a companion document and implementation framework to the Campus Plan and provides a long-term roadmap to achieve campus sustainability performance across built and natural environments to 2030 and beyond.

#### *UBC Okanagan Climate Action Plan 2030 (BoG, 2021)*

- Sets out a course of action to accelerate the reduction of core operational emissions by 2030 and identifies measures to reduce emissions from day-to-day activities, including commuting, food, waste, and business travel.

#### *UBC Okanagan Innovation Precinct Structure Plan (UBCO Admin, 2018)*

- Sets out a vision and physical framework to guide the development of innovation and research spaces and facilities on the university's Innovation Precinct lands.

#### *UBC Okanagan West Campus Lands Conceptual Structure Plan (UBCO Admin, 2023)*

- Sets out a vision and land use framework to guide near- and long-term land-based uses and development on the university's West Campus Lands, while respecting and enhancing their unique environment, ecology, and agricultural value.

*UBCO Okanagan Transportation Plan (UBCO Admin, 2021)*

- Provides a high-level roadmap and strategic guidance for enabling sustainable, healthy, and affordable travel choices and meeting the transportation needs of the UBC Okanagan community through 2040.

*UBCO Okanagan Integrated Rainwater Management Plan (UBCO Admin, 2017)*

- Provides a technical guide to manage rainwater responsibly on campus and sustainably accommodate future campus growth in a way that respects natural hydrological processes, protects environmental values, and manages risk.

*UBCO Okanagan Design Guidelines – Parts 1 and 2 (UBCO Admin, 2019)*

- Provides a compulsory design reference tool to guide the design of all future facilities and public realm spaces on campus and achieve UBC Okanagan’s green building goals.

The 2015 *Campus Plan* also reflects applicable city and regional plans and policies. The Update will also consider such policies approved since the 2015 *Campus Plan*.

*City of Kelowna 2040 Official Community Plan (CoK, 2022)*

- Provides strategic, high-level policy direction and framework for how and where the city grows and addresses such issues as housing, transportation, infrastructure, parks, economic development, and the natural and social environment.

*City of Kelowna Transportation Master Plan (CoK, 2022)*

- Serves as a long-term, citywide plan for transportation improvements to help keep Kelowna moving and work toward a more sustainable transportation future.

## **4. Why Update the 2015 Campus Plan?**

The 2015 *Campus Plan* establishes a sound and enduring vision for the future of UBC Okanagan. Now, almost 10 years later, the Update will refine and enhance the directions in the 2015 *Campus Plan* in a number of key areas to reflect evolving priorities, expectations, key areas of change and opportunity, and a changing municipal and regulatory context.

### **4.1 Integrating New and Emerging Priorities**

Since the 2015 *Campus Plan*, a number of university priorities and societal imperatives have emerged or strengthened. These include evolving academic plans; a deepening relationship with the Syilx Okanagan Nation and the importance of recognizing and expressing Indigenous presence on campus; the need for climate action and resilience in the face of the climate crisis; housing and transportation challenges in the city and region; evolving hybrid patterns of learning, living and working; improving equity, diversity, and inclusion (EDI); and community wellbeing. These priorities will guide and inform direction in the Update.

Additionally, changes and developments that were not considered in the 2015 *Campus Plan* will be reconciled in the Update. These include:

- the construction of the Plant Growth Facility (research greenhouse), modular office and lab buildings, and peripheral development in the Innovation Precinct (e.g., Innovation Precinct 1);

- the development of conceptual structure plans for the university’s West Campus Lands and Innovation Precinct; and
- early planning for a new athletics gym expansion, Campus Operations works area, Resilient Infrastructure Testing Facility, Medicine expansion, and expanded Students’ Union space.

## 4.2 Housing and the Campus Experience

A growing campus comes with the opportunity to introduce new housing types and forms as well as other uses that can create a vibrant, year-round campus experience. Recognizing housing challenges in Kelowna and the region, and the climate impacts of being a commuter-oriented campus, the introduction of more housing and neighbourhood development will provide substantive benefits to the university community. Through enabling a more complete and sustainable campus community, it will attract students and support the recruitment of faculty and staff, while also generating financial benefits for the campus through the creation of an endowment to fund critical university needs at the Okanagan campus.

The Update will identify the prospective areas(s) and establish the principles and the necessary considerations for new student/faculty/ staff-focused neighbourhood development on campus that integrates a range of housing types, and guides character, open space, ecology, supporting uses (e.g., retail, recreation), sustainability, amenities, circulation, and parking. The campus has sufficient land and the Update will ensure its continued prioritization and availability for institutional facility growth over time, subject to need and the timing of necessary institutional and financial supports.

## 4.3 Integrating the Campus’s Growth with the Growth of Kelowna and Surrounding Region

The Campus Plan Update presents the opportunity to integrate the growth of the campus with the growth of the city and surrounding region and to reflect recent updated policy and regulations from the City of Kelowna. In 2022, the City adopted the *2040 Official Community Plan (OCP)* and *2040 Transportation Master Plan* setting out a strategic, long-term policy framework to guide the city’s growth over the next 20 years. These plans identify the UBC Okanagan campus together with the Kelowna International Airport and surrounding industrial and residential land uses as the city’s northern Gateway district. With one-in-five new jobs anticipated to be located within the Gateway over the next 20 years<sup>4</sup>, it is identified as having the unique role as a driver of innovation and economic growth in the region.

The OCP provides the municipal policy context for the evolution and growth of the UBC Okanagan campus into a more complete community. It supports the development of medium-density residential development<sup>5</sup>, encouraging a range of services to meet the daily needs of the campus community as well as improvements to connectivity through all modes of transportation, with an emphasis on sustainable modes. The OCP identifies the campus as a hub for innovation in the city, supporting the expansion of university facilities. The Update will appropriately integrate these opportunities in future planning and assess any requirements for off-site infrastructure that may be triggered by new development. Through engagement with the City, the planning process will also identify opportunities for collaboration and partnership that advance areas of mutual interest and benefit.

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<sup>4</sup> City of Kelowna, *2040 Transportation Master Plan*. January 2022.

<sup>5</sup> Residential and/or commercial development that advances the development of neighbourhoods that achieve between 30-60 combined residents and jobs per hectare. City of Kelowna. *2040 Official Community Plan*. January 2022.

## 5. Guiding Principles and Strategies

### 5.1 Overview

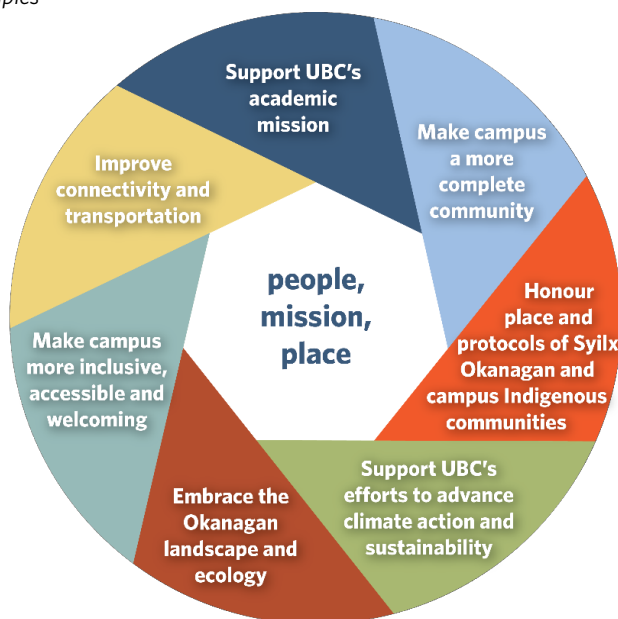
Building on the 2015 *Campus Plan*, preliminary key themes and areas requiring refinement were identified through early conversations with UBC community members and discussion with UBC administration. Subsequent broad engagement on these key themes with campus Indigenous communities, students, faculty, staff, and alumni captured ideas and input on the community’s needs and aspirations for enhancing the campus experience. Okanagan Nation Alliance (ONA) and/or its committees, as appropriate, will also be engaged through the process as part of a comprehensive engagement process with Syilx Okanagan community partners that is being developed in consultation with UBC Okanagan’s Senior Advisor on Indigenous Affairs.

The preliminary key themes and results of this engagement have informed the development of guiding principles and strategies for the Update. These guiding principles and strategies support the university’s *Strategic Plan* and its core focus on “creating vibrant, sustainable environments that enhance wellbeing and excellence for people at UBC and beyond.” A detailed engagement report is available [online](#), including a summary of community input on the key themes for the Update and needs and aspirations for the future campus.

The guiding principles, along with other qualitative and quantitative measures (e.g., Syilx Okanagan and campus Indigenous values, land use efficiency, academic and student needs, campus character and livability) will inform criteria for assessing different possible options for updating the Campus Plan. These options will need to support the Update’s guiding principles. The associated strategies set out how the Update will enable campus growth and development to achieve the values espoused by each guiding principle. The process will strive to balance different needs and interests, and will require finding common ground while ensuring that trade-offs and choices are clear to the community and decisions makers.

### 5.2 The Guiding Principles and Strategies of the Update

Figure 1: Wheel of Guiding Principles





The guiding principles of the Update are interconnected and mutually supportive. For instance, embracing the Okanagan landscape and ecology is also key to the guiding principles of honoring place and protocols of Syilx Okanagan and campus Indigenous communities, supporting UBC’s efforts to advance climate action and sustainability, and making the campus more inclusive, accessible and welcoming.

Equity, diversity, and inclusion (EDI) is a university-wide imperative and cross-cutting principle of the Update. In the context of each guiding principle, it will be essential to critically assess how UBC can build more equitable, diverse, and inclusive spaces on campus. It will also be important to ensure EDI perspectives enhance the process and outcomes and further the university’s goals as outlined in the *Inclusion Action Plan*.

A systems-wide approach to wellbeing is of foundational importance to the success of the university, its people and community, and also serves as a cross-cutting principle of the Update. Throughout each of the principles, it will be important to consider how the growth and evolution of the campus environment can continue to support and enhance the physical, mental, social, and ecological wellbeing of the campus community.

### **Support UBC’s academic mission**

UBC is first and foremost a university, with a vision to inspire people, ideas, and actions for a better world. The Update will continue to support this vision and the university’s pursuit of excellence in research, teaching, learning, and community engagement to foster global citizenship and advance a sustainable and just society. The Update must be responsive to the evolving needs of the university, such as evolving approaches to learning and working, while also being adaptive and resilient in the face of change and uncertainty.

#### *Strategies:*

- Identify new academic development sites as well as possible redevelopment, renewal, and infill that uses campus land efficiently, leverages existing infrastructure, builds vitality, and optimizes synergies between uses.
- Assess higher building heights on campus (including above current airport zoning regulations<sup>6</sup>) and use infrastructure efficiently to optimize value and benefit to the university, the campus community, and the land.
- Continue to support 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 ways that support learning and research as part of living on campus.
- Support use of the campus to research, implement and test innovative approaches to achieving sustainability and wellbeing commitments on campus and for the broader region (e.g., Campus as a Living Lab program).

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<sup>6</sup> The university is presently undertaking analyses and working with the City of Kelowna and federal aviation agencies to seek a blanket exemption for the campus from Transport Canada and from the building height limitations imposed by the *Kelowna Airport Zoning Regulations* (as enabled under the *Aeronautics Act*).

### **Make campus a more complete community**

UBC Okanagan is still largely a commuter-oriented campus, and many members of the campus community are challenged to find accessible housing and unable to access convenient services and amenities to satisfy daily needs. The Update will support the continued evolution of UBC Okanagan as a place to learn, teach, live, work and play, and will foster growth to create a vibrant campus community. It will enhance and expand on-campus housing options and ensure day-to-day needs of the campus community are met within the context of the surrounding Kelowna Gateway area and broader region.

#### *Strategies:*

- Communicate an updated comprehensive land use plan describing the arrangement of academic, athletics, residence, neighbourhood housing, recreational, agricultural, and ecological uses across the campus.
- Establish principles to inform new neighbourhood development: density, scale, form, connections, amenities, sustainable performance, ecology, and parking.
- Explore a variety of housing types and designs (including mixed-use developments, townhouse, mid-rise, and high-rise forms).
- Ensure neighbourhood services and amenities reflect the needs of the UBC Okanagan community, including families with children, and are within close walking distance to all residents.
- Identify new development sites, as well as possible redevelopment, renewal or infill sites, to accommodate the current student housing target and additional flexible sites that can accommodate future student housing need as required and/or other uses.
- Identify new development sites and/or opportunities to integrate spaces for services and amenities, including expanded child care, fitness and recreation, and Students' Union facilities, to enhance the student experience on campus.
- Identify opportunities to provide and enhance indoor and outdoor spaces that support student life and community building on campus, including spaces for studying, learning, relaxing, socializing, and gathering.
- Explore opportunities to welcome and connect the campus to the surrounding local and regional communities and encourage participation in the academic and social life and activities of the campus.

### **Honour Place and Protocols of Syilx Okanagan and campus Indigenous communities**

UBC Okanagan is situated in the traditional, ancestral, and unceded territory of the Syilx Okanagan People, and the university works with the Syilx Okanagan Nation in respectful acknowledgement of their stewardship of their territory for thousands of years. The Update will seek to embed and implement the principles, goals, and actions of UBC's *Indigenous Strategic Plan* and UBC Okanagan's Declaration of Truth and Reconciliation Commitments and to strengthen and enhance the relationship between UBC Okanagan, Syilx Okanagan community partners, and campus Indigenous communities.

#### *Strategies:*

- Explore ways to build on and strengthen existing Syilx Okanagan and Indigenous relationships (e.g., ONA, En'owkin Centre).

- Continue efforts to create spaces that are welcoming to and inclusive of Syilx Okanagan and all Indigenous peoples.
- Continue efforts to integrate Syilx Okanagan expression throughout the campus, including land acknowledgments, cultural interpretation and expression, building and place naming in the nsyilxcn language, and public artwork.
- Establish an Indigenous-focused area of campus for gathering, education, and ceremony around the Outdoor Gathering Space and pond area in the southeastern portion of campus.
- Continue to transform campus landscapes that integrate Syilx knowledge and expertise, support the tradition and renewal of Syilx practices, and incorporate traditional ways of knowing and caring (e.g., places where Elders can teach youth about plants and harvesting).

### **Support UBC’s efforts to advance climate action and sustainability**

Climate change and unsustainable land use threaten human and ecological wellbeing and biodiversity, disproportionately impacting marginalized and underprivileged people. The Update will continue to support UBC Okanagan’s system-wide, collective action to combat and prepare for climate change, including reinforcing and aligning with UBC Okanagan’s *Climate Action Plan 2030 (CAP 2030)*, *Transportation Plan*, and the City of Kelowna’s climate resilience plans.

#### *Strategies:*

- Support implementation of the *Climate Action Plan 2030* and its targets for reducing GHGs and the *Transportation Plan* through the continued creation of a more compact, diverse, vibrant, and sustainable complete university community.
- Continue to ensure growth and development considers climate change impacts and minimizes carbon emissions from new building construction and operations.
- Continue to encourage development that optimizes existing infrastructure and assets to minimize operational and embodied carbon.
- Foster a climate-adaptive and resilient campus by incorporating adaptive building, infrastructure and landscape strategies, enhancing and enriching biodiversity and natural systems, and incorporating Indigenous ways of knowing.

### **Embrace the Okanagan landscape and ecology**

The campus’s Okanagan landscape and ecology are highly valued and provide a strong sense of pride and place for the campus community. Deep understanding of UBC Okanagan’s unique ecological context is required to sustain and enhance natural landscapes within the campus lands and to support and connect landscape systems beyond the campus. The Update will continue to harness the unique environment of the campus, as well as Indigenous knowledge and the expertise of the university community, to strengthen its unique identity and to support and improve the ecological viability of the Okanagan campus, its ecosystem services, and social wellbeing.

#### *Strategies:*

- Ensure that future development is shaped by natural systems and the campus ecology and continues to integrate the campus with its surrounding ecosystem.
- Protect and enhance natural landscapes and ecological connectivity and the role the campus can play in supporting local wildlife species, strengthening healthy and resilient natural systems, and contributing to human health and wellbeing.

- Design buildings, infrastructure, and landscapes to support ecosystem health and biodiversity.
- Continue to integrate whole systems thinking and Indigenous knowledge into the design and management of campus landscapes.
- Continue to maximize biodiversity and rainwater management in open spaces.
- Connect people to nature by enhancing the campus network of natural and urban open spaces and ensuring they are climate adaptive, accessible, and nurturing to diverse groups of people.
- Create new green spaces for social, recreational, outdoor learning, research, and ecological benefit.

### **Make campus more inclusive, accessible and welcoming**

UBC is committed to inclusion and to ensuring that everyone who is part of UBC feels welcomed and supported in their daily activities on campus. In alignment and support of the university's *Inclusion Action Plan* and *Strategic Equity and Anti-Racism (StEAR) Framework*, the Update will consider all ages, abilities, and backgrounds, and seek integration of equitable, diverse, and inclusive spaces that help achieve the best learning, working, and living environments for all. It will also continue to encourage and support a strong sense of community and belonging across the campus.

#### *Strategies:*

- Ensure the campus continues to foster diversity, accessibility, and inclusivity with buildings, open spaces, and neighbourhoods that enhance individual and community wellbeing through their design.
- Support the expansion of welcoming, supportive, and safe spaces for UBC Okanagan's diverse campus community, with emphasis on historically marginalized, equity-deserving groups.
- Continue to pursue a barrier-free, universally accessible campus that addresses the campus's challenging topography and provides dignified, welcoming, and effective access to people of all ability levels.
- Design for safety and personal security.
- Leverage and enhance existing efforts to create a more compact campus that prioritizes walking and rolling.
- Celebrate the diversity of the campus community with expansion of spaces for interaction, artistic and cultural expression, and community building.

### **Improve connectivity and transportation**

For many, the primary means of getting to the UBC Okanagan campus is by driving, and more sustainable connections to the surrounding region are limited. The Update will support the strategies and implementation of the *Transportation Plan* — in addition to continued advocacy with the City of Kelowna and BC Transit — to improve connectivity and to meet the transportation needs of the campus community. It will also consider the spatial impact of automobiles on campus, including the allocation of land to parking and roads, and how this could shift over time, particularly as the campus grows and the demand for parking exceeds the current supply on campus.

#### *Strategies:*

- Leverage enhanced transit service to expand access to housing options for faculty, staff, and students and enable future academic growth and partnerships on and off the campus.

- Anticipate new and enhanced transit and active transportation connections to surrounding neighbourhoods.
- Build on and strengthen connectivity within the campus through a safe, convenient, and efficient transportation network that prioritizes sustainable modes of transportation, including walking, rolling, cycling, and micromobility, and accommodates users of all ages and abilities.
- Strengthen and potentially expand the pedestrian priority zone in the campus core, while preserving access for essential services and accessible parking users.
- Manage the supply of parking and improve multi-modal transportation infrastructure as parking demand declines with more transportation choices.

## 6. Scope of the Update

### 6.1 Overview

Building upon the foundation and physical framework set out in the 2015 *Campus Plan* and reflecting the guiding principles outlined above, the Campus Plan Update will focus on the use and physical development of campus lands and on determining where and how to accommodate capacity for future growth on campus. The Update process will explore and assess options for the campus in alignment with the guiding principles and strategies, as well as qualitative and quantitative criteria, for optimizing value and benefit to the university, the community, and lands.

The result of this process will be an updated UBC Okanagan Campus Plan that will provide strategic, long-range land use and planning direction for the campus over the next 20 years and beyond. It will describe the arrangement of academic, athletics, student residence, housing, recreational, agricultural, ecological, operational, and parking uses across the campus. The Update will consider site organization, land use, building height, built form, and character, as well as special Campus Places and areas of unique identity and character. It will also establish principles to inform new neighbourhood development, and the services and amenities needed to support an on-campus residential community. Leveraging existing infrastructure, the Update will set a course to complete the public realm and build vitality within the campus core and work outwards. It will also serve as an input into future infrastructure and financial planning to enable strategic and timely investment in support of campus growth and development. The Update will confirm and identify the land capacity needed to accommodate the university's potential growth over the coming years. The specific timing and nature of future institutional growth on the campus, however, is subject to a number of institutional and financial factors outside of this scope (e.g., internal capital prioritization, internal funding and financing capacity).

There may be several topic areas outside of the scope of the Update that arise during the process, such as academic programming, building and space design and programming, project financing and funding, and detailed operational strategies (e.g., energy planning, infrastructure management) and functions (e.g., food outlets, operational hours, parking rates, maintenance), among others. These areas of interest will be documented and channeled, as appropriate, to the responsible department or business unit, existing or new policy areas, initiatives, or implementation plans.

## 6.2 Institutional Development

### *Core Institutional Growth Capacity*

Land for new and renewed institutional spaces is needed to ensure the campus continues to support UBC’s *Strategic Plan* and its mandate to support research and teaching excellence, build community, and address basic infrastructure needs. Core institutional includes academic support and ancillary spaces to support teaching, learning, research and administrative functions of the university, including classrooms, labs, library, athletics, recreation and social space, offices, cultural facilities, operational/ infrastructure space, and other uses. There is currently approximately 1.22 million sq. ft. (113,130 sq. m.) of institutional space on the UBC Okanagan campus, with a further 150,300 sq. ft. (13,965 sq. m.) under construction, focused primarily within the campus core. Several capital projects now occupy sites reserved in the 2015 *Campus Plan* for new buildings, as well as several other sites not identified for new buildings, limiting the number of available institutional sites within the campus core that can accommodate growth. While building sites identified in the 2015 *Campus Plan* remain available (e.g., Parking Lots E and F; site of existing beach volleyball courts), it will be important for the Update to identify additional sites for new institutional space over the long term.

The academic plans and projected enrolment scenarios included in *Outlook 2040* will form the basis for the future institutional growth capacity referenced in the Update, with the medium-growth scenario (“Scenario 2”) identified as the most likely scenario for how the UBC Okanagan campus will grow. Scenario 2 anticipates 15,389 Full Time Equivalent (FTE) students by 2040, a 46 per cent increase from 2023<sup>7</sup>.

Through the Update process capacity to accommodate future institutional expansion for up to 40 per cent additional floor space will be explored. This translates into approximately 560,000 gross square feet of additional potential built floor space, or in the order of 2-3 new institutional buildings. The Update will consider a variety of approaches to accommodating future institutional capacity, with an emphasis on intensifying land within the campus core through infill (e.g., on existing parking lots), greater building heights, and mixing of uses. The Update will also enable flexibility to support pending updated projections currently under development by the Provost’s Office (see section 6.5 Parallel Processes, Existing Policies and Regional Planning). Ultimately, there are many factors that will dictate the timing and actual build out of planned institutional capacity, including provincial support, internal capital prioritization, demand, and internal funding and financing capacity.

*Table 1: Future Growth Capacity Assumptions for Institutional Space*

	Existing Built Floor Space (GSF) <sup>8</sup>	Additional Potential Built Floor Space (GSF)	Total Potential Built Floor Space (GSF)	Potential Change from Existing
<b>TOTAL</b> <i>(Gross floor area)</i>	1.37 million	560,000	1.93 million	Up to 40%

<sup>7</sup> 2023/24 Student FTE – 10,568, Campus Facts Sheet 2023/24, UBC Planning and Institutional Research Office.

<sup>8</sup> Existing floor space includes projects currently under construction on the UBC Okanagan campus.

### Student Housing Growth Capacity

The 2015 *Campus Plan* identifies specific sites for student housing, which include traditional residences and student independent living. Several of these student housing sites are now either completed or are located within areas on campus that are under review for other uses.

UBC Okanagan guarantees student housing to all full-time first-year students and aspires to provide student housing for at least 25 per cent of UBC Okanagan’s full-time student population, subject to demand and financing opportunities. With more than 80 per cent of students originating from areas beyond the Okanagan<sup>9</sup> and a tight rental market in Kelowna, there remains unmet demand from upper-year students wanting student housing.

The Update will identify near-term sites for an additional 500 beds above the current stock of 2,120 beds to meet the aspirational target of providing student housing for 25 per cent of the university’s current full-time student population. To continue to meet this target over the longer term, student housing will need to be planned in response to enrolment growth and housing needs. The Update will also explore additional flexible sites that can accommodate future student housing need (up to 3,830 beds) as required and/or other uses.

Table 2: Future Student Housing Capacity Assumptions

	Existing Student Residence Beds	Additional Beds Needed to Achieve Target in Near-Term	Potential Additional Beds Needed to Achieve Target by 2040	Total Potential Student Residence Beds
<b>TOTAL (Residence beds)</b>	2,120	500	1,210	3,830

### 6.3 New Neighbourhood Development

Through early engagement with the campus community, strong support was shown for the continued evolution of the campus into a complete, sustainable campus community, and for the need for more housing on campus for students, faculty and staff. Developing new and diversified housing targeted to the university community can help address housing affordability and accessibility challenges and has environmental benefits from reduced commuting – the single greatest source of GHG emissions for the campus. Increased housing and amenities to be explored through the Update will enable a vibrant year-round community at the UBC Okanagan campus, attract students and support the recruitment and retention of faculty and staff, while also generating financial benefits for the campus through creation of an endowment to be re-invested in UBC Okanagan. New neighbourhood development will also serve as an opportunity for UBC to demonstrate leadership in creating a sustainable, vibrant, welcoming, and attractive community.

Consistent with the City of Kelowna’s 2040 OCP, the Update will explore the potential of a new neighbourhood on the UBC Okanagan campus, potentially consisting of approximately 1,000 housing units, as well as supporting amenities and open space. Proposed concepts will be assessed against the guiding principles and qualitative and quantitative measures, including Syilx Okanagan and campus Indigenous values, land use efficiency, campus character and livability, urban design, open space,

<sup>9</sup> Student Origins – Location of Previous Institution Attended, New Undergraduate Direct-Entry Students (2022/23): Okanagan 19%, Lower Mainland 17%, Rest of BC 15%, Other Canada 27%, World 22%. UBC Planning and Institutional Research. UBCO 2022 Fact Sheet.



community wellbeing, ecology and natural systems health, existing municipal regulations, and financial viability, to optimize value and benefit to the university, the community, and the land and to ensure a highly livable and sustainable campus.

### 6.4 Key Areas of Future Change and Opportunity

The entire UBC Okanagan campus, including the campus core, West Campus Lands, Innovation Precinct, and property acquisitions to the north and east of the campus, will be considered through the planning process, with a primary focus on key areas of future change and opportunity (see Appendix A for the UBC Okanagan campus site study area). The Update will undertake planning for these key areas in the context of a strategic review and refinement of key elements of the 2015 *Campus Plan* and future needs of the university.

Figure 2: Map of the Key Areas of Future Change and Opportunity





The key areas of future change and opportunity on the campus include:

### 1. Upper Bench / Upper Innovation Precinct

This key area includes the existing undeveloped area north of the campus's existing student residence precinct, located between campus's Ponderosa Pine Woodland and FortisBC's gas transmission line to the west and the lower campus ridgeline to the east. While there are some small sections of intact trees and natural landscape, most of the area has been disturbed by prior extraction activities and fill placement from main campus and downtown construction.

Opportunities and considerations to be explored include:

- extension of student residence development;
- new neighbourhood housing and supporting amenities;
- scale, layout and form of development;
- natural landscape and ecology;
- sustainability and energy standards;
- transportation circulation and connectivity; and
- servicing and infrastructure.

### 2. Lower Innovation Precinct

This key area is in the northeast corner of campus and includes the university's undeveloped lands north of University Way and Parking Lot H, located between the upper campus ridgeline to the west and Innovation Drive to the east. These lands have been disturbed by prior industrial and extraction activities and border the adjacent commercial/industrial area to the northeast. In 2018, the *Innovation Precinct Structure Plan* was developed for this area, enabling academic and research/innovation uses and partnerships.

Opportunities and considerations to be explored for this key area include:

- new gateway to northern campus (via Innovation Drive);
- potential academic expansion;
- research and innovation partnerships;
- potential for mixed use that may include housing, ancillary commercial, and public amenities;
- reimagining the Learning Factory site;
- relocation/consolidation of Campus Operations functions and space;
- future of the existing parking lots and site of future parking structure identified in the 2015 *Campus Plan*; and
- Hollywood Road North realignment and future extension to the south.

### 3. The Okanagan Grasslands

This key area includes the largely undeveloped area east of the Transit Exchange and East-West Promenade, which extends to Hollywood Road North, and provides uninterrupted views to the eastern valley. This area is bisected by Diversity Place and includes several low areas that provide ephemeral rainwater detention. Much of the area's existing natural landscape has been impacted by soil disturbance from early campus construction and encroachment of invasive plant species.

Opportunities and considerations to be explored for this key area include:

- new gateway to eastern campus (via University Way, Hollywood Road North, and Highway 97);
- integration with future academic development on Parking Lot E, the Transit Exchange, and recent development of modular buildings;
- landscape restoration, ecological connectivity, and transition to the Syilx Indigenous Landscape area to the south (#4);
- campus infrastructure (e.g., rainwater management, overland flooding management); and
- future alignment and function of Diversity Place, and access to the Outdoor Gathering Space.

#### 4. The Pond and Syilx Indigenous Landscape

This key area includes the Pond and the area extending east of the EME building to Hollywood Road North. The Pond is a valued resource to the campus: it provides rainwater detention for most of the main campus and serves as an important ecological hot spot for wildlife, including several provincially listed species. The area east of the Pond is in transition with the relocation of several legacy operational uses and its progressive development as an outdoor space to support Indigenous teaching and learning.

Opportunities and considerations to be explored for this key area include:

- the Outdoor Gathering Space and adjacent natural area identified as space for Indigenous teaching and learning, programming, and cultural expression;
- areas of highest environmental sensitivity and value on the main campus;
- landscape naturalization and ecological connectivity;
- connection with *x̣əl sic snpax̣ñwix̣ʷtn*; and
- relationship to the Okanagan Grasslands area to the north (#3).

#### 5. South Campus Neighbourhood

This key area is at the south end of campus and straddles Alumni Avenue. It is characterized by stepped topography, and has high visibility from surrounding public roadways, John Hindle Drive and Highway 97 flyover. The area includes the existing Athletics gymnasium and sports field to the west and Campus Operations works yard to the east, in addition to two campus parking lots. In 2024, the *Campus Operations Functional Concept Plan* was developed to consolidate and relocate Campus Operations activities within the Lower Innovation Precinct, including the existing works yard area.

Opportunities and considerations to be explored for this key area include:

- new gateway to southern campus (via Alumni Avenue, John Hindle Drive, Highway 97);
- land use mix including athletics and student housing needs;
- built form and heights;
- grading and access;
- rainwater management; and
- relationship to *x̣əl sic snpax̣ñwix̣ʷtn* and the Indigenous elements, program, and natural area to the north (#4).

## 6. Upper / West Side of Campus

This key area is on the west side of the main campus and borders the university’s agricultural West Campus Lands to the west and the FortisBC gas transmission line and Discovery Avenue to the east. The area straddles Upper Campus Way and extends from the Upper Campus Health Building at the north to the Reichwald Health Sciences Centre and John Hindle Drive pedestrian overpass at the south. The area is generally flat at a similar elevation to the campus core and includes significant campus parking.

Opportunities and considerations to be explored for this key area include:

- New gateway to western campus (via Upper Campus Way, John Hindle Drive, and the pedestrian overpass);
- relationship to academic core and potential for academic expansion;
- connection/interface with the West Campus Lands;
- potential use of parcel south of Upper Campus Way; and
- future of existing parking lots and site of future parking structure identified in the 2015 *Campus Plan*.

The Update process will not change the existing plan and policies for West Campus Lands. The Update will articulate the relationship between the central campus and UBC Okanagan Downtown, but planning considerations for UBC’s downtown presence will require a separate and distinct process.

### 6.5 Parallel Processes, Existing Policies, and Regional Planning

The Campus Plan Update will coordinate and integrate with a number of parallel university and regional processes, policy processes and inputs.

#### *Infrastructure and Financial Planning*

The Campus Plan Update will serve as an input into a separate, parallel process to undertake infrastructure and financial modeling and planning to determine the strategic investments required to support campus growth and development. This could include preparatory planning for a new on-campus neighbourhood, institutional sites, the Innovation Precinct, and expansion of campus to areas that are not presently serviced with utilities.

#### *UBC Okanagan Outlook 2040 Updates*

Even with the completion of the new x̓əl sic snpax̓nwix̓wtn and UBC Okanagan Downtown, a shortfall of space will persist for UBC Okanagan<sup>10</sup>. Updated forecasts of estimated institutional building needs and space projections are needed to inform the amount of net new institutional building space and building sites required by 2040. Over the coming year, the Office of the Provost will update *Outlook 2040* and the 20-year view for the campus including high-level enrollment projections and future teaching and research needs of the university. The Campus Plan Update will coordinate with this process and ensure the campus is responsive and adaptive to future growth and change.

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<sup>10</sup> UBC Okanagan has a current shortfall (as per 2022 data) of approximately 583,000 NSF (54,135 NSM), or the equivalent of about 45 per cent of existing academic space (according to BC University Space standard guidelines). UBC Okanagan Infrastructure Development, November 2023.

*Developing Strategies to Ensure Housing is Accessible to the UBC Okanagan Community*

The Campus Plan Update will create new housing opportunities for UBC Okanagan’s students, faculty and staff. While the Update will provide direction about the location, form, and character of the housing, a separate process is required around ensuring new on-campus housing is accessible to the campus community. As the housing is planned and implemented, long-range strategic housing programs that can facilitate improved housing choice and affordability for students, faculty, and staff will be developed concurrently and integrated into new residential development.

*Existing UBC Policies and Initiatives*

In alignment with the university’s strategic priorities and commitments, the Update process will be informed by guiding policies and initiatives including UBC’s Strategic Plan, the *Indigenous Strategic Plan*, the Memorandum of Understanding between UBC and the ONA, *Wellbeing Strategic Framework*, *Inclusion Action Plan*, *Strategic Equity and Anti-Racism (StEAR) Framework*, UBC’s support of the Climate Emergency, and *UBC Okanagan Climate Action Plan 2030*. (See Appendix C for a summary of all related policies and planning initiatives).

*Regional Planning and Initiatives*

The Update process will align with and respond to city and regional policies and initiatives including the *City of Kelowna 2040 Official Community Plan*, *City of Kelowna Transportation Master Plan*, and *Central Okanagan Regional Transportation Plan* (See Appendix B).

The Update will also consider and identify potential opportunities to collaborate and partner with the City of Kelowna on areas of mutual interest and benefit (e.g., recreational and cultural facilities; transit, sustainable transportation infrastructure and regional connectivity; regional climate adaptation, resiliency planning and wildland fire management).

**7. Planning Process and Program**

**7.1 Planning Process**

The process to update the 2015 *Campus Plan* formally began in early 2024 and will take approximately 12 months. The process is divided into four phases and includes planning, technical, and engagement activities as described below. Each phase of the process will build on and incorporate information learned through engagement and technical analysis.

	<b>Planning and Technical Activities</b>	<b>Engagement Activities</b>	<b>Timing/ Duration</b>
<b>Pre-planning</b>	<ul style="list-style-type: none"> <li>• Develop Preliminary Terms of Reference</li> <li>• Conduct existing policy and background review</li> <li>• Develop Engagement and Communications Plan</li> <li>• Hire technical consultants</li> </ul>	Early engagement focused on Preliminary Key Themes: <ul style="list-style-type: none"> <li>○ Meetings with key leads/groups</li> <li>○ Hear initial insights and fill in knowledge gaps</li> <li>○ Gather advice on targeted engagement activities in Phase 1</li> </ul>	3 months September - November 2023

	<b>Planning and Technical Activities</b>	<b>Engagement Activities</b>	<b>Timing/ Duration</b>
<b>Phase 1</b> <i>Needs &amp; Aspirations /</i>	<ul style="list-style-type: none"> <li>• Develop Guiding Principles and Strategies</li> <li>• <i>Land Use, Urban Design and Landscape Planning</i></li> <li>• <i>Housing Demand and Needs Assessment</i></li> <li>• Draft Final Terms of Reference, based on Phase 1 engagement</li> </ul>	Develop engagement materials for Phase 1 Engagement  Comprehensive public engagement on Preliminary Key Themes: <ul style="list-style-type: none"> <li>○ Website, survey</li> <li>○ Open Houses, pop-ups</li> <li>○ Roadshows, community conversations</li> </ul> Phase 1 Engagement Summary Report	3 months December 2023 – March 2024
<b>Phase 2</b> <i>Draft Plan Development</i>	<ul style="list-style-type: none"> <li>• <i>Transportation Network and Parking Analysis</i></li> <li>• <i>Community Amenities and Services Assessment</i></li> <li>• <i>Infrastructure Capacity Modelling</i></li> <li>• <i>Rainwater Management Technical Studies</i></li> <li>• Concept plan options and principles for Key Areas of Change, including new neighbourhood housing and development</li> <li>• Consolidate analysis and background materials</li> <li>• Draft Campus Plan</li> </ul>	Public engagement: <ul style="list-style-type: none"> <li>○ Report back to public and groups – share Engagement Summary Report, Final Terms of Reference, and next steps</li> </ul> Develop engagement materials for Phase 3 Engagement	6 months April – September 2024
<b>Phase 3</b> <i>Draft Plan Review</i>	<ul style="list-style-type: none"> <li>• Board of Governors Review of Draft Plan</li> <li>• Incorporate revisions based on engagement</li> </ul>	Comprehensive public engagement on Draft Plan: <ul style="list-style-type: none"> <li>○ Website, survey</li> <li>○ Open Houses, pop-ups</li> <li>○ Roadshows, community conversations</li> </ul> Phase 3 Engagement Summary Report	3 months September – November 2024
<b>Phase 4</b> <i>Adopt Final Plan</i>	<ul style="list-style-type: none"> <li>• Final Campus Plan</li> <li>• Board of Governors Approval of Final Plan</li> </ul>	Public engagement: <ul style="list-style-type: none"> <li>○ Report back to public and groups – share Engagement Summary Report and Final Campus Plan</li> </ul>	December 2024

## 7.2 Planning Program

The result of the Campus Plan Update process will be an updated UBC Okanagan Campus Plan that sets out a vision for the future growth and development of the campus over the next 20 years and beyond, providing strategic, long-range land use and planning direction to achieve the implementation of that vision. The updated Campus Plan will guide how academic facilities, housing, transportation systems, green and open space, and community amenities are accommodated. It will include specific directions for future academic development and high-level guidance for future neighbourhood and housing development to inform more detailed neighbourhood planning to be completed through separate and/or parallel processes.

The plan components/outputs of the Update process will be captured in an updated Campus Plan document, which is anticipated to provide:

- An updated vision statement;
- Updated guiding principles and strategies;
- Land use areas (e.g., academic, green academic; neighbourhood housing);

- Policies and directions to achieve the Campus Plan, including area-specific direction for unique character areas or precincts (e.g., Campus Core, Upper Bench, Innovation Precinct);
- Policies and directions for neighbourhood development (e.g., heights, density, open space);
- Detailed illustrative plans, supporting narrative, and diagrams to communicate the Campus Plan frameworks (e.g., academic facilities, student housing, community amenities, open space, landscape and ecology, transportation and circulation, rainwater management, services and infrastructure, and other attributes of the campus, including character areas, gateways and cultural landscape features, etc.);
- Urban design and character guidelines; and
- Plan implementation identifying new plans or plan updates required to implement the vision set out in the Campus Plan.

In line with municipal best practice and city and regional plan updates, the Campus Plan will be reviewed approximately every 10 years, providing the opportunity to identify and explore future areas of change and refinement and to ensure the needs of the university and community continue to be met.

## 8. Engagement Approach

Building on engagement to date, the engagement process for the Campus Plan Update will continue to be transparent, equitable, and flexible to respond to the multiple interests in the UBC Okanagan campus lands. It will be critical to continue active engagement with our Syilx Okanagan community partners and the campus Indigenous community, as well as students, faculty, staff, alumni, and the regional community.

The engagement approach for the Update builds on UBC Campus + Community Planning's Engagement Charter and lessons learned from previous planning processes. It includes approaches to engage equity-seeking groups who are historically underrepresented in planning processes and offers a range of opportunities to meaningfully engage.

A comprehensive engagement process with Syilx Okanagan community partners and campus Indigenous communities continues to be developed in consultation with the UBC Okanagan's Senior Advisor on Indigenous Affairs and Syilx Okanagan community partners. Okanagan Nation Alliance (ONA) and/or its committees, as appropriate, will be engaged through the process in respectful acknowledgement that UBC Okanagan is situated in the traditional, ancestral, and unceded territory of the Syilx Okanagan Nation, and the Memorandum of Understanding (MOU) signed between the ONA and UBC. Engagement will seek to strengthen and enhance UBC's relationship with the Syilx Okanagan Nation and receive input on how the Campus Plan Update can advance reconciliation, enhance recognition of UBC Okanagan's location in Syilx Okanagan territory, and ensure the campus is welcoming and inclusive of Syilx Okanagan people.

Engagement will involve both broad public engagement and targeted engagement. Broad engagement will include students, faculty, staff, and alumni across UBC Okanagan's communities. This will take the form of online surveys, open houses, and pop-up information booths.

Targeted engagement with specific communities, including knowledge-holders (e.g., Syilx Okanagan, UBC departments and faculties such as Student Services, Athletics and Recreation, School of Engineering), representative groups (e.g., Students' Union, Faculty Association, Graduate Student

Advisory Committee), affinity groups (e.g., Disability Affinity Group, Pride Resource Centre), and local and regional partners (e.g., City of Kelowna, ONA) will take the form of meetings, roadshows (presentations with Q&A), and facilitated community conversations, as appropriate.

The first phase of engagement explored the needs, aspirations and interests of the campus's different communities, which informed the final Terms of Reference to guide the rest of the process. This work is summarized in the [Phase 1 Engagement Summary Report](#), which was shared with the community. Subsequent engagement will focus on gathering feedback on the draft Campus Plan Update.

## **9. Roles, Governance and Decision Making**

UBC staff will manage the Campus Plan Update process, including engagement with Syilx Okanagan community partners and campus communities, input from technical experts and knowledge-holders, local and regional partners, and external agencies.

### *Board of Governors*

The UBC Board of Governors has decision making authority for the planning process and will approve the Campus Plan.

### *UBC Executive Committee*

The UBC Executive Committee is a standing committee of the Board and will provide input and guidance through the Campus Plan Update process.

### *Okanagan Leadership Council*

The UBC Okanagan Leadership Council (OLC) is the senior advisory body to the Principal and Deputy Vice-Chancellor on strategic direction, resource prioritization and policy decisions for UBC's Okanagan campus. The Council is composed of the campus' senior administrators and faculty deans and directors. The OLC will provide input on the Campus Plan Update process, review and approve the Campus Plan Update Terms of Reference and the updated Campus Plan prior to Board of Governors' consideration.

### *UBC Properties Trust*

UBC Properties Trust will be engaged through the process as UBC's appointed project manager and developer of UBC's new institutional developments, UBC-affiliated housing, and UBC's neighbourhoods. This includes providing advice on the financial considerations regarding the potential for future residential development on the campus.

### *Steering Committee*

The Campus Plan Update Steering Committee will provide strategic oversight and direction on the Campus Plan Update at key milestones.

Academic engagement will include input and advice from the Office of the Provost and Vice-President Academic and Office of the Vice Principal on Research and Innovation, through their representation on the Steering Committee, and from the OLC. The Director, Inclusion, Diversity, Equity and Anti-Racism will also provide strategic guidance on the integration of EDI through the planning process.

*City of Kelowna*

City of Kelowna will be engaged through the process in the role of land use authority and regulator, concerning the plan's emerging directions, related growth and development implications, and any regulatory amendments that may be required (e.g., OCP, zoning). This includes discussion of possible site servicing, road dedication, and off-site infrastructure requirements that may be triggered by development.



### Appendix A: UBC Okanagan Campus Map – Study Area



## Appendix B – List of Related Policies and Plans

Document (and approval authority)	Policy Timeframe
<b>City and Regional Policies</b>	
<a href="#">City of Kelowna Official Community Plan</a> (CoK, 2022) Provides planning guidance for land use designations within the City of Kelowna and sets strategic direction for the way Kelowna grows by supporting housing choices, creating green open spaces, employment hubs, and preserving natural features and landscape to main Kelowna's distinctiveness	2040 (2050; reviewed every 10 years)
<a href="#">City of Kelowna Transportation Master Plan</a> (CoK, 2022) Provides policy guidance for future transportation initiatives that align with the 2040 Official Community Plan to provide increased efficiencies in transportation and accessibility by investing in identified transit, pedestrian, cyclist, and vehicular travel corridors.	2040 (aligns with City of Kelowna Official Community Plan)
<a href="#">City of Kelowna Zoning Bylaw</a> (CoK, 2022) Establishes land use and the form, siting, height and density of all development within the City's boundaries to provide for the orderly development of the community and to avoid conflicts between incompatible uses by designating appropriate land use zoning.	2040 (aligns with City of Kelowna Official Community Plan)
<a href="#">Central Okanagan Regional Transportation Plan</a> (STPCO, 2020) Provides transportation guidance and recommendations to strengthen transportation routes through the Okanagan, with specific consideration to Highway 97, to identify projects and priorities that will help establish greater connectivity and greater transportation efficiency in the region.	2040
<a href="#">Kelowna Airport Zoning Regulations (enabled under the Aeronautics Act)</a> Provides a specific zone for the orderly operation of the Kelowna Airport and the development of properties surrounding the airport that is in accordance with Federal aviation regulations by establishing height maximums in coordination with identified surface area designations.	Ongoing
<b>UBC Overarching Strategic Policies</b>	
<a href="#">Shaping UBC's Next Century: UBC Strategic Plan</a> (BoG, 2018) 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.	2028 (10-year plan)
<a href="#">Indigenous Strategic Plan</a> (BoG, 2020) 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.	Ongoing
<a href="#">Inclusion Action Plan</a> (BoG, 2020) Operationalizes the theme of inclusion, and supports the themes of innovation and collaboration in Shaping UBC's Next Century: 2018-2028 Strategic Plan.	Ongoing
<a href="#">Strategic Equity and Anti-Racism (StEAR) Framework</a> (UBC Admin, 2023) Guides the university's approach to implementation of equity and anti-racism priorities and evaluation in progress.	Ongoing
<a href="#">Engagement Charter: Principles and Guiding Practices</a> (BoG, 2014) Gives clarity and transparency to how Campus + Community Planning defines, designs, implements and concludes public engagement in land use and community planning processes.	Ongoing
<a href="#">UBC Okanagan Aspire</a> (BoG, 2014) Establishes an overview of considerations and recommendations provided by stakeholders engaged in the exercise to understand the current state of the campus and introduce a vision for the future that will provide direction to academic, research, and campus master planning processes.	Ongoing
<a href="#">UBC Okanagan Outlook 2040</a> (BoG, 2019) Provides an outlook to 2040 for the Okanagan campus to assist in considerations of allocating future capital and resources by developing a vision based on enrollment scenarios where campus strengths, weaknesses, opportunities, and threats are reviewed.	2040 (20-year plan)

<p><a href="#">UBCO Okanagan Truth &amp; Reconciliation Commitments</a> (UBCO Admin, 2018) Guided by the Indigenous Advisory Committee, UBC Okanagan established commitments that include but are not limited to the creation of space for indigenization, efforts to close the indigenous achievement gap in post-secondary education in BC, hiring indigenous scholars, and pursuing indigenization of course curriculum.</p>	<p>Ongoing</p>
<u>Land Use</u>	
<p><a href="#">UBCO Okanagan Campus Plan</a> (BoG, 2015) Identifies how and where to manage future campus growth in a way that best supports the university’s strategic plan and academic mission by providing a framework that directs the future development of academic and research activities, student housing, and the Campus public realm.</p>	<p>Ongoing (update underway; completed 2024)</p>
<p><a href="#">UBCO Okanagan Design Guidelines – Part 1</a> (UBCO Admin, 2019) Provides a compulsory design reference tool to guide the design of all future facilities and public spaces on the Okanagan Campus by identifying preferred materials and aspects of land use.</p>	<p>Ongoing (reviewed every 5 years)</p>
<p><a href="#">UBCO Okanagan Innovation Precinct Structure Plan</a> (UBCO Admin, 2018) Provides planning and design principles through a physical framework and urban design guidelines to guide the creation of innovation and research facilities and spaces on the university’s Innovation Precinct lands that are cohesive to both academic and industrial lands adjacent.</p>	<p>2038 (20-year plan)</p>
<p><a href="#">UBCO Okanagan West Campus Lands Conceptual Structure Plan</a> (UBCO Admin, 2023) Intended as a guiding document, providing planning and design principles as well as a land use framework to guide near and long-term land-based uses and development on the University’s West Campus Lands in support of UBCO’s academic mission.</p>	<p>Ongoing</p>
<u>Climate and Sustainability</u>	
<p><a href="#">UBCO Okanagan Whole Systems Infrastructure Plan</a> (BoG, 2016) Identifies synergies across infrastructure, the built environment, and natural systems for future developments to establish an integrative design process that aims to achieve a highly sustainable campus that differs from traditional engineered infrastructure systems.</p>	<p>2026 (10-year plan)</p>
<p><a href="#">UBCO Okanagan Climate Action Plan 2030</a> (BoG, 2021) Provides overarching policy guidance to make informed, strategic policy and investment to demonstrate UBC’s commitment and leadership to address climate change by establishing reduction targets across internal and external campus operations to accelerate the decarbonization of campus.</p>	<p>2030 (10-year plan)</p>
<p>UBCO Okanagan Design Guidelines – Part 2 (UBCO Admin, 2019; updated 2023) Provides a compulsory reference tool to guide the design of all future facilities on the Okanagan Campus to establish a development framework for all new structures that achieves UBC Okanagan’s green building goals and supports low embodied carbon, achieves net positive performance in operational energy and carbon, and optimizes water quality, supply, and security.</p>	<p>Ongoing (reviewed every 5 years)</p>
<p><a href="#">UBCO Okanagan Integrated Rainwater Management Plan</a> (UBCO Admin, 2017) Provides policy and design direction for all rainwater management on campus by optimizing rainwater as a resource to enhance ecosystem services and biodiversity within campus through low impact development and strategic green infrastructure that supports natural hydrologic processes.</p>	<p>2052 (35-year plan)</p>
<p><a href="#">UBCO Okanagan Wildland Fire Management Plan</a> (UBCO Admin, 2006) Provides a review of existing ecological values, fuel hazards, and reduced fire risk principles on the Okanagan campus and identifies site specific recommendations to reduce fire risk and avoid western pine beetle outbreaks.</p>	<p>Ongoing (update in 2024)</p>
<u>Wellbeing</u>	
<p><a href="#">Wellbeing Strategic Framework</a> (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 &amp; Resilience, Food &amp; Nutrition, Social Connection, Built &amp; Natural Environments and Physical Activity.</p>	<p>Ongoing</p>

Transportation	
<p><a href="#">UBC Okanagan Transportation Plan</a> (UBCO Admin, 2021) Provides strategic guidance for the transportation needs of the UBC Okanagan community by supporting regional improvements to transportation services and infrastructure while also promoting positive behavior change towards sustainable modes of transportation that align with related strategic priorities and campus plans.</p>	2040 (20-year plan)