

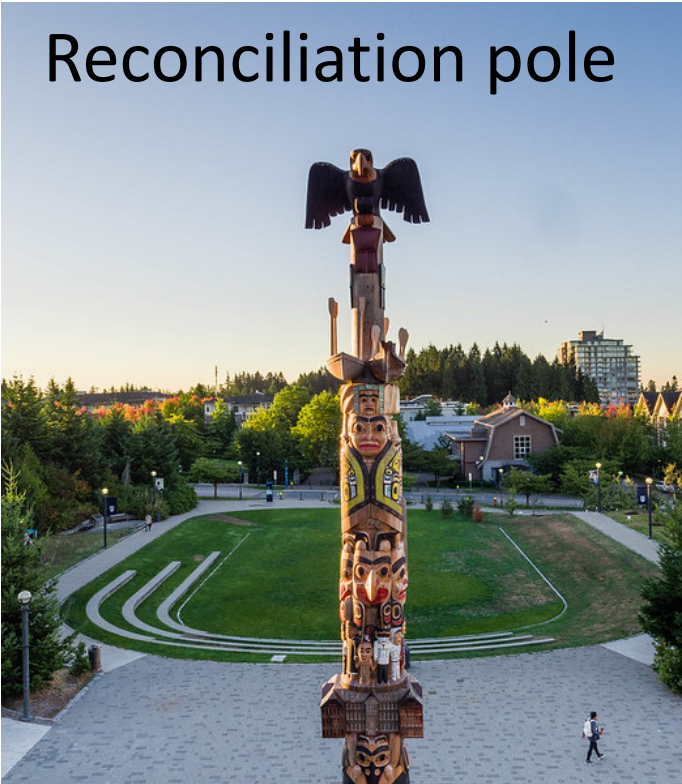
Diversity
Equity
Inclusion

in Campus Design & Planning

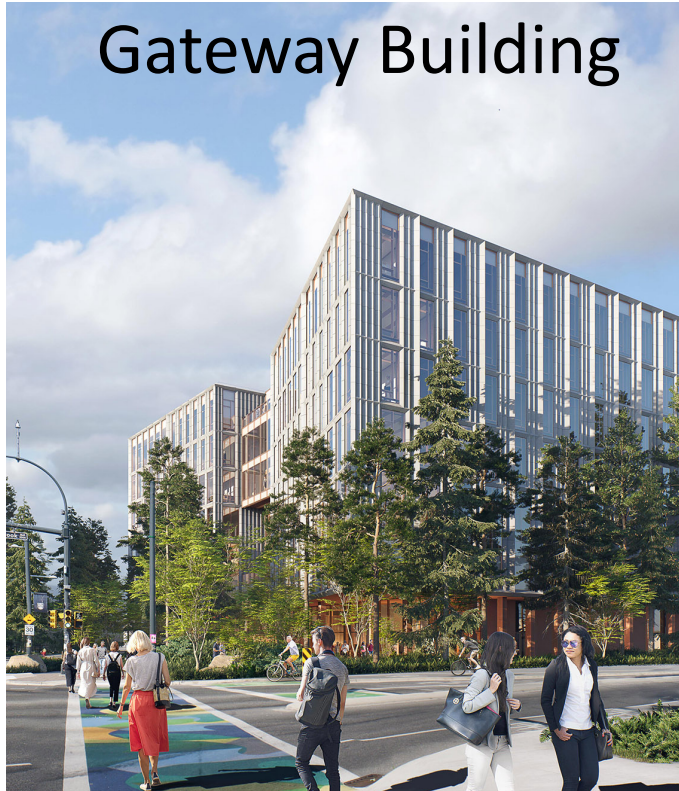
Agenda

Interest-Based Problem Solving

Reconciliation pole



Gateway Building



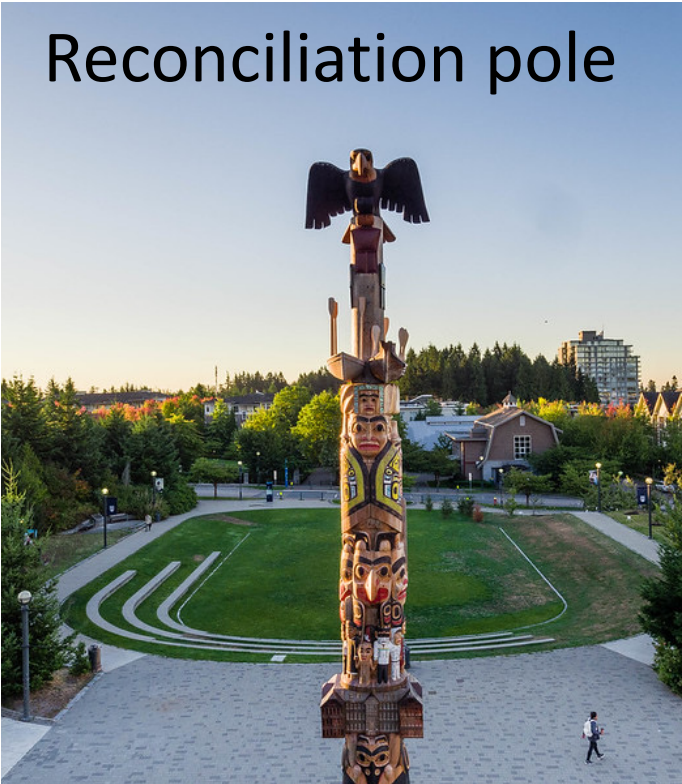
Campus planning



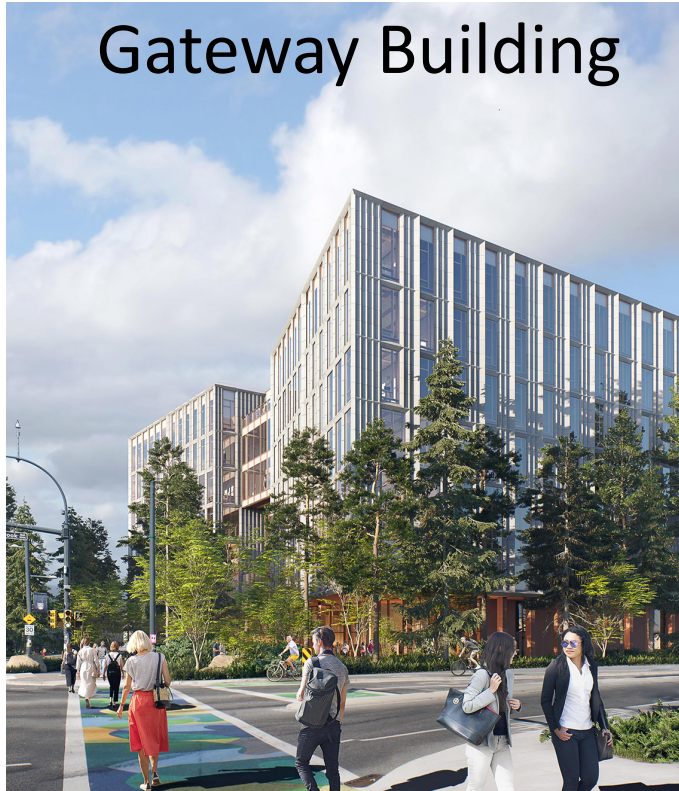
Agenda

Interest-Based Problem Solving

Reconciliation pole



Gateway Building



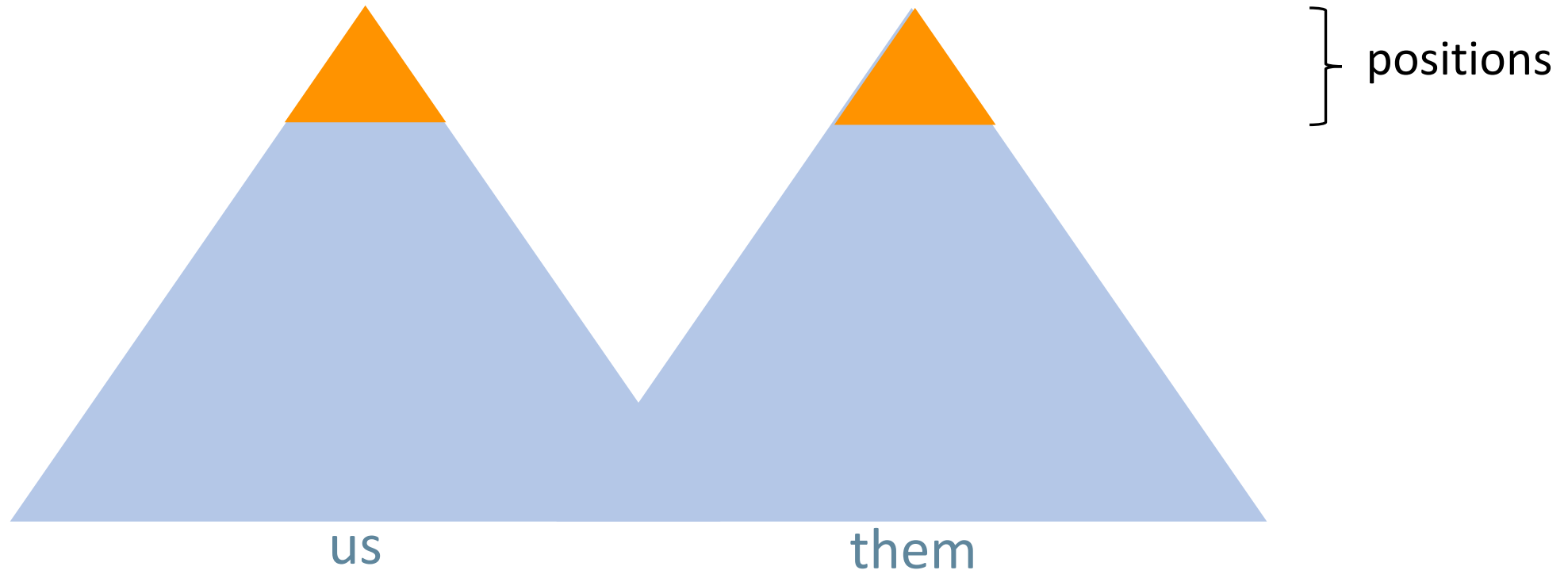
Campus planning



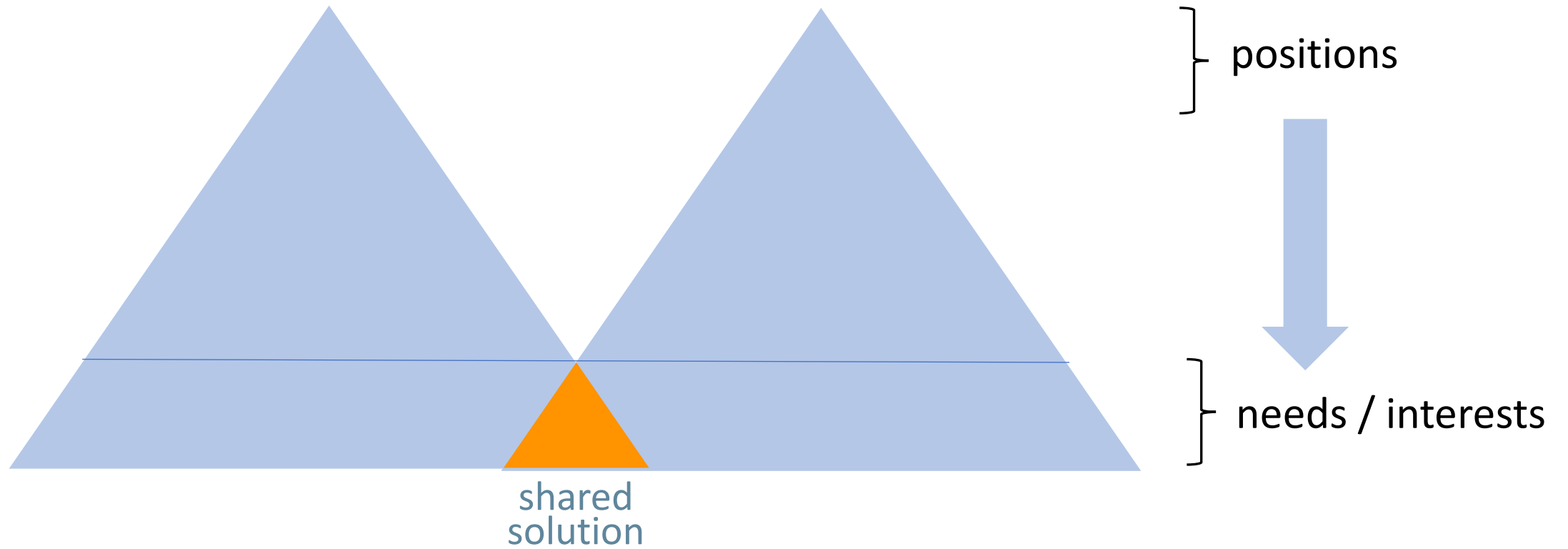
Newton's 3rd law of motion

“there is an equal and opposite reaction for every action”

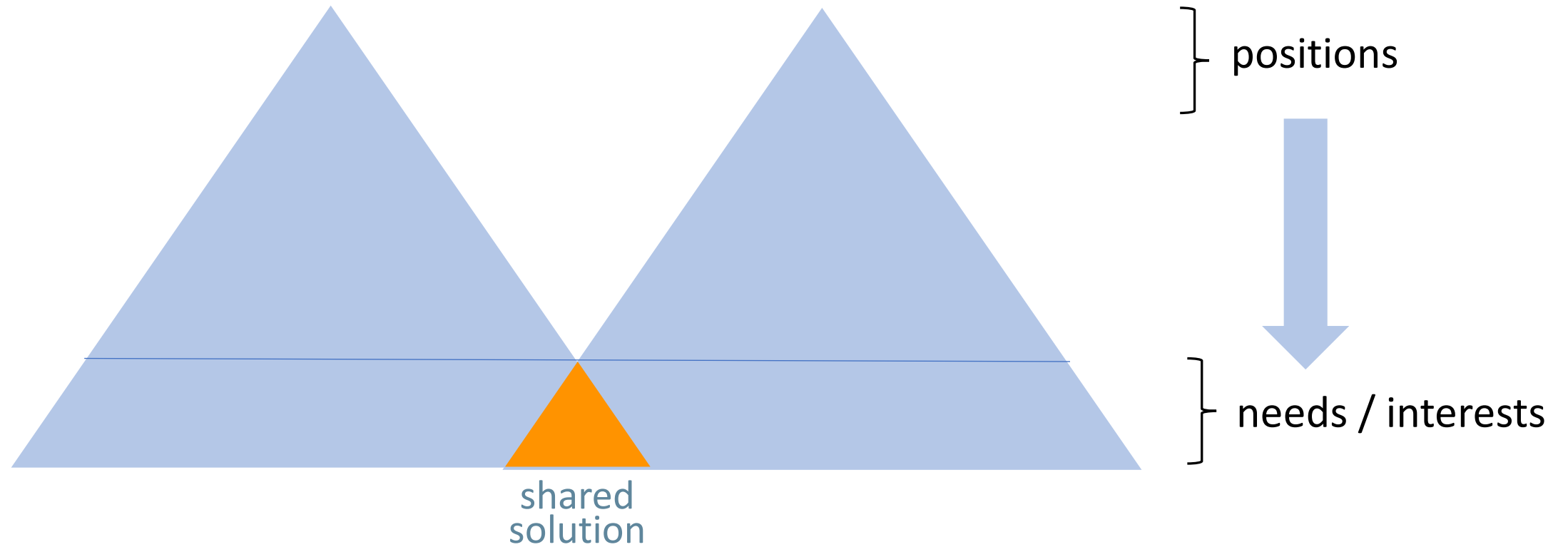
Getting to Yes



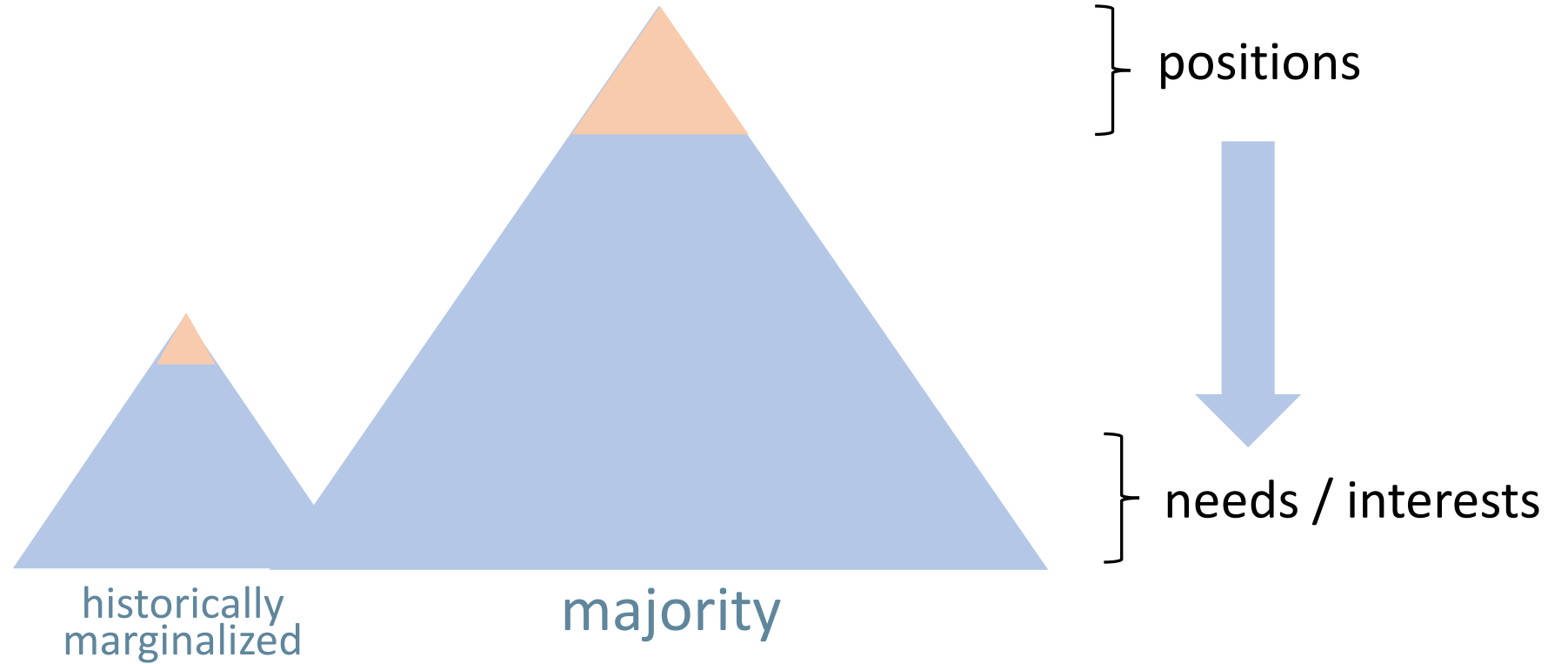
Getting to Yes



Interested based problem solving



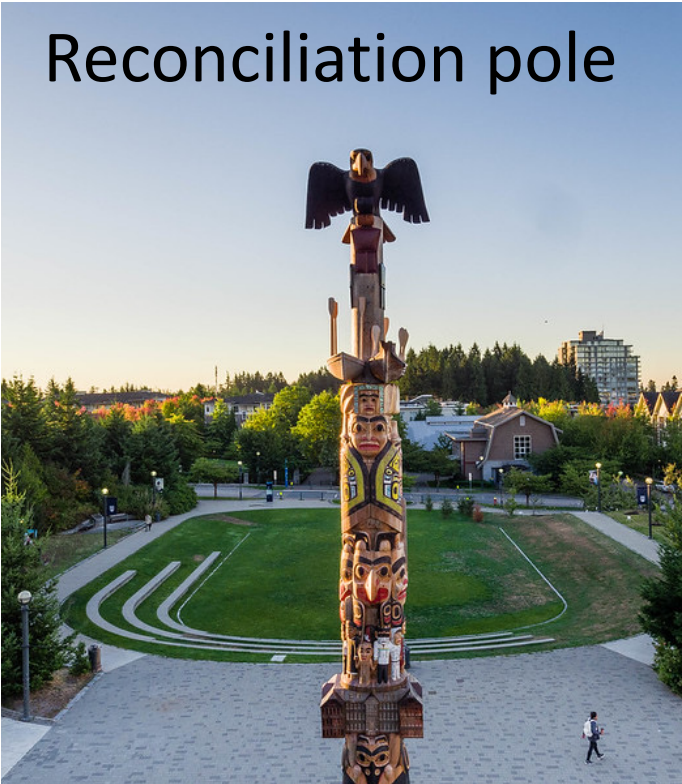
Interested based problem solving



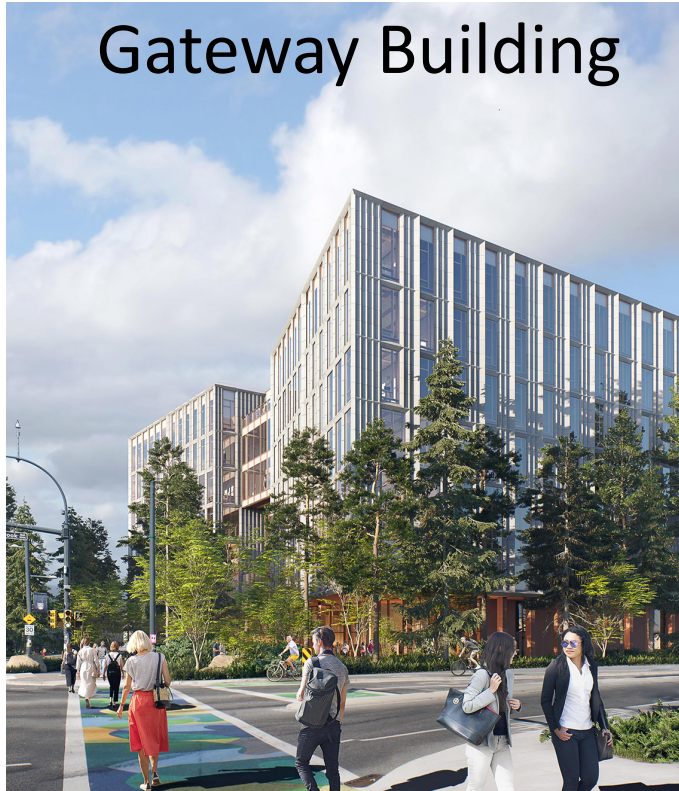
Agenda

Interest-Based Problem Solving

Reconciliation pole



Gateway Building



Deep Democracy

Campus planning



How are you showing up?



"This role, in the context of issues such as global warming, require our moral imagination and responsibility as public citizen to play a greater role in institutional decision making."

-- Harold Shapiro

VALUES, MISSION AND CAMPUS MAKING
PRINCETON UNIVERSITY 2022



Lowering the water line

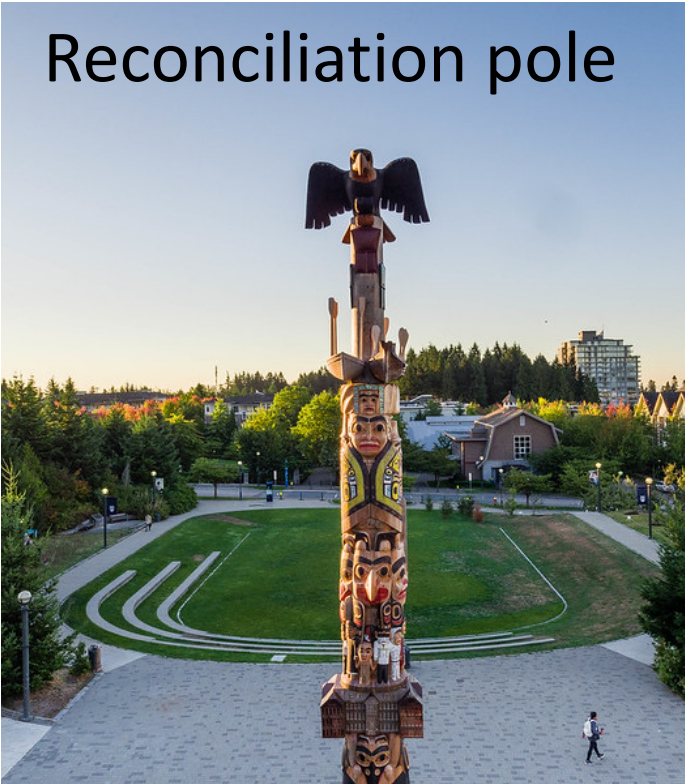
CoNscious

UNCoNscious



Interest-Based Problem Solving

Reconciliation pole





Musqueam Traditional Unsettled Territory









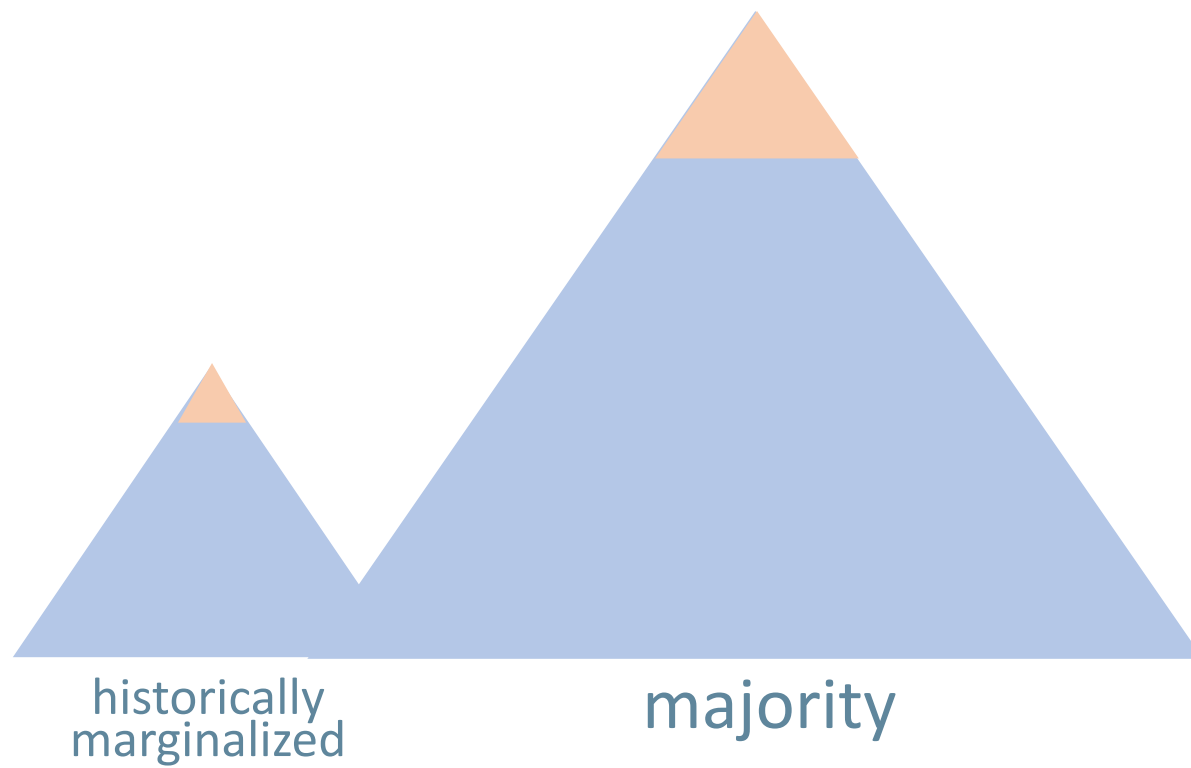






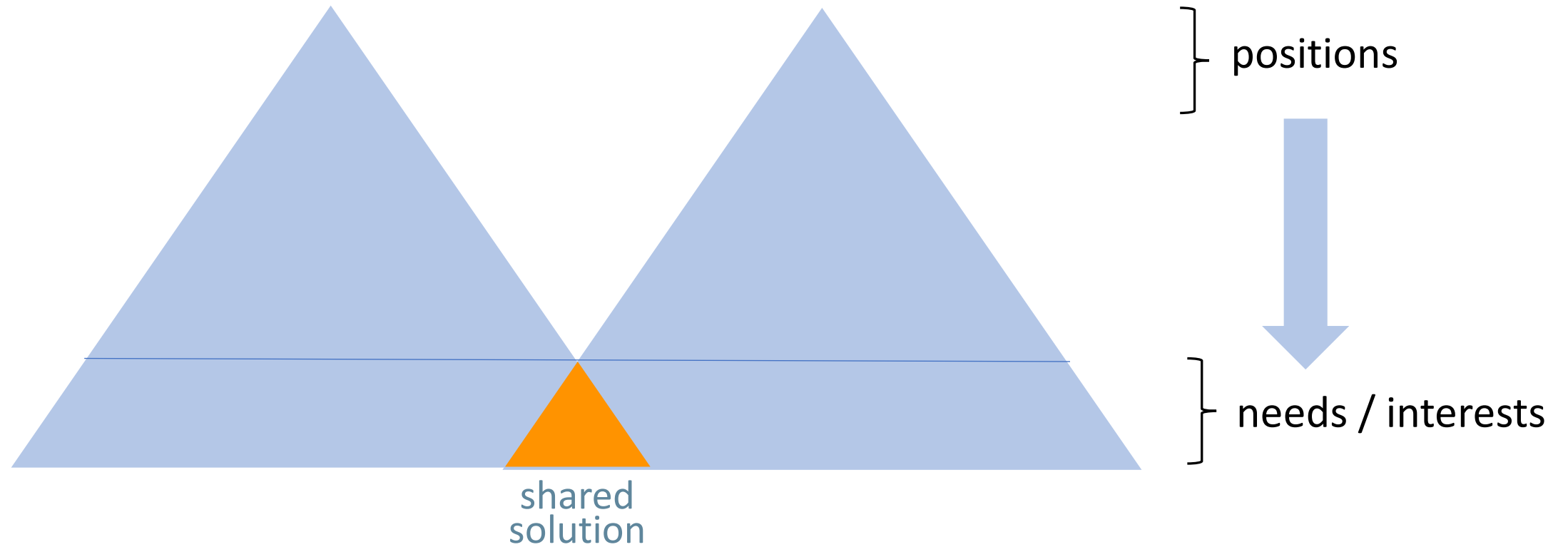






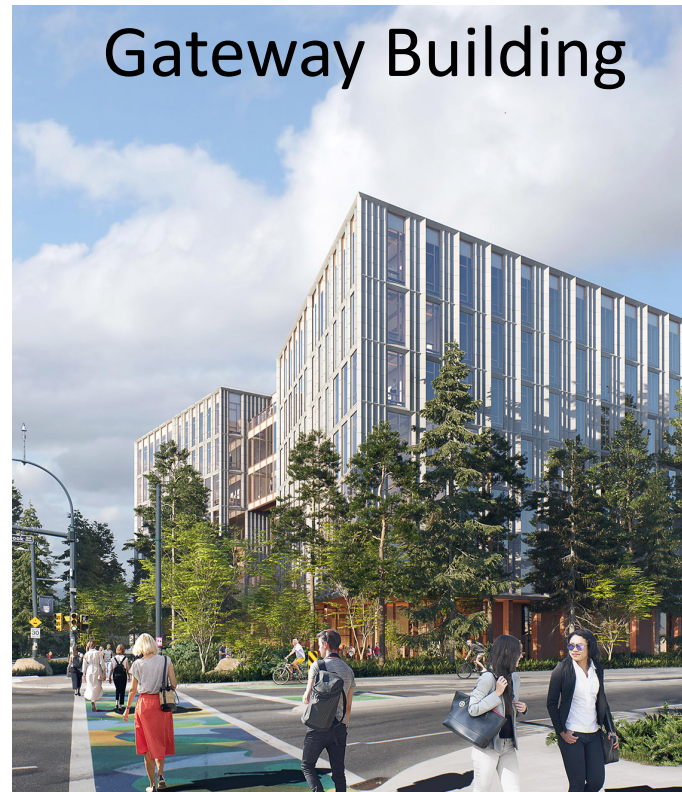
Social Location	Privileged Group	Not Privileged Group	System That Reinforces
AGE	Adults/Young Adults	Children, Adolescents, Elders	<i>Ageism</i>
ABILITY	Able bodied persons	Persons with disabilities	<i>Ableism</i>
GENDER	Cis-gender men	Female, Transgender, Intersex	<i>Sexism and Transphobia</i>
RACE & ETHNICITY	White/W. European/ N. American (Canada/US)	Indigenous, Black, Racialized people (people of colour)	<i>White supremacy/Racism/Anti-Black racism/Colourism</i>
SOCIAL CLASS CULTURE	Upper and owning class, Middle class (incl access to higher ed.)	Poor and working class (no access to higher ed.)	<i>Elitism/Capitalism</i>
SEXUAL ORIENTATION	Heterosexual	Lesbian, Gay, Bisexual, Queer, Questioning, Asexual	<i>Heterosexism</i>
RELIGION/SPIRITUAL TRADITION (Religious culture)	Cultural Christians, Agnostics and Atheists	Jews, Muslims, Sikhs and all other non-Christian religions	<i>Anti-Semitism/Islamophobia/other religious persecution</i>
INDIGENOUS HERITAGE	Non-Indigenous	Indigenous groups and nations	<i>Colonialism and Pan-Indigeneity</i>
NATIONAL ORIGIN	US/Canada and W. Europe born	Immigrants and refugees	<i>Eurocentrism/Imperialism</i>
IMMIGRATION STATUS	US/Canadian and EU Citizenship	Stateless, precarious status, refugee, undocumented	<i>Imperialism</i>
EARTH	Humans	Other living beings	<i>Anthropocentrism, Extractive Economies</i>

Interested based problem solving



Agenda

Interest-Based Problem Solving





UBC

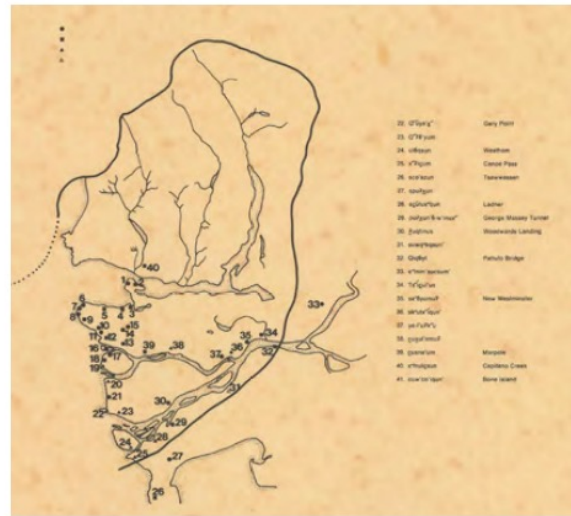
Gateway Building

Gateway Building - Goals



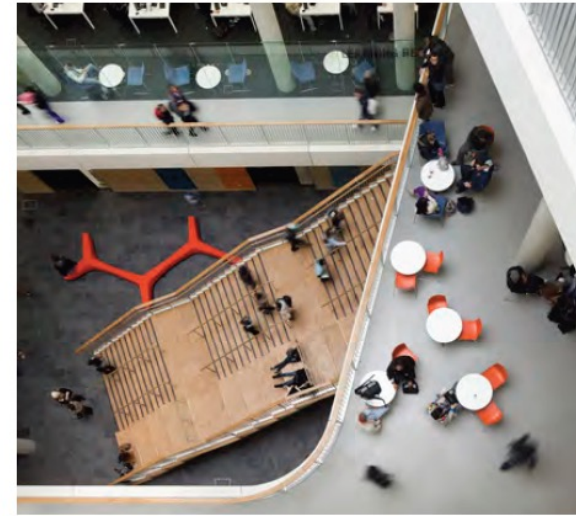
Academic Gateway

The project will express the University's vision and values through a dignified and memorable welcome to a world class campus.



Host Nation

The design team will work with Musqueam and UBC to co-create a process that meaningfully includes Musqueam culture and values in the project.



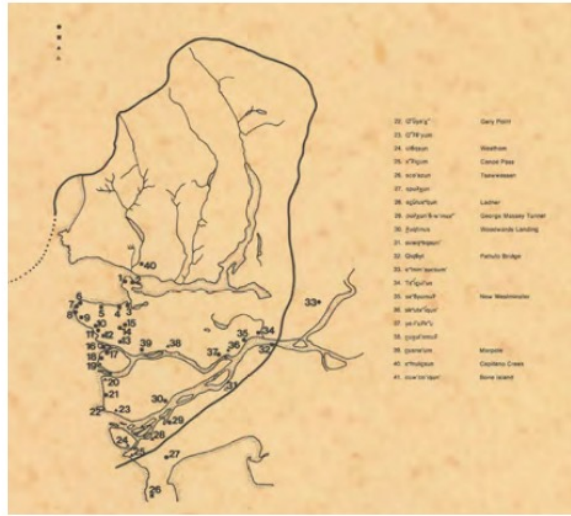
Health and Well-Being

The project will harness the transformative power of health as a core design driver.



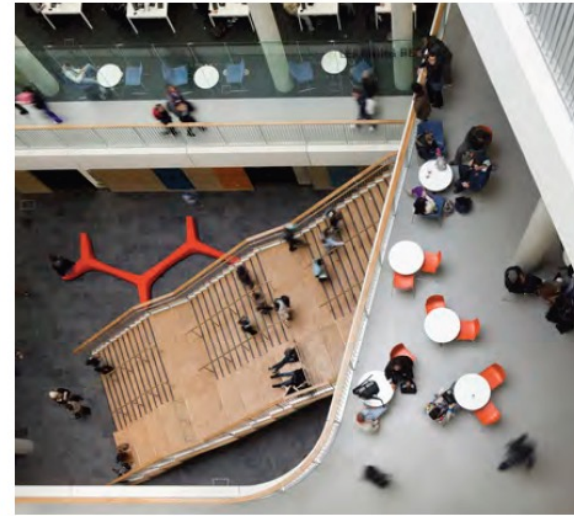
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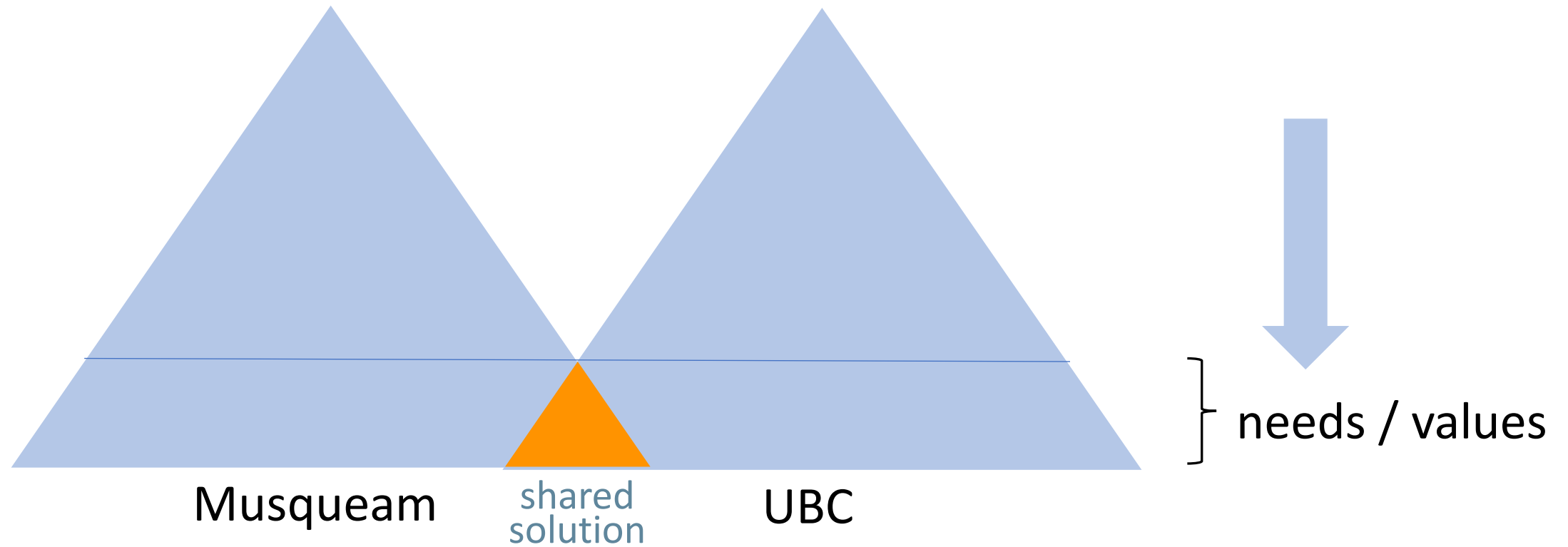
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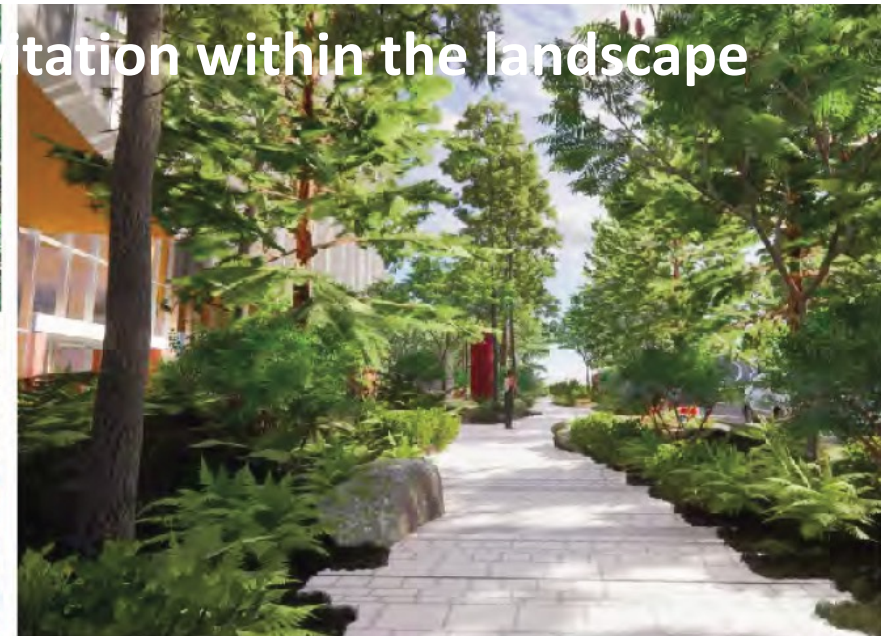
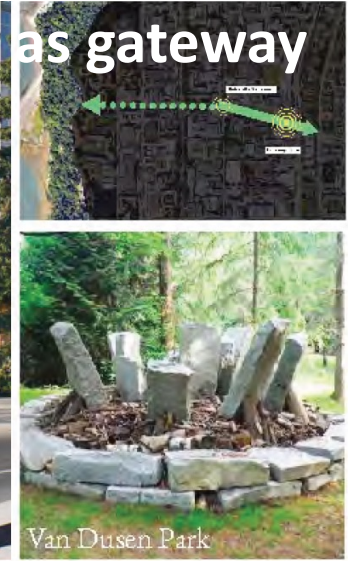
Musqueam Values

- A place of welcome
- A place of learning
- Generating well-being
- Enduring stewardship

Interested based problem solving



A place of welcome

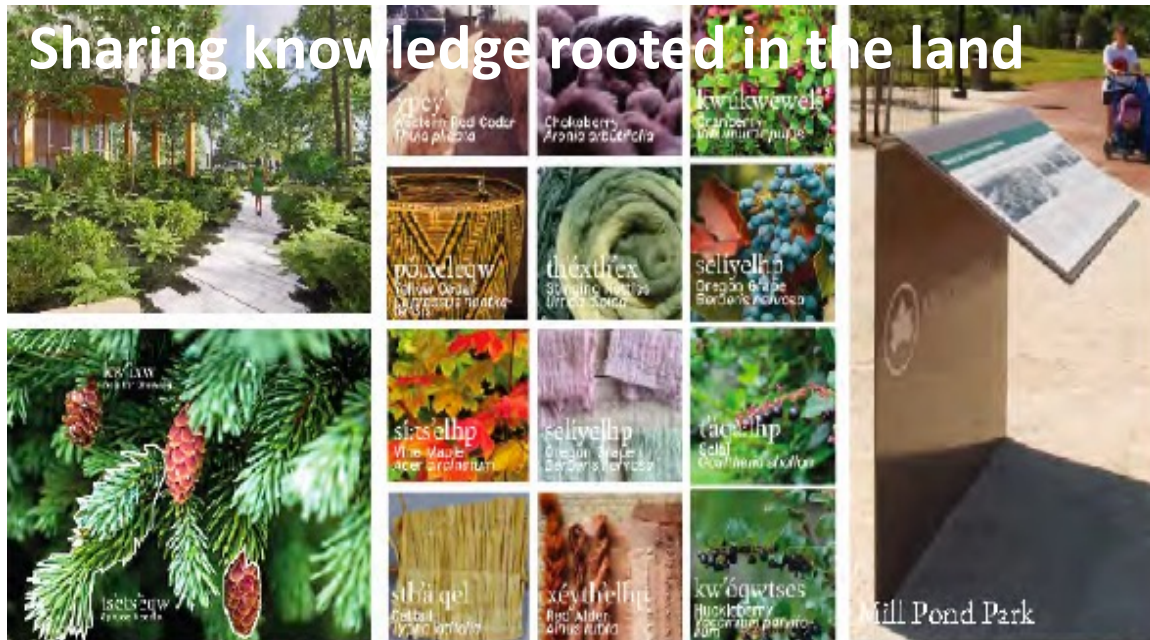


A place of learning

Integrating traditional knowledge



Sharing knowledge rooted in the land



Celebrating Hengeminem language



Generating well-being

Creating comfort and welcome



Revealing the land beneath the pavement



Restoring wellness through ecology



Enduring stewardship

Living design principles



Hierarchy of building components



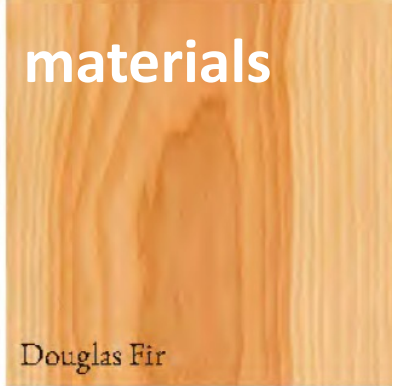
Incorporating



local renewable



materials

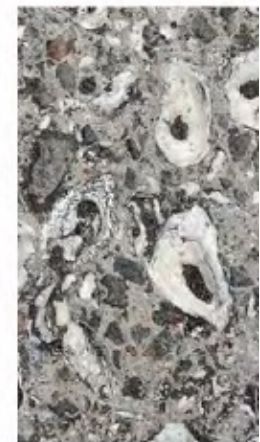


net zero building (construction & operation)

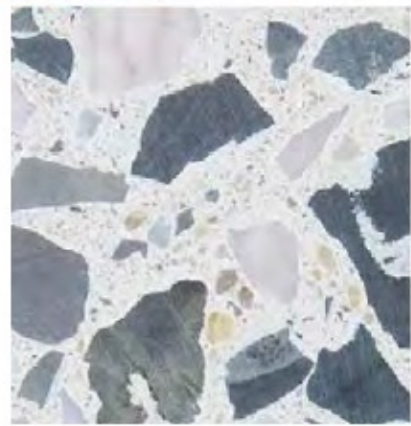




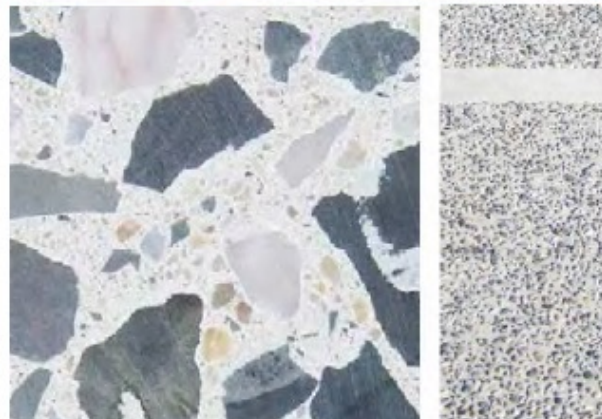
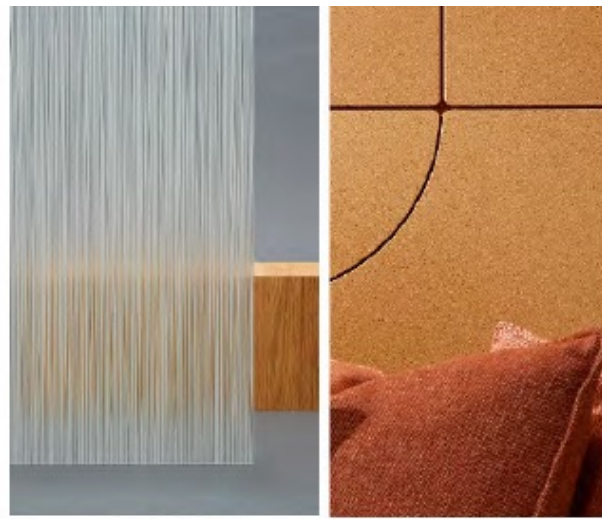


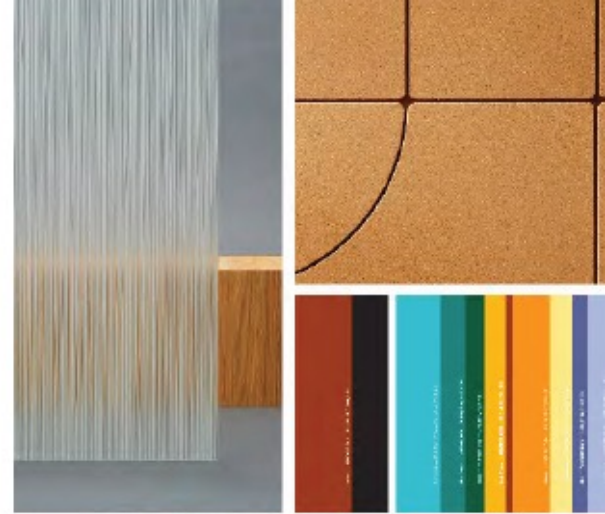












Places of value



Commanding Position

The 1914 Plan envisioned a visually prominent north end to the campus, providing the university with the impressive physical setting overlooking the sea and mountains to the north for its cultural and social ambitions. These ambitions were visually supported by the stature of the early stone-faced buildings of Edwardian character. In addition, semi-permanent 1920's buildings and permanent 1940's buildings located in the 1914 Plan precinct helped define the Plan's grand malls and boulevards, and made reference to the grand stone-faced buildings in their character.



Modern Openness

Following the Second World War the university experienced an opening up of its social, political, and intellectual culture. Increased investment in the sciences, expansion of departments and degrees, and the growth of the student population, created demand for student residences, classrooms and laboratories at the same time that the Modernist architectural aesthetic was in ascendancy.



Cultural Inclusion

On the campus can be found a record of the expansion of the university culture from its early imperial British roots to one with a global composition. More recently, the Musqueam culture, presence and relationship is influencing the university's identity.



All of the Above

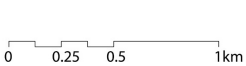


Making an Impact

From its inception, the university has taken pride in its position as a pre-eminent post-secondary institution in the province, and has cultivated its intellectual and cultural leadership. The extending reach of the university is exemplified in its drive to be a leading research institution in the country and internationally. Cultural and intellectual pre-eminence and leadership, the gradual replacement of temporary facilities, and the university's central role in the professionalization of the provincial public education and workforce, all contributed to the institution's eminence.

----- Project Boundary

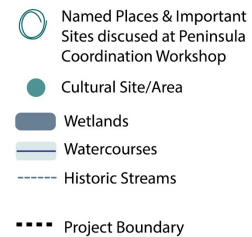
Map created: May 2022
Orthophoto Base: 2020
All locations are approximate



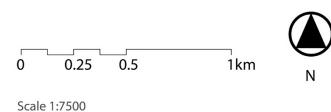
Scale 1:7500



Places of value



Map created: May 2022
Orthophoto Base: 2020
All locations are approximate
Sources: MIB Musqueam Reserve #2 Base Map for Master Plan; Musqueam Land Use Plan (2014) Planning Areas Map; Musqueam First Nation: A Comprehensive Sustainable Community Development Plan Update (2018); Musqueam Place Name Map
Peninsula Coordination Workshop (May 19-20, 2022)



Places of value

- Legend
- Wetlands
 - Riparian Setbacks
 - Estuarine + Intertidal Habitat
 - Mature Forest w/ Tall Canopy (>40m)
 - Young-Mature Forest w/ Avg Canopy (<40m)
 - Urban Trees
 - Marine Foreshore
 - Watercourses
 - Historic Streams
 - Project Boundary

Map created: May 2022
Orthophoto Base: 2020
All locations are approximate
Source: University of British Columbia
Point Grey Campus Lidar (2021)

0 0.25 0.5 1km

Scale 1:7500



<https://native-land.ca>

Agenda

Interest-Based Problem Solving

Deep Democracy

Campus planning



UBC
campus
vision
2050



THE UNIVERSITY OF BRITISH COLUMBIA
Campus + Community Planning

campusvision2050.ubc.ca

What is Campus Vision 2050?

- A comprehensive land use planning and public engagement process that will shape how the Vancouver campus changes and grows over the next 30 years.
- Outputs
 - 30-Year Vision
 - Land Use Plan
 - 10-Year Campus Plan



UBC's current Land Use Plan (2011) and Vancouver Campus Plan (2010)

Pre-Planning

Preliminary Terms of Reference

2022

We are here

Final Terms of Reference

Needs & Aspirations

Create 30-Year Vision Options

30-Year Vision

2023

Land Use Plan updates submitted to Province for adoption

10-Year Campus Plan

2024

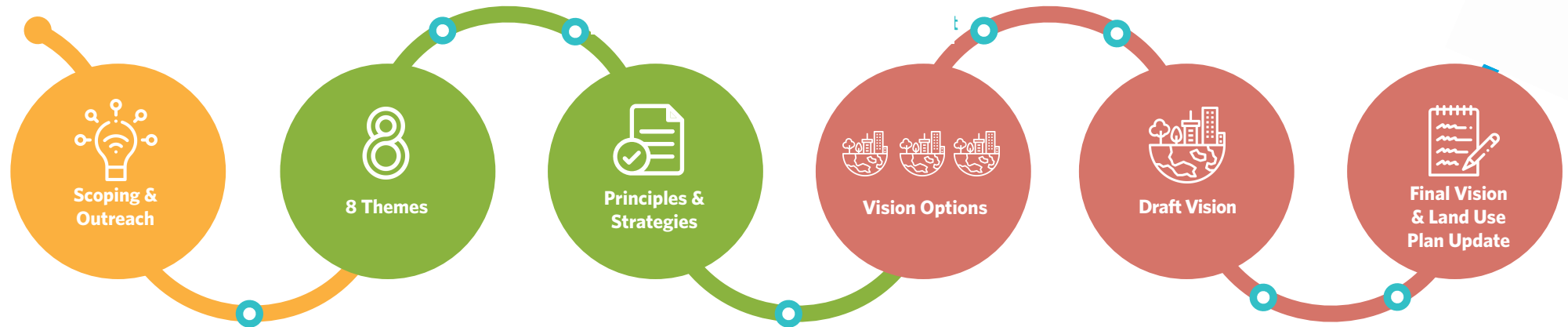
Final Campus Plan

Campus Vision 2050 - Process

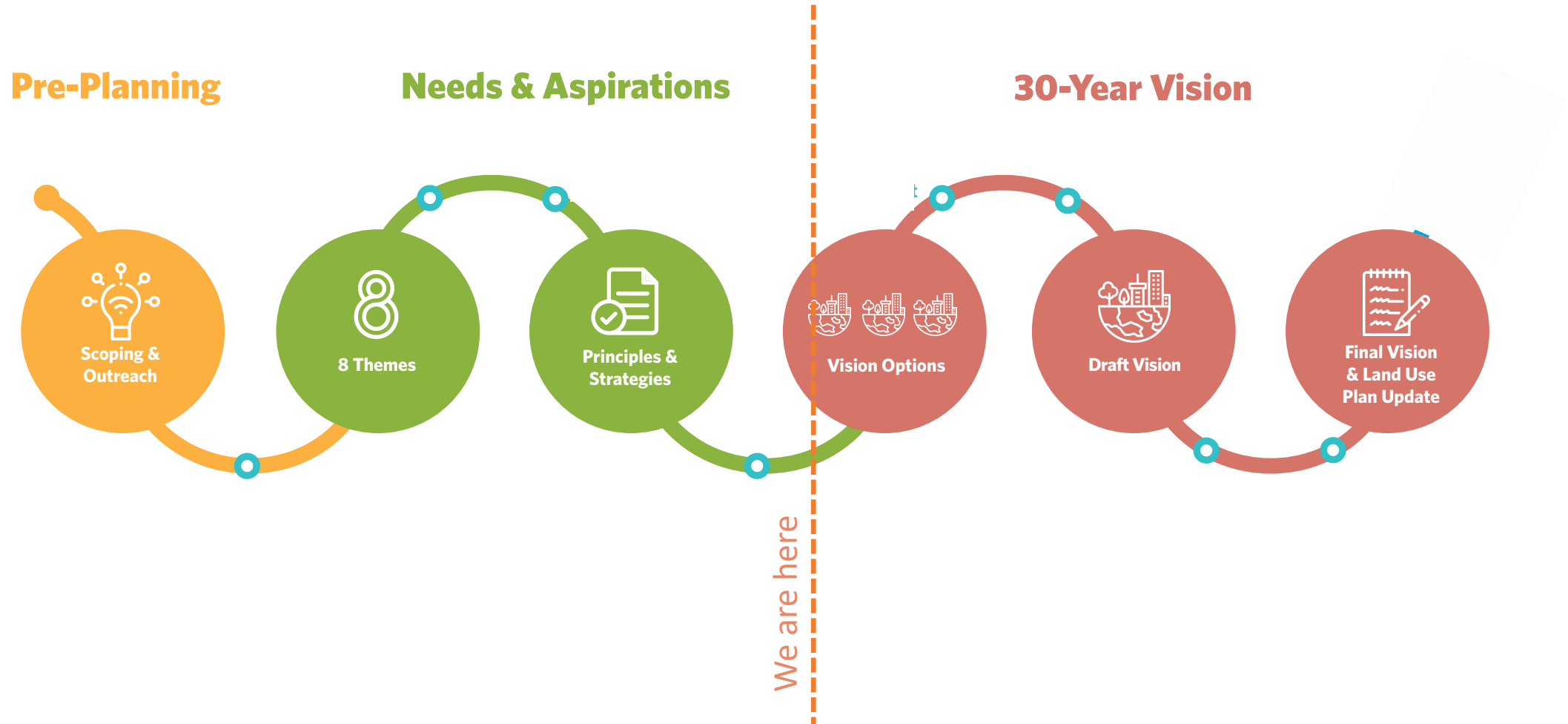
Pre-Planning

Needs & Aspirations

30-Year Vision



Campus Vision 2050 - Process



campus + community planning

ENGAGEMENT PRINCIPLES AND GUIDING PRACTICES

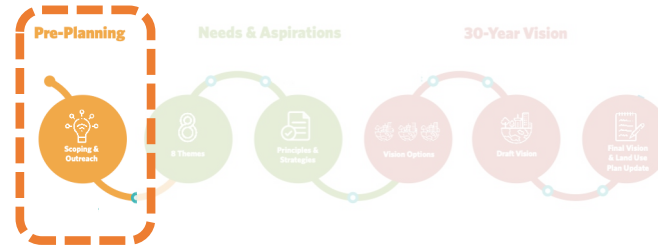
(“THE ENGAGEMENT CHARTER”)



a place of mind

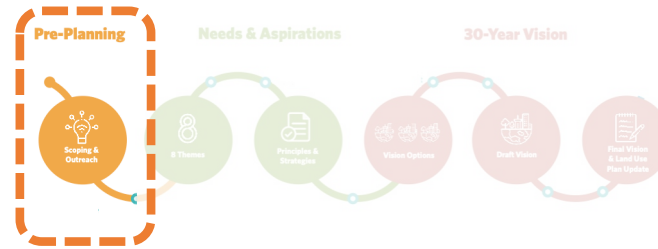
THE UNIVERSITY OF BRITISH COLUMBIA

Pre-planning



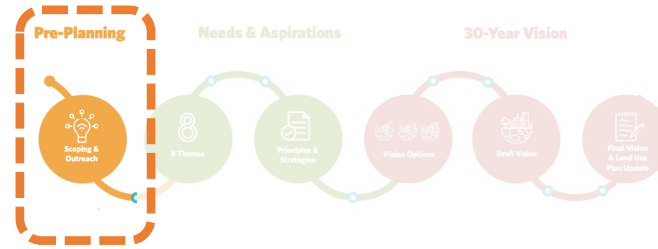
- 9 months
- Deep democracy training
- Co-developing engagement process with Musqueam Nation
- Started Quick Start projects with Musqueam
- Reached out early - historically marginalized communities
- Focus groups with main communities

Pre-planning



- Black Caucus
- Black Graduate Student Network
- Black Student Union
- Centre for Accessibility
- Disabilities United Club
- Equity and Inclusion Office
- Equity Student Advisory Council
- First Nations House of Learning
- IDEAS@UBC
- National Organization for Minority Architecture Students (UBC Chapter)
- Planning Equity Coalition
- SCARP BIPOC Caucus
- Vancouver Indigenous Students' Collegium

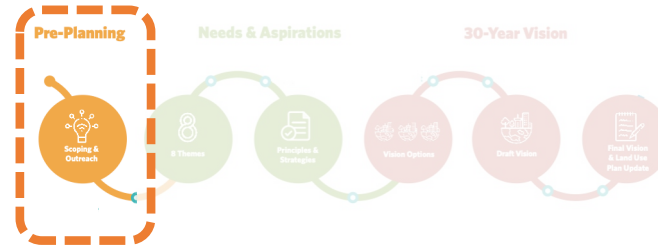
Pre-planning



Focus groups

- Students, faculty, alumni, residents, alumni, developer,
- Identified needs & Aspirations
- Mixture of in-person and zoom
- **No brokering**

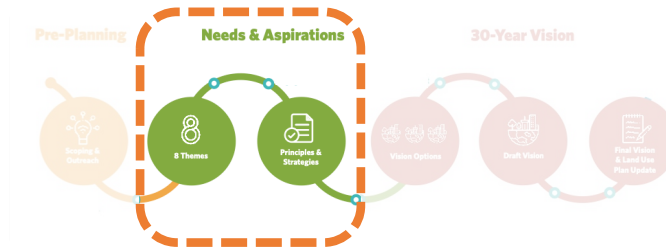
Pre-planning



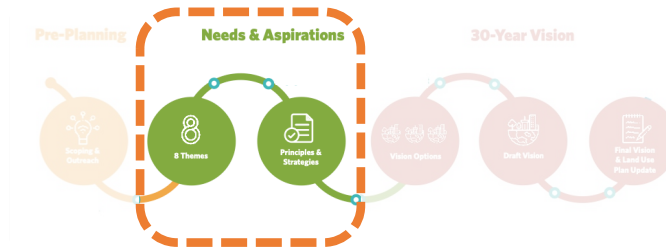
Draft Terms of Reference:

- 8 draft themes emerged
- technical growth analysis

Needs and aspirations

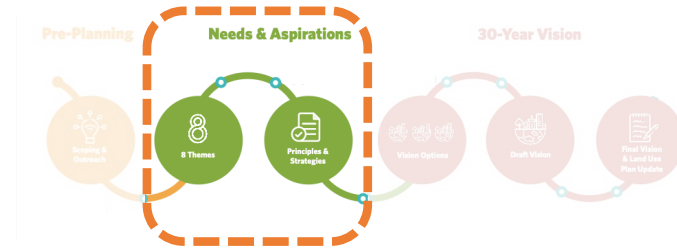


How we raised awareness



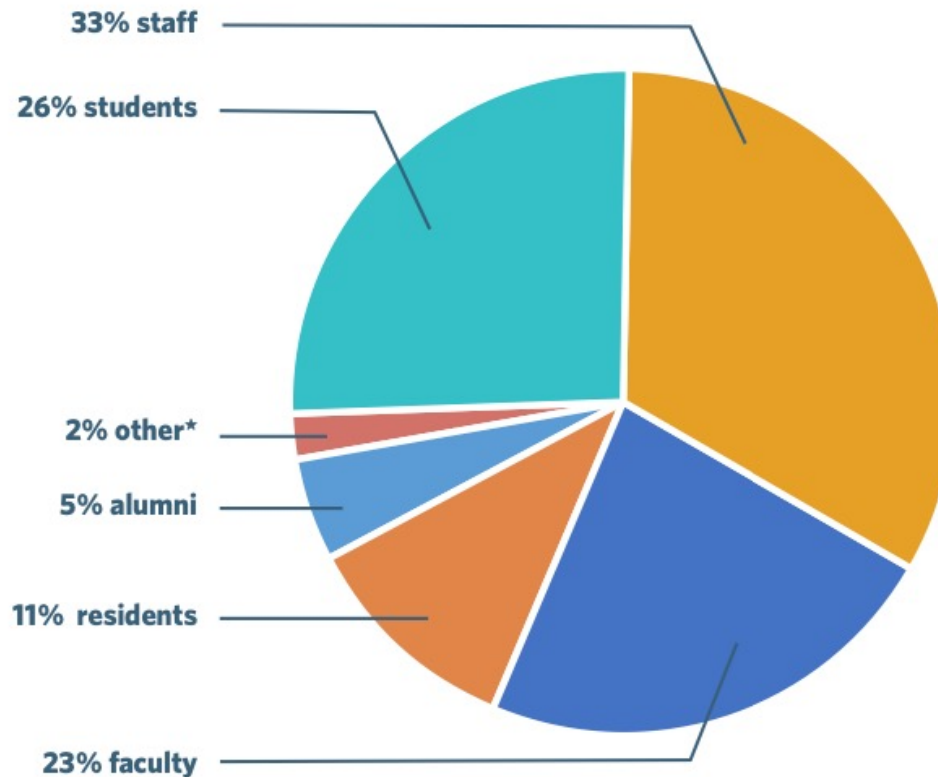
- Social and web advertising campaigns (paid and organic)
- Residential mailouts (postcards and brochures)
- Broadcast message
- Features in UBC President's Office Weekly Updates
- Communication toolkits for campus partners
- Email updates to Campus Vision 2050 website subscribers
- Targeted outreach to campus groups
- Campus Vision 2050 video
- Posters and display boards around campus
- E-newsletters
- Campus digital signage

Who participated

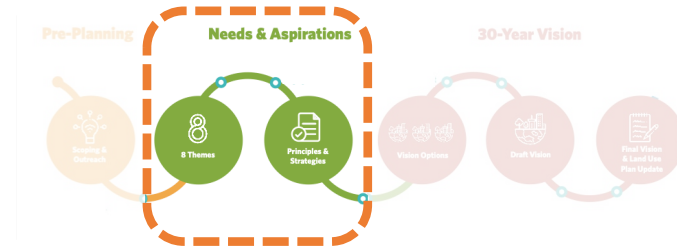


Over 3,300 people participated during the Needs and Aspirations engagement period from January to April 2022.

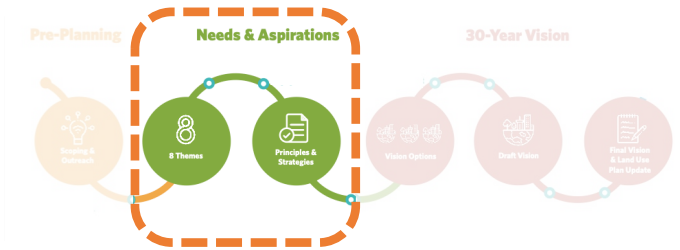
Affiliation to UBC



Do you see yourself in
these 8 draft Themes?



How we reached people



LAUNCH EVENT

154 participants



ROADSHOWS

1,437 participants



COMMUNITY CONVOS

262 participants



DIGITAL TOOLS

113 participants



POP-UPS

470 participants



WORKSHOPS + CMTE MTGS

231 participants



ONLINE SURVEYS

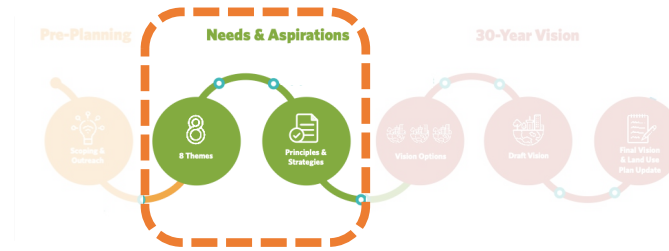
510 participants



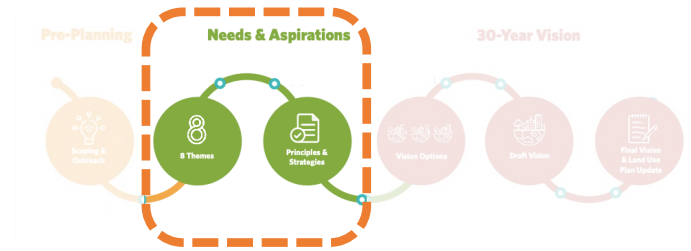
OPEN HOUSES

136 participants

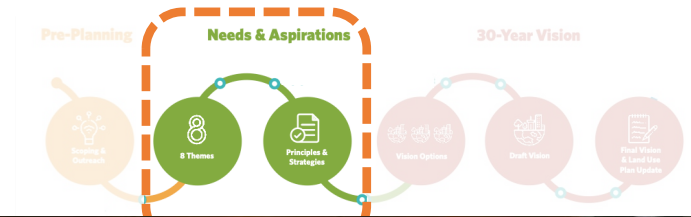
Roadshows



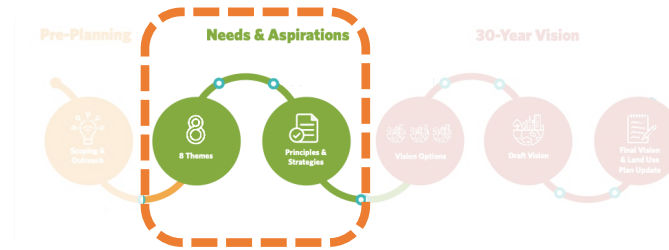
Pop-ups



workshops



Workshops

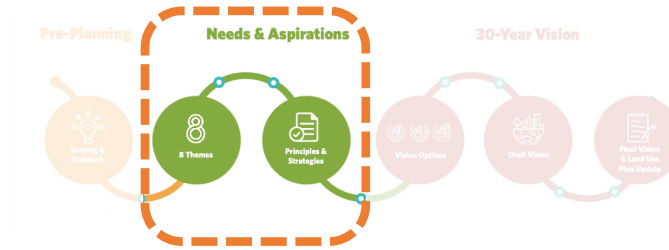


- Brokering between communities
- Diverse communities at each event and each theme table
- In-person and zoom
- Student paid for their time

Creating space for deep dialogue

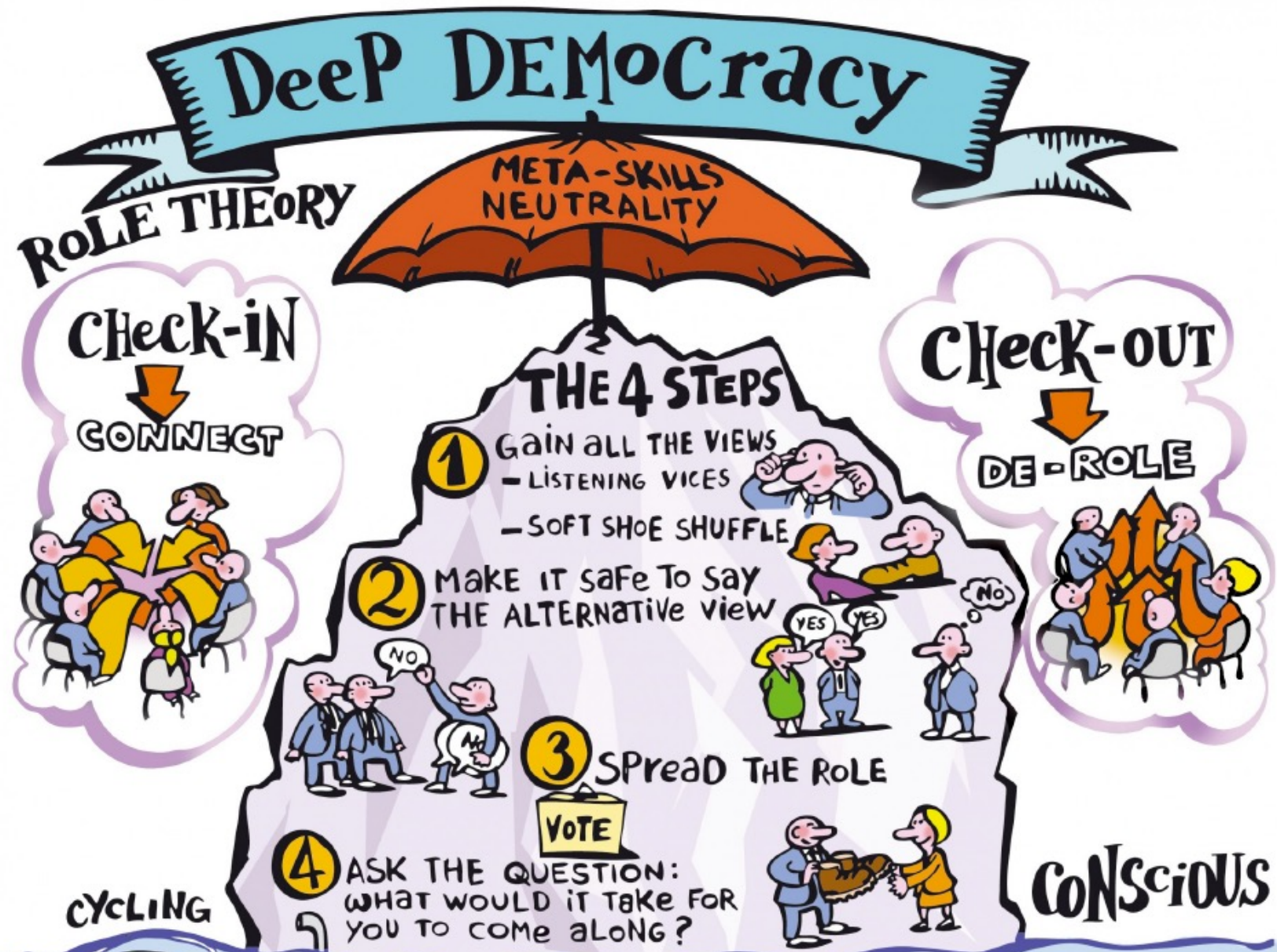
- Began with reflection: *What are your dreams? What your fears?*
- Hear all view
- No staff providing answers
- *Out of scope* is BS

Community Advisory Committee



- Membership
 - Open call
 - Representation from our broad set of communities
 - Historically marginalized community members
- Self governing - Elect own chair, run their own meeting, principles
- Transparency of information
- Hear all views
- Invite the “no”
- What would it take to come along

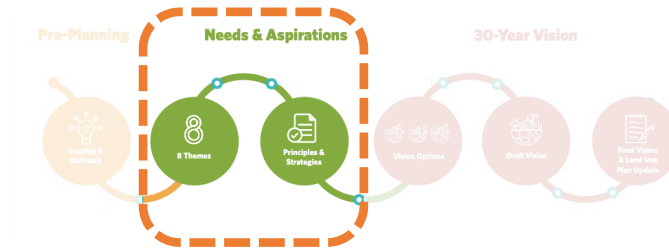
Workshops



Workshops



From Themes to draft Principles



- 2 engagement periods
 - from theme to draft Principles
 - feedback on draft Principles
- Multi-community workshops
- We asked “Do you see yourselves in these 8 themes?”
- Brokering

Draft Guidelines Principles include:

- Direction
- Planning leaning
- Tensions
- Tangible and intangibles
- Potential strategies to illustrate and show range

Draft Principles



Feedback on drafts

Draft Guiding Principle 2 **Deepen UBC's relationship with** **xʷməθkʷəy̓əm and advance the** **Indigenous Strategic Plan (ISP).**

DRAFT STRATEGIES

- Co-develop new ways to engage xʷməθkʷəy̓əm in land use planning through the xʷməθkʷəy̓əm-UBC Relationship Agreement.
- Embrace xʷməθkʷəy̓əm's traditional ways of knowing and practices.
- Enrich the campus with a stronger xʷməθkʷəy̓əm presence and create spaces that are welcoming to and inclusive of all Indigenous people.
- Create campus landscapes that continue the tradition of and renew xʷməθkʷəy̓əm practices (e.g., places where elders can teach youth about plants and harvesting).

“For new students, the Musqueam identity on campus is not as evident as it should be. How can planning push an unapologetically Musqueam place?”

- Community conversation participant, SCARP BIPOC Caucus

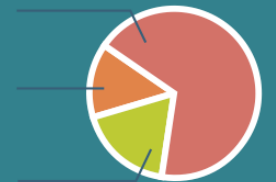
WHAT WE HEARD

- We heard a strong call to ensure that the principles and strategies are co-developed and approved by xʷməθkʷəy̓əm, and to provide transparency on how xʷməθkʷəy̓əm and campus Indigenous communities have been involved in the planning process.
- There were some concerns that this principle will result in more symbolic gestures of reconciliation.
- We heard a desire for the principles and strategies to more explicitly include and support other Indigenous peoples and groups in addition to xʷməθkʷəy̓əm.
- There were some concerns that this principle would lead to xʷməθkʷəy̓əm perspectives being prioritized over the rest of the campus community, and a desire to see equal weight put into addressing other critical issues.

68% said love it/
almost there

14% said no opinion

18% needs work/
way off



Feedback on drafts

Draft Guiding Principle 3 Support affordability and everyday needs of the campus community.

DRAFT STRATEGIES

- Explore new ways to improve housing affordability and access through the UBC Housing Action Plan review (e.g., location, amount, type, tenure and cost).
- Provide diverse housing types to meet student, faculty and staff needs and enhance livability.
- Support access to daily needs (e.g., groceries, schools and childcare) close to where people teach, learn and live.
- Provide community amenities that are essential to wellbeing (e.g., open spaces, recreation, prayer space and community uses).

“The new normal is nano suites, which are extremely tiny. They’re mostly for undergraduates [and do] not consider family/couples housing [...]”

- Roadshow participant,
Black Caucus

WHAT WE HEARD

- Affordability is a top community concern and we heard frequent calls to define what it means, particularly through an equity lens.
- We heard a strong call for more affordable housing options for the UBC community, including home ownership programs, as well as support for diverse and innovative types of housing (e.g., co-op housing) that meet the needs of different groups on campus (e.g., student families).
- We also heard a strong call for more affordable, diverse and high-quality food and grocery options on campus.
- We heard frustration that UBC is not building the right kinds of housing (i.e., too high-end) to serve community needs. A small number of participants expressed distrust in the university’s ability to meet the urgent need for affordable housing.
- In addition to building new affordable housing, many community members voiced the need to upgrade existing infrastructure (e.g., older residences).
- We heard that transportation and parking costs are a significant concern for frontline staff.
- There was a call to see UBC prioritize and expand childcare options.

81% said love it/
almost there

4% said no opinion

15% needs work/
way off



Feedback on drafts

Draft Guiding Principle 4 Foster inclusion, belonging and community-building.

DRAFT STRATEGIES

- Create diverse spaces that welcome and support historically marginalized, equity-seeking groups, including Indigenous peoples.
- Design a barrier-free, universally accessible campus.
- Design for safety and personal security.
- Develop a compact, walkable and mixed-use campus.
- Create spaces for interaction, artistic and cultural expression, and community building.

*"[...]We need spaces where
200-250 people can eat
and pray together, and build
community[...]"*

*- Community conversation
participant, University
Multifaith Chaplains
Association*

WHAT WE HEARD

- We heard frequent support for the creation of more large gathering spaces, particularly for religious and cultural affinity groups on campus.
- We heard a desire to define terms such as "barrier-free" and "universal accessibility," and to provide concrete examples of what that will look like on campus.
- There were suggestions to use more inclusive language in the strategies (e.g., "walkable" only speaks to able-bodied people).
- We heard enthusiasm for supporting and strengthening a thriving arts and culture district at UBC, including adding more amenities (e.g., night time food options) to the north end of campus to attract more visitors.
- Nighttime safety is a significant concern. We heard calls to improve lighting on campus, especially near older residences (e.g., Acadia, Fairview, Gage) and in the Marine Drive area, as well as enhanced SafeWalk services.
- There were some concerns that the focus on equity-seeking groups will result in an unequal prioritization of people and needs and counter values of inclusion.

78% said love it/
almost there

10% said no opinion

12% needs work/
way off



Guiding Principles



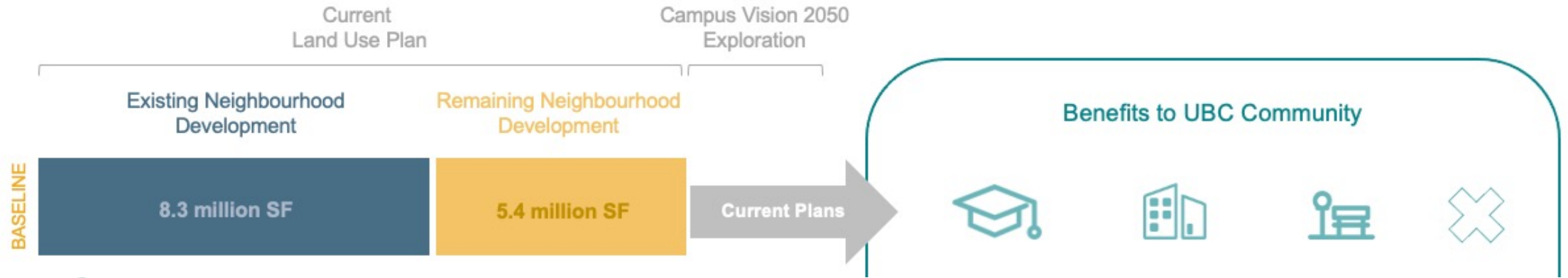
NEIGHBOURHOOD HOUSING



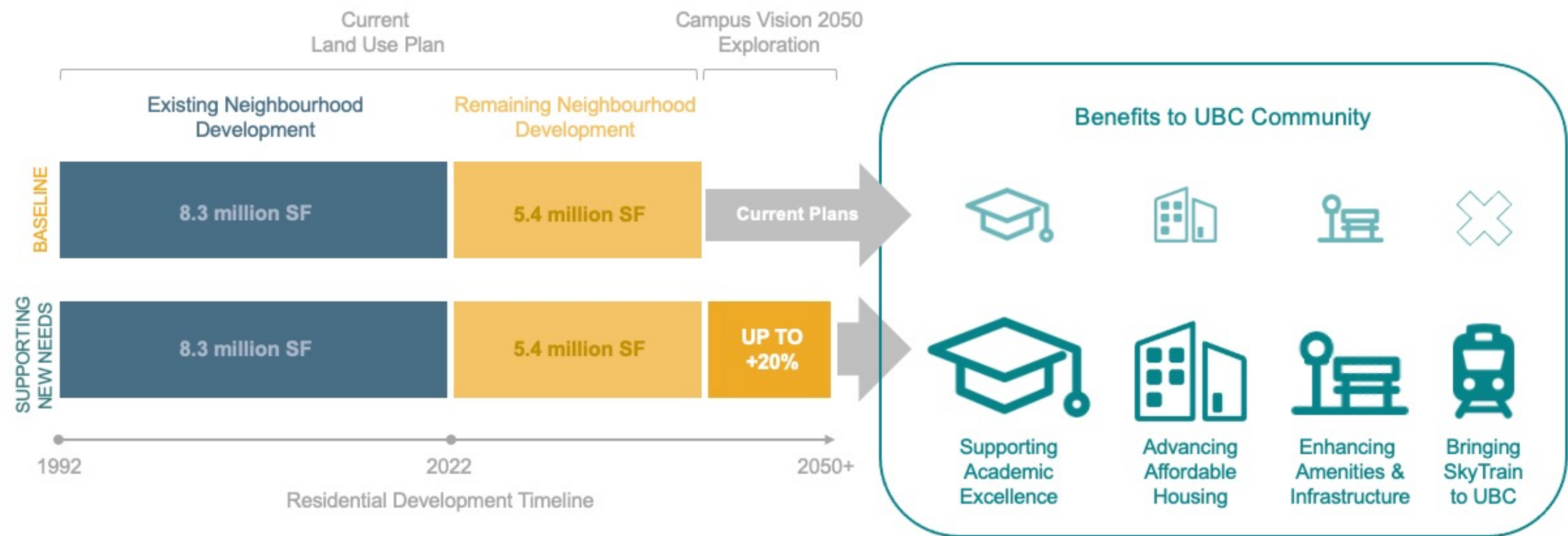
STUDENT HOUSING



Existing Neighbourhood Plan



Neighbourhood Growth Assumptions



Student and neighbourhood housing -



Stadium Neighbourhood*
~1.28M SF – 1.55 M SF Residential
~1.9-.2 FSR

- 5+ FSR
- 3+ FSR
- 2-3 FSR
- 1-2 FSR
- 0-1 FSR

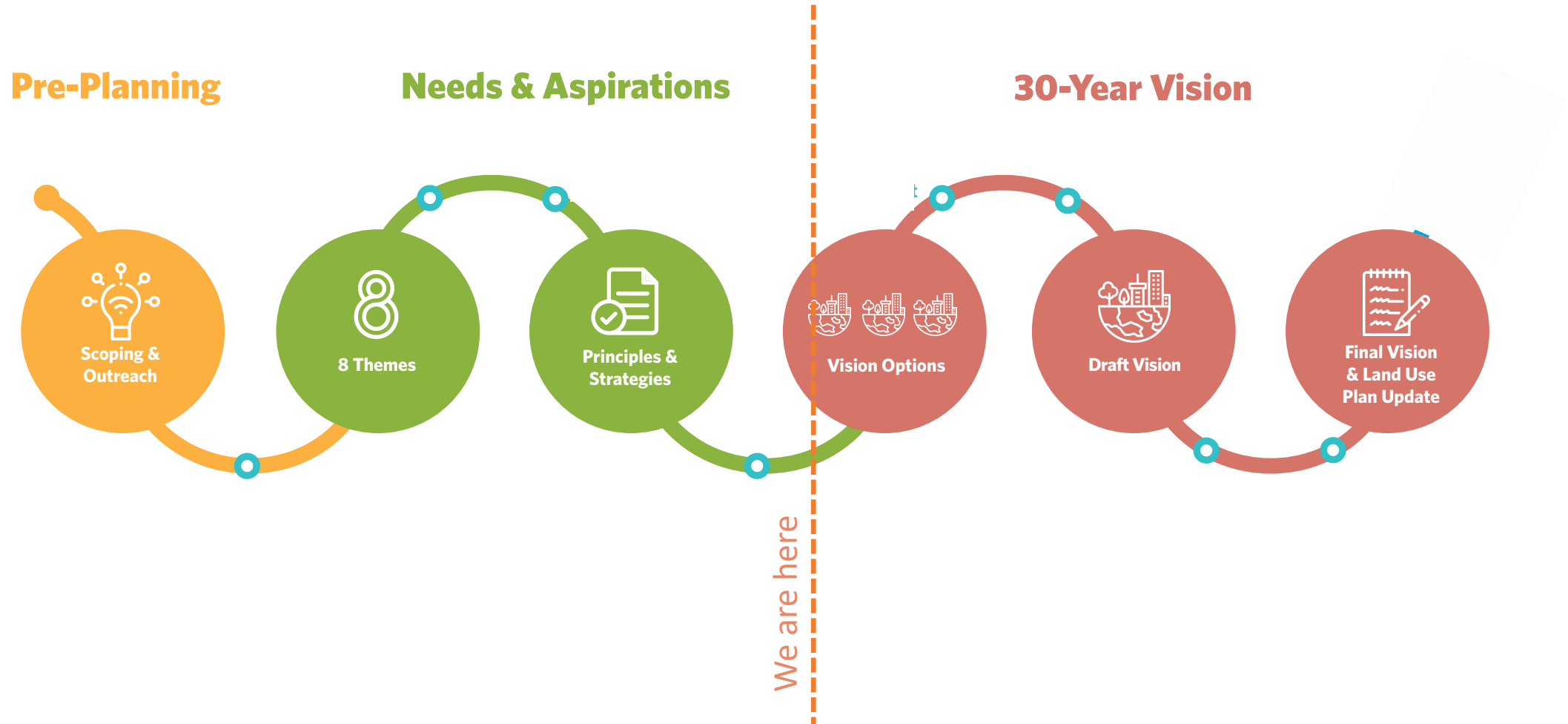
A Variety of Perspectives

- Shared agreement on high level of livability and outstanding quality of the place
- Strong divergence on appropriate amount of growth:
 - No increase to current Land Use Plan density vs
 - Calls for significantly more development than recommended in the Terms of Reference to address critical university needs, including affordable housing opportunities
- Creating a vision for the future of the campus will require common ground and trade-offs.

Guiding Principles

- Support the academic mission
- Strengthen UBC's relationship with Musqueam and campus Indigenous communities
- Confront the affordability crisis
- Make campus more inclusive, accessible and welcoming
- Take bold action to address climate change & enhance the campus ecology
- Strengthen connectivity
- Ensure the campus lands benefit the UBC community today and for generations to come

Campus Vision 2050 - Process



Charrette visioning

Team 1 Maximizing Ecosystem Services



Team 2 Vibrant Connected Communities

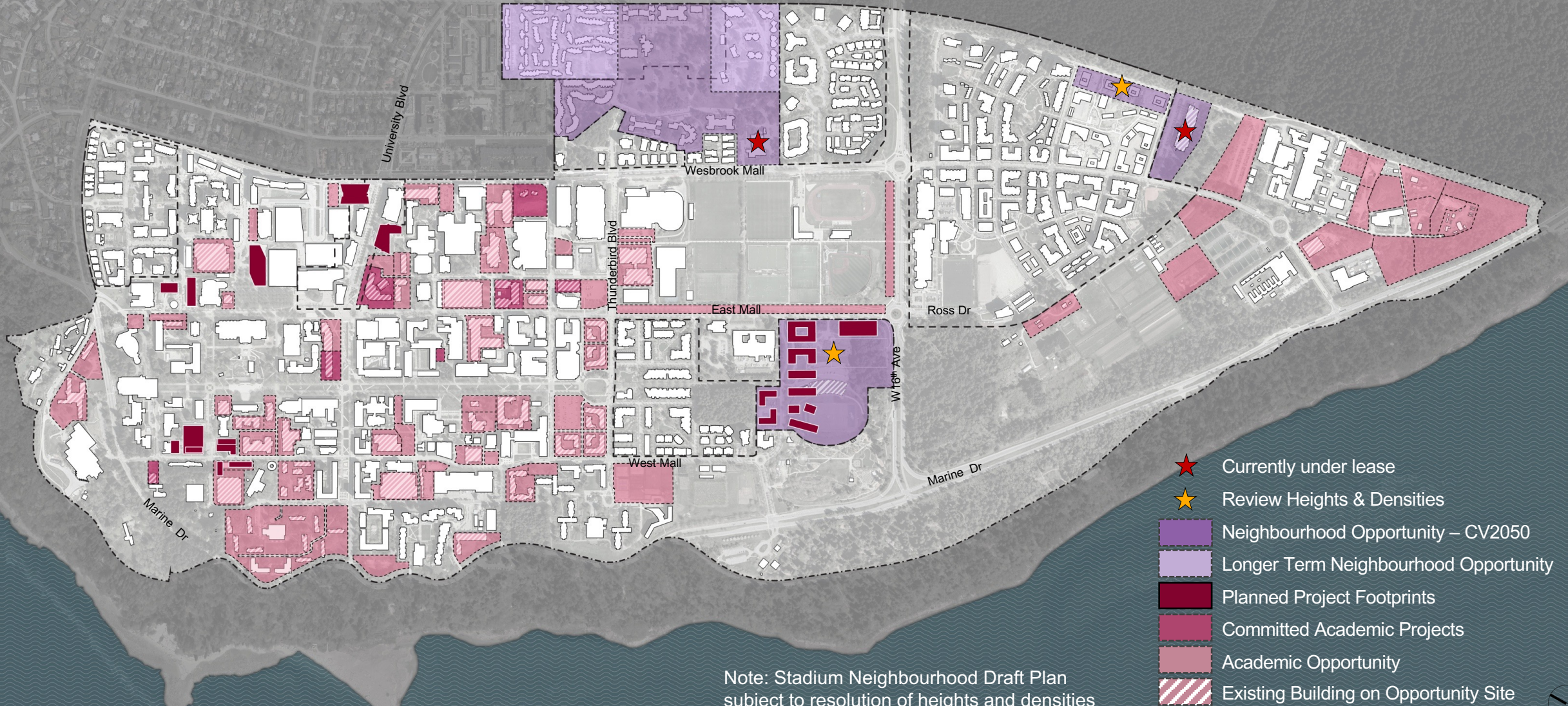


Team 3 The City of Learning





OPPORTUNITY SITES



Note: Stadium Neighbourhood Draft Plan
subject to resolution of heights and densities

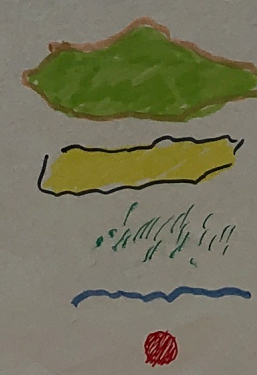


Describe your team's concept

How are each of the guiding principles achieved through your team's concept? Are some principles amplified? Are some a challenge to achieve? Are some in tension with each other?



Team 1 - Mother Tree



PRIMARY CORRIDORS - 30-60
SECONDARY CORRIDORS 10-20
TERTIARY - (MATRIX) - internal
WATER WAYS.
SPIRITUAL HEARTS.

ECOLOGICAL CORRIDORS



Team 2 - Village People







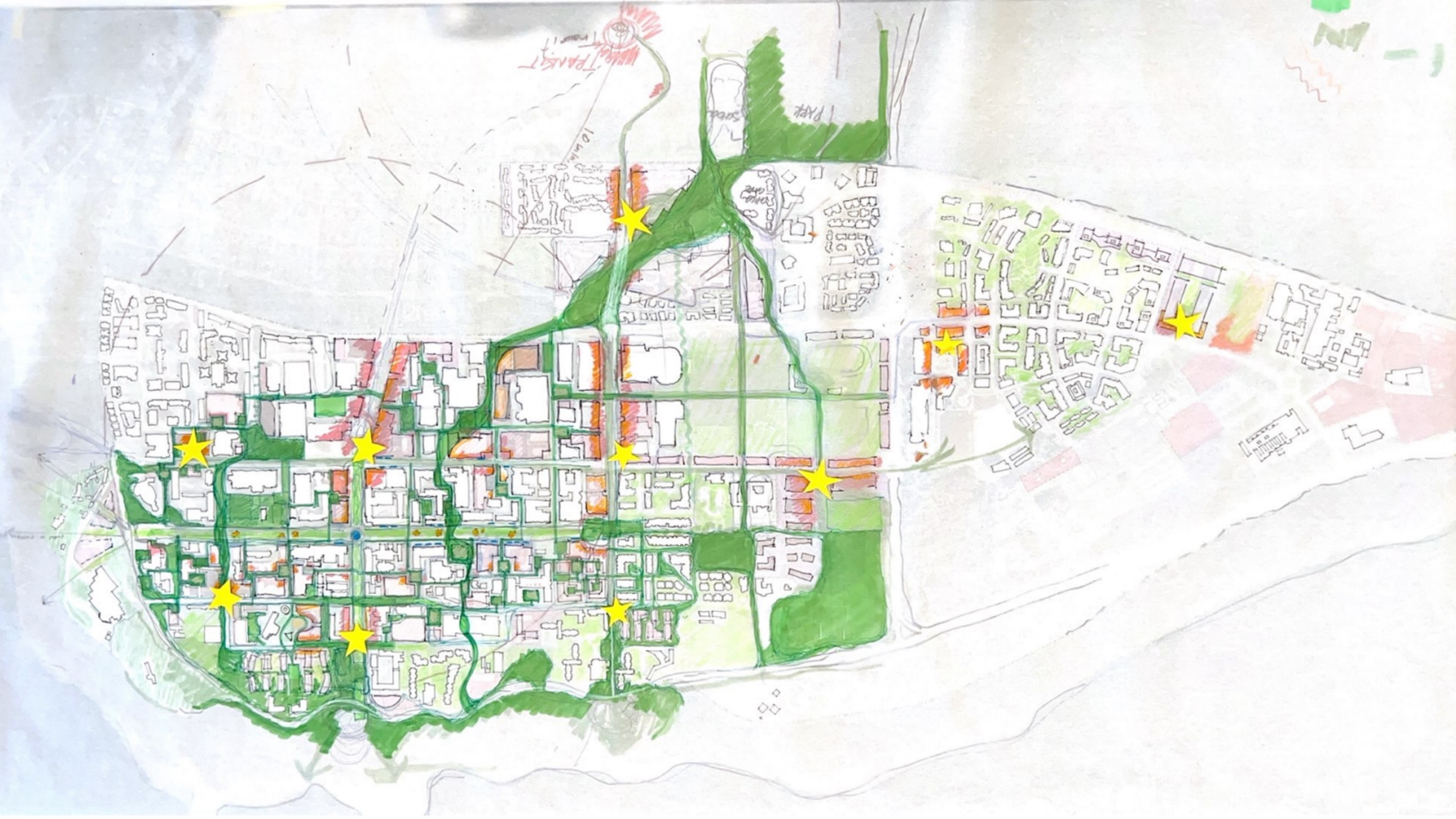
guiding question

How do we connect our
'communities'?

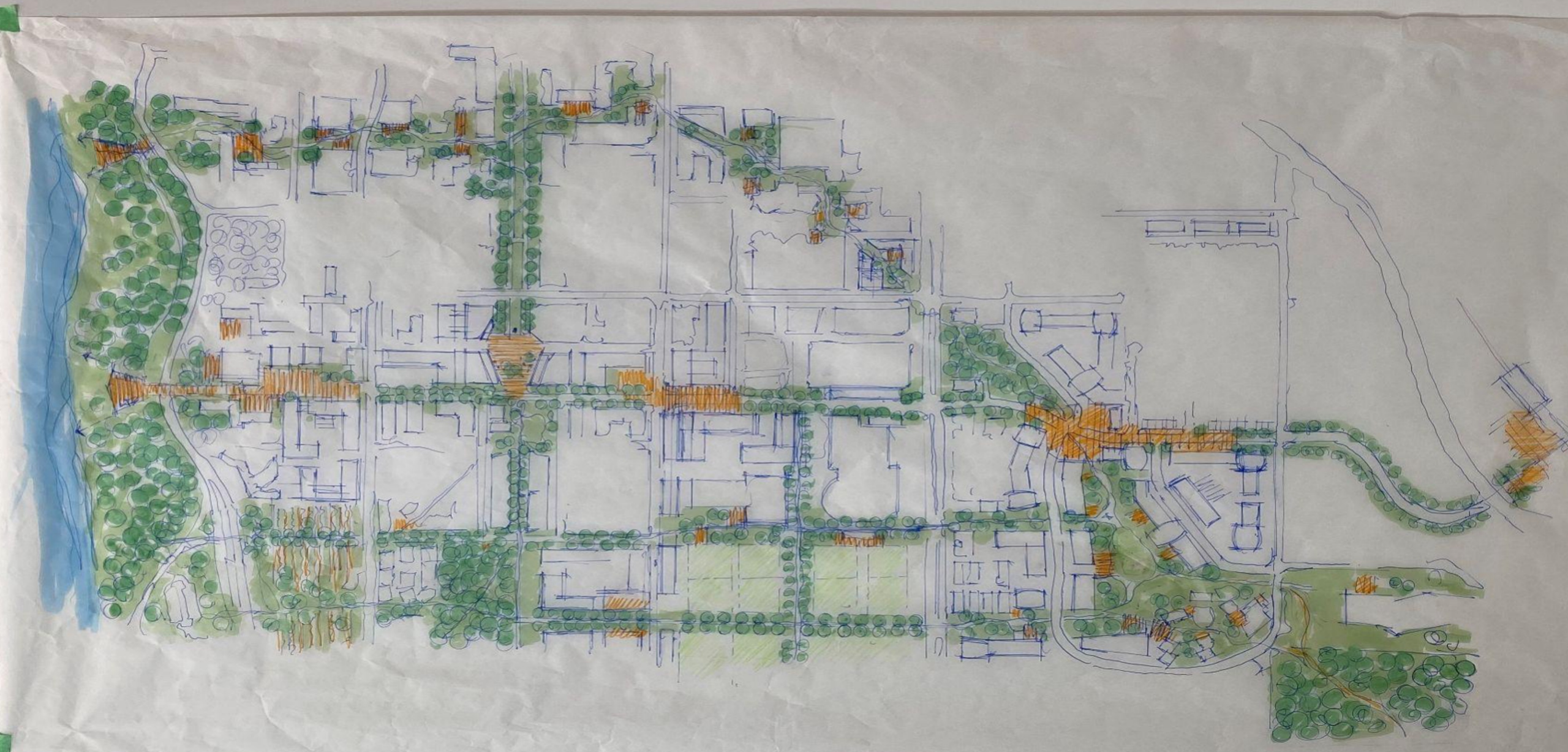
- fun!
 - diverse
 - accessible
 - healthy
 - resilient
 - vibrant
 - smart
- green corridors
 - walking / cycling

Team 3 – Open Source City





Test Kitchens	Galleries	Allied Industry	Food trucks
Tool Shop	Fitness Space	Skate Park	Biodiversity rooftops
Co-Working	Love Hotel	Citizen Science	Safe injection sites
Graffiti Wall	Craft Brewery	Augmented Reality	Microforest
Edible Garden	Information Kiosks	Thingery	Log Pile
Music Practice Rooms	Bike Kitchens	Workout stations	Adventure Playground
Outdoor Climbing Wall	Garages	Fire Pit	Lookout Towers
Bee-Keeping	Social Innovation	Radio Station	Bird's Nest
Academic	Learning Man	Busker	Canopy Walks
Free Store	Studios	Spiritual / interfaith space	Pockets of Respite
Stages	Dirty Yard Space	Speaker corners	Outdoor Classrooms



Personal lessons learned

- Don't be extractionist
- Not about charity; rather shared liberation, leveraging diverse lived experiences and ways of knowing
- Manage my privilege, don't try to solve everything, sit on my hands
- Not about me, let the anger and distrust
- Share your vulnerability
- Complex versus complicated problems
- Seek out and disseminate the emerging language

What can we do as a membership to advance DEI?

1. Log into AUA website
2. Click Forum on top navigation bar
3. Go to: *Discussions*
4. Select: *AUA DEI ideas* and respond