



SUBJECT	UBC LAND USE PLAN, TRANSPORTATION AND ENGAGEMENT PRINCIPLES ANNUAL MONITORING REPORT
----------------	---

MEETING DATE	APRIL 13, 2017
---------------------	-----------------------

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

APPROVED FOR SUBMISSION

Santa J. Ono, President and Vice-Chancellor

For Information

Report Date	March 3, 2016
--------------------	---------------

Presented By Philip Steenkamp, Vice-President External Relations
 Michael White, Associate Vice-President Campus + Community Planning

EXECUTIVE SUMMARY

This annual monitoring report provides an update on the implementation of UBC Vancouver’s Land Use Plan, a summary of the Fall 2016 Transportation Status Report (full report in Attachment B), and the annual C+CP Engagement Charter Monitoring Report (full report in Attachment C).

Together, these monitoring reports provide the Board of Governors with the information needed to assess the compliance of planning and development activity with UBC’s land use policy targets and commitments.

In 2016, the campus added both institutional and market development housing units, including 1047 student housing units (Orchard Commons), and 467 market units in Wesbrook Place (Prodigy Phase 2, Binning Tower and The Laureates). The residential development was accompanied by the delivery of complementary social and recreational facilities, such as Brockhouse Park, adjacent to the Wesbrook Community Centre and the opening of a bright new Aquatic Centre. All campus developments in 2016 were in compliance with approved neighbourhood plans and UBC’s Land Use Plan.

The University continued its regional leadership role in sustainable transportation in 2016, with 52% of trips to and from the Vancouver campus made by transit and a reduction of automobile traffic by 20% from 1997 levels. While this year saw a small increase in transit trips over 2015, trips are still down from the peak in 2012, which reinforces the need for increased transit capacity, including future extension of rapid transit to UBC.

This report also includes the annual review of C+CP’s Engagement Charter, adopted in 2014 (formal title: C+CP Engagement Principles and Guiding Practices). With close to fifteen engagement initiatives undertaken since the last Engagement Charter review, C+CP checked in with a broad range of on and off campus stakeholders to evaluate how well the Charter is being integrated into C+CP’s engagement work.

Overall, we heard that there has been continued improvement in the quality of engagement with C+CP and that other departments continue to integrate the principles in the Engagement Charter into their work. Specific strengths identified include: increased credibility, improved relationships with key organizations, improved collaboration with departments across UBC, and dedication and evident commitment to engagement.

INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

Learning Research Innovation Engagement
(Internal / External) International

or Operational

DESCRIPTION & RATIONALE UBC (Vancouver) Land Use Plan Annual Implementation Monitoring Report

Each year, the Board of Governors receives a monitoring report on the compliance of development approvals with the UBC Land Use Plan. That Plan is the overall regulatory document that governs campus land use. It is approved by the Minister of Community, Sport and Cultural Development in consultation with the Minister of Advanced Education under the *Municipalities Enabling and Validating Act (No. 3) Part 10-2010* (MEVA). The planning authorizations for development must not be inconsistent with the Land Use Plan.

Land Use Plan Targets

In 2016, two neighbourhood developments were approved (Lot 15 Eton and Lot 23 Virtuoso) which both complied with the Board-approved neighbourhood plans and planning policies.

Assessment against the Land Use Plan targets and commitments:

1. Section 4.1.5(a) Student Housing Target. Maintain not less than a 25% ratio of housing specifically for full-time undergraduate students:
 - At end of 2016, there were 11,440 student beds on the Vancouver campus where the FTE enrolment for undergraduates is 38,777, which produces a ratio of 29.5%.
 2. Section 4.1.5(b) Goal of 50% of new market and non-market housing serves households where one or more members work or attend university on the UBC campus.
 - An initial assessment of faculty, staff and student postal codes suggest approximately one-third of campus neighbourhood households include someone who works at or attends UBC. Future neighbourhood surveys and Census data will provide additional information to evaluate this goal.
 3. Section 4.1.6.1(b) Requirement that 20% of new neighbourhood housing units be rental, not less than half to be non-market housing:
-

- No rental units were added in 2016. Four rental projects with 306 units are expected to complete in 2017.
 - Total rental units are 25.2% of all neighbourhood housing.
 - Two faculty/staff non-market rental housing projects are expected to complete in 2017. Non-market rental units are 64% of all rental units.
4. Section 4.1.6.1(c) The maximum average floor space ratio (FSR) will be 2.5 net area. For clarity, this average density may be achieved through variable allocation across neighbourhood housing areas.
- The current overall average FSR, for all projects built or with Development Permit approval is 1.71. This is based on a gross buildable area of 6,343,129 square feet and net site areas totalling 3,711,936 square feet.
5. Section 4.3.2 Social and Community Services:
- The first neighbourhood childcare facility – Vista Point YMCA Child Care – opened in the East Campus neighbourhood. The 24-space centre offers care for children aged 30 months to five years.

Annual Construction and Development Update

1. Academic Campus Construction

In 2016 we saw two projects completed on the academic campus, including the completion of Orchard Commons and the new Aquatic Centre.

Orchard Commons includes 1,047 units (1,049 beds) combining student housing, academic and student support services. These additional student housing units help UBC fulfil its student housing commitments in the Land Use Plan and the aspirations in the Vancouver Campus Plan. The Commons feature independent style student housing complemented by a range of other uses including academic, recreation, child care and services for food, socializing and daily needs.

The new Aquatic Centre will provide for the current and future needs of the UBC community with two ramp-entrance leisure pools, including a lazy river, next to the 50m competition tank. The abundance of natural light underlines the open and inclusive nature of this new community space.

2. Neighbourhood Construction and Development Projects

The Land Use Plan designates seven residential/mixed use neighbourhoods and two special plan areas distinguished from the purely academic areas of the campus (see map in Attachment A). In 2016 there were approximately 11,000 residents living in campus neighbourhood areas. The Land Use Plan projects up to 24,000 residents through 2041.

Projects completed in the neighbourhood areas in 2016 include:

- Wesbrook Lot 32 (Prodigy – Ph 2), a market development with 83 units

- Wesbrook Lot 6 (Binning Tower), a market development with 170 units
- Wesbrook Lot 13 (The Laureates), a market development with 214 units

Highlights of the Fall 2016 Transportation Status Report

UBC's goal is to reduce single occupant vehicle (SOV) trips to and from the UBC Vancouver campus by encouraging and supporting sustainable modes of transportation including transit, biking, walking and carpooling. By 2040, at least two-thirds of all trips to and from the campus are targeted to be made by walking, cycling or transit. In 2016, 62% of all trips to and from UBC were made by transit, high occupancy vehicles, walking and cycling.

Every fall since 1997 UBC monitors travel patterns to and from campus. Data for all modes of transportation is collected and analyzed to assess changes year over year and to measure UBC's progress in achieving its transportation goals.

Since 1997 the campus population (comprised of students, staff and faculty) has increased 58%, but the number of trips to and from campus has only increased 31%. To compare travel patterns year over year it is necessary to negate effects of population growth. This is done by comparing the trips per person as opposed to total trips. Once this is done we see that there has been a 17% decrease in the number of trips per person. Reasons for the decrease despite a campus population increase include:

- More people are living, working and studying on campus;
- More services are available on campus, reducing the need for people to travel off campus for shopping and services; and
- Distance education and internet access has reduced the need for many people to travel to campus each day.

As shown in **Figure A**, significant improvements have been made since 1997 in terms of shifting to more sustainable transportation modes largely resulting from successful implementation of UBC's land use and transportation plans.

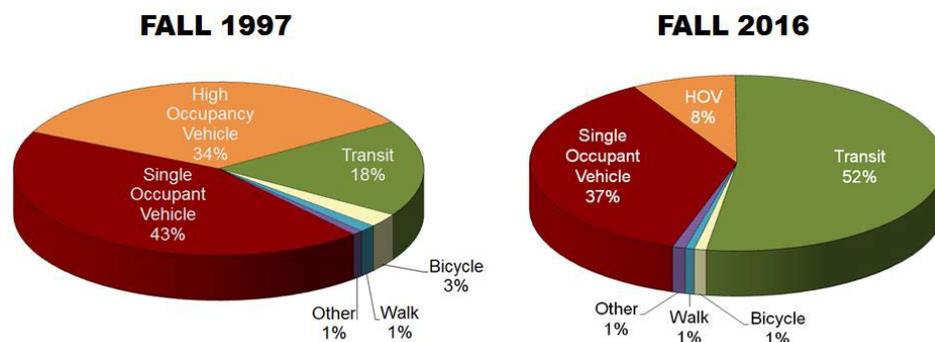


Figure A: Average Weekday Trips by Mode to / from UBC, 1997 and 2016

UBC's Transportation Plan's target is to maintain at least 50% of all trips to and from the campus to be made on public transit. In 2016 transit accounted for 52% of all trips made to and from campus, which is a significant increase compared to 1997 and is predominantly the result of a decrease in single occupant and high occupant vehicle

trips. Transit trips have levelled off over the past few years as shown below in **Figure B**. Possible reasons for this is overcapacity bus services to and from campus, increased transit fares, and reduced customer experience.

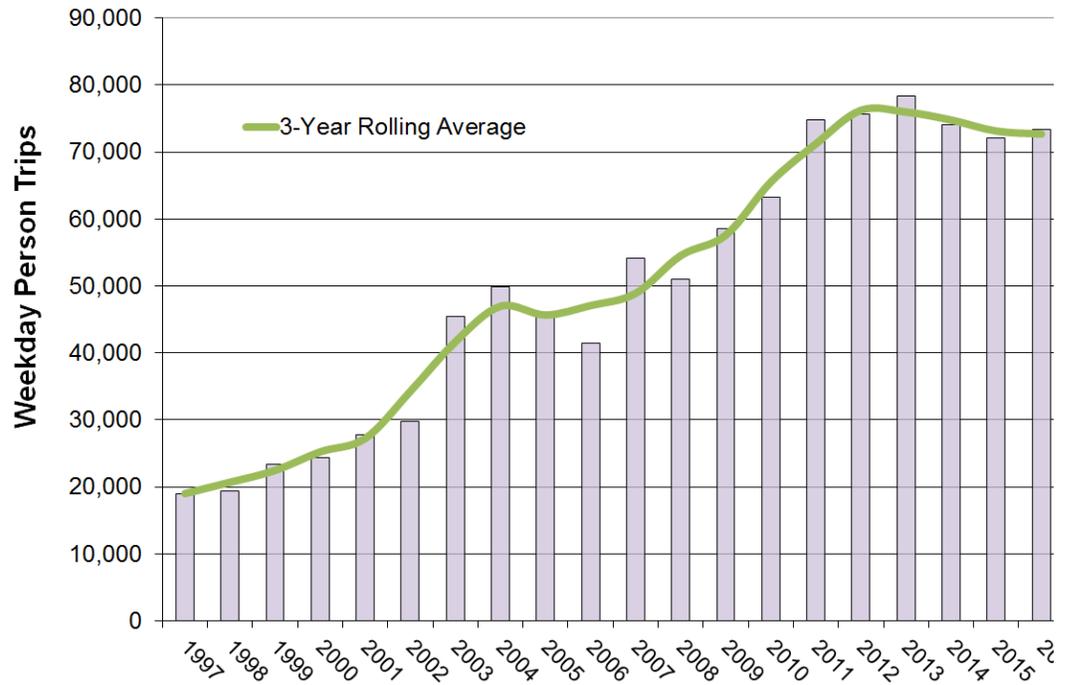


Figure B: Average Weekday Transit Trips to / From UBC, 1997 - 2016

Both single occupant vehicle (SOV) and high occupant vehicle (HOV) trips to and from campus have generally been decreasing year over year, with the exception of 2016 where an increase in SOV person trips was observed as shown in **Figure C**.

It is important to note that a majority of the data presented is collected over a single day or a week, depending on the dataset, so fluctuations year to year are logical. Travel choices are also highly susceptible to weather conditions, which further adds variability to the data. As a result, three year rolling averages are a more meaningful set of data to use to identify travel patterns. For SOV trips, the three year rolling average, represented by the green line, softens the trend line resulting in 2016 SOV trips close to 1997 values.

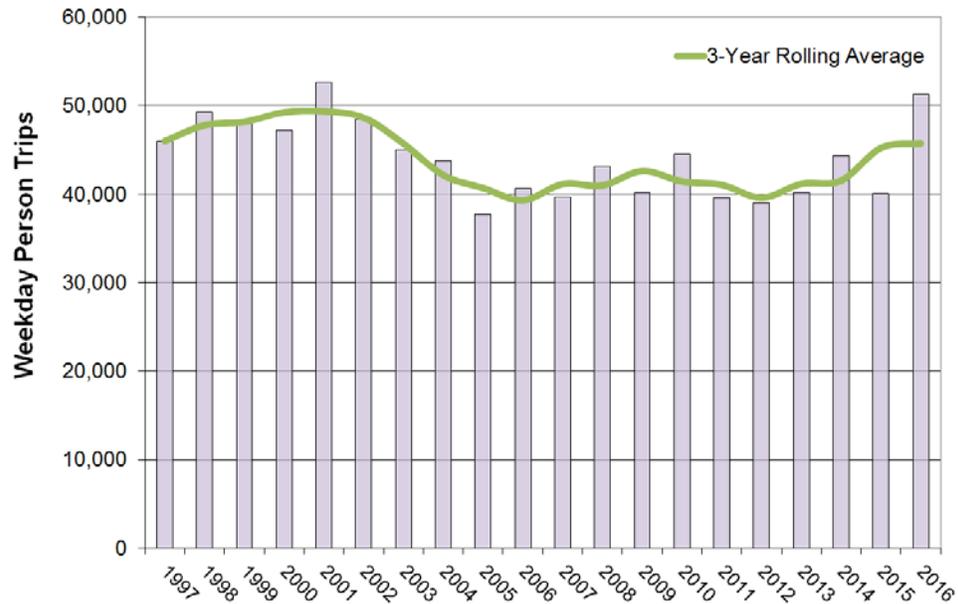


Figure C: Average Weekday Single Occupant Vehicle (SOV) Trips to / from UBC, 1997-2016

Although the number of SOV trips in 2016 compared to 1997 are higher, the total number of vehicle trips, which is the sum of single occupant and high occupant vehicles, is down even despite the 58% increase in campus population. For 2016, the traffic volumes decreased by 5,900 to 56,500 vehicles compared to 62,400 vehicles in 1997.

Biking and walking to and from UBC do not account for much of total mode share; however, there are still an impressive number of people biking to and from campus. Unfortunately in 2016 a drop was observed in the number of people biking and walking to campus on the day of counting. There is a lot of anticipation that the number of bicycle trips to and from campus will continue to increase, but the mode share isn't expected to significantly change as a result of the location of the campus and the distance to where a majority of the campus population is living.

In general, the results from the 2016 data collection efforts are in line with results from previous years with only a few trends to watch closely over the next few years. For example, the decline in transit trips and transit mode share is a trend that is being monitored and supports the need for investments toward increasing public transit capacity and future rapid transit to UBC. There was also a spike in SOV trips, which is anticipated to level off in the three year rolling average, but the data will be closely monitored in 2017. In 2015 there was a spike in HOV trips, which wasn't carried forward into 2016. The HOV mode share is still of interest as there is potential to convert single occupant vehicle trips into high occupant trips and decrease the daily number of vehicles travelling to and from campus.

Highlights from C+CP's Engagement Charter Review

The annual review of C+CP's Engagement Charter provides an important opportunity to reflect on the quality of engagement that has taken place since the Board's adoption of the Engagement Charter in September 2014. It is also an opportunity to receive valuable input from those whom C+CP works closely with, and to identify ways to further strengthen relationships and engagement processes. This year, for a neutral and outside perspective, a consultant was used to conduct the interviews and to provide a summary of non-identifying comments from interviewees.

The Engagement Charter outlines C+CP's commitment to public engagement and establishes how C+CP defines, designs, implements and concludes public engagement for planning processes. Since their adoption in 2014, C+CP has been integrating the practices into all of its planning processes, programs and partnerships.

In early 2017, the consultant met with a broad range of stakeholders on and off campus to gather views on strengths and areas for improvement. Overall, we heard that there has been steady improvement in the quality of engagement with C+CP and that other departments continue to integrate the principles in the Engagement Charter into their work. Specific strengths identified include: increased credibility, improved relationships with key organizations, improved collaboration with departments across UBC, and dedication and evident commitment to engagement.

As part of the annual review process, C+CP also identified a number of actions to incorporate into engagement processes in the year ahead, including broadening the types of engagement activities used to solicit input (including online engagement tools), strengthening existing relationships and focusing on forging new ones, closing the loop, and clearly demonstrating how feedback is incorporated into planning decisions. A more detailed report of what we heard in this year's annual review is provided in Attachment C.

BENEFITS
Learning,
Research,
Financial,
Sustainability &
Reputational

The Land Use Plan provides the overall framework for the development of UBC's Vancouver campus. The plan supports sustainability and provides the foundation for the physical development of the campus in keeping with the strategic plan, Place and Promise. The Land Use Plan is an important guidance document for UBC's Land Use Rules (Policy #92) and development and building regulations.

Similarly the annual monitoring of transportation to/from the campus provides consistent longitudinal data to measure the success of the transportation demand management provisions of the Land Use Plan (section 4.2.2).

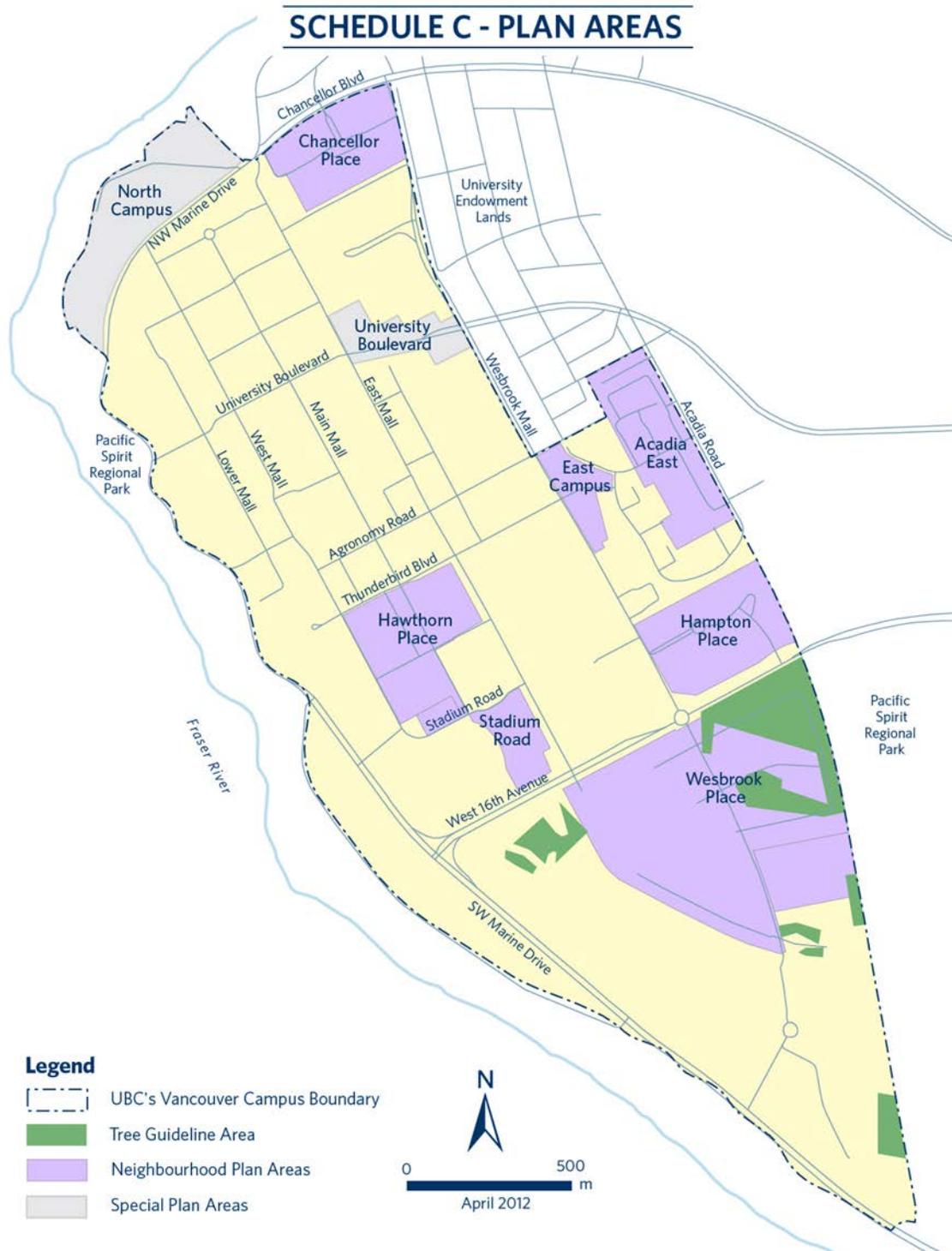
The C+CP Engagement Charter articulates C+CP's commitment to public engagement in planning processes and to engaging in a way that is open, transparent, and inclusive. It supports two-way communication, informed participation and a culture of collaboration from when the process defined and designed through implementation and conclusion.

RISKS Financial, Operational & Reputational	<p>There are legislative obligations and provincial oversight of UBC's development and land use planning. The absence of annual monitoring could result in greater intervention in UBC's development objectives.</p> <p>Poor public engagement and public process on planning decisions could jeopardize planning decisions and the current governance arrangement.</p>
CONSULTATION Relevant Units, Internal & External Constituencies	<p>The approval and subsequent amendments to the Land Use Plan has had extensive campus community consultation when the plan existed as the Official Community Plan (OCP from 1997 through 2010) and since the conversion of the OCP to the Land Use Plan adopted by the Minister of Community Sport and Cultural Development. Since MEVA transferred responsibility to UBC and the Minister, there have been formal public hearings to meet legislative requirements. The most recent public hearing was in advance of the referral of the Regional Context Statement (RCS) to the Minister in 2014. The Minister approved the RCS in June 2015.</p> <p>There was a comprehensive consultation process leading to the update of the UBC Transportation Plan (2014).</p> <p>The C+CP Engagement Charter (Principles and Guiding Practices) was developed with input from a broad range of on- and off-campus stakeholders, and the process to review the Engagement Charter including engagement with a broad range of on and off campus stakeholders.</p>

UBCPT COMMENTS	<table border="0"> <tr> <td data-bbox="443 1066 592 1129">Date of Review:</td> <td data-bbox="597 1066 836 1129">March 10, 2017</td> <td data-bbox="847 1066 1006 1129">Signed off by:</td> <td data-bbox="1011 1066 1458 1129">Aubrey Kelly, President and CEO</td> </tr> </table> <p>UBC Properties Trust agrees that this report correctly summarizes the results of our activities and those of the University in achieving this broad range of community-building goals.</p>	Date of Review:	March 10, 2017	Signed off by:	Aubrey Kelly, President and CEO
Date of Review:	March 10, 2017	Signed off by:	Aubrey Kelly, President and CEO		

Previous Report Date	April 14, 2015
Decision	Annual update on Land Use Plan compliance, the annual transportation status report, and the annual C+CP engagement monitoring report, received for information
Previous Report Date	September 30, 2014
Decision	<p>Annual update on Land Use Plan compliance and the annual transportation status report, received for information; and</p> <p>Adoption of the C+CP Engagement Charter (formal title: C+CP Engagement Principles and Guiding Practices).</p>
Previous Report Date	June 4, 2013
Decision	Annual update on Land Use Plan compliance and the annual transportation status report, received for information

Attachment A



UBC Vancouver Transportation Status Report Fall 2016

March 2017

campus + community planning
transportation planning



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA

- 1. Introduction 1**
 - 1.1. Context..... 1
 - 1.2. Transportation Monitoring Program 2
 - 1.3. Changes at UBC Affecting Travel Patterns 5
 - 1.4. Understanding the Data 7
 - 1.5. More Information 8
- 2. Summary of Transportation at UBC 9**
 - 2.1. Person Trips 9
 - 2.2. Mode Share Summary..... 12
 - 2.3. Traffic Patterns and Vehicle Occupancy 15
- 3. Transportation To and From UBC 18**
 - 3.1. Transit..... 18
 - 3.2. Motor Vehicles 23
 - 3.3. Bicycles and Pedestrians..... 28
 - 3.4. Heavy Trucks..... 32
- 4. Traffic Conditions At UBC..... 34**
 - 4.1. Traffic Speeds 34
 - 4.2. Traffic Volumes 35
 - 4.3. Travel Patterns 38

1. Introduction

Consistent with its sustainability goals, UBC wishes to reduce automobile trips to and from the UBC Vancouver campus, and encourage the use of other modes of transportation, including transit, carpooling, cycling and walking. To date, UBC has implemented several initiatives in support of non-automobile modes of transportation, including a student U-Pass program, bicycle infrastructure parking facilities, carshare parking and is exploring carpooling incentives.

Since 1997, UBC has collected data each fall regarding travel patterns to and from the Point Grey campus. A year-to-year comparison of this information provides a measure of UBC's progress in achieving its transportation targets identified in the following section.

This Fall 2016 Transportation Status Report presents the most recent data that UBC has collected. This report provides a picture of overall travel trends, and details of travel patterns for each mode of transportation to and from UBC as well as an overview of transportation at UBC.

1.1. Context

Transportation planning at UBC is undertaken within the direction and context provided by several plans and policies, including:

- **Place and Promise: The UBC Plan** is the strategic vision for the kind of university that UBC aspires to be. Prepared through widespread community consultation, Place and Promise establishes UBC's vision to be one of the world's leading universities, creating an exceptional learning environment that fosters global citizenship, advances a civil and sustainable society, and supports outstanding research to serve the people of British Columbia, Canada and the world. Place and Promise is focused around six core values — academic freedom, advancing and sharing knowledge, excellence, integrity, mutual respect and equity, and public interest — which are supported by specific commitments goals and actions.
- **The UBC Land Use Plan.** In June 2010, the Minister of Community and Rural Development enacted legislation that realigned the responsibility for this plan, previously known as the Official Community Plan. The OCP is no longer a regional district bylaw. The University is responsible for the Land Use Plan with direct oversight by the Minister. The Land Use Plan retains a number of transportation demand management objectives aimed at increasing walking, cycling and transit in preference to trips by single-occupant vehicles. The Land Use Plan establishes goals toward building complete communities thereby helping to reduce demands placed on transportation infrastructure.
- **The Vancouver Campus Plan.** In 2010, UBC adopted a new Vancouver Campus Plan, which covers the academic lands of UBC's Vancouver campus. This plan guides the institutional capital investment in facilities for teaching and research, student housing and campus infrastructure and services.
- **Neighbourhood Plans.** For each of the non-institutional neighbourhoods on campus, there is a neighbourhood plan describing site-specific land uses, development controls, design guidelines,

and servicing and transportation strategies consistent with UBC's Land Use Plan. Each neighbourhood is designed to support the University's academic core, while providing the amenities and services required to achieve a compact, transit-oriented, pedestrian friendly community.

- **The UBC Transportation Plan.** UBC has committed to implement a comprehensive and integrated transportation management strategy. The Transportation Plan is the result of that commitment, and was approved by UBC's Board of Governors in November 1999 and renewed in 2014. The Plan includes targets to ensure accountability, shape decision making and inspire the community to act in ways to achieve UBC's campus vision. The targets identified in The Plan include:
 - **TARGET 1:** By 2040 at least two-thirds of all trips to and from UBC will be made by walking, cycling or transit and maintain at least 50% of all trips to and from the campus on public transit.
 - **TARGET 2:** Reduce single occupant vehicle trips to and from UBC by 20% from 1997 levels and reduce single occupancy vehicle trips per person to and from UBC by 30% from 1997 levels.
 - **TARGET 3:** Maintain daily private automobile traffic at or less than 1997 levels.

1.2. Transportation Monitoring Program

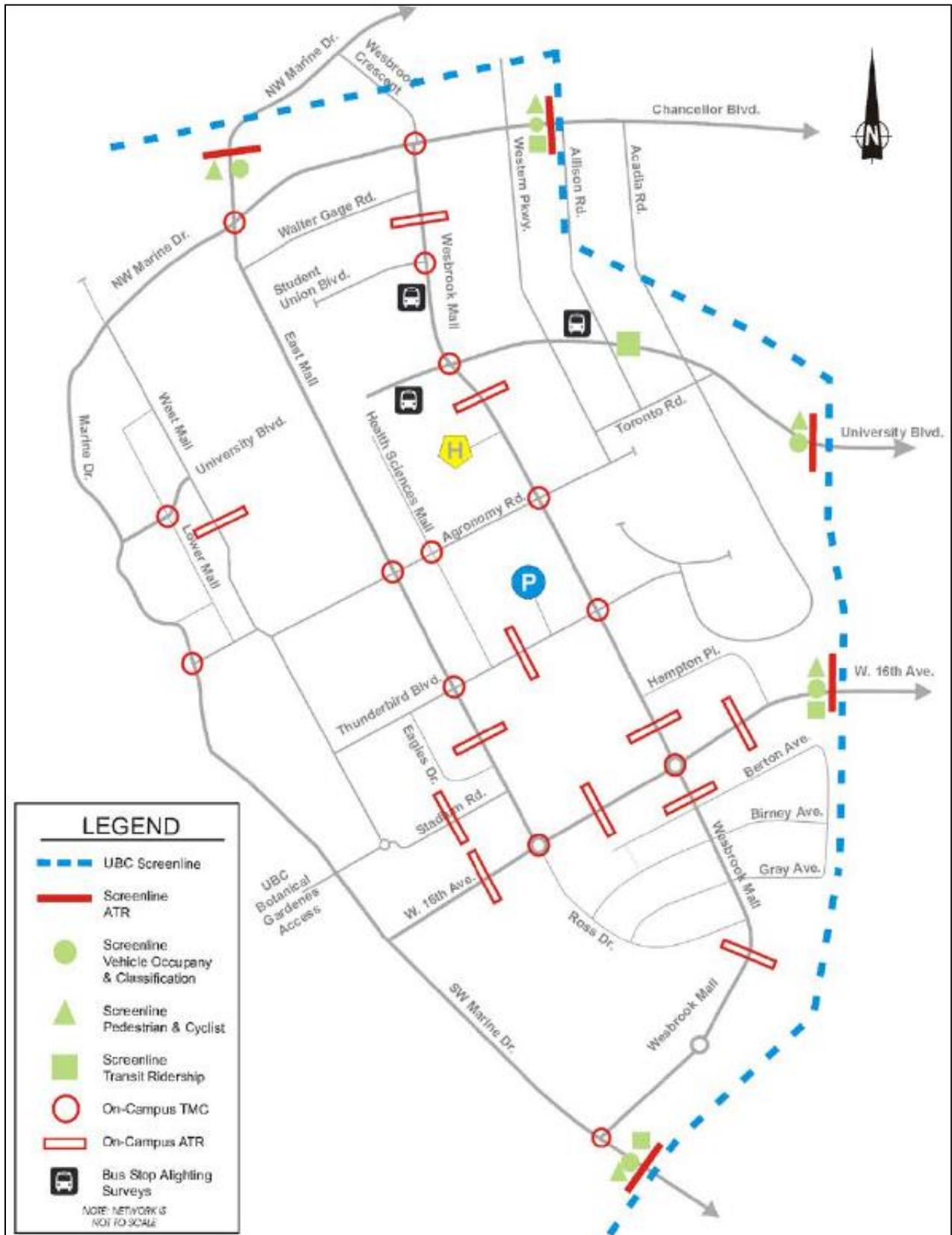
Travel patterns to and from UBC are monitored on an on-going basis through a variety of different data collection methods. Data is collected each fall to enable consistent year to year comparisons of travel patterns, mode shares, and traffic volumes. Additional data collection activities may be undertaken at other times of the year to obtain information regarding specific modes of travel, seasonal variations and localized traffic volumes. The annual monitoring results are used to assess progress towards meeting the 2005 Strategic Transportation Plan (STP) goals and also help guide future implementation priorities.

Data collection activities for 2016 are summarized in **Table 1.1**, and data collection locations are illustrated in **Figure 1.1**.

Table 1.1: Summary of 2016 Transportation Data Collection

Data Collection Activity	Locations	Description
Intersection Counts	At intersections throughout campus.	Manual observation for 8 hours (3hrs in AM, 2hrs in Midday, 3hrs in PM) for one day.
Campus Traffic / Speed Counts	Roads throughout campus.	Automatic tube counters on roads for 7 days (24 hours / day).
Screenline Traffic Counts	Screenlines	Automatic tube counters on roads for 7 days (24 hours / day).
Transit Ridership	Screenlines	Manual observation from 6:00AM to 4:30AM for one day.
Vehicle Occupancy & Classification	Screenlines	Manual observation for 8 hours (3hrs in AM, 2hrs in Midday, 3hrs in PM) for one day.
Bicycle and Pedestrian Counts	Screenlines	Manual observation for 15 hours over one day.
Heavy Trucks	Screenlines	Manual observation for 13 hours (6:00AM to 7:00PM) for one day each quarter.
Licence Plate Surveys	South Campus / Wesbrook Village	Licence plate surveys are conducted to understand travel patterns.

Figure 1.1: Data Collection Locations



1.3. Changes at UBC Affecting Travel Patterns

There have been a number of changes at UBC that have affected travel patterns among students, staff, faculty and others at UBC. This section of the report identifies key changes that have occurred at UBC since 1997.

- Population.** The daytime population at UBC has increased 58% in the 19 years since 1997. This includes increased student enrolment and associated increases in faculty and staff. For the purposes of monitoring trends in travel to and from UBC, the daytime population comprised of students, staff and faculty is used to calculate person trips. **Table 1.2** summarizes population figures for fall 1997 and fall 2016.

It is important to also note that the estimate of campus population is challenging. It is dependent on the means by which the data is collected and grouped and is impacted by the increasing trend in online courses and expanding residential campus community. However, efforts are made to allow for consistent cross comparison in the status reports.

Table 1.2: Daytime Population at UBC, 2016 vs. 1997

Group	Fall 1997	Fall 2016	Increase (count / percentage)	
Students	33,200	52,550	+19,350	+58%
Staff	7,250	10,750	+3,500	+48%
Faculty	1,850	3,550	+1,720	+94%
Totals	42,300	66,850	+24,580	+58%

Source: UBC Planning and Institutional Research Department

- U-Pass.** One of the most significant changes affecting travel patterns at UBC has been the student U-Pass, which was introduced in September 2003. The U-Pass is a universal transportation pass that is mandatory for students at a cost to students of \$35 per month. The U-Pass offers students unlimited access to TransLink Bus, SkyTrain and SeaBus services (all zones), and discounted West Coast Express fares. The Compass Card came into effect for the 2016 data collection period, which replaces the U-Pass card, but the U-Pass program remains.
- Increased transit service.** In conjunction with introduction of the student U-Pass, TransLink has substantially increased the level of transit service provided to UBC and continues to make service improvements annually. The majority of the increase has been on the Route 99 B-Line. Other improvements since 1997 include new Route 33 on 16th Avenue, and several express routes, including Route 43 on 41st Avenue, Route 44 from downtown, Route 84 from the VCC-Clark SkyTrain station, and Route 480 from Richmond Centre. Recent TransLink ridership data suggests routes to UBC carry the highest passenger volumes in the region.
- Class start times were changed in September 2001.** In an effort to spread the transit demand in the morning peak period, UBC adjusted morning class start times. Previously, the first classes in the morning all began at 8:30 a.m. This was changed so that some students begin classes at 8:00

a.m., some at 8:30 a.m., and others at 9:00 a.m. Subsequent analysis showed that the desired spreading of morning peak demands was achieved, and that as a result, 12% more transit trips per day were accommodated on the same number of buses.

- **Parking supply and costs.** UBC has eliminated almost 3,500 commuter parking stalls on campus since 1997 — a reduction in the commuter parking supply of over 25%. At the same time, the price of parking on campus has increased (UBC does not provide any free parking spaces on campus for commuters). Daily parking rates in surface have increased from \$2.00 in 1997 to \$16.00 in 2016, and prices for parking permits and other parking on campus have also increased.
- **Bicycle facilities.** Since 1997, new bicycle lanes have been implemented on several roadways on campus and to / from campus. Most notable was the conversion of University Boulevard west of Blanca, from two lanes in each direction to one travel lane and one bicycle lane in each direction. Bicycle lanes were also added on SW Marine Drive, Wesbrook Mall, East Mall, Thunderbird Boulevard and 16th Avenue. Similarly, the City of Vancouver has made significant progress on bike facilities, which connect to the various routes to and from UBC. All unrestricted roads on campus function as shared roadways that accommodate cyclists as well as motor vehicles. Bicycle racks are provided at every building on campus in addition to bike lockers, bike cages and numerous end of trip facilities.
- **Alternative modes of travel.** UBC has encouraged the use of non-single occupancy vehicle (SOV) modes of travel through a range of programs, including a comprehensive transportation demand management strategy that includes transit discount programs, carpooling, car sharing, cycling, on campus shuttles, an emergency ride home program, and other sustainable transportation initiatives.
- **Campus development and land use.** UBC has developed and is continuing to develop additional housing for students, staff, and faculty on-campus as a means of reducing the proportion of persons who travel to UBC from off-campus. At the same time, an increased number and range of commercial services and amenities are now available on campus and in the University Endowment Lands adjacent to campus to reduce the need to travel off campus.

1.4. Understanding the Data

The following terms and measures are used throughout this report to describe various characteristics of travel patterns and trends at UBC:

- A **screenline** is an imaginary line across which trips are recorded. At UBC, the screenline around the campus illustrated by the dotted blue line in **Figure 1.1**. As shown, there are approximately five different entry and exit options.
- **Mode share** (also called “mode split”) refers to the relative proportions of trips by various travel modes during a particular time period. Mode shares are generally reported for single occupant vehicles (SOVs), carpool and vanpools (also called high occupancy vehicles or HOV’s), transit, bicycle, pedestrians and other modes such as motorcycles and trucks.
- The data presented in the Transportation Status Report include **traffic volumes** and **person trips**. Traffic volumes are simply the number of vehicles passing a point, whereas person trips are the number of people passing a point by all modes of transportation. A person trip is a one-way trip made by one person. For example, in one hour there might be 500 vehicles travelling along a section of road (traffic volumes generally reflect vehicles travelling in both directions). These 500 vehicles might include 450 automobiles with a total of 600 persons in them, 30 buses with a total of 1,000 persons in them, and 20 light and heavy trucks with 25 persons in them. The total number of person trips associated with these 500 vehicles is 1,625 person trips.

*Throughout this report, unless otherwise stated all reported trips are in **person trips**.*

- The population at UBC — students, staff, faculty and residents — has increased every year from 1997. This means that when comparing absolute numbers of person trips and traffic volumes, and changes from one year to another reflect the effects of two different factors — changes in travel patterns and increases in population growth. To distinguish changes in travel patterns from changes due to population increase, a different measure is used — **trips per person**. This provides a consistent basis for monitoring travel trends regardless of how much or how little population growth occurs. Trips per person are calculated as the number of person trips divided by the number of persons at UBC during the weekday daytime. The number of persons is calculated as the student enrolment plus the number of staff and faculty (full and part time), as reported by UBC’s Planning and Institutional Research department. Numbers of on-campus residents are not included in the population count, in many cases it could be a double count as a result of many staff, faculty and students living on campus.
- Substantial effort and cost are required to collect travel data at UBC. Consequently, it is neither reasonable nor necessary to collect all data in all locations at all hours of the day and night. Instead, some data are collected during selected **time periods** only (**Table 1.1** indicates the time periods for each type of data collection activity). Traffic data on all routes leading to and from UBC are collected over a period of one week using automatic counters placed on the roadway. On the other hand, vehicle occupancy and classification counts are done manually, and as a result are relatively expensive. These counts are undertaken for a total of 8 hours from the morning peak through the afternoon peak periods. Daily totals can be estimated by combining occupancy and classification data with the average daily traffic data.

- **Rolling average.** Much of the data presented in this report is from a single day to a week and observed travel patterns fluctuate from year to year and are heavily influenced by weather. Consequently the results for any particular year should not be considered in isolation. A more meaningful picture of travel patterns is obtained by considering trends over time. To better illustrate trends and minimize the apparent variability from year to year, charts illustrating trips by mode for each year since 1997 include a trend line based on a three-year rolling average. Rolling averages are calculated as the average of a particular year plus the years before and after. This means that for 2006, for example, the rolling average is calculated as the average number of trips in 2005, 2006 and 2007.

1.5. More Information

The following resources provide additional information regarding travel patterns and trends at UBC, as well as transportation services and facilities. All this information can be found at UBC's Campus and Community Planning website:

- This Fall 2016 Transportation Status Report, along with previous Transportation Status Reports.
- The 2005 Strategic Transportation Plan.
- A review of the first 18 months of the student U-Pass program and the results of the Community Transportation Pass (ComPASS) demonstration project.
- Information on other transportation facilities and services on campus.
- Information regarding campus plans and neighbourhood plans.

2. Summary of Transportation at UBC

The following sections present a general summary of transportation to and from UBC including person trips, trips per person, mode share, and vehicle occupancy. Details for each different mode of transportation are presented in **Section 3**.

2.1. Person Trips

The average weekday person trips to and from UBC in fall 2016 was 139,700. A summary and comparison of daily person trips by mode from the fall of 1997 to the fall of 2016 are provided in **Table 2.1** and **Figure 2.1**.

Table 2.1: Weekday Person Trips to / from UBC Vancouver, 1997 vs. 2016

Travel Mode Classification	Person Trips			
	Fall 1997	Fall 2016	Change (count / percentage)	
Single Occupant Vehicle (SOV)	46,000	51,300	+5,300	+11.5%
Carpool / Vanpool (HOV)	36,100	11,400	-24,700	-68.4%
Transit	19,000	73,300	+54,300	+285.8%
Bicycle	2,700	1,300	-1,400	-51.9%
Pedestrian	1,400	1,000	-400	-28.6%
Truck & Motorcycle	900	1,400	+500	+55.6%
Totals	106,100	139,700	+33,600	+31.7%

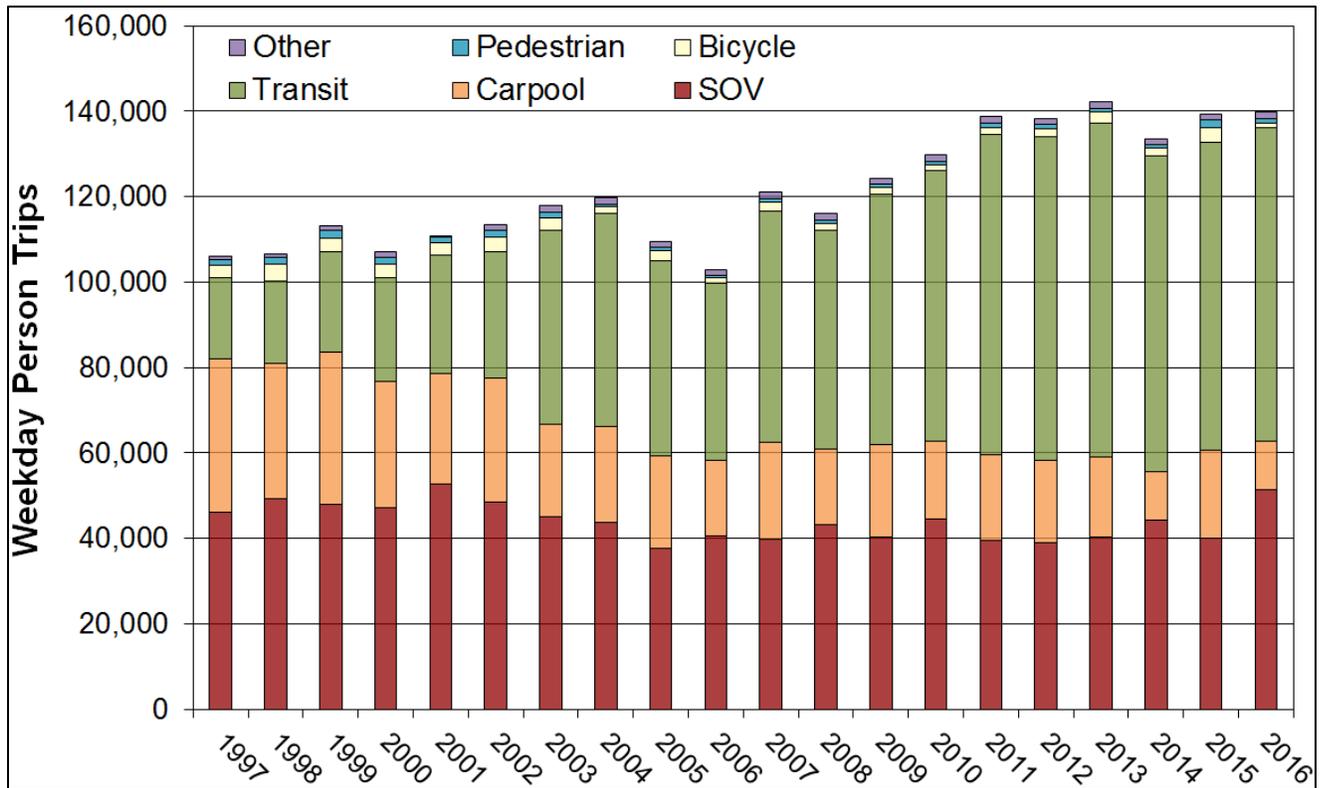
Key observations regarding modes of travel to and from UBC include:

- The proportion of SOV trips has increased by 11.5% from 1997.
- The proportion of HOV trips has decreased by 68% from 1997.
- Trips by transit have almost quadrupled since 1997.
- Bicycle and pedestrian trips do not represent a significant portion of the trips to and from campus. The numbers dropped significantly after the student u-pass program was implemented, but in general are increasing when comparing the three year rolling average.

The importance of referencing the three year rolling average dataset is underlined by the 2016 SOV trips where a spike was observed. The three year rolling average for SOV trips and all travel modes will be presented in the Section 3.0.

Regardless, the SOV trips will be tracked closely in the 2017 monitoring report to quickly identify if a trend towards single occupant vehicles exists.

Figure 2.1: Weekday Person Trips to / from UBC, 1997 – 2016



As shown in **Figure 2.1**, the number of person trips has leveled off over the past few years even though the mode share proportions have changed. The increase in SOV trips and decrease in HOV trips is clearly evident in the figure and will be monitored closely in future years.

In order to compare travel patterns from year to year on a consistent basis, it is important to negate the effects of population / enrolment growth. To compare the trips per person by mode the average weekday person trips by each mode is divided by the average weekday campus population. The average weekday campus population values include all full and part time students, staff and faculty.

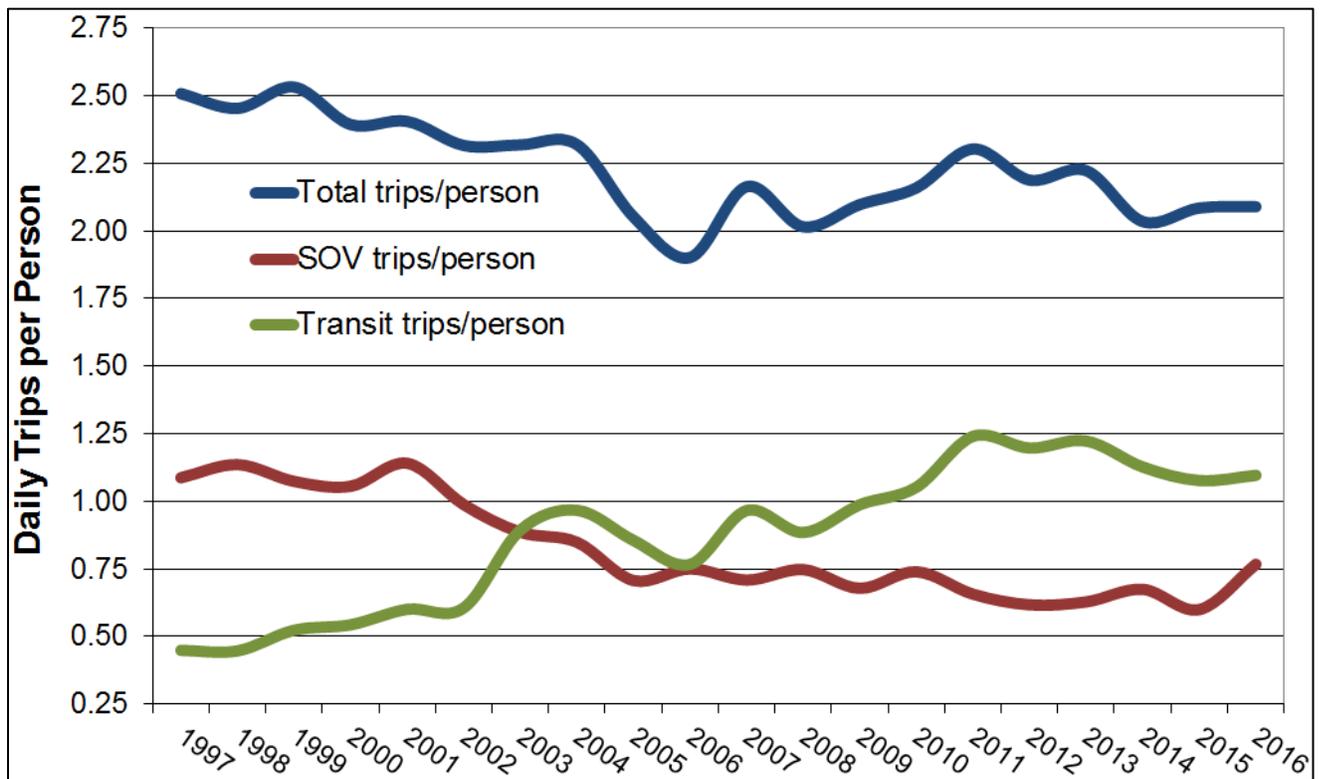
The campus population and trips per person to and from UBC from fall 1997 to fall 2016 are presented in **Table 2.2** and **Figure 2.2**, respectively.

Table 2.2: Weekday Trips Per Person to / from UBC, 1997 – 2016

Travel Mode Classification	Trips Per Person		
	Fall 1997	Fall 2016	Change (count / percentage)
Single Occupant Vehicle (SOV)	1.09	0.77	-0.32 / -29.4%
Carpool / Vanpool	0.86	0.17	-0.68 / -80.0%
Transit	0.45	1.10	+0.65 / +144.1%
Bicycle	0.06	0.02	-0.04 / -69.5%
Pedestrian	0.03	0.01	-0.02 / -54.8%
Truck & Motorcycle	0.02	0.02	-0.00 / -1.6%
Totals	2.51	2.09	-0.42 / -16.7%
CAMPUS POPULATION*	42,300	66,850	+24,550 / +58%

*Population reported from fall attendance values.

Figure 2.2: Weekday Trips Per Person to / From UBC, 1997 – 2016



The average number of trips per person in 2016 was 2.09 trips per day, which is a 17% decrease from 1997. Since 1997 the number of trips made by transit has generally increased while the number of trips by single occupant and high occupant vehicles has decreased.

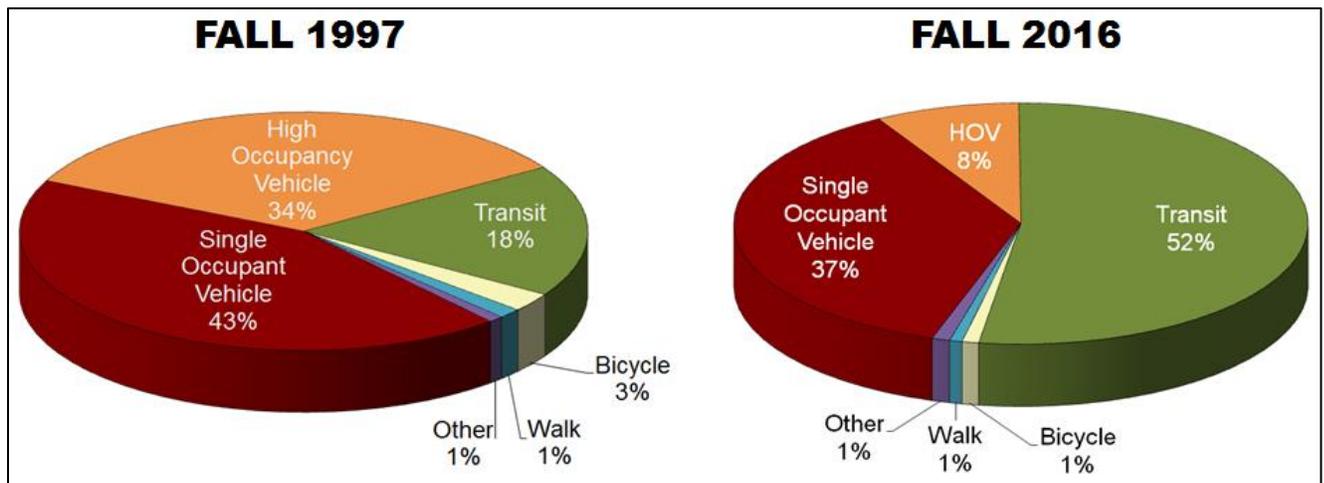
Possible reasons for the decrease in trips per person to and from campus overall since 1997 include:

- More people are living, working and studying on campus.
- More services are available on campus, reducing the need for people to travel off campus for shopping and services.
- Distance education, telecommuting and internet access has reduced the need for some students and faculty to travel to campus each day.

2.2. Mode Share Summary

The mode share comparison for 1997 and 2016 are shown in **Figure 2.3**. The significant change since 1997 has been the increase in the transit mode share, with trips by transit accounting for just over half of all trips to and from UBC, and the decrease in high occupancy vehicle mode share.

Figure 2.3: Average Weekday Trips by Mode to / From UBC, 1997 vs.2016

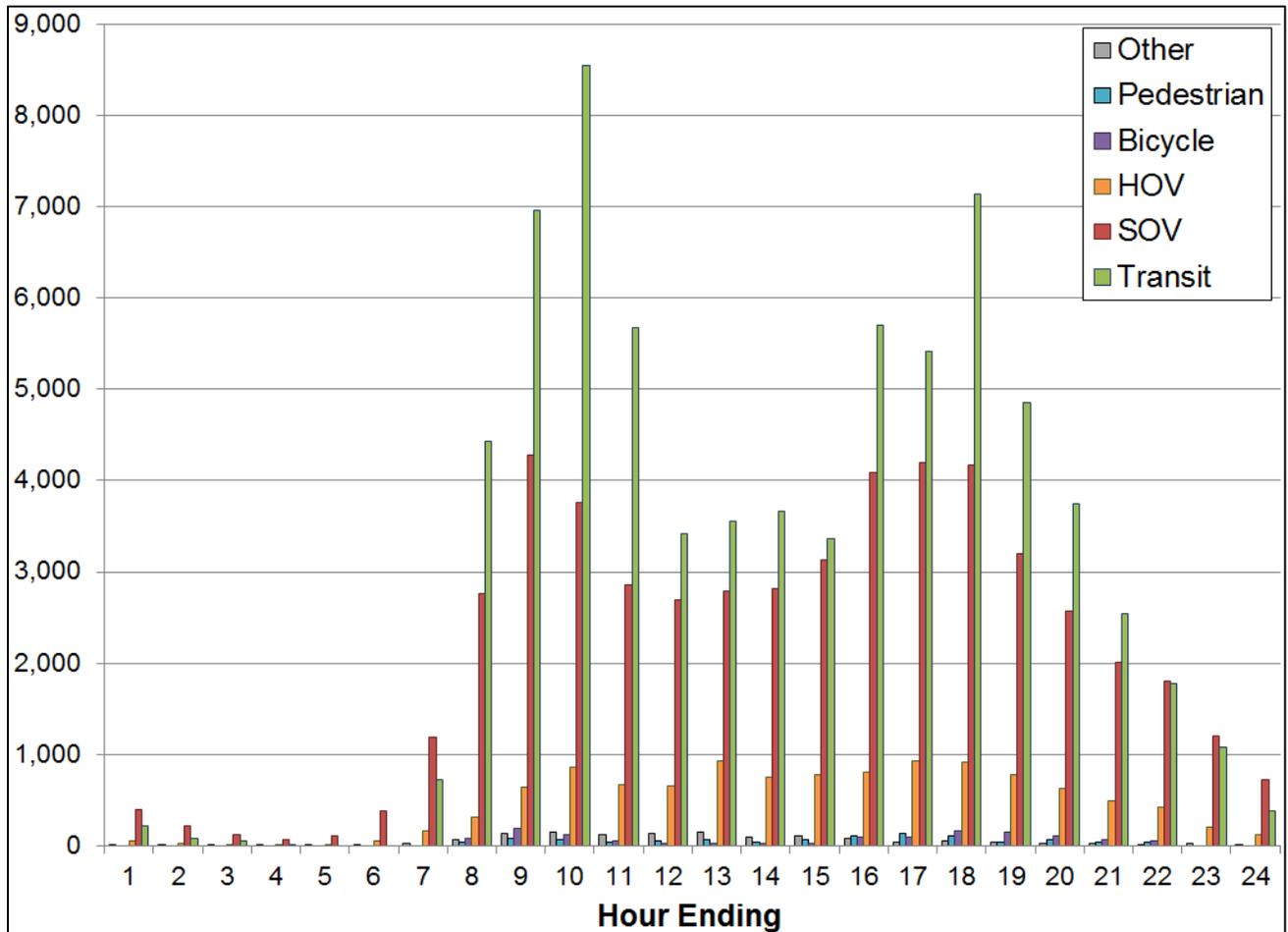


TARGET 1: By 2040 at least two-thirds of all trips to and from UBC will be made by walking, cycling or transit and maintain at least 50% of all trips to and from the campus on public transit.

- In 2016 54% of all trips were made by sustainable travel modes.
- In 2016 52.5% of all trips to and from the campus were made by transit.

The distribution of these trips throughout the day by mode is shown in **Figure 2.4**. Aside from the early morning period when only a few night buses are in operation, the transit mode share is highest with peaks during the morning from 9:00 am to 10:00 a.m., and during the afternoon from 4:00 pm to 6:00 p.m. In general a wave profile can be seen to match the standard work and study hours with rounded peaks around 9am and 5pm.

Figure 2.4: Hourly Distribution of Average Weekday Trips by Mode to / From UBC, 2016



The weekday person trips in 1997 compared to 2016 is shown in **Figure 2.5** and the peak hour summary of trips by mode is summarized in **Table 2.3**. Significant observations in the data include:

- Despite a 58% increase in campus population, the number of trips to campus during the morning peak and from campus during the afternoon peak only increased 16% and 38%, respectively. This is the result of implementing travel demand measurement tools such as shifting class start times.
- The peak travel periods have spread out resulting in more trips throughout the day. However, a unique pattern was observed in 2016 between 5pm and 6pm in 2016 with a significant spike in eastbound person trips as opposed to a rounded peak.

Figure 2.5: Distribution of Average Weekday Person Trips to / from UBC, 1997 vs. 2016

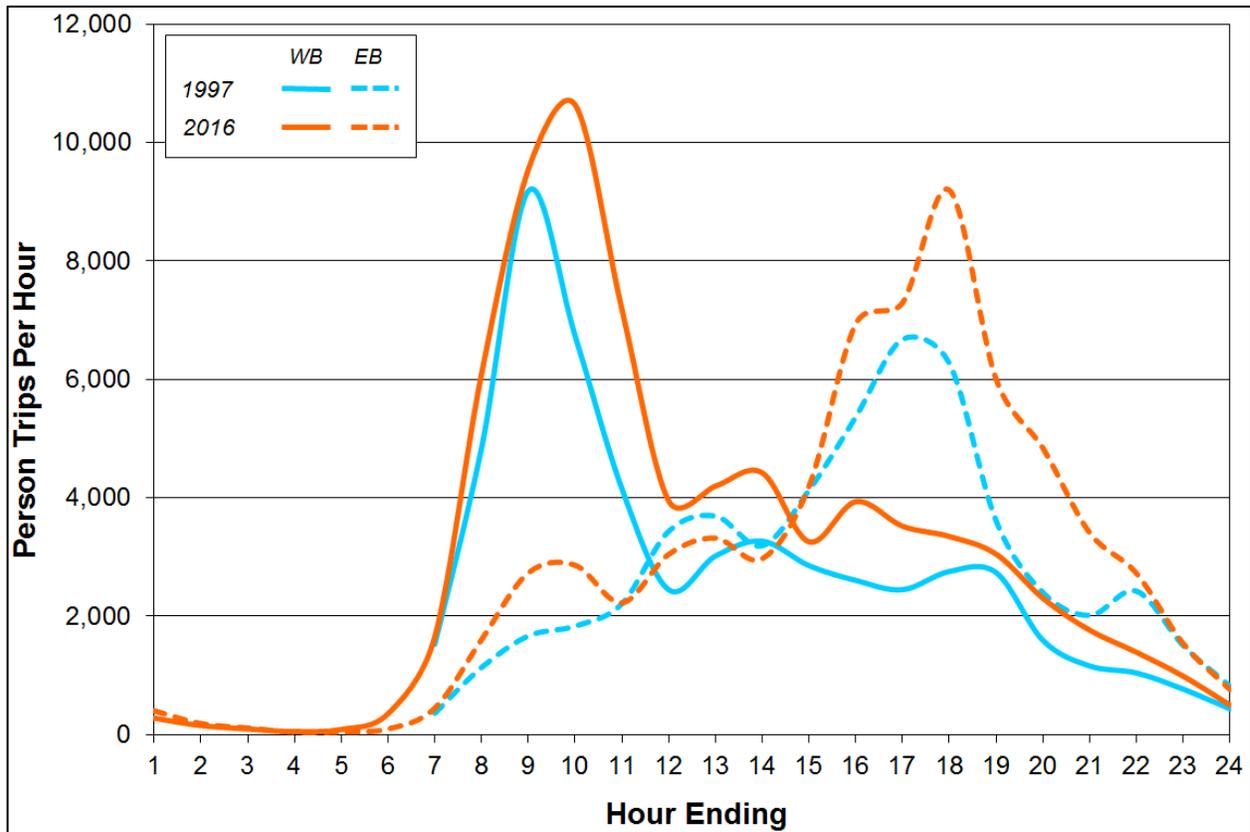


Table 2.3: Average Peak Hour Person Trips by Mode to/from UBC, 2016

Travel Mode Classification	AM Peak Hour 9:00am – 10:00am		PM Peak Hour 5:00pm – 6:00pm	
	Westbound	Eastbound	Westbound	Eastbound
Single Occupant Vehicle (SOV)	2,595	1,165	1,431	2,736
High Occupancy Vehicle	622	236	518	401
Transit	7,185	1,364	1,328	5,810
Bicycle	113	6	16	147
Pedestrian	56	11	44	60
Truck & Motorcycle	69	79	9	40
Totals	10,640	2,861	3,346	9,198

2.3. Traffic Patterns and Vehicle Occupancy

Automobile traffic (single occupant and high occupant vehicles only) to and from UBC has decreased substantially from 62,400 automobiles per weekday in fall 1997 to 56,500 automobiles per weekday in fall 2016 despite a 58% increase in daytime population, as shown in **Table 2.4**.

Table 2.4: Average Weekday SOV and HOV Traffic Volume to/from UBC, 1997 vs. 2016

Travel Mode Classification	Fall 1997	Fall 2016	Change (count / percentage)	
Single Occupant Vehicle (SOV)	46,000	51,300	+5,300	+11%
Carpool / Vanpool	16,400	5,200	-11,200	-68%
Totals	62,400	56,500	-5,900	-9.5%

The average weekday traffic volumes to / from UBC in a 24-hour period for both fall 1997 and fall 2016 are shown in **Figure 2.6**. As shown, the traffic volumes have reduced through most of the day, not just at peak periods. The exception is the morning eastbound movement where we have seen an increase in traffic, likely a result of the growing on campus residential population travelling into Vancouver for work.

Figure 2.6: Distribution of Average Weekday Traffic Volumes to / from UBC, 1997 vs. 2016

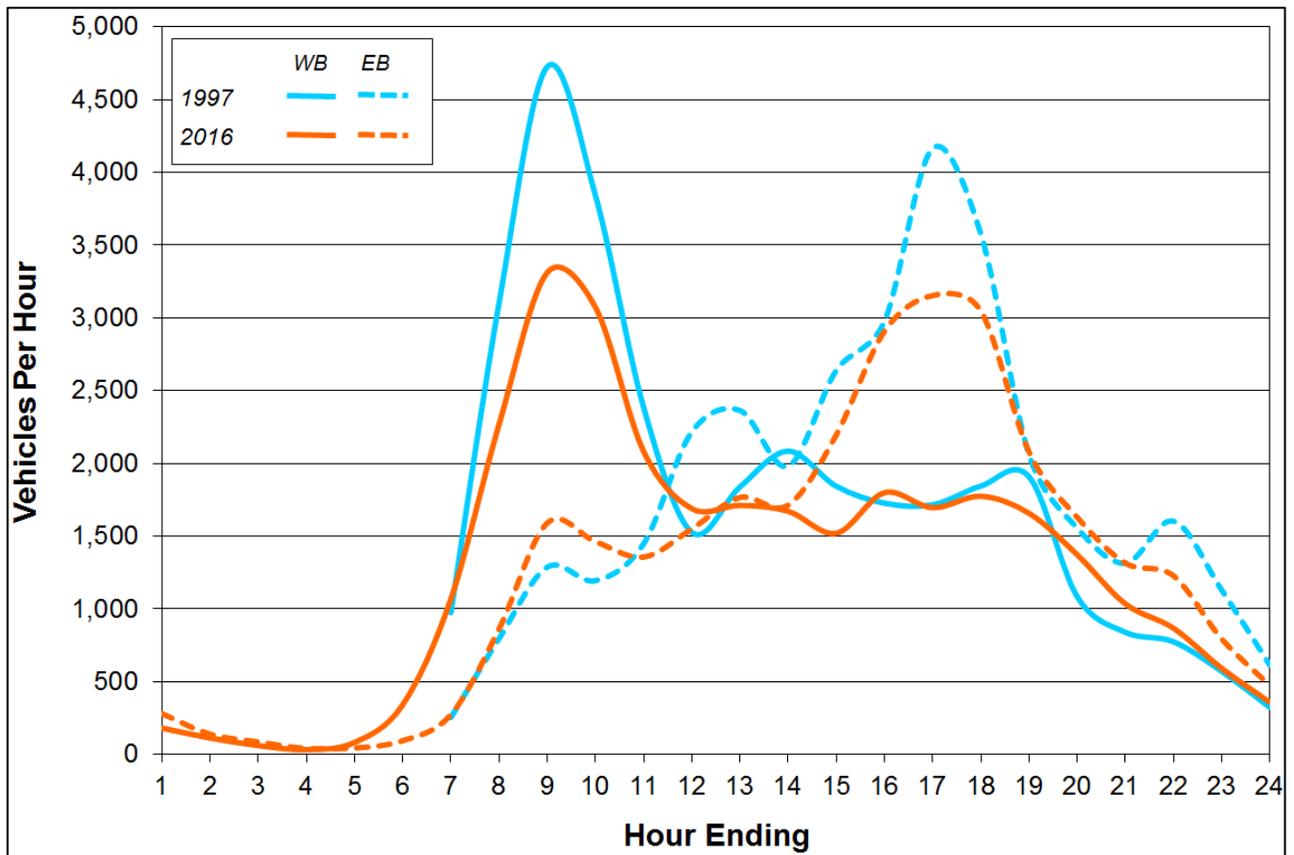


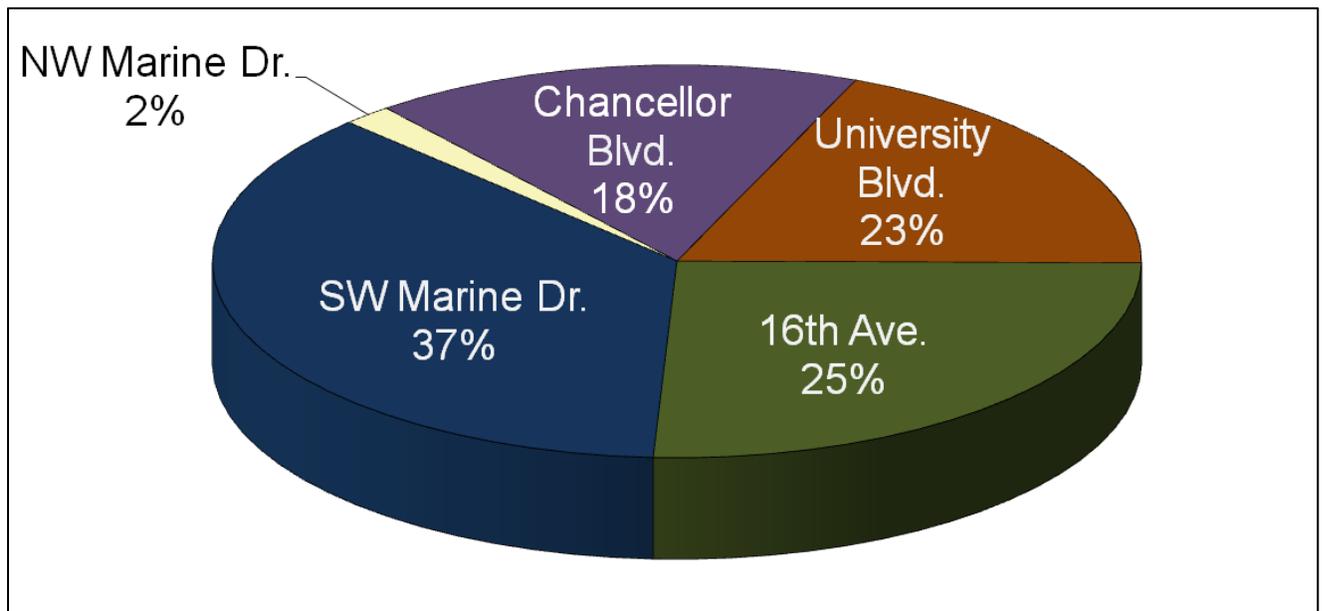
Table 2.5 summarizes the daily traffic volumes at each screenline location. It is important to note that these figures include trucks, buses and motorcycles, in addition to SOV's and HOV's so the numbers in the tables below won't match those presented in **Table 2.4**. Overall, traffic volumes were 6.5% lower in fall 2016 than in 1997 with a general decrease observed at all screenline locations with the exception of 16th Avenue where there has been an increase of 20%. The increase on 16th Avenue is mostly attributed to the population growth in Wesbrook Village.

Table 2.5: Summary of Average Weekday Traffic Volumes at Screenlines, 1997 vs. 2016

Screenline	Average Daily Traffic Volume			
	Fall 1997	Fall 2016	Change (count / percentage)	
NW Marine Drive	2,040	1,040	-1,000	-49.0%
Chancellor Boulevard	11,660	10,320	-1,340	-11.5%
University Boulevard	14,610	11,390	-3,220	-22.0%
16th Avenue	12,880	15,510	+2,630	+20.4%
SW Marine Drive	23,410	22,170	-1,240	-5.3%
Totals	64,600	60,430	-4,200	-6.5%

The distribution of all traffic volumes to / from UBC by screenline is shown in **Figure 2.7**. As shown, a majority of traffic uses SW Marine Drive followed by 16th Avenue and University Boulevard.

Figure 2.7: Distribution of Average Weekday Traffic to / from UBC by Screenline, 2016



Vehicle occupancy is a measure of the average number of people travelling per vehicle during a certain period of time. As shown in **Table 2.6**, the average vehicle occupancy of all vehicles in 2016 was 1.11 persons per vehicle, down from 1.32 persons per vehicle in 1997 and down from 1.22 persons per vehicle in 2015. In addition, the average occupancy for high occupancy vehicles decreased slightly to 2.18, but overall an increase in HOV occupancy in 2016 when compared to the previous two years. In 2016 90% of recorded HOV trips were two person trips with three and four person trips at 7% and 3%, respectively. In 2015 the vehicle occupancy breakdown was 87%, 9% and 4% for two, three and four person trips, respectively.

Table 2.6: Average Daily Vehicle Occupancy to / from UBC

Travel Mode Classification	Fall 1997	Fall 2014	Fall 2015	Fall 2016
Vehicles (SOV's + HOV's)	1.32	1.12	1.22	1.11
HOV's (Carpools / Vanpools)	2.20	2.08	2.10	2.18

Table 2.7 provides a summary of average automobile occupancies from 7:00 a.m. to 6:00 p.m. Overall there is very little variation in the vehicle occupancies, but they appear to be higher for off peak period trips to campus.

Table 2.7: Hourly Vehicle Occupancies to / from UBC, 2016

Hour Beginning	Westbound	Eastbound	Both Directions
7:00 a.m.	1.06	1.05	1.06
8:00 a.m.	1.07	1.07	1.07
9:00 a.m.	1.11	1.10	1.11
11:00 a.m.	1.13	1.09	1.11
12:00 p.m.	1.18	1.11	1.15
3:00 p.m.	1.15	1.06	1.09
4:00 p.m.	1.19	1.06	1.10
5:00 p.m.	1.17	1.07	1.10
8-Hour Average	1.12	1.07	1.10

3. Transportation To and From UBC

This section of the Transportation Status Report describes travel patterns and trends for trips to and from the UBC Vancouver campus for each mode of travel. Information regarding transportation conditions on campus is presented in **Section 4**.

3.1. Transit

Transit ridership at UBC has nearly quadrupled since 1997, increasing 286%, which equates to 73,300 weekday transit trips and 52% of all trips to and from UBC each day.

This ridership increase has been the result of the student U-Pass program, continued improvements in transit service, and a reduced supply of commuter parking and higher parking costs on campus. **Table 3.1** provides a summary of the increase in transit trips and the transit mode share from fall 1997 to fall 2016, highlighting the change from 2002 to 2003 when the student U-Pass was introduced.

Table 3.1: Summary of Average Weekday Transit Trips to / from UBC, 1997 – 2016

Transit Trips	Before U-Pass		After U-Pass		Change 1997-2016 (count / percentage)	
	Fall 1997	Fall 2002	Fall 2003	Fall 2016		
Person Trips	19,000	29,700	45,400	73,300	+54,300	+286%
Trips Per Person	0.45	0.61	0.89	1.10	+0.65	+144%
Transit Mode Share	18%	26%	39%	52%	+34%	+188%

Figure 3.1 illustrates the three year rolling average in transit ridership from year to year, illustrating a sharp peak in 2003 followed by a steady increase and a levelling off in 2013. **Table 3.2** provides a summary of transit trips by corridor, **Table 3.3** provides a summary of transit trips by route and by time period, and **Table 3.4** provides a summary of peak hour trips by route.

Table 3.2: Average Weekday Transit Trips to / from UBC by Corridor, 2016

Corridor	AM Peak	Midday	PM Peak	Evening	Night	Totals	
	6am to 9am	9am to 3pm	3pm to 6pm	6pm to Midnight	Midnight to 4:30am		
Chancellor Blvd.	2,259	5,046	3,102	1,405	0	11,812	16.1%
University Blvd.	3,380	9,041	6,355	7,018	326	26,120	35.6%
16th Avenue	1,923	4,610	2,614	2,165	32	11,344	15.5%
SW Marine Drive	4,546	9,519	6,189	3,793	5	24,052	32.8%
Totals	12,108	28,216	18,260	14,381	363	73,328	100%
	14.7%	40.3%	26.3%	16.6%	2.1%		

Figure 3.1: Average Weekday Transit Trips to / from UBC, 1997 – 2016

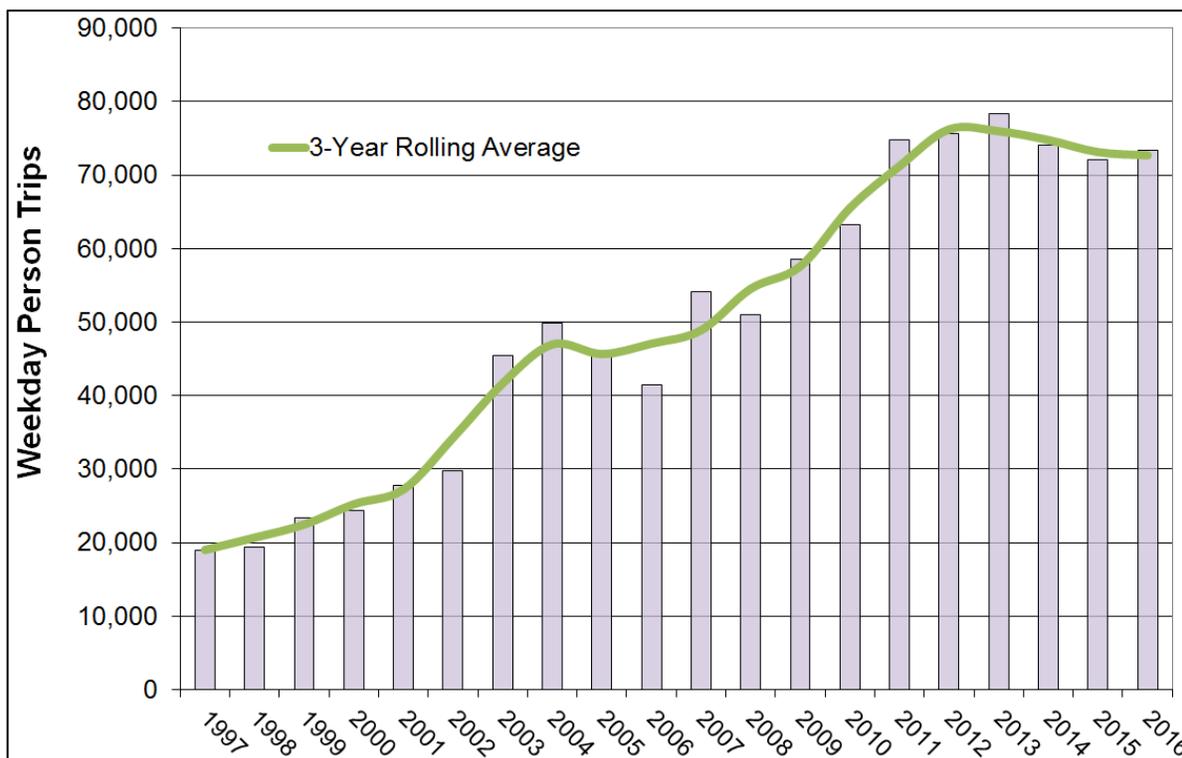


Table 3.3: Average Weekday Transit Trips to / from UBC by Route, 2016

Route		AM	Midday	PM Peak	Evening	Night	Totals	
		6am to 9am	9am to 3pm	3pm to 6pm	6pm to Midnight	Midnight to 4:30am		
4	4th Avenue	347	934	593	982	21	2,877	3.9%
9	Broadway	352	250	723	124	-	1,449	2.0%
14/N17	Broadway	440	1,317	881	1,167	153	3,958	5.4%
25	King Edward	1,136	2,985	1,644	1,410	32	7,207	9.8%
33	16th Avenue	787	1,625	970	755	-	4,137	5.6%
41	41st Avenue	1,237	3,383	1,566	1,565	5	7,756	10.6%
43	41st Ave Express	1,695	1,233	1,410	766	-	5,104	7.0%
44	4th Ave. Express	1,177	2,564	1,477	594	-	5,812	7.9%
49	49th Avenue	893	2,863	1,861	961	-	6,578	9.0%
84	4th Ave. Express	872	2,396	1,620	811	-	5,699	7.8%
99	Broadway B-Line	2,241	6,540	4,093	4,745	152	17,771	24.2%
258	North Shore	210	86	70	-	-	366	0.5%
480	Richmond Express	721	2,040	1,352	501	-	4,614	6.3%
NIS	Not In Service	-	-	-	-	-	-	0.0%
Totals		12,108	28,216	18,260	14,381	363	73,328	100%
		14.7%	40.3%	26.3%	16.6%	2.1%		

Table 3.4: Average Peak Hour Weekday Transit Trips to / from UBC by Route, 2016

Route		AM Peak Hour Westbound 8:45am – 9:45am		PM Peak Hour Eastbound 5:00pm – 6:00pm	
4	4th Avenue	232	3.0%	197	3.4%
9	Broadway	189	2.5%	334	5.7%
14/N17	Broadway	304	4.0%	303	5.2%
25	King Edward	688	9.0%	535	9.2%
33	16th Avenue	288	3.8%	299	5.1%
41	41st Avenue	681	8.9%	389	6.7%
43	41st Ave.(limited stops)	787	10.3%	520	9.0%
44	4th Ave.(limited stops)	830	10.9%	320	5.5%
49	49th Avenue	722	9.5%	464	8.0%
84	4th Ave.(limited stops)	550	7.2%	528	9.1%
99	Broadway B-Line	1660	21.8%	1472	25.3%
258	North Shore Express	186	2.4%	55	0.9%
480	Richmond Express	515	6.7%	394	6.8%
NIS	Not In Service	0	0.0%	0	0.0%
Totals		7,632	100%	5,810	100%

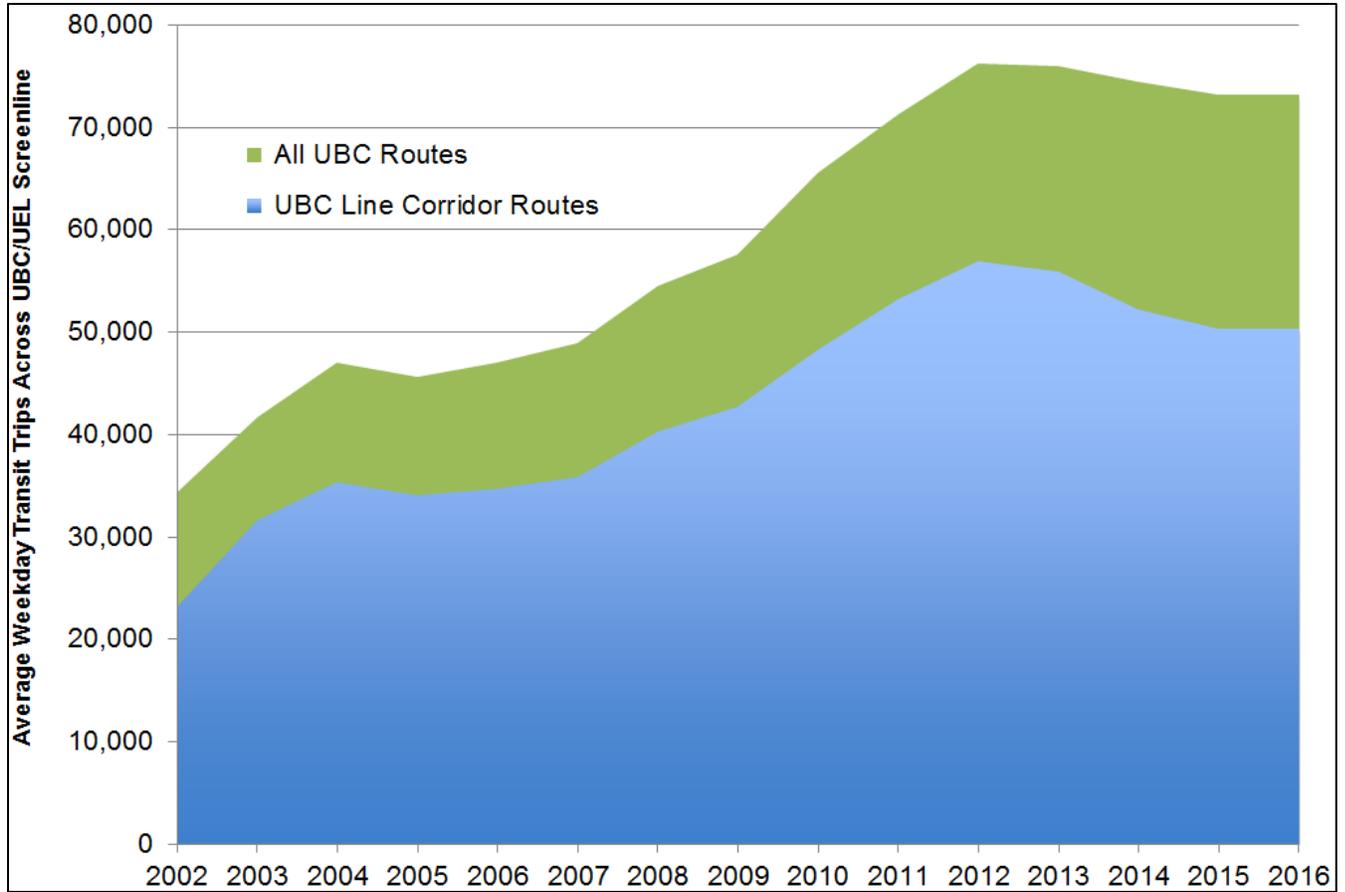
Significant observations about transit trips to and from UBC include:

- The number of transit trips has been decreasing the past three years, but this year we saw a slight increase over 2015 observations. Nonetheless, transit mode share is still very high at almost 53%. This will continue to be monitored closely and UBC will work with TransLink to improve transit service to UBC to attract more trips by transit.
- Bus routes via University Boulevard (which includes routes 4, 9, 14, 99, and 258) account for 36% of all transit trips to and from UBC. Bus routes via 16th Avenue and Chancellor Boulevard account for 15.5% and 16%, respectively. When combined, ridership in the “UBC Line”¹ corridor amounts to 67% of all transit trips to and from UBC. Bus routes via SW Marine Drive (the majority of which use 41st Avenue in the City of Vancouver) account for the remaining 33% of all transit trips.
- The 99 B-Line accounts for 24% of all transit trips. The percentage of transit trips made by the 99 B-Line has been declining over the past few years. This will also be monitored closely in the coming years.
- The other express bus services (Routes 43, 44, 84, 258 and 480) account for 29% of all transit trips to and from UBC. Adding the Route 99 B-Line increases this to 53% of all transit trips, indicating popularity for more rapid options to / from UBC.
- Trolley bus Routes 4, 9 and 14/17 account for 11% of all transit trips.

¹ UBC Line refers to the future rapid transit line to UBC that is expected to be used by people currently taking transit to / from UBC via Chancellor Boulevard, University Boulevard and 16th Avenue.

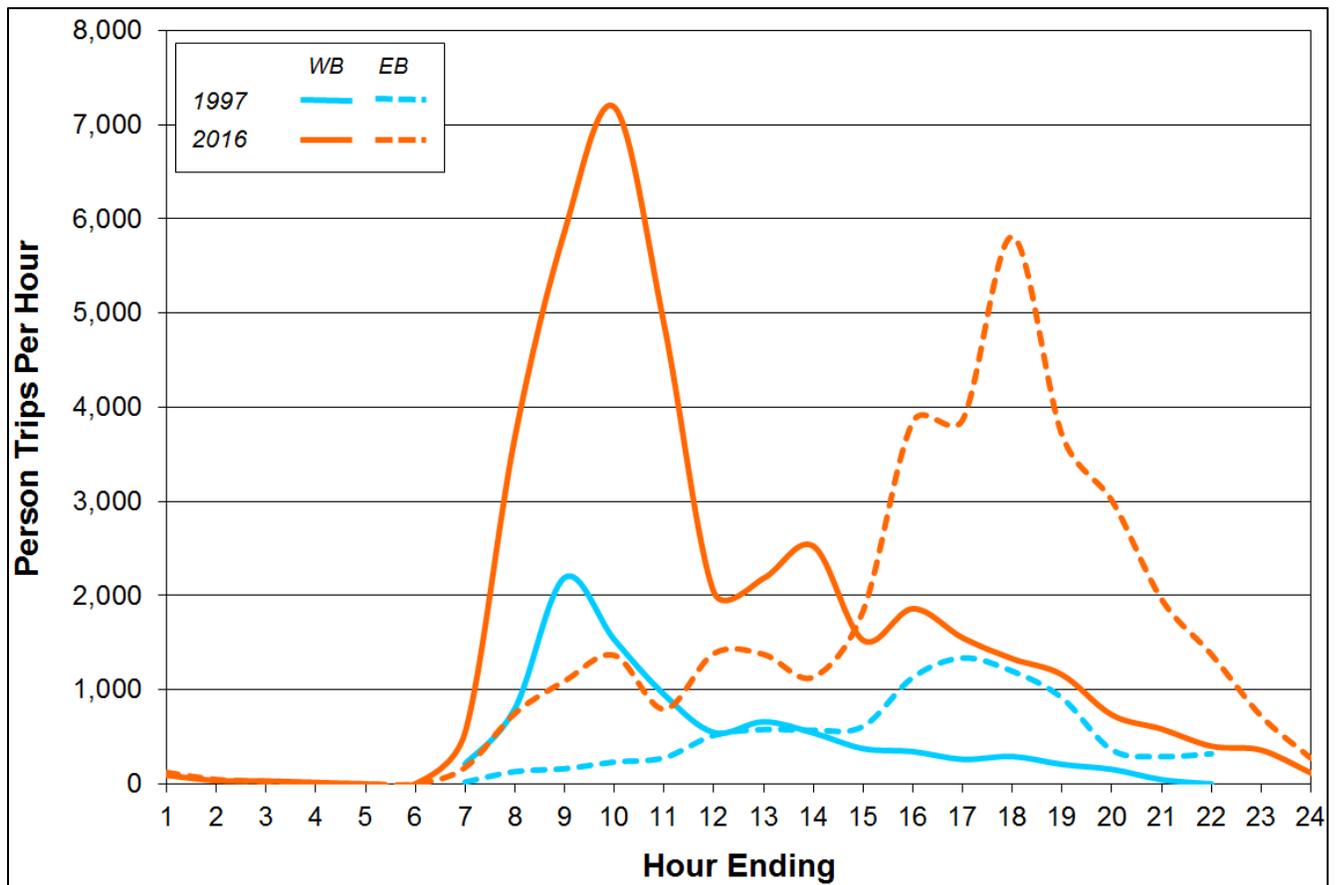
Figure 3.2 compares the three year rolling average ridership on bus routes in the UBC Line corridor with total ridership on all routes.

Figure 3.2: Average Weekday Transit Trips to / from UBC by Route, 2016



The daily distribution of transit trips to and from UBC in 2016 is shown in **Figure 3.3** including a comparison with fall 1997 transit trips. Not only does this illustrate the significant increase in transit ridership since 1997, but it also illustrates the shift of the morning peak hour from 8:00am - 9:00am in 1997 to 9:00am - 10:00am in 2016 (rounded to the hour) and more of a spread of the peak periods.

Figure 3.3: Distribution of Average Weekday Transit Trips to / from UBC, 1997 vs. 2016



The 2016 daily distribution of transit trips is similar to the last few years with the exception of the 4pm to 5pm period where a drop in transit trips was recorded. This is possibly an error in the data or the result of traffic disruption or delays as the 4pm to 5pm period is close to the busiest period of the day for trips from campus. However, this variation in the transit travel demand profile will be monitored closely.

3.2. Motor Vehicles

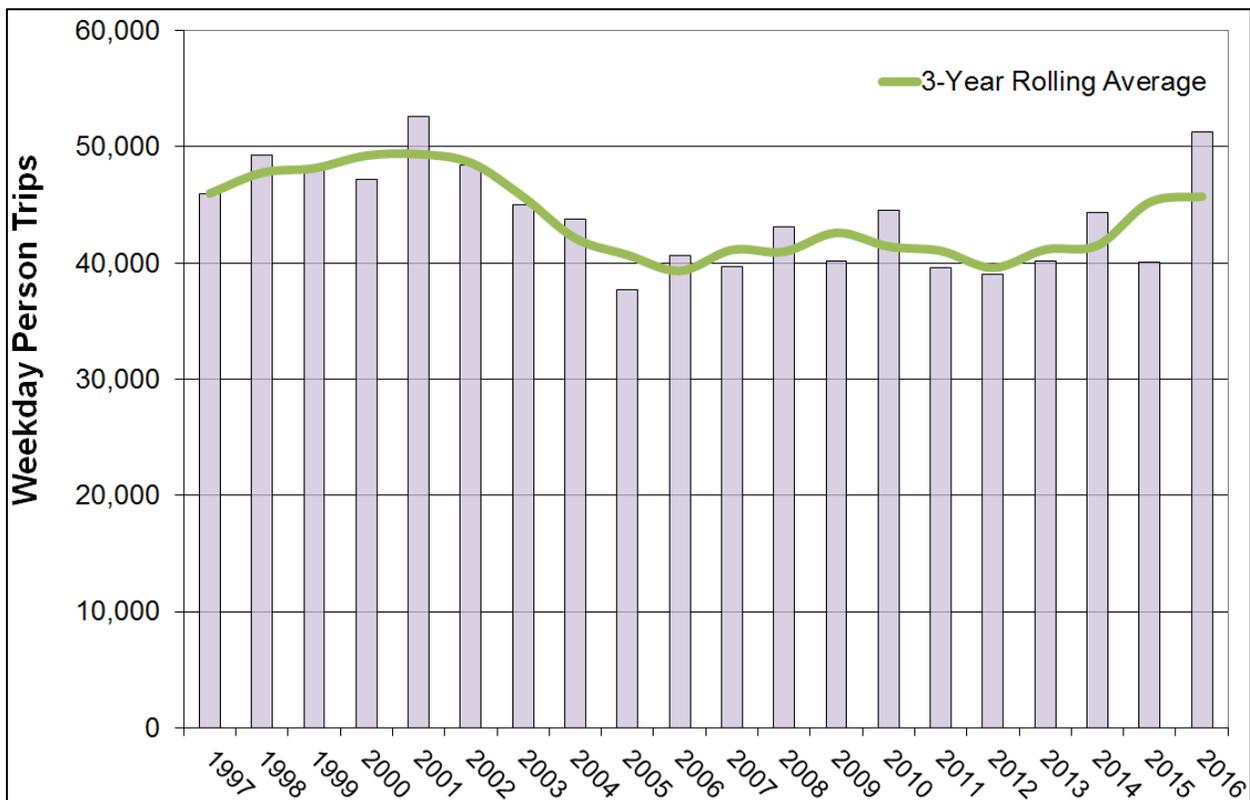
UBC is determined to reduce the amount of vehicle traffic travelling to and from UBC each day as represented in two of the three targets identified in the Transportation Plan.

Table 3.5 provides a comparison of SOV travel in fall 1997 and fall 2016, and **Figure 3.4** provides a summary of year-by-year changes.

Table 3.5: Summary of SOV Trips to / from UBC, 1997 vs. 2016

Average Weekday SOV Trips	Fall 1997	Fall 2016	Change 1997-2016 (count / percentage)	
Person Trips	46,000	51,300	5,300	11.5%
Trips Per Person	1.09	0.77	-0.32	-29.4%
SOV Mode Share	43%	36.7%	-6.3	-15%

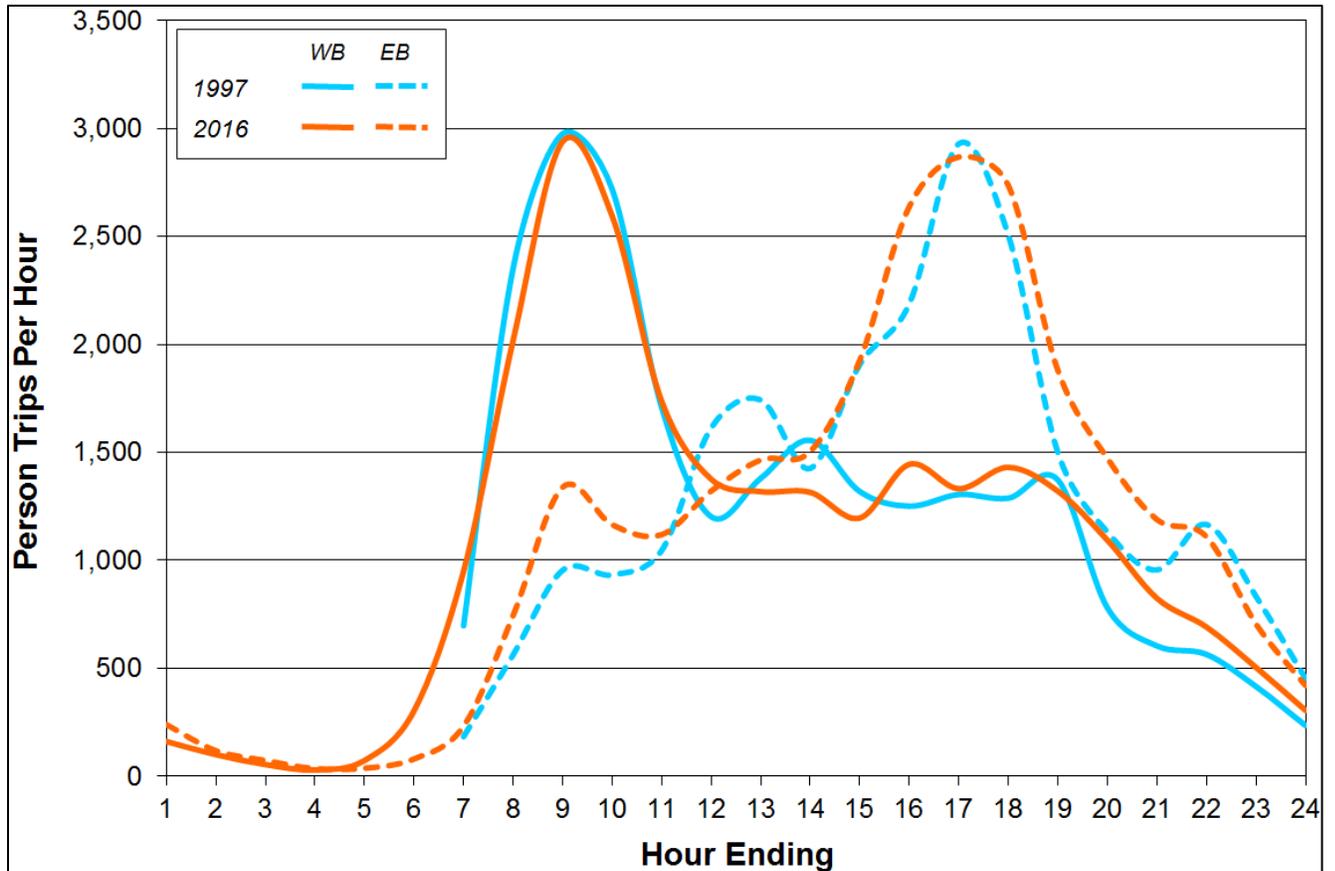
Figure 3.4: Average Weekday SOV Trips to / from UBC, 1997 - 2016



As shown, another spike occurred in 2016 similar to 2014. Small fluctuations year to year are anticipated given the short window of data collection. Nonetheless this metric will be monitored over the next few years to see if the three year rolling average begins to level out.

Figure 3.5 illustrates the arrival and departure patterns of SOV trips to and from UBC throughout the day, including a comparison with fall 1997 SOV trips. As a result of the spike in SOV trips observed in 2016, the travel patterns and volumes throughout the day in 2016 are very comparable to 1997.

Figure 3.5: Distribution of Average Weekday SOV Trips to / from UBC, 1997 vs. 2016

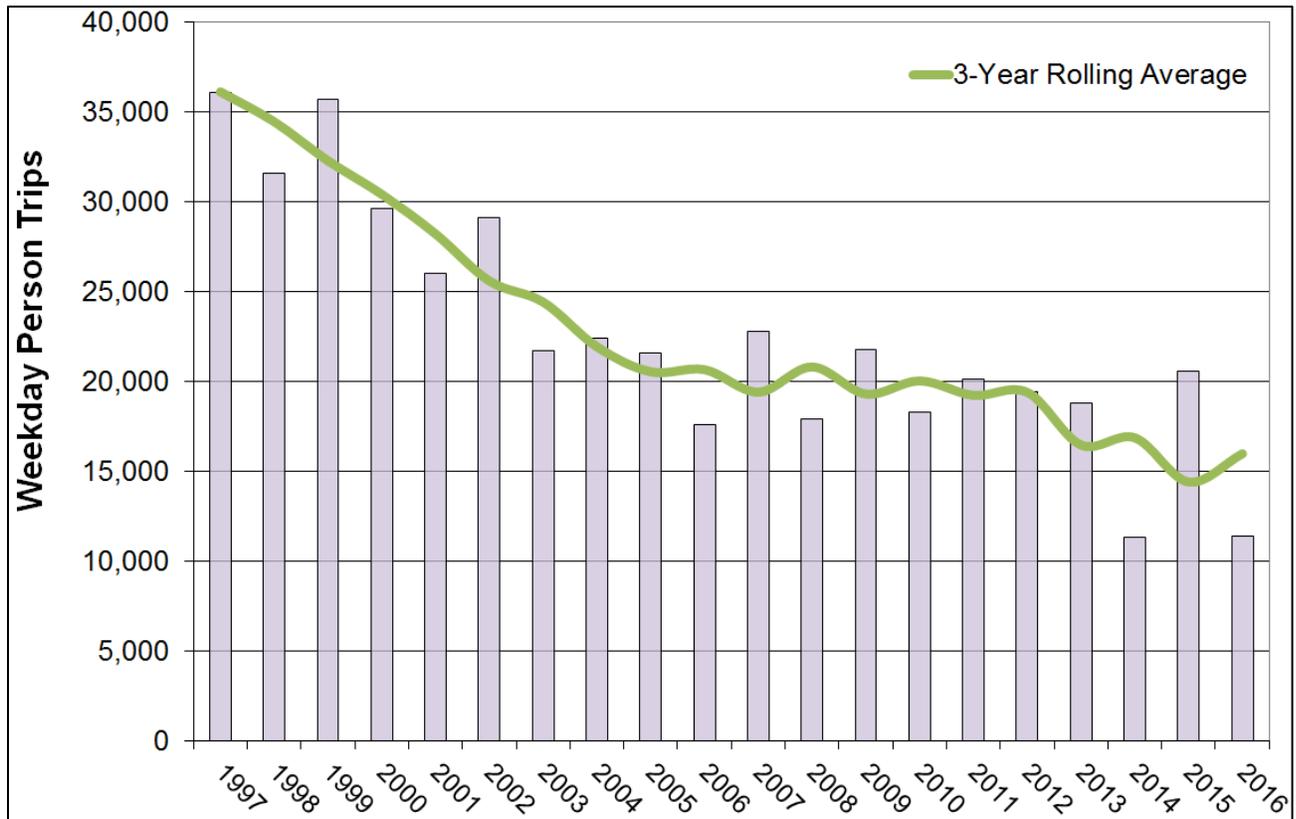


Carpooling, or high occupancy vehicle travel (HOV), has decreased substantially since 1997. Daily carpool and vanpool trips declined from 36,100 in fall 1997 to 11,400 in fall 2016, and the equivalent mode share decrease was from 34% to 8%. A summary of the trend in carpool and vanpool travel from fall 1997 to fall 2016 is provided in **Table 3.6**, and a summary of year-by-year changes is provided in **Figure 3.6**.

Table 3.6: Summary of HOV Trips to / from UBC, 1997 vs. 2016

Average Weekday HOV Trips	Fall 1997	Fall 2016	Change 1997-2016 (count / percentage)	
Person Trips	36,100	11,400	-24,700	-68.4%
Trips Per Person	0.85	0.17	-0.68	-80%
HOV Mode Share	34%	8.2%	-25.8	-76%

Figure 3.6: Average Weekday HOV Trips to / from UBC, 1997 – 2016



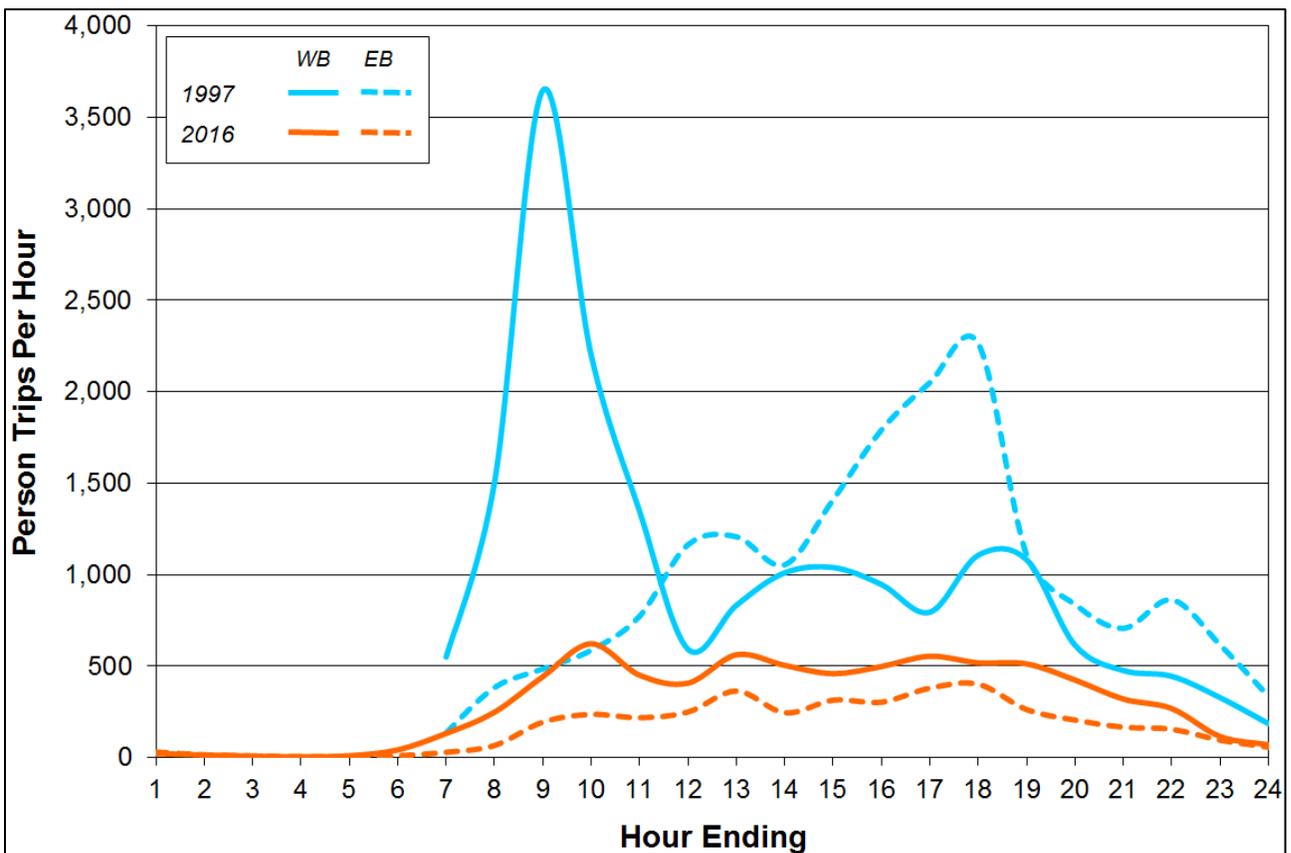
As shown in **Figure 3.6**, HOV trips fluctuate year over year, but in general have been declining since 1997. The low HOV trips in 2016 match the low count in 2014. UBC C+CP is aiming to increase HOV trips by introducing incentives and collaborating with UBC Parking and application developers to make carpool trips more convenient and easy. As a result, HOV trips will be closely tracked over the next few years.

Figure 3.7 illustrates the arrival and departure patterns of HOV trips to and from UBC throughout the day, including a comparison with fall 1997 HOV trips. The key change with HOV trips in addition to the significant decrease in the total number of trips is there are no peak periods and instead a steady number of trips made throughout the day.

In response to declining carpool trips, UBC conducted a series of focus groups in 2002 with students, staff and faculty. The input from focus group participants clearly indicated that for current and former carpoolers, transit is a preferred mode of travel. Reasons why carpooling is not considered an attractive or practical mode of transportation for many people at UBC included:

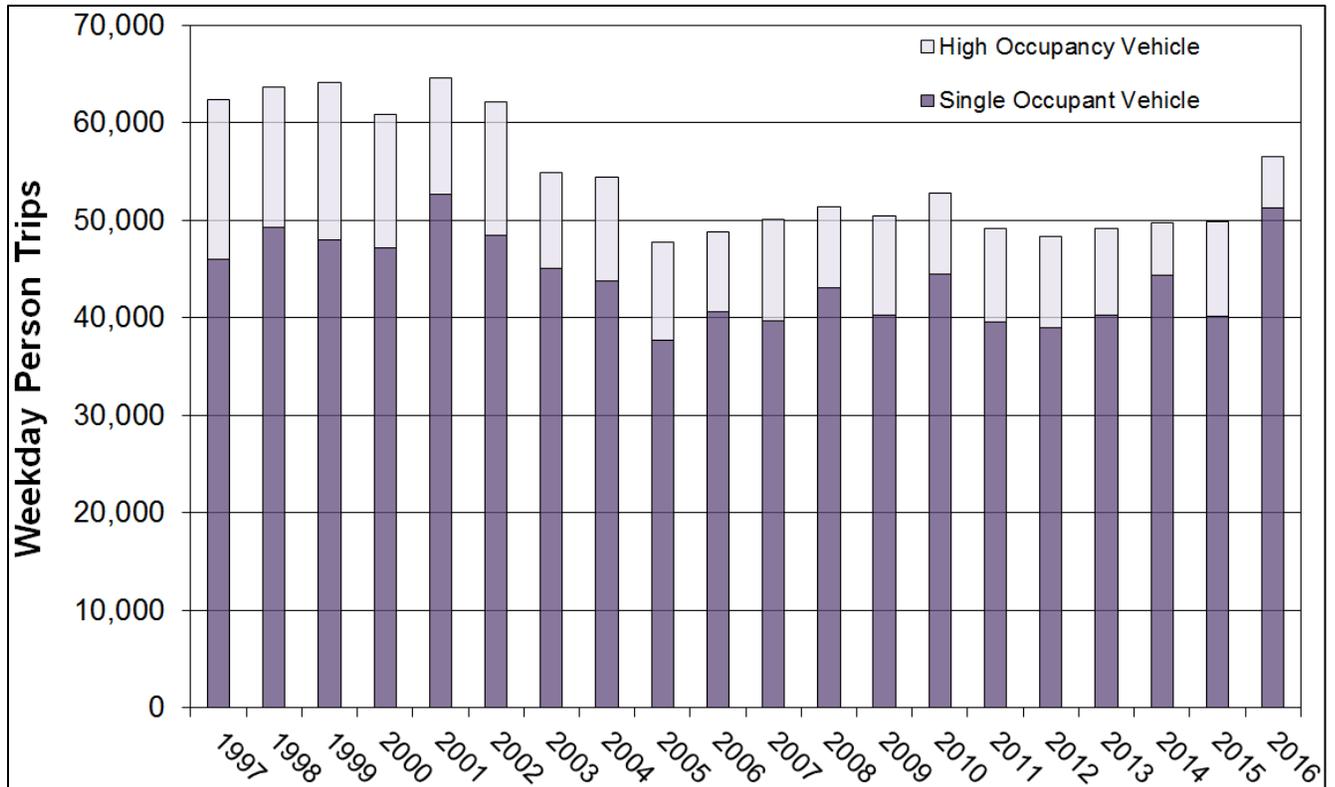
- Variable work and school schedules are inconsistent with a fixed carpool schedule.
- Errands and commitments before and after work are not compatible with carpool trips.
- Unexpected work demands and emergencies that would mean missing a scheduled carpool trip.
- The time to pick up and drop off carpool partners adds significantly to commute times.
- Having to wait at work or school until the scheduled departure time, rather than being able to leave when ready.

Figure 3.7: Distribution of Average Weekday HOV Trips to / from UBC, 1997 vs. 2016



In fall 2016, daily motor vehicle traffic was 56,500 vehicles per day — 5,900 less than the 1997 level. **Figure 3.8** provides a summary of the trend in daily motor vehicle traffic volumes from 1997 to 2016. Unfortunately the recorded 2016 automobile trips are the highest since 2003.

Figure 3.8: Average Weekday Motor Vehicle Trips to / from UBC, 1997 – 2016



TARGET 2: Reduce single occupant vehicle trips to and from UBC by 20% from 1997 levels and reduce single occupancy vehicle trips per person to and from UBC by 30% from 1997 levels.

- In 2016 there were 51,300 SOV vehicle trips, which is an 11.5% increase from 1997 values.
- In 2016 there were 0.77 trips per person, which is a 29.4% reduction from 1997 values.

TARGET 3: Maintain daily private automobile traffic at or less than 1997 levels. Note, private automobiles include single occupant vehicles plus carpools / vanpools, but do not include buses, motorcycles and trucks.

- In 2016 there were 56,500 private vehicles per day, which is a 9.5% reduction from 1997 values.

In 2016 UBC did not achieve the target of a 20% reduction in SOV trips to and from UBC from 1997. As a result, more effort will be made to convert SOV trips to other more sustainable modes of travel to achieve this target.

As a result of the significant uptake of carsharing in Vancouver, there is interest in tracking the number of carshare trips to and from campus. Data was requested from car2go to match the annual monitoring period and is summarized in **Table 3.6b** below. It is acknowledged that there is more than one carsharing provider at UBC, but car2go was the only group willing to share data for this report.

Table 3.6b: Summary Car2Go Trips to and from UBC

Car2Go Usage	Fall 2014	Fall 2015	Fall 2016
Members with Address at UBC (excludes UNA)	-	1,200	2,000
Peak Period of Car2Go Trips	-	8am to 10am	8 to 10am & 4pm
Average Weekday Car2Go Trips	175	225	250

3.3. Bicycles and Pedestrians

Table 3.7 and **Figure 3.9** provide summaries of the trend in bicycle trips from fall 1997 to fall 2016. As shown, there was a significant decrease in trips by bike after the U-Pass program was introduced. However, with the exception of 2014 and 2016 there has been a steady increase in the number of bicycle trips since 2010, which is likely correlated with continued improvements to bike infrastructure at UBC and in the City of Vancouver as well as the general popularity of biking in the region. As mentioned previously, the counts are very susceptible to weather conditions, particularly bike counts. As a result, it is not surprising to see the variability in the bike trips year to year.

Table 3.7: Summary of Average Weekday Bicycle Trips to / from UBC, 1997 vs. 2016

Average Weekday Bicycle Trips	Before U-Pass		After U-Pass		Change 1997-2016 (count / percentage)	
	Fall 1997	Fall 2002	Fall 2004	Fall 2016		
Person Trips	2,700	3,300	1,600	1,300	-1,400	-52%
Trips Per Person	0.06	0.07	0.03	0.02	-0.04	-69.5%
Bicycle Mode Share	2.5%	2.9%	1.3%	0.9%	-	-

Figure 3.10 illustrates the arrival and departure patterns of bicycle trips to and from UBC throughout the day, for 2016 and 1997 bicycle trips.

As can be seen the trend of bike trips matches peak morning (westbound) and evening (eastbound) travel patterns, but overall there are fewer trips made by bike compared to 1997 and compared to the last six years.

All buses operating on transit routes serving UBC are equipped with bicycle racks, each of which has space for two bicycles. Below is a summary of the usage of racks over the past four years:

- In 2016, total of 180 bicycles were on buses at a 4.1% usage rate.
- In 2015, total of 245 bicycles were on buses at a 5.9% usage rate.

- In 2014, total of 278 bicycles were on buses at a 6.4% usage rate.
- In 2013, total of 234 bicycles were on buses at a 5.5% usage rate.
- In 2012, total of 201 bicycles were on buses at a 4.8% usage rate.

In addition, cyclists more commonly bring their bikes on buses westbound to campus and the most popular transit route for cyclists to travel with their bicycles is the 99 B-Line.

Figure 3.9: Average Weekday Bicycle Trips to / from UBC, 1997 – 2016

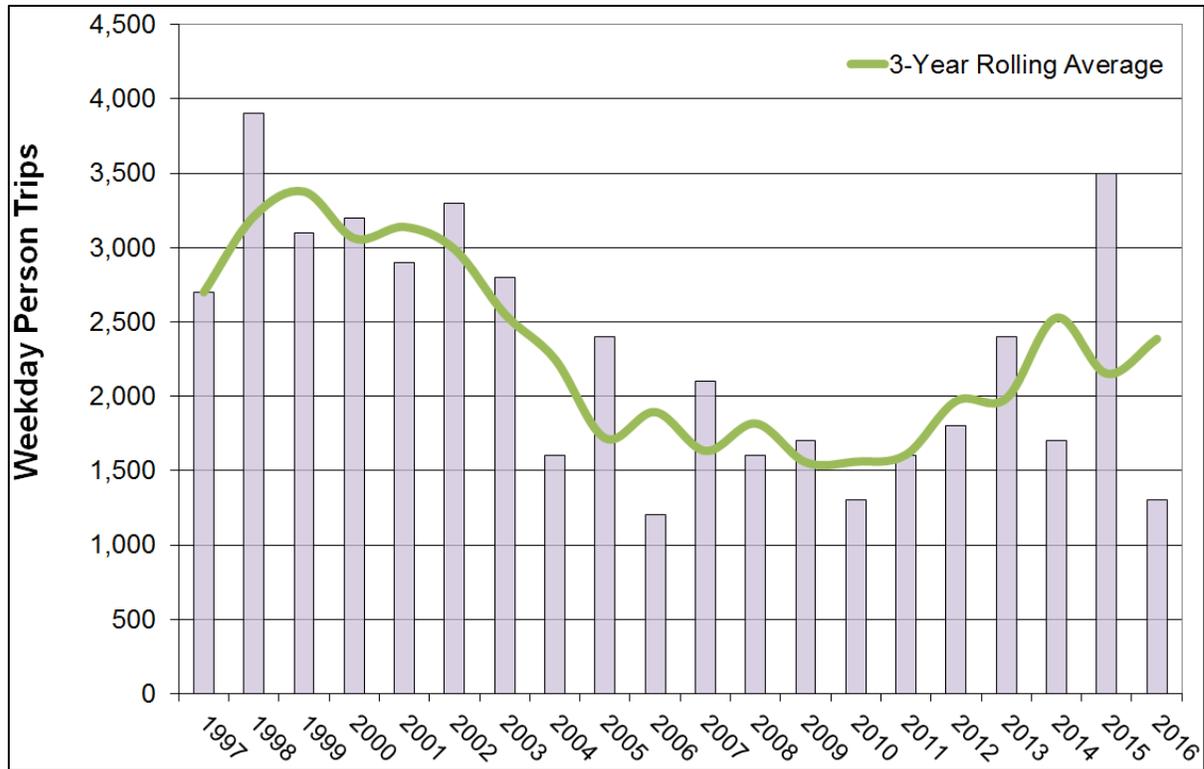


Figure 3.10: Distribution of Average Weekday Bicycle Trips to / from UBC, 1997 vs. 2016

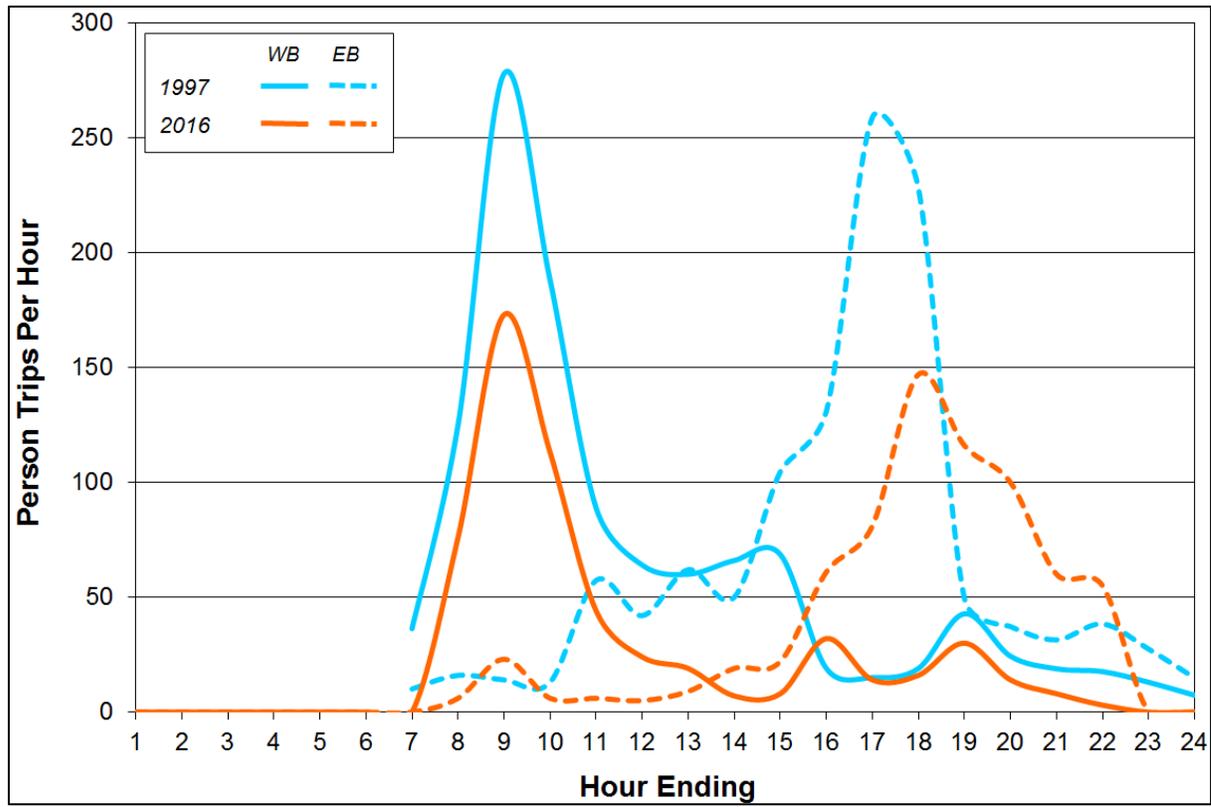


Table 3.8 provides a summary of the trend in pedestrian trips from fall 1997 to fall 2016, and **Figure 3.11** illustrates year-by-year changes. Similar to bicycle trips, pedestrian trips decreased significantly after U-Pass was introduced, but in general have been following an increasing trend since. Alike to the results observed for bicycle trips, the number of pedestrian trips dropped in 2014, spiked in 2015 and dropped again in 2016. Supporting the speculation that weather is a significant factor when it comes to peoples travel mode selection. Over the long term, UBC doesn't anticipate to see a significant increase in pedestrian trips or pedestrian mode share to and from campus as a result of the location of the campus and the distance to where a majority of the campus population is living.

Table 3.8: Summary of Average Weekday Pedestrian Trips to / from UBC, 1997 vs. 2016

Average Weekday Pedestrian Trips	Before U-Pass		After U-Pass		Change 1997-2016 (count / percentage)	
	Fall 1997	Fall 2002	Fall 2004	Fall 2016		
Person Trips	1,400	1,600	600	1,000	-400	-29%
Trips Per Person	0.03	0.03	0.01	0.01	-0.02	-55%
Pedestrian Mode Share	1.3%	1.4%	0.5%	0.7%	-	-

Figure 3.11: Average Weekday Pedestrian Trips to / from UBC, 1997 – 2016

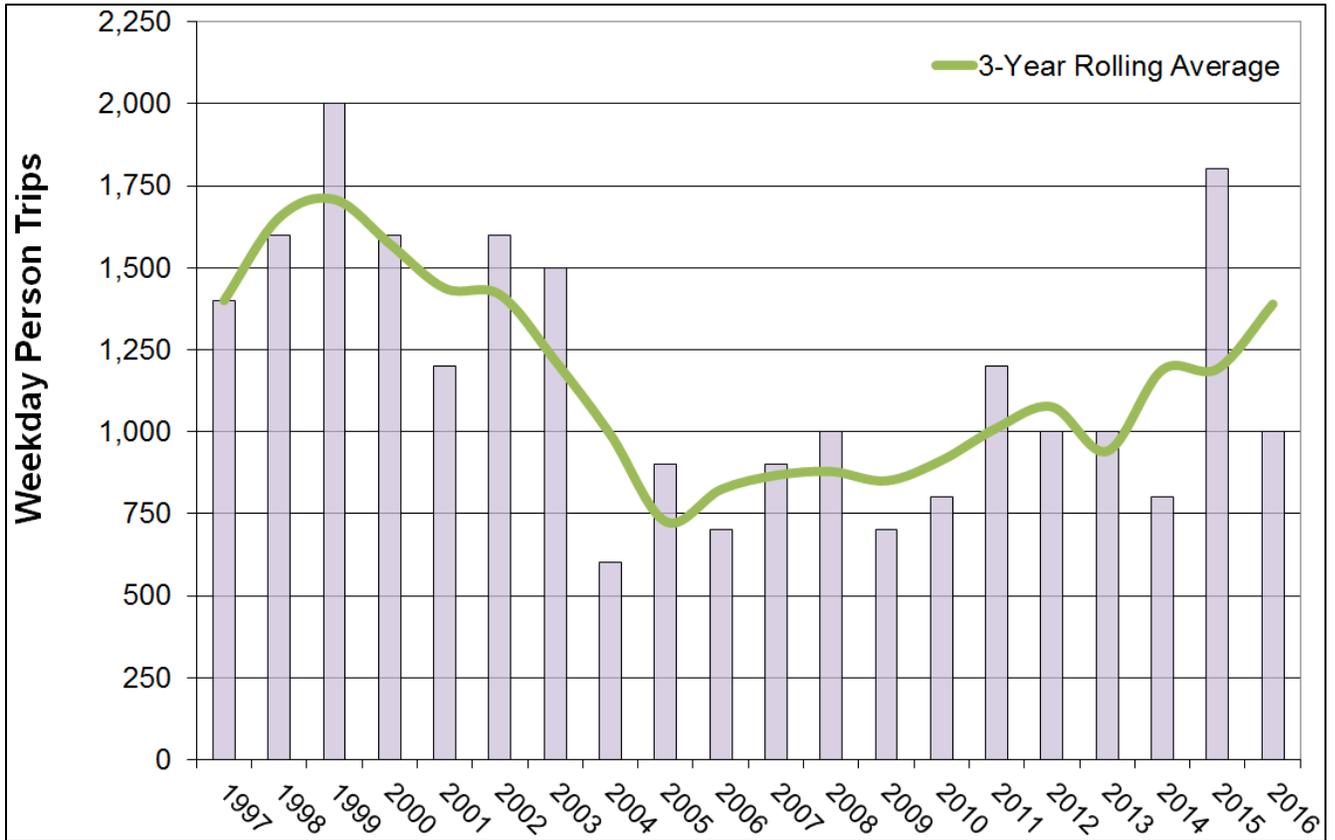
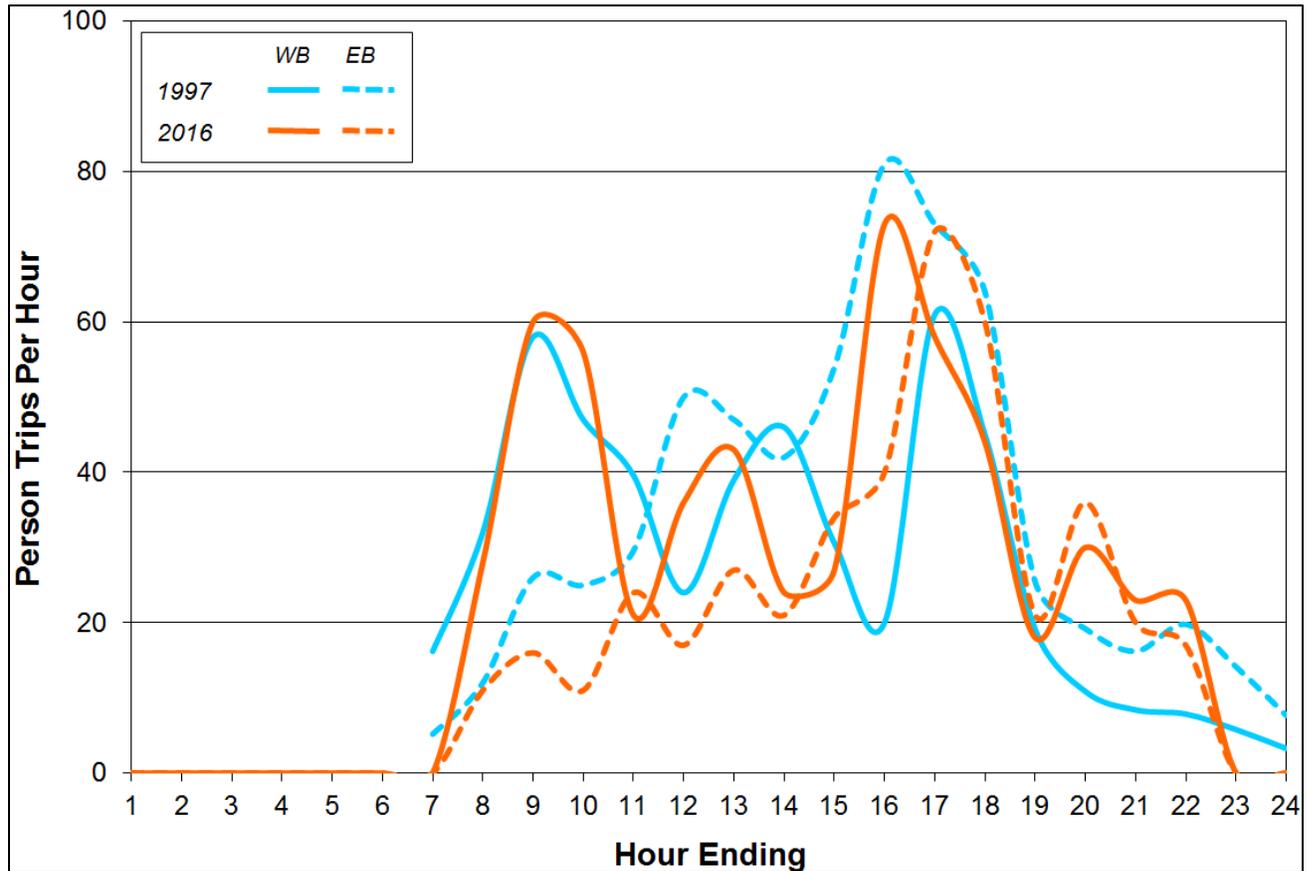


Figure 3.12 illustrates the arrival and departure patterns of pedestrian trips to and from UBC throughout the day, including a comparison with fall 1997 pedestrian trips. The arrival pattern to campus in 2016 is very similar when compared to 1997 with three different peaks throughout the day. There are significantly fewer pedestrian trips from campus when compared to 1997.

Figure 3.12: Distribution of Average Weekday Pedestrian Trips to / from UBC, 1997 vs. 2016



3.4. Heavy Trucks

Construction activity at UBC and the day-to-day function of the university generate truck traffic. The City of Vancouver — through which all trucks must travel to reach UBC — manages heavy truck traffic through a number of bylaws and regulations, which apply to all trucks with a gross vehicle weight (GVW) of more than 10,000 kg. Trucks with three or more axles exceed the 10,000 kg specified in the City of Vancouver’s bylaws, and consequently for the purposes of monitoring travel patterns to and from UBC, heavy trucks are defined as vehicles with three or more axles. This simpler definition makes it easier to monitor heavy truck traffic, as it is only necessary to count the number of axles on a truck to determine whether it is a “heavy truck.”

Counts of heavy truck traffic were undertaken on a quarterly basis during 2016; in March, June, September and December, which are summarized in **Table 3.9**. **Figure 3.13** illustrates numbers of trucks observed in each of the four quarterly counts.

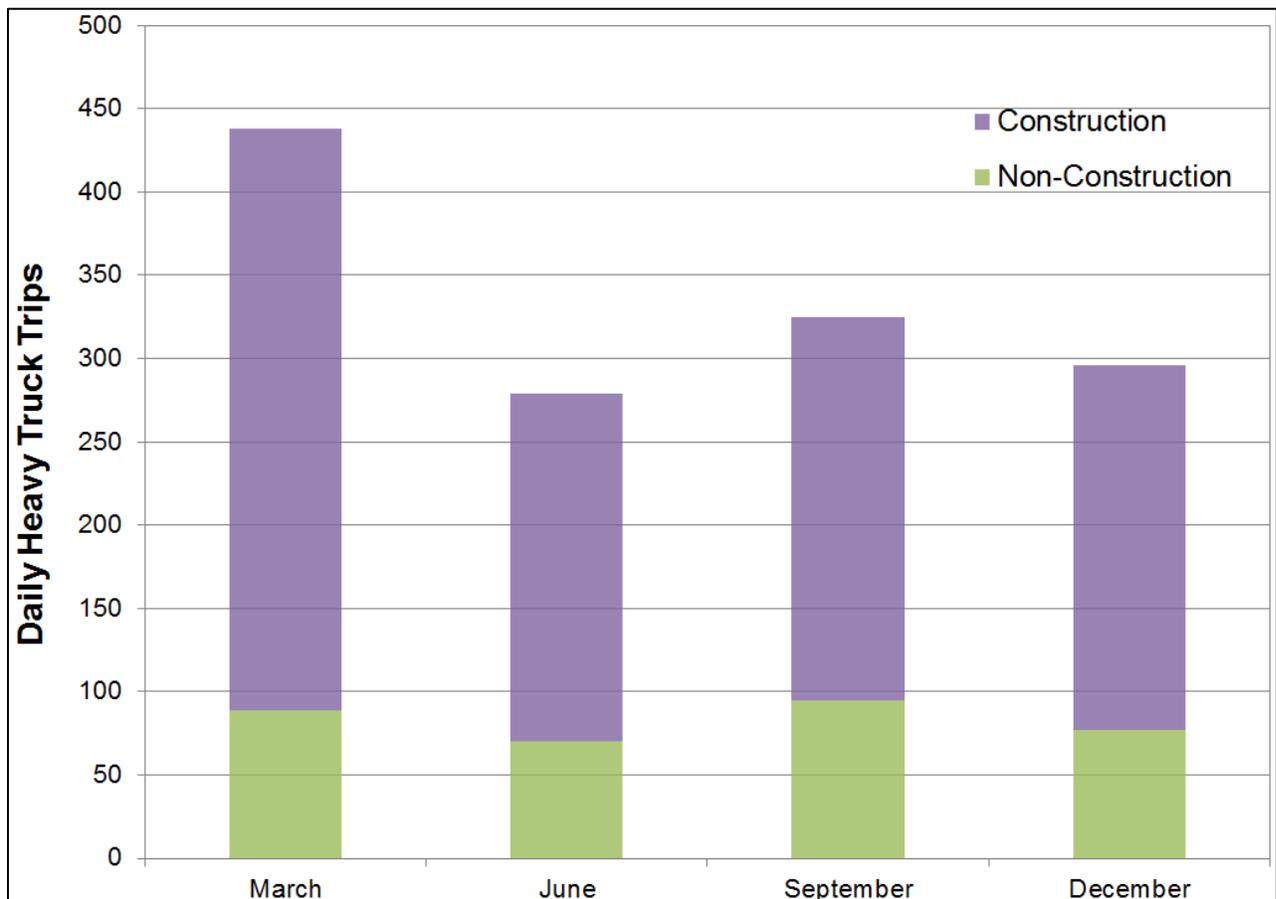
Table 3.9: Average Weekday Heavy Truck Trips to / from UBC, 2016

Route	Type of Truck		Totals
	Construction	Non-Construction	
Chancellor Boulevard	41.3 (16%)	5 (6%)	46.3 (14%)
University Boulevard	11.5 (5%)	19 (23%)	30.5 (9%)
16th Avenue	15.8 (6%)	15.8 (19%)	31.5 (9%)
SW Marine Drive and 41st Avenue	183.3 (73%)	43 (52%)	226.3 (68%)
Totals	251.8	82.8	334.5

As shown in the table, an average of 334 heavy truck trips per day were counted to / from UBC. Of the 334 trips, 251 (75%) of them were construction related trips. There are fewer construction related trips compared to the previous few years, likely attributable to the completion of the District Energy Project, which generated a significant amount of truck traffic in 2014 and 2015.

Of the four routes to / from UBC, SW Marine Drive carries 73% of construction related trips. The next most used route is Chancellor Boulevard with 16% followed by University Boulevard and 16th Avenue that both carry around 5% of the trips.

Figure 3.13: Heavy Truck Trips to / from UBC, 2016



4. Traffic Conditions At UBC

This section of the *Transportation Status Report* summarizes transportation conditions on campus, particularly traffic volumes and speeds at key locations throughout the campus.

4.1. Traffic Speeds

Traffic speeds were recorded over one week on campus using pneumatic tubes. The locations are identified in **Figure 1.1**.

The 85th percentile speed is typically used for the purposes of representing travel speeds and represents the speed below which 85% of the traffic travels. The average 85th percentile speed data from 2011 to 2016 is summarized in **Tables 4.1 and 4.2** for eastbound / northbound traffic and westbound / southbound traffic, respectively. Data highlighted in red represents locations where collected speed data is above the posted speed limit.

Table 4.1: Average 85th Percentile Traffic Speeds (km/h) Eastbound / Northbound, 2011 – 2016

Location		Eastbound / Northbound					
		Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
1	Wesbrook Mall s/o Gage	-	59.0	-	-	-	55.3
2	East Mall n/o Agronomy	37.8	-	-	-	-	-
3	Wesbrook Mall s/o University	-	55.5	47.1	49.3	51.2	48.8
4	Thunderbird w/o Wesbrook	48.1	48.3	47.1	47.1	47.0	46.6
5	West Mall s/o Thunderbird	35.9	37.7	-	-	--	-
6	West Mall n/o Thunderbird	-	-	-	38.9	36.0	30.4
7	East Mall s/o Thunderbird	58.0	58.3	66.0	50.7	52.6	50.6
8	Wesbrook Mall n/of 16 th Ave	57.7	50.9	49.0	54.4	49.8	50.9
9	Wesbrook Mall s/o 16th Ave.	36.0	36.7	37.5	32.8	37.2	32.6
10	Stadium Rd at Main Mall	-	37.2	-	-	-	48.8
11	16th Ave w/o East Mall	-	-	78.3	72.1	69.5	60.9
12	16th Ave w/o Wesbrook Mall	-	-	68.6	67.0	56.3	56.6
13	16th Ave e/o Wesbrook Mall	-	-	74.8	72.9	72.1	69.2
14	Chancellor e/o Western Pkwy	-	-	56.3	57.1	55.7	58.7
15	University e/o Toronto Rd	-	-	77.5	59.6	58.1	57.9

Table 4.2: Average 85th Percentile Traffic Speeds (km/h) Westbound / Southbound, 2010 – 2016

Location		Westbound / Southbound					
		Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
1	Wesbrook Mall s/o Gage	-	54.3	-	-	-	50
2	East Mall n/o Agronomy	37.9	-	-	-	-	-
3	Wesbrook Mall s/o University	-	57.9	44.2	49.6	53.8	48.1
4	Thunderbird w/o Wesbrook	54.1	46.7	44.2	40.4	42.4	43.3
5	West Mall s/o Thunderbird	41.0	38.5	-	-	-	-
6	West Mall n/o Thunderbird	-	-	-	39.1	35.6	32.6
7	East Mall s/o Thunderbird	65.1	65.6	56.6	50.5	55.9	53.2
8	Wesbrook Mall n/of 16 th Ave	58.5	55.7	55.5	50.1	55.5	53.3
9	Wesbrook Mall s/o 16th Ave.	36.6	39.5	38.4	31.6	36.5	31.8
10	Stadium Rd at Main Mall	-	37.4	-	-	-	47.7
11	16th Ave w/o East Mall	-	-	72.6	69.4	75.8	68.5
12	16th Ave w/o Wesbrook Mall	-	-	60.1	58.2	61.7	59.7
13	16th Ave e/o Wesbrook Mall	-	-	73.9	65.0	63.2	60.1
14	Chancellor e/o Western Pkwy	-	-	71.2	60.7	59.2	60.1
15	University e/o Toronto Rd	-	-	58.7	56.9	58.1	57.1

Key observations regarding traffic speeds on campus include:

- Traffic speeds on BC Ministry of Transportation and Infrastructure roadways to and from campus exceed the posted speed limit of 50 km/h. This includes 16th Avenue, University Boulevard, and Chancellor Boulevard. Speed limits on 16th Avenue were changed in 2016 to extend the 50 km/h speed limit further east into Pacific Spirit Park.
- According to the UBC Road and Traffic Rules internal road speed limits are 30km/h. Roads on campus with average speeds in excess of 30 km/h include East Mall, Thunderbird Blvd, and Stadium Road. Reasons for less speeding on the internal roadways include heavy pedestrian traffic and traffic calming measures.

These locations of excessive speeds will be shared with the RCMP to inform their speed enforcement program and will also be shared with the Ministry for their records.

4.2. Traffic Volumes

Peak hour traffic volumes collected over one day at key intersections on campus are illustrated in **Figures 4.1** and **4.2**. The turning volumes are not intended to represent average daily traffic volumes or conditions, but are intended to provide a general overview of traffic patterns to / from and on campus during the AM and PM peak hours.

Figure 4.1: Morning Peak Hour Traffic Volumes at UBC, 2016

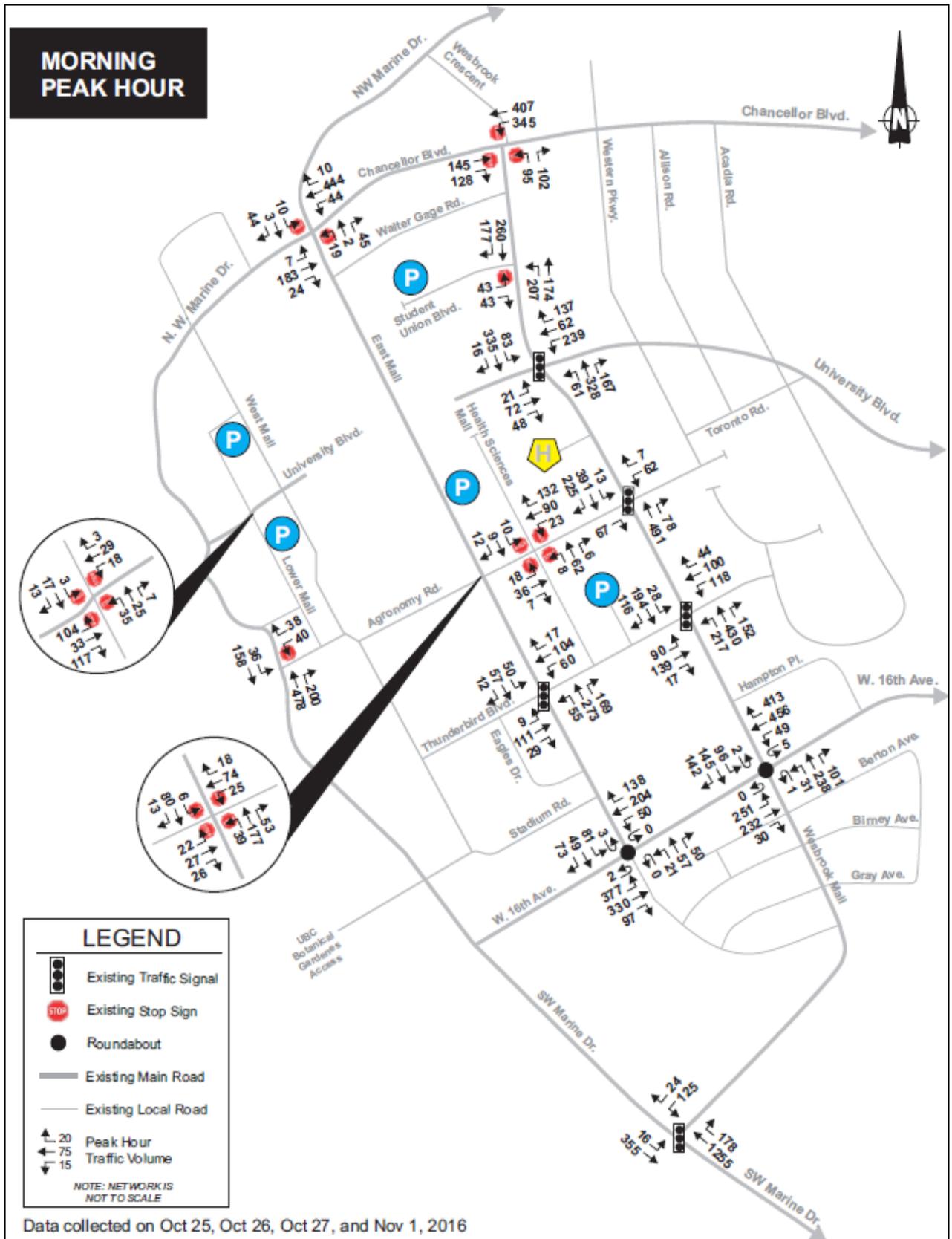
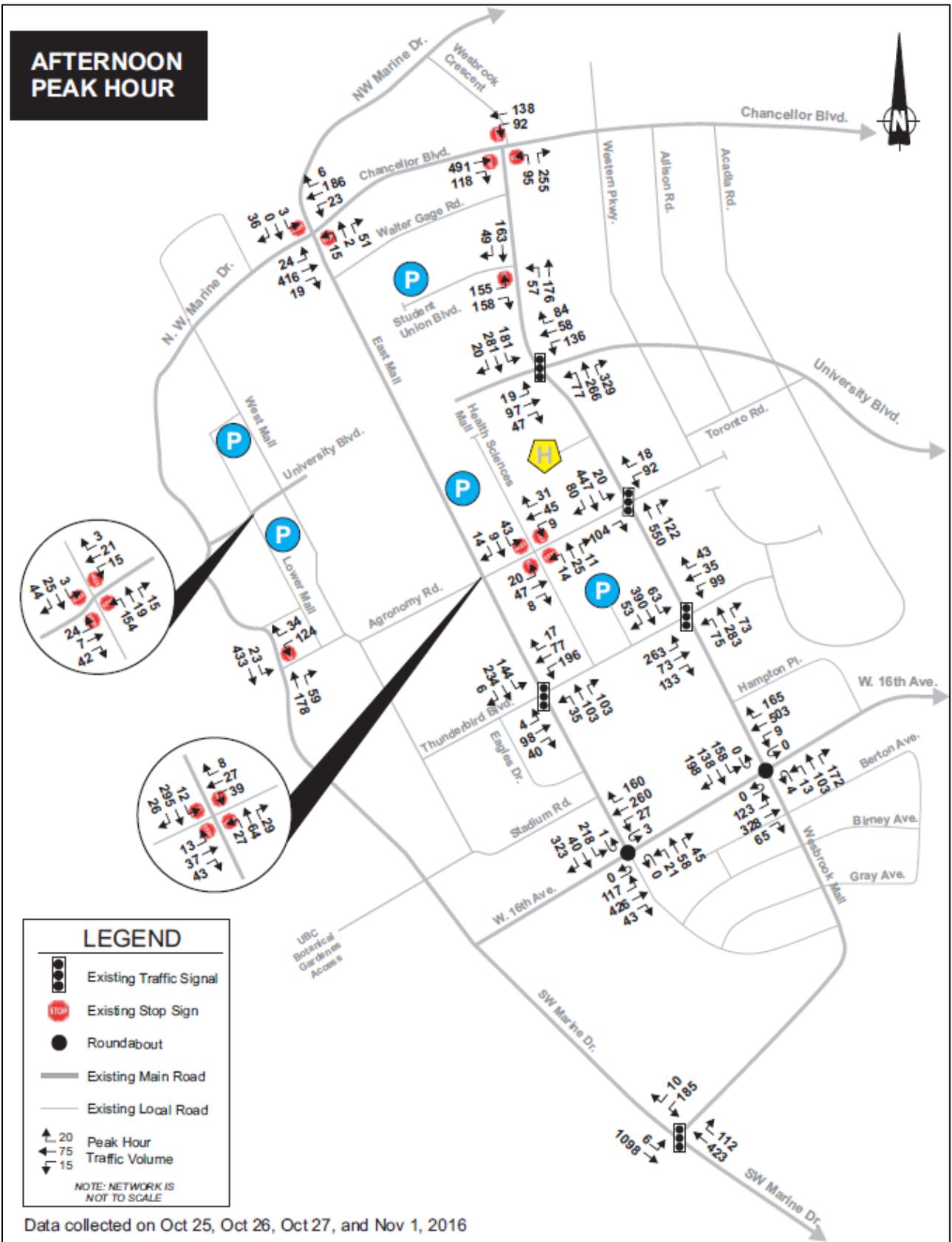


Figure 4.2: Afternoon / Evening Peak Hour Traffic Volumes at UBC, 2016



4.3. Travel Patterns

A licence plate survey was conducted to determine origins and destinations of traffic on Wesbrook Mall between 16th Avenue and SW Marine. Data was collected over a 12 hour period from 7am to 7pm over one day to see where vehicles are going within this corridor.

The results of the licence plate survey are summarized in **Table 4.3** and in **Figure 4.3**.

Table 4.3: Summary of Travel Patterns on Wesbrook Mall in Wesbrook Place, 2016 vs (2014)

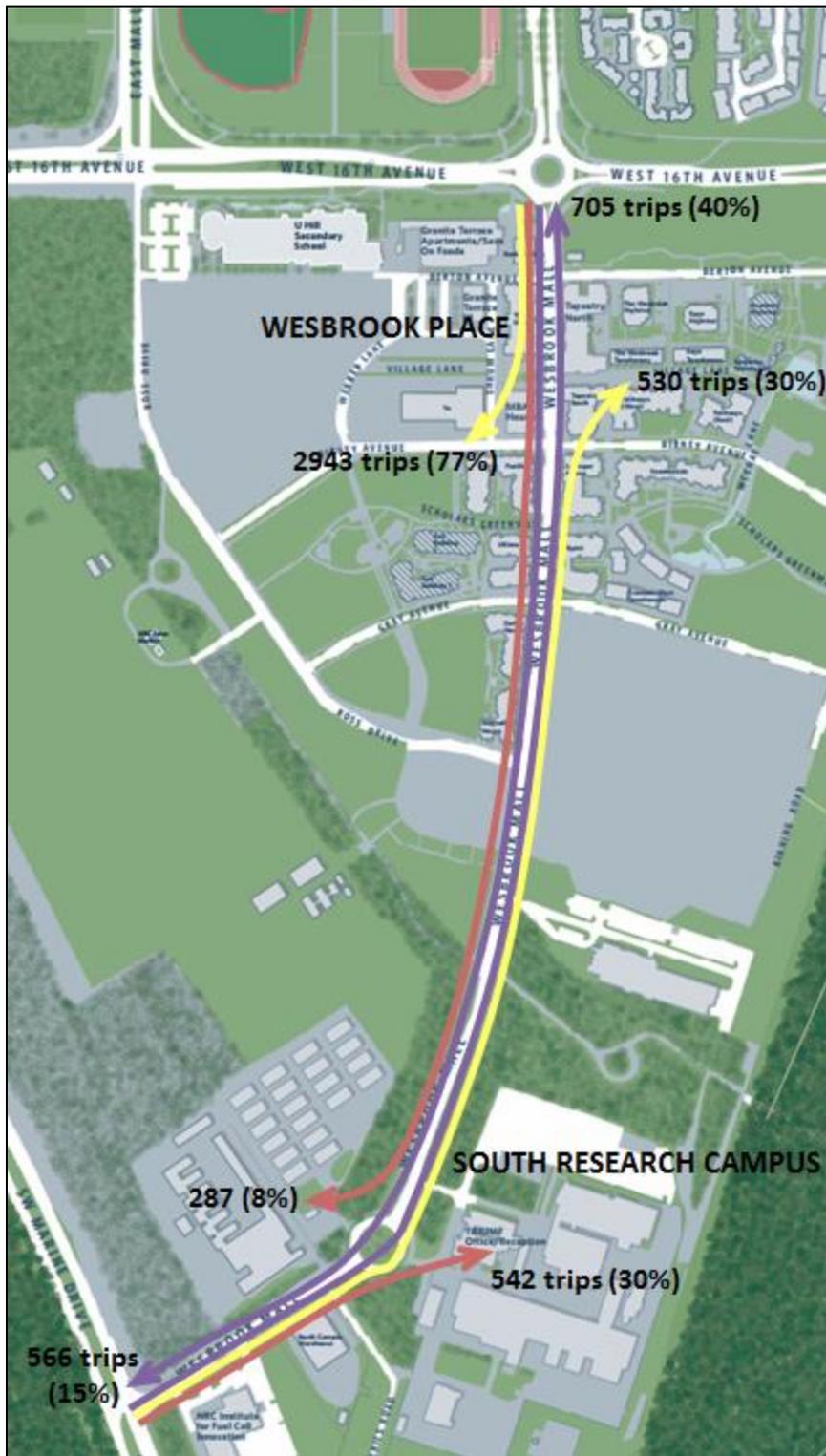
Destination of Trip	Northbound		Southbound	
	Trips 2016 (2014)	% Distribution 2016 (2014)	Trips 2016 (2014)	% Distribution 2016 (2014)
Through	705 (747)	40% (44%)	566 (531)	15% (19%)
Wesbrook Place	530 (368)	30% (22%)	2943 (2163)	77% (76%)
South Research Campus	542 (589)	30% (35%)	287 (140)	8% (5%)

**Counts do not include buses.*

Key observations regarding travel patterns on Wesbrook Mall in South Campus are as follows:

- There are a greater number of through trips northbound (705) compared to southbound (566). 40% of all vehicles turning onto Wesbrook Mall from SW Marine Drive travel through Wesbrook Place.
- Over three quarters of all trips southbound are destined to areas within Wesbrook Place. The number of trips into the Village is up 36% compared to 2014 counts.
- There is an approximate 6% reduction in through trips both northbound and southbound compared to 2014 observations.

Figure 4.3: Travel Patterns on Wesbrook Mall between 16th Avenue and SW Marine Drive



C+CP Engagement Charter Annual Review 2016

March 2017



This report was prepared for UBC Campus and Community Planning by Susan Abs (*M. Sc. Economics: Urban And Regional Planning*) of Eclipse Environmental Consulting.

Table of Contents

Executive Summary	4
1. Purpose and Process	7
2. Summary of Engagement Activities 2016.....	7
3. Stakeholder Responses	8
4. Priorities for 2017.....	18
Appendix A. Participant List.....	20
Appendix B. Interview Questions	21

Executive Summary

The aims of this 2016 Annual Review of Campus and Community Planning's Engagement Charter are to summarize 2016 consultation activities; gather stakeholder and partner views on strengths and areas for improvement; and identify goals and priorities for 2017. During 2016, C+CP delivered close to twenty engagement initiatives, which were a mix of one-off project-oriented processes, collaborative and partnership programs, and ongoing work with key organizations.

General Strengths: Most stakeholders said that C+CP has significantly improved all aspects of campus and off-campus engagement since 2014. Specific strengths are: skills, dedication and evident commitment to engagement; increased credibility; better working relationships with many key organizations; improved communication and collaboration with central administration and other departments; and use of the Engagement Charter by C+CP and other UBC departments as a valuable planning and stakeholder accountability tool. The Charter and C+CP's experience could be expanded across other departments and at senior levels, as a foundation for strengthening UBC's internal and external communications.

1. Defining the Process: Reaching stakeholders and clarifying the nature of consultation

Strengths

- Increasingly inclusive: C+CP knows who should be involved and how to reach them
- Increasingly broad outreach to internal and external stakeholder and partners
- Improved "pre-consultation" with organizations shapes the consultation plan
- On-going relationships with key internal and external organizations throughout the year
- Better definition and communication of consultation purpose and scope and how input will be used, done early in the process and throughout
- Attention to detail (timelines, information, organized events)
- Successful collaborations that include Musqueam in campus planning initiatives

Possible improvements

- Identify and communicate the scope of each engagement process, i.e., what, why, when, where and potential for community influence, and reinforce these messages at each phase
- Use Charter principles and practices as benchmarks
- Communicate broader UBC strategic, planning, physical and temporal context for specific projects
- Facilitate improved aboriginal engagement
- Engage internal and external stakeholders and partners in decisions about strategic and operational directions for UBC, including academic and infrastructure planning and development

- Derive lessons learned from the comprehensive UBC GamePlan engagement process re: the importance of defining and reinforcing the scope of the project and community consultations
- Work with the Faculty Association, Provost's Office, deans and department heads to expand faculty engagement in campus planning and development, to take advantage of their expertise and integrate their needs and priorities
- Work with large member-based organizations to increase member engagement

2. Designing and Implementing the Process: scheduling and resourcing, using appropriate methods, engaging diverse stakeholders, and two-way information-sharing

Strengths

- Solid best practices in "nuts and bolts" of effective engagement techniques
- Flexibility and responsiveness to emerging issues
- Success of Community Conversations in promoting informal discussion and two-way information
- Multiple, diverse consultation opportunities increase the number and range of participants
- Mix of single and multi-stakeholder consultations achieve complementary goals

Possible improvements

- Continue to expand digital communications and find creative ways to increase the use of social media, e.g., Google, Facebook, Instagram, Twitter, email blasts, digital ads, well-designed and engaging on-line surveys, on-line panels, Skype meetings and webinars
- Consider website improvements; it's as a useful reference but uninspiring
- Simplify language/adopt plain language standards
- Use more graphics, visuals, video and 3-D models
- Reset communications over time, with a focus on the user experience and disruptive marketing

3. Concluding the Process: sharing outcomes and how input was used, evaluating the process, and integrating results with ongoing UBC research and relationship-building

Strengths

- Reporting back on results of engagement has improved; organizations are generally satisfied

Possible improvements

Reporting back could be refined: while C+CP generally does a good job of capturing and reporting what was said, reporting on "the next level of integrating it into the document/project" is less satisfactory. They often don't see their input reflected in final project decisions.

- Aim to report back in a concise, user-friendly and timely manner
- Seek alternatives/complements to text and narrative-based reporting. Use more graphics, bullet point lists and summary tables
- Report results in “layers”, e.g., “results-at-a-glance”, with more detail for those that want
- If feasible, provide responses tailored to the organization, showing their impact
- Continue with updates after project decisions are finalized and move to implementation to motivate future participation
- Provide opportunities for ongoing input on project implementation, including emerging issues and unexpected impacts
- When there are delays in reporting final consultation and project results, provide updates
- Continue with the Engagement Charter Annual Review process, including reporting on achievement of each year’s goals and priorities

1. Purpose and Process

Engagement is central to the University's academic mission, administration, planning and community relationships. Campus and Community Planning (C+CP) adopted the Engagement Charter in September 2014, after consultation with stakeholders, partners and First Nations organizations.¹ The Charter sets out C+CP's promise to the community on engagement by identifying core principles and guiding practices for consultation on planning and development projects.

C+CP conducts an Annual Review to reinforce transparency and accountability on Charter commitments to its on- and off-campus stakeholders and partners, and to the UBC Board of Governors. The aims of the 2016 review were to:

- a) summarize C+CP's 2016 engagement activities;
- b) gather stakeholder views on the degree to which 2016 engagement activities were consistent with Charter principles and guiding practices, including strengths – i.e., what went well – and areas for improvement next year; and
- c) identify engagement goals and priorities for 2017, based on stakeholder input and executive direction.

For the 2016 review, C+CP engaged a consultant to co-design the review process; conduct semi-structured interviews with 19 key stakeholders and partners from 15 organizations; summarize results; and provide strategic advice on engagement. Appendix A identifies review participants (including organizations and acronyms) and Appendix B lists the questions used for the interviews.

2. Summary of Engagement Activities 2016

During 2016, C+CP delivered close to twenty engagement initiatives, as summarized below, based on the Charter principles and practices, and on stakeholder/partner suggestions during the 2015 Annual Review.

- a) Area, Building and Landscape Planning Processes
 - UBC GamePlan (20-year Athletics and Recreation Facilities Strategy) planning process (completed)
 - UBC Green Buildings Plan (in progress)
 - D.H. Copp Planning Process (in progress)
 - Design Guidelines For UBC Faculty and Staff Housing projects (in progress)
 - UBC Okanagan Campus – Integrated Rainwater Management Plan and University Way Re-design (in progress)
 - UBC Climate Action Plan 2020 (completed)

¹ For brevity, this report uses term “stakeholders”; however, C+CP acknowledges that First Nations organizations participate in UBC initiatives as government entities and not stakeholders.

- UBC Child Care Needs Assessment Survey, focus groups and building of the Vista Point ec4 childcare facility (completed)
- b) Programs, Partnerships and Policy Development
- UBC-UNA-SHHS Joint Programming (ongoing)
 - Utown@UBC Community Grants, including a new volunteer grant selection committee with UNA community members
 - Utown@UBC Youth Leadership Program
 - Utown@UBC Community Bike Clinics
 - Utown@UBC Kids Fit
 - Walk n’ Roll
 - UBC-Metro Vancouver Memorandum of Understanding (ongoing implementation)
 - North Campus Outdoor Event Noise Management (completed)
- c) Ongoing Public and Stakeholder Engagement
- UBC Community Conversations, jointly hosted with the UNA (ongoing – twice a year)
 - Regular meetings with AMS leadership (ongoing – monthly)
 - Meetings throughout the year with other key organizations (ongoing)

3. Stakeholder Responses

This section summarizes the results of C+CP’s annual consultation on the Engagement Charter implementation, conducted in February 2017, including strengths and areas for improvement. Conclusions are presented under the sub-headings of “General” and the three phases of engagement listed in the Charter: 1. Defining, 2. Designing and Implementing, and 3. Concluding the Engagement Process. Each sub-section outlines “Key Messages”, defined as points noted by over half of interviewees and “Additional Points”, which were mentioned by some interviewees. Sample quotes are also included to illustrate these conclusions.

General Comments

Strengths

Key Messages:

Most stakeholders (including many who have been involved with C+CP since before the adoption of the Engagement Charter), said that C+CP has significantly improved all aspects of campus and off-campus engagement since 2014: “exceptional job”; “has moved in a good direction”; “really impressed with this group’s work”; “separating development functions from approval and regulatory functions and related consultation (C+CP) has been an improvement.” General strengths mentioned most often include:

- *Skills, dedication and evident commitment to engagement:* “genuine openness to hearing and engaging with diverse voices;” “Gabby is nice and really good with people”; “knows how

to listen”; “fantastic at her job”; “ideal person for the role”; “Michael’s leadership”; “It’s a great team, guided and being done by the right people and involving the right people”.

- *Increased credibility*: The team has earned the trust of many internal and external constituencies, some of whom have been challenging and/or critical in the past “through their thoughtful approach and follow-through”: “greater transparency and openness”; “they take the process seriously”; “I have a lot of admiration for the group”; “feels like they’re interested in the conversation;” “Michael deserves a lot of credit for what he’s done in a short time”.
- *Better working relationships with many key organizations*, e.g., UNA, UFSTA, SHHS, AMS, Longhouse, Musqueam, Metro Vancouver, City of Vancouver, resulting from increased frequency and continuity of contact and collaboration.
- *Improved communication and collaboration with UBC’s central administration and other departments* during one-off and ongoing planning, development and research processes, and in design and delivery of community engagement: “fantastic colleagues.” “this group is 8 or 9 out of 10: high-functioning, intelligent, open and willing to collaborate”.
- *Engagement Charter is proving to be a valuable engagement planning and accountability tool is increasingly used by other UBC departments*: “well-applied”, “I’m a huge fan”, “the charter is great – consultation is more robust than ever and it’s paying dividends for everyone at UBC”.

Possible Improvements

Key messages:

- *To some degree, C+CP is in the lead on UBC’s engagement commitments: the Charter and C+CP’s experience has potential for expanded application across UBC*, including at senior levels (administration and Board), possibly during strategic planning, and as a foundation for strengthening internal communications at UBC: “could be very powerful for UBC”; “there isn’t one department that couldn’t use it both internally and externally”; “provides a template for good process”; “supports consistent language”; “could be used more for capital planning on the academic side re: facilities to support teaching/learning/research.”

Additional possible improvements:

- *Provide a list of engagement techniques* in the C+CP “tool box” and the “levels of engagement” table (from C+CP website) as a reference for stakeholders and partners.
- (A few participants) would like to see a *clearer commitment to consultation from all C+CP leadership*, as demonstrated by listening, responding to, and integrating input into decisions.
- *The UEL was the only organization that was critical* about all stages of consultation, as they don’t feel their concerns are heard or addressed. Suggestions include: earlier engagement before project planning is advanced; earlier notification of consultations and provision of materials so members to prepare before meetings; and provision of info on how UEL feedback will be/was addressed. A vehicle like “Community Conversations” could allow discussion of ongoing issues about impacts of UBC operations on UEL residents (e.g., facilities noise) and UBC’s plans for the next 10-15 years.

A. Defining the Process: reaching those who are impacted or interested and being clear about how and why stakeholders are being involved

Strengths

Key messages:

- *Increasingly inclusive: C+CP has a growing knowledge of who should be involved in consultation processes, their interests and priorities, and how to reach them:* includes on-campus (faculty, student, staff, residents) and off-campus (Musqueam, City of Vancouver, Metro Vancouver, TransLink): “have made a concerted effort to extend their reach and provide thorough information;”
- *Increased efforts to broaden outreach* and include people haven’t been or might not be involved; have broadened number and range of on and off-campus participants.
- *Improved “pre-consultation”:* *early contact with organizational reps* has improved process design through identifying potential issues, likely levels of interest and the most appropriate techniques for each group – this also allows groups to notify membership and provide more meaningful input.
- *On-going relationships with key organizations throughout the year facilitate involvement of their members in consultation on specific project initiatives.*
- *Inclusion of a broader range of UBC planning and development partners and experts* in consultation events so participants better understand decision processes and who’s involved.
- *Improved identification of who best to involve in external partnerships* and collaborations and “who needs to know what” for integrated planning (e.g., Metro Vancouver, City of Vancouver, Musqueam).
- *Better definition and communication of consultation purpose and scope and how input will be used, early in the process and throughout.*
- *Development notifications are still challenging (how to reach those affected) but have improved;* “people know where to look – bulletin boards, website, email blasts”.
- *Attention to detail:* improved timelines, quality and quantity of information; well-organized events; more effective notification; minimal burden on internal partners.
- *Increasing numbers and broader range of participants* appears to be an outcome of improved notification channels and targeted outreach.
- *Formal agreements have helped build good working relationships,* especially for integrated planning, e.g. MOU with Metro Vancouver on strategic approaches to sustainability.
- *Build on successful consultation and collaboration with the Musqueam First Nation and work with the leadership and community to promote the “specific awareness of Musqueam presence and inclusiveness in campus planning”:* “UBC is in our traditional territory”.
 - “It has taken a lot of time and energy to be heard to the President’s level.” Having Linc Kesler at the Longhouse helps keep Musqueam and other indigenous community members informed about engagement opportunities on campus. There have been “good examples of cooperation and pockets of positive input and outcomes”: collaboration with UBC Ceremonies and Events on new buildings and artwork; use of Musqueam names for new student residences (after considerable effort); some faculties seek out indigenous input.

Possible improvements

Key messages:

- *Clearly identify and communicate the scope of each engagement process, i.e., what, why, when, where and the potential for community influence, and reinforce these messages at each phase.* This promotes transparency, shapes participant expectations and helps to counteract cynicism: (“Still skepticism among some stakeholders that C+CP truly wants to be transparent and move away from the old ways.”) Suggestions include:
 - *Use the language of the [C+CP diagram](#) “Types of Engagement” (on C+CP website) to clarify engagement objectives, scope and methods at each phase. Use Charter principles and practices explicitly as benchmarks when designing and communicating engagement plans, and support partners in doing so (create a high-level summary poster version; provide training).*
 - *Communicate the broader UBC strategic, planning, physical and temporal context for specific projects, so that participants better understand decision-making processes, opportunities and constraints: “We’re project-focused but need to show how projects fit into overall campus environment and development directions.” (e.g., While the UBC GamePlan process was widely seen as a successful *process*, there continue to be varied perspectives on the *content and expected results*)*
 - *Identify ways to better facilitate aboriginal engagement in C+CP planning initiatives (and the UBC Strategic Plan) that support the aboriginal way of consultation with the leadership and community. C+CP understand possible engagement objectives with Musqueam and they try, but the methods, short timelines and limited range of topics limits the ability to engage community members: “It feels meaningful to come to me and others at Musqueam for our views, but “my voice is my voice”. “We need to go beyond commenting; we need to actually see results to accomplish reconciliation.”*
- *Identify opportunities to engage internal and external stakeholders and partners in “big picture” decisions about strategic and operational directions for UBC, including academic and spatial/physical/infrastructure planning and development (will necessitate partnerships with other UBC entities). Many interviewees are interested in this high-level engagement, so they can see the context for specific projects and articulate their needs and interests as part of UBC’s evolution.*
 - *For example, the AMS, is consulted on building projects but wants to engage on “high-level strategic decisions that will affect the urban landscape – and eventually students”, such as institutional buildings, residential development and faculty housing. The UNA has a core focus on residential development but is also interested in commenting on other campus developments that may affect them. Strategic issues for residents and students include: housing availability and affordability (faculty and staff); sustainability/livability and transportation, given UBC’s expansion; community-building; inclusiveness; and provision of safe and green family spaces.*
 - *Musqueam are concerned about broad directions and “the overall shape and extent of development at UBC”, but less interested in specific project design details. They have influence at the President and C+CP levels but would like more influence at middle*

[planning] level. They seek to develop “understanding and cooperation at Board and senior executive levels on broad, campus-wise directions in a more meaningful and formalized way”. The MOU with UBC on academic matters could be used for planning collaboration.

- *Derive lessons learned from the comprehensive UBC GamePlan engagement process re: the importance of defining and reinforcing the scope of the project and community consultations.*
 - *UBC GamePlan had many strong elements that can be brought into future consultations (e.g. future Stadium Road Neighbourhood planning process): ambitious scope; broad outreach and participation (“it’s a compliment to C+CP that everyone knew about it”); engaging materials (“unique marketing campaign”); and diverse and innovative techniques (fun video clips, stickers, travelling road show/pop-ups, workshops, open houses, social media, on-line survey).*
 - At the same time, the broad scope (multiple sites and phases) and long time horizon (20 years) presented challenges:
 - Some faculty had concerns about the overall decision-making process for academic and athletics capital projects. C+CP senior management met with faculty to discuss these issues.
 - When two of five proposed options proved to be controversial, C+CP responded to resident concerns (petitions, feedback) by meeting with concerned groups, but the inclusion of those options undermined the credibility of the process for some participants.

Lessons learned:

- *Effective engagement results from a combination of a well-designed consultation strategy AND the flexibility and responsiveness needed to address emerging concerns and needs.*
- *Conduct rigorous internal consultation with UBC bodies involved in a proposed initiative to ensure that constraints and risks are identified and options are vetted before proposals go public. Defining “which pieces are up for discussion and which aren’t?” will help shape participant expectations about what is proposed and what can/can’t be influenced.*
- *Pre-consultation with key community groups early in the process can help identify their initial issues and concerns.*
- *Expand faculty engagement in campus planning and development: The Academy includes a core, year-round, consistent group of (2800 – 3200) stakeholders, some of whom also live on-campus and/or use arts and recreation facilities. They have relevant expertise to offer and are keen to learn more about capital project decision-making at both strategic and project levels; the relative roles of C+CP and other UBC entities in campus development; and how to better integrate their needs and priorities into these processes: “we like Big Ideas”; “how will this project be integrated into the bigger physical and academic space?”*
 - *Suggested approaches: Work with Faculty Association, Provost’s Office, Senate and Deans on how to better involve department heads and faculty (Deans are generally consulted on academic planning but not faculty: “information doesn’t trickle down”.) Build working relationships by meeting with department heads (often overlooked) and faculty reps/allies to discuss academic concerns and how best to engage faculty.*

- *Suggested techniques:* send succinct, faculty-targeted consultation information to department heads; distribute notifications and surveys through Faculty Association (could help design); present at departmental meetings; do “pop-up” consultations for faculty; co-design and monitor pilot projects (strategic and infrastructure levels). (Note: Faculty often “speak with authority” and “can be critical”, but usually understand the limits of their expertise, and that their comments will be integrated with other input and decision factors.)

Additional possible improvements:

- *Develop simple graphics illustrating C+CP mandate and structure, and a “road map” of decision-making and accountability* for dissemination to stakeholders and partners. Clarify C+CP’s role in campus and off-campus planning and development, and its relationships with the UBC administration (Presidents and VPs) and other departments. (Many are unclear about this.)
- *Improve consultation efficiency (time and resources)* by integrating engagement activities lock-step with project planning early in the process, and tailor consultation to the likely level of community interest and potential concerns/risks (gauge by internal and external pre-consultation).

B. Designing and Implementing the Process: understanding stakeholder needs and concerns; scheduling and resourcing the process; using appropriate engagement methods; engaging a broad and diverse range of stakeholders; and two-way information-sharing

Strengths

Key Messages:

- *Solid best practices in “nuts and bolts” of effective engagement approaches and techniques:* “They do a thorough job from a technical perspective - good people providing thorough analysis”; “thoughtfulness in timing and framing questions”; “the right type of dialogue”.
- *Flexibility and responsiveness to emerging issues:* “responsive if issues arise and more/focused consultation is needed;” “nimble”; “will meet people anywhere, anytime to talk”.
- *Success of Community Conversations* (delivered in collaboration with the UNA) *in engaging residents and tenants – model could be expanded;* participants liked the informal open house format; chance to express needs and concerns (not just react to proposals); Saturday scheduling; display boards/no presentations; family activities; community-building/meeting neighbours; presence of staff from relevant UBC departments: “these events promote a continuing conversation and allow residents “to let C+CP know what’s brewing in the community”. *Suggestions include:* quarterly or biannual Community Conversations so residents expect them; better outreach/marketing, expand to other groups (students, faculty, staff and neighbours).

- *Multiple and diverse consultation opportunities allow more community members to participate, and to varying degrees, depending on their interest and time.* Interviewees liked: innovative techniques; pop-ups in high traffic areas; non-traditional timing (weekends) and holding events at different times (students participate between classes); incentives – food, family activities.
- *There are advantages to having a mix of single and multi-stakeholder consultations;* the first allows participants to express specific needs and concerns, while the second (e.g., workshop) helps them understand each other’s interests and concerns.
- *Work with large member-based organizations (UNA, UFSTA, UEL, AMS, Faculty Assoc.) and the Musqueam community to increase member engagement and representation in campus planning and development.* Suggestions include:
 - continue to develop ongoing relationships with representatives of key organizations (e.g., Musqueam, Longhouse, Faculty Association, UNA, UFSTA, AMS, UEL);
 - build in sufficient time for representatives to consult with members and report back, and/or promote direct member participation in events;
 - continue UBC “Community Conversations” and adapt them for use with faculty, student, resident and off-campus organizations, e.g., Musqueam; and
 - identify techniques (and resources) to engage the membership, including unaddressed ad mail (mailboxes or lobbies) for residents and tenants; attendance at organizations’ board meetings and community events; attractive notices and posters for strata councils/chairs and rental managers; email blasts.

Metro Vancouver-UBC Relationship

- *The MOU between C+CP and Metro has been “very positive” for “issues of mutual interest that also require an interdepartmental approach; “collaboration has gone beyond original scope” (regional parks) and has “broadened our connection with UBC.” (The MOU addresses regional issues related to UBC’s rapid growth and development.)*
 - Strengths are: face-to-face meetings, especially in early phases (looking at physical maps & old newspaper articles); candid, open communications; learning about each other’s institutional mandate, authority, responsibilities and issues; UBC’s willingness to share information and research; adaptability in agenda development (for mutual sign-off); taking turns hosting meetings (travel time); and respect for confidential information.
 - Suggestions include:
 - Committee members could better inform colleagues within C+CP and other departments.
 - Aim for more efficient meeting scheduling (time-consuming); things slow in summer due to (UBC) vacations; expertise should reside in several people who can advance the work.
 - An annual MOU review (planned but not done) would go beyond project work to assess progress on goals and refocus priorities; could include an updated research project list.

Additional strengths:

- The multi-stakeholder Child Care Needs Assessment project was seen as open, transparent and successful in its long-term planning outcomes.
- Training UBC departmental staff to facilitate small groups at workshops built their awareness of and skills in two-way communication: "Productive and refreshing to see how well it went."
- C+CP should ensure that team members at public events have the requisite communication skills.

Possible improvements

Key messages:

- *Continue to expand digital communications and social media (used successfully in the UBC GamePlan process);* most communication materials are still print and text-based.
 - *Find creative ways to increase the use of social media at all phases of consultation,* e.g. Google, Facebook, Instagram, Twitter ("relatively few C+CP Twitter followers"), email blasts, digital ads on websites (e.g., UBC, student sites, resident sites); quick, engaging on-line surveys ("that I can do on my phone"). Integrate more video content, especially online. Consider on-line panels, like the City of Vancouver's "Talk Vancouver". Consider Skype meetings and webinars to complement face-to-face meetings.
 - *Consider C+CP website improvements, the website is seen as a useful reference but uninspiring:* "hard to navigate", not useful, "functional but not fun", "boring; no WOW factor".
- *Continue to improve communication approaches and materials* (notifications, posters, displays, background documents, presentations, reports). The design of most C+CP materials has improved; most interviewees like the "look and feel"; however, there were also many suggestions:
 - *Simplify the language:* For some (resident, faculty, student and UBC departmental staff), the content is often overly technical, bureaucratic and/or laden with planning jargon. This is especially true for building and infrastructure proposals, with their focus on technical details.
 - *Suggestions include:* more concise, "crisp", engaging and user-friendly design and content; more graphics (infographics), video and 3-D models; plain language standards/"people-friendly" communications; see UTown@UBC's engaging look, feel and innovative techniques.
 - *Rethink and reset communications over time:* Focus on "the user experience, the architecture of engagement, and design as content; increase story-telling and up the emotional connection" (UBC improving in this area). Adopt innovative "advertising theory and disruptive marketing" for the design process and outreach methods; update branding guidelines and standards to keep up with trends; "students 2, 3, 6 years from now will be desensitized to current practices".
- *Ensure that units within C+CP, and other UBC departments involved in external collaborations are moving forward "in tandem":* "the right hand isn't always aware of what the left hand is doing, which can lead to inefficiency", e.g., some C+CP team member may be working with outdated information. Strengthen internal communication within C+CP and

with other departments, (continue to) have relevant departments at public events and/or ensure they are briefed.

- *Ensure that surveys are well-designed:* There was widespread criticism of the UBC GamePlan on-line survey: “poorly designed”, “dry;” “hard to understand”, “too much jargon,” “too long”, “too much block text;” “no maps or diagrams”; “questions weren’t neutral”, “couldn’t finish it”; “a flawed survey yields flawed data”.
- *Suggestions include:* ensure that surveys are clear and concise; use sound survey design; pilot test; validate survey questions; use multiple methods to get uptake, including social media.

C. Concluding the Process: sharing project outcomes and how input was used; evaluating the consultation process; and integrating results with ongoing UBC communication, relationship-building and research processes

Strengths

Key messages:

- *Reporting back on results of engagement has improved;* the organizations that C+CP collaborates with on a regular basis are generally satisfied with feedback and updates: “vast improvement in sharing results, especially on the website”; “more written summaries of what was said and final decisions, but could be more on how they got there;” “good regular reporting to the Board of Governors on consultations, how discussions evolved and how input was used.”

Possible improvements

Key messages:

- *Reporting back could be refined.* While C+CP generally does a good job of capturing and reporting what was said, reporting on “the next level of integrating it into the document/project” is less satisfactory. Some interviewees said they often don’t see their input reflected in final project decisions. This may result from a mix of communication and reporting issues (see notes on clarifying the scope of consultation in Section A). Reporting challenges include disseminating results; getting people’s attention; being thorough yet succinct; showing the impact of community input; and meeting participant expectations regarding their influence: “Following up is really important but can be tricky”; “these can be hard conversations.”

Suggestions include:

- *Aim to report back in a concise, user-friendly and timely manner.* As suggested in part B, seek alternatives/complements to text and narrative-based reporting (emails, newsletters, reports): “get to the point”; use more graphics, bullet point lists and summary tables.
- *Report results in “layers”,* e.g., “results-at-a-glance”, with more detail for those that want; provide “nuggets/teasers/sound bites”, linked to more details.

- *If feasible, provide responses tailored to the organization:* Interviewees know that decision-makers must consider diverse views and that final decisions may not please everyone, but they still want to know if their input was/wasn't used and why, and how views were weighed and integrated." Closing the loop in this way builds long-term credibility and cooperation and encourages future participation: "provide a user-friendly summary we could cut and paste into a newsletter or website on how our views were considered".
- *Continue to provide updates after project decisions are finalized,* during construction, completion, opening ceremonies and operations, to help motivate future participation: "tell us – how did things turn out?" Suggestions include:
 - Invite more on and off-campus community members to celebrate openings; have project champions (Deans, organizational representatives) talk about their influence on the project.
 - Consider open houses and info materials during construction (not just design), especially after a Development Review Process.
 - Include on-site info on project signage about how the project reflects community input (boards currently highlights sustainability and design features).
 - Provide opportunities for ongoing input on project implementation, including emerging issues and unexpected impacts: "we didn't hear the final results of the W16th Ave. crosswalk discussions"; "we didn't expect to lose parking in that location". This could be done through the website or during Community Conversations and visits to organizations.
 - When there are delays in reporting final consultation and project results, provide updates.
- *Continue with the annual Charter Annual Review,* which is appreciated, including reporting on achievement of each year's goals and priorities: "glad they are continuously looking at it and trying to improve"; "what were the action items since the last one was done?"; "like the idea of a table of planned improvements, so we can provide feedback".

Additional possible improvements:

- Meet with multicultural organizations to find ways to engage those that may not be inclined to participate. Ensure that processes are inclusive and address barriers to participation: "This unit is well-positioned to break barriers and set a standard and example for other departments".
- Include a thank you for participating from senior managers and personal invitations to upcoming engagements in follow-up correspondence.
- Collect contact information from willing participants, even at short contact events like pop-ups, to enable follow-up and reporting to them on results, develop email lists, and invite them to future consultation events, based on their interests, as indicated in tick boxes.

4. Priorities for 2017

This section identifies C+CP's goals and priorities for 2017, based on stakeholder suggestions during the 2016 Engagement Charter Review and executive and management direction.

General Comments

Drawing on C+CP expertise and experience, continue to work with UBC central administration, executive and other departments to promote adoption and systematic use of the Engagement Charter as:

1. a planning and stakeholder/community accountability tool, and
2. a foundation for strengthening UBC's internal and external communications.

A. Defining the Process: reaching stakeholders and clarifying the nature of consultation

Continue to:

- Ensure broad outreach to stakeholders and community partners, including "pre-consultation" with key organizations to tailor the level and type of consultation to the specific situation.
- Build relationships with key internal and external organizations year-round, through on-going communication and one-on-one meetings (possibly annual), to identify their needs and priorities and facilitate one-off engagements (e.g., Musqueam, UNA, AMS, UFASTA, Faculty Association, UBC departments such as Provost's Office).
- Work with the leadership of the large, member-based organizations on ways to engage membership, e.g., Community Conversations, social media, admail and pop-ups.

Priority refinements:

- Engage internal and external stakeholders in decision-making about higher-level strategic and operational directions for UBC, including academic and infrastructure planning.
- Identify and communicate the scope of each engagement in a simple way, i.e., what, why, when, where and potential for community influence, and *reinforce this at each phase*. Identify the broad UBC strategic, planning, physical and temporal context for each project.
- Use Charter principles and practices systematically as benchmarks when designing and communication each consultation. Develop/refine a Consultation Plan template that incorporates the "[types of engagement](#)" graphic from the C+CP website.
- Work with Musqueam and Longhouse on increasing Aboriginal engagement at the strategic level of UBC planning and development.
- Work with the Faculty Association, Provost's Office, deans and department heads to expand faculty engagement, better integrate their needs and priorities, and draw on their expertise.

B. Designing and Implementing the Process: scheduling and resourcing, using appropriate methods, engaging diverse stakeholders, and two-way information-sharing

Continue to:

- Offer multiple, diverse consultation opportunities, including single and multi-stakeholder formats, and at diverse times and locations, increase the number and range of participants and elicit both broad and deep input.

Priority refinements:

- Put a strong focus on expanding digital communications and social media, e.g., Google, Facebook, Instagram, Twitter, email blasts, digital ads, on-line surveys, on-line panels, Skype meetings and webinars. Consider website improvements.
- Simplify communications: adopt plain language standards; provide sound bites, information-at-a glance, tables, etc.; use more visuals, graphics (e.g., infographics), video and 3-D models; provide information in results in “layers”, e.g., with differing levels of detail.
- Reset communications over time, focusing on the user experience and disruptive marketing.

C. Concluding the Process: sharing outcomes and how input was used, evaluating the process, and integrating results with ongoing UBC research and relationship-building

Continue to:

- Refine reporting back approaches, formats and timing, with a focus on concise, user-friendly and timely reporting and showing how stakeholder/community input affected the project.

Priority refinements:

- As above, seek alternatives/complements to text/narrative reporting.
- If feasible, provide responses tailored to the organization, showing their impact.
- Continue updates after project decisions are finalized through the implementation phase. Provide opportunities for ongoing input on emerging issues and unexpected impacts.
- When there are delays in reporting consultation and project results, provide updates.
- Continue Annual Charter Reviews, with reporting on achievement of each year’s priorities.

Appendix A. Participant List

Community or Stakeholder Group	Names (19 interviewees)
1. Alma Mater Society (AMS)	Samantha So (VP Academic) and Ava Nasiri (President)
2. Provost's Office	Pam Ratner (Vice-Provost)
3. UBC First Nations House of Learning	Linc Kesler (Director and Advisor to the President on Aboriginal Issues)
4. UBC Athletics	Kavie Toor (UBC Athletics and Recreation)
5. UBC Student Housing and Hospitality Services	Andrew Parr (Managing Director, Student Housing and Hospitality Services)
6. UBC Infrastructure Development	John Metras (Managing Director, Infrastructure)
7. UBC Treasury	Peter Smailes (Treasurer)
8. UBC Properties Trust	Paul Young (Director)
9. University Neighbourhoods Association	Jan Fialkowski (Executive Director) and Richard Alexander (Elected Board Chair)
10. University Faculty/Staff Tenants Association	Corrine Larson (Acting President)
11. UBC Faculty Association	Mark MacLean (President) and Deena Rubuliak (Executive Director)
12. City of Vancouver	Marnie McGregor
13. Musqueam First Nation	Leona Sparrow and Jessica Carson
14. Metro Vancouver	Ann Rowan, Project Manager, Corporate Strategies (was Project Manager, Collaboration initiatives)
15. University Endowment Lands	Peter McConnell (Community Advisory Council, Secretary-Treasurer)

Appendix B. Interview Questions

A. Defining the Process: reaching those who are impacted or interested and being clear about how and why stakeholders are being involved

1. What have been the 1-3 greatest strengths of C+CP in identifying and reaching stakeholders, and defining how and why they are being invited to participate?
2. To what degree, if any, has C+CP improved its notification and communication channels to reach all stakeholders that might be affected by, or interested in a project?
3. What 1-3 additional things could be improved during this phase of consultation?

B. Designing and Implementing the Process: understanding stakeholder needs and concerns; scheduling and resourcing the process; using appropriate engagement methods; engaging a broad and diverse range of stakeholders; and two-way information-sharing

4. What were the 1-3 greatest strengths of C+CP in designing and implementing engagement processes last year?
5. Have you used any online engagement tools? If so, how did you find them?
6. Do you have any suggestions for expanding C+CP's "toolbox" of engagement techniques and materials, including online engagement?
7. What additional 1-3 things could be improved during this phase of consultation?

C. Concluding the Process: sharing project outcomes and how input was used; evaluating the consultation process; and integrating results with ongoing UBC communication, relationship-building and research processes

8. What are the 1-3 greatest strengths of C+CP in concluding engagement processes?
9. Did C+CP improve its reporting back to stakeholders on the results of consultation and how they were used in project and planning decisions last year?
10. What additional 1-3 things could be improved during this phase of consultation?
11. Do you have any other comments and suggestions you'd included in the report?
12. How could the Engagement Charter be used to help other UBC departments conduct more effective engagement? (time-permitting)