

UBC Vancouver Student Housing & Community Services 5-Year Plan

2022/23 - 2026/27



THE UNIVERSITY OF BRITISH COLUMBIA

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SHCS 5-Year Plan Executive Summary

Background and Context

Student Housing and Community Services (SHCS) is a self-funded unit within the Vice-President Students portfolio that provides numerous services to the UBC community on both the Okanagan and Vancouver campuses. We see our role as cultivating community on our campuses, inspiring well-being, and enriching the lives of the students we serve and our employees.

We are proud to be one of the largest and foremost campus service providers in the higher education sector in North America. A spring 2022 international benchmarking survey of first-year students living in student housing rated UBC statistically higher in overall satisfaction, learning and program effectiveness than all other participating institutions.

Early in 2022, SHCS leadership began a process of developing new plans for their units that outlined three-year operational goals and five-year aspirational goals. This work was undertaken to provide focus and support collaboration across SHCS to the benefit of the UBC students we serve, our employees, and the broader community.

These plans also fulfill an important commitment made to our teams in our People Plan, and serve to strengthen our place as a leader in the sector. The plans also take into consideration the array of other strategic plans that are important to UBC with the intention of having the actions we take within SHCS support the success of these plans.

While this document focuses on the UBC Vancouver campus, a similar but separate roadmap will exist for SHCS at UBC Okanagan. SHCS includes the Bookstore, Campus Mail, Child Care Services (CCS), Conferences and Accommodation (C&A), Facilities and Building Services (FABS), Food Services, Parking, Residence Life & Administration (RLA) and numerous support units: Finance, Payroll and Procurement; Human Resources (HR); Information Technology (IT); Marketing and Communications (MarCom); and Occupational Health and Safety.



Vision

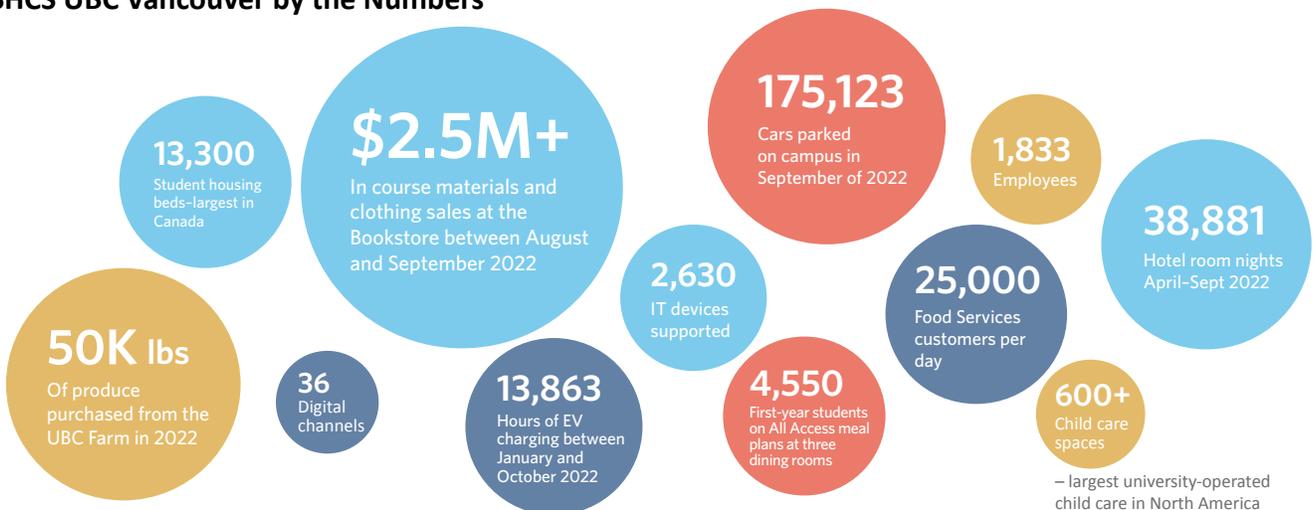
Our vision is to cultivate community, inspire well-being, and enrich lives at UBC.



Mission

We enhance the UBC experience by delivering high-quality and innovative services and products; embedding a culture of wellbeing, inclusivity, transparency, Indigeneity, and sustainability in our processes and practices; responsibly stewarding our assets and resources; attracting revenue and managing costs to financially contribute to UBC's academic mission; and offering leadership to the industry beyond UBC.

SHCS UBC Vancouver by the Numbers



The context in which this planning work was undertaken includes:

- A clear vision and mission within SHCS, focused on a particular commitment to the student and employee experience.
- Committed employees and strong leadership within SHCS and the VPS.
- Our location on unceded, traditional Musqueam territory, and partnership with Musqueam on numerous projects in SHCS.
- An increased urgency on Equity, Diversity, and Inclusion efforts at UBC and within society.
- Continued operational uncertainty due to the pandemic, a changing climate, and geopolitical uncertainties that influence demand and supply chains.
- A challenging financial environment, with inflationary pressures reducing margins, rising interest rates influencing capital investment decisions, recessionary global economic forecasts, and a need to return to financial sustainability and resume SHCS's annual financial contributions to the university post-COVID, all while managing greater demand for student affordability.
- Mixed demand across the portfolio, significantly exceeding capacity in some areas (e.g., Student Housing and Child Care), recovering in others (e.g., C&A, Food Services and Parking), and others continuing to face significant market changes (e.g., Bookstore).
- Recruitment and retention challenges in some areas of our operations, impacting our ability to deliver some services, while others look to right size operations in response to long-term trends.
- The university is engaged in the development of a new campus master plan, Campus Vision 2050 that includes targets for new student housing units.
- Recently completed seismic studies indicate the need for renewal or replacement of some current student housing stock on the UBC Vancouver campus.
- A mix of new (e.g., Workday Finance and HCM, Purchasing and Bookware) and legacy (e.g., Student Housing, Child Care, SIS), systems supporting our work.

High-Level 3-Year Operational Priorities

While each individual plan outlines numerous initiatives and priority projects over the coming years, four critical themes emerged in our planning: people, sustainability, renewal and growth, and innovation and digital transformation.

People

Mission alignment: Embedding a culture of wellbeing, inclusivity, transparency, Indigeneity, and sustainability in our processes and practices.

Given that a key focus of our operations is on providing services to students, throughout the unit plans many initiatives are aimed at enhancing the student experience. In response to the recommendations of the Affordability Task Force, we are also working to support food security initiatives for students and lower the cost of child care for families in partnership with the government of BC.

In 2020, SHCS launched its first five-year People Plan, and despite the pandemic, significant progress has occurred on its three themes: 1) creating a shared vision and strategic alignment, 2) building connection and community, and 3) developing and engaging our people.

Given the recruitment challenges multiple units are facing, it is not surprising that many of our departmental operational plans include new initiatives to attract, diversify, retain, engage, and support the growth of our teams. Key priorities include a collaborative recruitment effort to address critical staff shortages, leadership training, succession planning, organizational renewal in some areas, and continued improvements to internal communications, including a new employee intranet.

Human Resources will also support units with training and other resources to create exceptional workplace cultures. These goals are essential to the achievement of everything else in our plans, as we cannot provide the high-quality services our students and community deserve without the right skills and talent on our teams.

Beyond the SHCS team, we are committed to our important work with the Musqueam Storytelling Committee and continuing to explore Indigenous naming and storytelling opportunities across the portfolio. As part of a larger effort across the VPS portfolio, Human Resources will focus EDI efforts on the Indigenous Strategic Plan and the Anti-racism Task Force report, including increasing staff education and embedding equity, diversity and inclusion principles in our recruitment practices.

Sustainability

Mission alignment: Embedding a culture of wellbeing, inclusivity, transparency, Indigeneity, and sustainability in our processes and practices.

Many areas of SHCS are working to advance the integration of sustainability into our operations.

Such efforts include Parking's work to support sustainable transportation such as cycling, carpooling and e-bikes, along with equitable transportation including transit subsidies to help SHCS employees transition to more sustainable and affordable transportation modes.

Food Services is committed to continuing to advance its sustainability leadership, including encouraging plant-forward food options, supporting local growers and reducing food waste and the use of single-use containers.

Conferences and Accommodation is also focused on improving the sustainability of its operations by reducing single use plastics and enhancing the ways in which it shares sustainability efforts with guests.

Facilities and Building Services will continue to build new housing and lead major renovation projects that meet high environmental standards in support of the University's Climate Action Plan 2030, while retrofitting existing lighting fixtures to energy efficient units and reducing the use of cleaning chemicals.

Renewal and Growth

Mission alignment: Responsibly stewarding our assets and resources and attracting revenue and managing costs to financially contribute to UBC's academic mission.

Emerging from two very challenging pandemic years, the coming three years will be a period of renewal and growth in SHCS. Brock Commons Phase 2, with 600 new beds, is on track to open as planned, with building one in fall of 2023, and building two, which includes new Food Services outlets and Child Care Services spaces, in the spring/summer of 2024.

Planning is underway for new housing projects and the renewal of some existing ones, in alignment with the UBC Housing Action Plan and informed by the Campus Vision 2050 process, which is now in development.

Child Care Services centres are also being renewed and expanded.

Beyond physical spaces, the services and experiences we provide will also evolve. Planned changes include a more efficient model for our residence front desk operations, a new resident move-in experience in fall of 2023, guest experience improvements in Conferences and Accommodation, and exciting new product offerings in the Bookstore through our partnership with lululemon.

Leveraging the additional year-round hotel accommodation now available in Vancouver, Conferences and Accommodation will seek to grow its Winter Session business.

Campus catering offerings are also changing, as we find new ways to provide these services to our campus community. Other Food Services enhancements include transitioning our meal plan model from Declining Balance to All Access Dining, dramatically enhancing the first year meal plan experience and overall value to students.

Child Care Services continues to apply for and receive new \$10/day funding for UBC's existing childcare programs. These \$10/day settings are an important step in the Province's plan to make affordable child care a core service for

BC families. This funding provides a significant positive financial impact for parents, with families paying no more than \$200 per month for each full-time child. Some low-income families may even qualify for free child care through programs such as the Affordable Child Care Benefit.

Innovation and Digital Transformation

Mission alignment: Delivering high quality, innovative services and products and offering leadership to the industry beyond UBC.

Numerous opportunities exist for SHCS units to improve services to students and our employees, and enhance the efficiency and effectiveness of our operations, through incorporating new technologies and innovations.

The Bookstore's transition to a new system is largely complete, with opportunities for additional improvements underway.

New systems to support staff scheduling, for Child Care Services, and for Residence Life and Administration, are being explored. Smart solutions are also being investigated to improve Parking operations and support sustainable transportation initiatives. We will work to modernize our safety systems and create a new safety reporting system.

Opportunities to increase service hours and add revenue in Food Services through self-service, self-checkout and automation options are also being piloted.

An audit of SHCS websites is also underway, and work is beginning on a roadmap for renewal of multiple sites over the coming years. Increasing use of digital strategies will continue to modernize our marketing and communications efforts.

Our IT team plays a vital role in these projects and in ensuring our connections to other critical UBC systems, such as integrating with the new Workday Student system scheduled to launch in 2024.

Longer-Term Aspirations

SHCS is a leading provider of campus services in the higher education sector. We continually seek to deliver first-in-class services to our students and our employees, and our aspirational goals reflect that commitment to excellence. Ambitions for the 2025–2027 time frame were as individual as our units, and include:

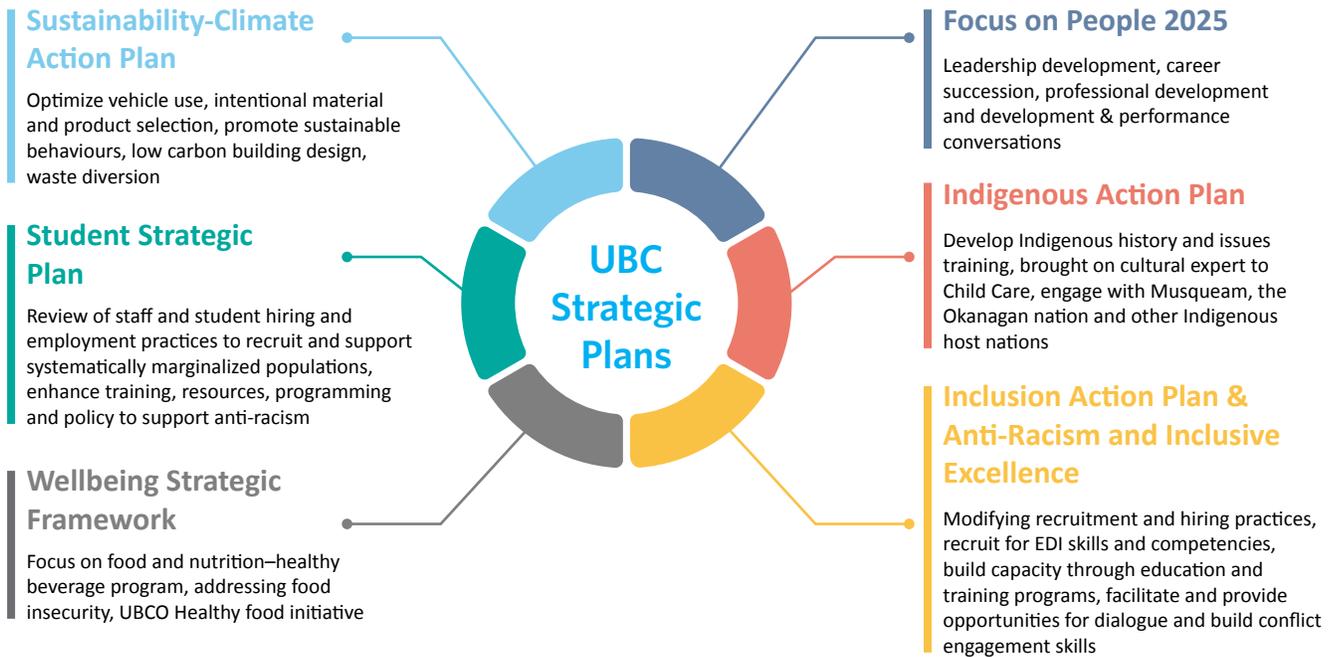
- Reduction in housing waitlists and an enhanced student experience through continual investment in growth.
- Supporting the establishment of UBC as a sustainable transportation test bed.
- Centering the mobile phone for identity, access, ordering and payment for services in multiple units.
- Renovations and renewal, or increased access to, physical spaces needed for operations.
- Financial growth to support the student experience.
- Continued innovation in technologies and platforms to support operations in many areas.
- Improving the understanding within the campus community of the role and impact of our units.
- SHCS established as an employer of choice, with right-sized staffing levels and strong succession plans.

All of these longer-term goals will require significant collaboration across SHCS and with others on campus to achieve.

Next Steps

These plans will evolve as our work progresses and the context in which we operate continues to change. This living document may be updated and revised periodically to reflect work completed and new opportunities identified. Progress will be shared with our community.

SHCS Contributions to Advancing UBC Strategic Plans



Appendix A: Department Plans

Bookstore & Campus Mail

Mission

We support the campus community by providing access to products, promoting school spirit and delivering great service.

Overview

The last couple of years have been a challenge to maintain operations during a pandemic. The foundation of our operations is built on delivering in-person experience to the UBC community, which is gradually returning. The nature of course materials continue to evolve with increased digital, fewer physical materials being used, and a dramatic increase in free materials available to students. The reliance on non-academic programming, tourist traffic, and international students continues to be of great importance as highlighted by the business disruption in 2020 and 2021. The Bookstore and Campus Mail continues to be committed to delivering the best possible service to the community in alignment with the university’s strategic plans and academic goals.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Situated in a prime location the Bookstore is the campus retail destination and solution provider for UBC’s retail needs • Promotes and protects the UBC Brand using fair trade partners and preference to Canadian Vendors • Recognized leader in Campus retail in North America for innovative practices and merchandise • Strong campus partnerships with Athletics, SHCS, Ceremonies (Graduation) and Alumni • Staff with expertise in merchandise buying, customer service, accounting and warehousing 	<ul style="list-style-type: none"> • Ecommerce less than robust • Unpredictable changes to course materials requirements and formats is resulting in reduced sales \$\$ and units • Value of the Canadian dollar impacts store’s purchasing merchandise and used books from the USA • Technology restraints that limit operational efficiency that impact the customer experience • Financial constraints that inhibit staff development
Opportunities	Threats
<ul style="list-style-type: none"> • Growing interest in UBC Athletics supports increased Thunderbird merchandise sales • Adding additional pop-up partners to expand merchandise selection and services • Custom product sales can continue to expand to additional student groups/faculties • Investing in new technologies to improve e-commerce experience, digital marketing and courseware adoption • Work learn opportunities to enrich the students experience 	<ul style="list-style-type: none"> • Online retailers continue to compete in every category except UBC branded merchandise • Instructors and students going direct to publisher for course materials • Supply chain disruptions and uncertainties • Continuing disruptions to in-person learning and students attending campus

Operational Plans: 2022/23–2024/25

Area	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Complete replacement of POS System – changing existing system that has been in place since 1991. Outcomes expect to gain efficiencies in workflow, reduce process times, improve ecommerce ability and inventory management, and support LMS and digital growth	July 1, 2022	1, 2, 3	IT Team support, Marcom
	lululemon concept store – 5-year arrangement to enhance brand recognition in partnership with Athletics. Expected to drive incremental sales of \$500K in Y1, \$1M in Y2 and beyond. Product line a good fit with community demographic and should serve to drive positive interest in the store.	Summer 2022	1, 2	Marcom
	Training and alignment of roles to support the sales floor. Allocating resources to maximize customer service and sales opportunities.	2022 and ongoing	1, 2	HR
	Vendor partnerships/ In-store seasonal pop-up	2022 and ongoing	1, 2	
	Indigeneity Initiatives	Ongoing	4	
Service enhancements	Use of space – maximizing the value of floor, office and warehouse space to drive revenue and reduce costs		3	FABS
Efficiencies	Re-design workflows with new system to streamline processes and better allocate resources	2022 and 2023	3	HR
Org structure	Review of all roles to improve ability to support priorities and maximize service capability		3	HR
Capital plans	Upgrade HVAC controls to improve indoor air quality	2022	3	FABS
	Investigate moving to electric vehicles for Campus Mail	2022-23	3, 4	FABS
	Update office area- create supervisors’ offices on sales floor	2023-24	3	FABS
	Create permanent ecommerce operating space	2023-24	3	FABS

2025–2027 Aspirational Goals – A Return to a Sustainable Business Model

Area	Aspiration
Operational goals	Fluid organization structure that supports customer facing functions – leading to improving the student experience by optimizing customer service
	Empowering staff and supervisors to solve problems close to the customer
	Rebuilding course material revenues with close connection to faculty – better integration into course planning
Service enhancements	Ecommerce platform – highly functional to properly serve evolving retail
Efficiencies	Full utilization of new technology to improve work processes and gain efficiencies
	Improved workflows and job structure

Our People

Area	Goal	Strategy	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Professional development	Leadership – Develop Associate Director and new management roles	Drive change to build management capacity – mentor new AD role Use of industry tools and education to continue development.	Fall 2022 and ongoing	3, 5	HR
Culture	Strengthening internal connections	Work on changing the culture to be more supportive, collegial and collaborative Clarify reporting structures, address issues, revise job descriptions, and build team cohesion	2022 and ongoing	4	HR
Succession planning	Creating opportunities for professional growth	Identifying internal potential and creating a development plan. Mentoring to help build skill sets and capabilities to realize personal growth	2022 and ongoing	3	HR

Goals to Support Other UBC Strategic Plans

Goal	Strategy	Timeline	UBC Plan alignment	Supporting SHCS Units
Product identifiers	Highlight origin of products through icons on both website and in-store	2022 and ongoing	4	Marcom
Increase mental health literacy	Participate in programming	2022 and ongoing	4	HR
Sustainable product purchasing	Policy for procurement to buy responsibly	ongoing	4	

Child Care

Mission

We cultivate innovative and transformative pedagogies that foster early childhood spaces rich in infinite possibilities for children, educators and families.

Vision

Strong leadership in Early Childhood Care and Education hinges upon strong and respected Early Childhood Educators who are supported by ethical institutions committed to the highest quality care and education for children, families and educators.

UBC Child Care acknowledges that our youngest citizens, the children we care for, are growing up in BC within a context of changing Indigenous and non-Indigenous relations. UBC Child Care is dedicated to actively seeking and welcoming authentic Indigenous knowledge(s) into our spaces for educators, children and families. UBC’s Early Childhood Educators are critical in promoting and bringing forward conversations about healing and social justice.

Core Values: joy, freedom, positivity, trust, collegiality, courage, creativity, curiosity, respect, and equity.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Dedicated Early Childhood Educators • Strong committed management team • Quality childcare spaces situated in the Pacific Spirit forest • Commitment to the decolonization of spaces and practices • A collective lens focused on issues of social justice 	<ul style="list-style-type: none"> • Expansion has preceded thoughtful changes to management/admin infrastructure • Sector labour shortage • Cost of living and cost of commuting to UBC • CCS does not meet the demand for childcare
Opportunities	Threats
<ul style="list-style-type: none"> • Government initiatives targeted to lower parent fees and support all families with accessibility to affordable childcare • Expansion of \$10/day childcare in the next 1-6 years • New Spaces funding • Engagement in Early Childhood Pedagogy networks 	<ul style="list-style-type: none"> • Expansion of spaces without expansion of ECE labour force • Turnover of key management positions • Loss of quality Early Childhood Educators to other organizations due to UBC’s location, low compensation & benefits (parking) and perceived invisibility

Operational Plans: 2022/23–2024/25

Area	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	<ul style="list-style-type: none"> • Continue to apply for additional \$10/ day sites • Continue to apply for New Spaces grants • Continue to apply for maintenance grants (upgrades to buildings and outdoor play spaces) • Continue to apply for H&S grants to ensure compliance with HA, facility improvements & financial support for backfilling educators due to pandemic related illness 	2022-2025	Enriching lives and supporting well-being of families of families	Finance FABS
Service enhancements	See below re: ECPN			
Efficiencies	Organizational structure (see below)			
Org structure	Continue to expand and reorganize the existing Management and Admin team /structure to appropriately adjust to the past historical rapid growth and respond appropriately to the projected continued growth (one more PM, one more admin position).	2022-2025	Well Being - manageable work load & thoughtful and connected support of front line team of Educators	HR

Capital plans	Renovating all 10 yards along Osoyoos Crescent	2022-2023	Decolonizing the play spaces for children	FABS
	Expansion of 37 spaces at Brock Commons	2025	Expansion plans	FABS

2025-2027 Aspirational Goals

Area	Aspiration
Operational goals	<ul style="list-style-type: none"> Expansion - Brock Building and participating in a strong early childhood pedagogy network within BC, Canada and beyond
Service enhancements	<ul style="list-style-type: none"> Yard and facilities upgrades Decolonization of spaces and practices Shifting the narrative of ECE at UBC from a service model for working parents to a “public good, or great social, cultural and political importance” (Dahlberg & Moss, 2005, p.29). When ECE spaces are solely viewed as a commodity to be purchased, educational values and purposes are not considered. In turn, Early Childhood Educators are not respected nor valued as professionals.
Efficiencies	<ul style="list-style-type: none"> Ensuring the organizational structure is strong in its positioning to accomplish the above - time and human resources to support the pedagogical professional development required to continue to excel and lead

Our People

Area	Goal	Strategy	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Professional development	<ul style="list-style-type: none"> Build a career laddering pathway for senior Early Childhood Educators 	<ul style="list-style-type: none"> Continue to expand the existing Program Manager team - currently 3. Goal 4 by 2026 Create a peer mentoring professional development yearly plan led by existing motivated Senior Early Childhood Educators - one evening, one Saturday per month 	2022-2025	Cultivating community Inspiring wellbeing Enriching lives	HR Finance
Culture	<ul style="list-style-type: none"> Above Continue to ensure Early Childhood Educators feel appreciated and respected for the work they do 	<ul style="list-style-type: none"> Three team building events for all Senior Supervisors/year May is Childcare Month celebrations Holiday celebration event - all Early Childhood Educators Summer celebration event - all Early Childhood Educators 		Cultivating community Inspiring wellbeing Enriching lives	
Succession planning	ADO ADP SAC	<ul style="list-style-type: none"> Ensure the roles and responsibilities of these three key positions are moved from individual heads to written processes and protocols 	2022-2025	Cultivating community Inspiring wellbeing Enriching lives	

Goals to Support Other UBC Strategic Plans

UBC Child Care Services has been working closely in collaboration with the Early Childhood Pedagogy network since the fall of 2021. All Program Managers and the Associate Director of Operations are members of this professional network that is funded by the Ministry of Education and Child Care. They meet weekly over Zoom, with the team from Western University and other colleagues in BC, and engage in offsite professional development as a network monthly. UBC Child Care Services’ Program Managers and Associate Director of Operation cascade this work and ways of thinking about children and families living and growing within the complexities of the 21st century into UBC Child Care Services’ programs for children daily.

“Educators create and work with pedagogical commitments to respond to current conditions of our time. Today’s children inherit challenging issues including rampant climate change, systemic racism, global pandemics, ongoing violence and displacement, war and persecution, poverty and extractive global trends among many other. They also inherit advances in human rights, technology, artistic movement and other positive shifts in societal values. These conditions demand careful ethical and pedagogical responses that have the potential to enact transformative change.

Educators collaboratively craft these pedagogical responses in local contexts, always responding to particular local values as well as global challenges and opportunities without applying universal solutions. These pedagogical commitments and responses contest the dominant discourses of developmentalism and schoolification and bring new narratives into early education: (The Role of the Early Childhood Educator in BC, 2022, p.3)

This work responds and dovetails over and over again with many of the strategic plans that UBC has in place for its community.

Conferences & Accommodation

Mission

We create a welcoming and memorable experience for our guests, provide high-quality hotel suites, comfortable shared accommodations, spectacular meeting spaces and professional conference services, while serving our valued campus partners and generating economic benefits to the UBC community.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Diverse market segments • New Signature studios • Core team 	<ul style="list-style-type: none"> • Access to academic meeting space • Shared front desk • Impact of projects on guests • Ageing workforce
Opportunities	Threats
<ul style="list-style-type: none"> • Hotel occupancy growth • Permanent use of all Orca • New brands • UBC sustainability advantages • New technologies 	<ul style="list-style-type: none"> • Inflation • Recruitment and retention • Supply chains • GHG restrictions

Operational Plans: 2022/23-2024/25

GROWTH: Increase year round hotel suite occupancy and revenue		
Customer: Impress guests; increase ratings	<p>Internal: With thoughtful amenities, consistently clean rooms and better service Adopt new texting platform for guests to improve communication with staff Improve front desk service experience with greater coverage and training Improved TV experience in Signature Studios, inspect rooms after housekeeping check out service</p> <p>L&G: Adopt industry SOPs and introduce formal inspections procedure Adopt guest review and drive follow up process, new hotel tech for texting with guests, front desk service and hours review</p>	IT
Customer: Ensure guests feels they are uber sustainable	<p>Internal: Show how guest is sustainable thru branding and promotions Offer opportunities to select carbon offset options –online reservations, Use digital marketing to promote sustainable stays Ensure amenities are sustainable</p> <p>L&G: Increase digital marketing capacity Increase staff awareness about sustainability Engrain sustainability into Brand</p>	Procurement Marcom
GROWTH: Develop large base of academic conference site blocks		
Increase faculty desire to host conferences/promote winter conferences	<p>Internal: Ensure staff build ongoing relationships with Faculty. Organize host appreciation event with Santa. Secure more event space in winter for conferences Research leads.</p> <p>L&G: Use ungerboeck to track staff lead development. Celebrate our faculty hosts Create winter event focus and culture</p>	Food
PRODUCTIVITY: Increase staffing consistency and capability		
Customer: Avoid surprises caused by staffing shortfalls and training deficits	<p>Internal: Ensure staff retention and improve recruitment outcomes. Increase housekeeping pay rate to stay competitive Create office space for housekeeping team and increase Sales/ Admin office space Ensure competitive compensation</p> <p>L&G: Ensure ongoing training for HSK staff and keep them celebrating Consolidate WCS/Orca/Gage apts hskg ops in summer to ensure consistency and efficiency. Obtain compensation data to ensure competitiveness</p>	HR FABS
PRODUCTIVITY: Ensure availability inventory syncs with upcoming to protect UBC reputation		
Customer: Reduce impact of project/ maintenance on guests	<p>Internal: Certainty of room inventory 3+ years out Receive periodic written updates Keep guests farther away from work areas</p> <p>L&G: Promote true internal service culture with KPI's in SHCS More control over renos including scope</p>	FABS

2025-2027 Aspirational Goals

More dedicated winter session meeting space to help sell winter conferences and events. Dedicated front desk for hotel to enable better service with less of a student environment. Guest app to allow remote check in and other services.

Facilities & Building Services

Mission

The coming five years can be characterized as a period of planning, and modest growth following 10 years of rapid growth in new infrastructure. However, within the operational area of Facilities and Building Services, strong growth is required still to support the physical spaces and the programs that run within them. External factors resulting in recruitment barriers make this more of a challenge. Continued energy spent on planning and cyclical renewal both in maintenance, renovations and full building replacement is imperative to ensure success.

Operational Plans: 2022/23-2024/25

Area	Strategies	Timeline	SHCS Mission Alignment
New infrastructure	<ul style="list-style-type: none"> • Support UBC partnership with Musqueam <ul style="list-style-type: none"> ◦ Complete naming and educational pieces at tə šxʷhələlərn̓s tə kʷaʷkʷəʔaʔɬ lobbies • Opening of Brock Commons phase 2, adding residence amenities, front desk, and 600 bedspaces <ul style="list-style-type: none"> ◦ 320 bedspaces opening August 2023 ◦ 280 bedspaces opening March 2024 ◦ Parking including three electric vehicle charging stations opening August 2023 ◦ 37 spaces for Child Care opening March 2024 or after ◦ Food outlet “Harvest 2.0” opening March 2024 or after • Campus Vision 2050 and how we fit in: 3,350 beds in next 10 years, taking us to 17,500 at UBCV <ul style="list-style-type: none"> ◦ Initial priority: Place Vanier Masterplan, to replace original 1,000 bedspaces, add between 1,000-2,000 additional bedspaces over time. Supports Student Housing program for first year students, added Student Housing system spaces and capacity in the future, C&A groups and hostel programs, Residence Dining. Timeline four years until opening of first new building ◦ Planning for redevelopment of some parts of Acadia Park Residence; focus on replacement planning for Point Grey Apartments, Spirit Park Apartments, Sopron House, Acadia House, Acadia High-rise (~375 units). Supports Student Housing for Families. Provides the university the opportunity to leverage land for capital. Timeline one year to identify plan including maintenance and capital investment plan for buildings deemed end of life, 10+ to build. 	2022-2024	1, 4

	<ul style="list-style-type: none"> o Planning for further future Student Housing capacity at some currently identified sites (EG Armouries Commons) and newly identified sites (EG Osborne). Supports Student Housing program for upper year students. Allows the university to build other amenities and learning spaces concurrently. Timeline one year to identify plan. Options to build as demand and opportunity align. o 220+220 additional bedspaces at UBC O (see UBC O plan) 		
Renewals	<ul style="list-style-type: none"> • Student Housing <ul style="list-style-type: none"> o Ongoing renewal of 7,500 bedspaces operated in the Year Round Housing (YRH) bundle, to continue to provide exceptional space for residents and ensure prudent asset management. Approximately 1,000 bedspaces scheduled per year, at a rate of 20/week. o Ongoing renewal of 4,500 bedspaces operated in the Winter Session Housing bundle and the summer Conferences & Accommodations group including interior finishes on 6-7 year rotation to provide exceptional space for residents and C&A groups and individuals, and ensure prudent asset management. Approximately 700 bedspaces scheduled annually, between May 15-August 15. o Ongoing renewal of 220 townhouse units at Acadia Park, including building envelope, outdoor yard, roofing. Project to be completed 2025. • Child Care Services <ul style="list-style-type: none"> o Ongoing renewal of interior at each centre, on 7-10 year rotation to provide excellent space that appropriately supports the program goals. Approximately 15 centres recently completed, with balance to be completed by 2027 o Renewal and augmentation of outdoor play areas, with five centres scheduled each summer for coming five years. o Closure of the Old Barn, with demolition to be coordinated with construction of Applied One (~2024) • Conferences & Accommodations <ul style="list-style-type: none"> o Complete renewal of West Coast Suites (2023) 	2022-2027	2
Environment	<ul style="list-style-type: none"> • Climate Action Plan (CAP) 2030 <ul style="list-style-type: none"> o Support UBC goal to reduce Greenhouse Gas (GHG) emissions to zero by 2030 o Upgrade building systems to use low carbon fuel source, namely electricity or UBC District Energy System (DES). Secure project funds from government sources to provide a portion of the capital costs required. Achieve near zero building system carbon emissions by 2030 o Electrify fleet of vehicles and stationary equipment by 2030 • Explore opportunities for circular economy strategies • Improve solid waste diversion through reduce/reuse/recycle (pilot project underway) to meet Metro Vancouver targets. • Improve operational environmental impacts by supporting alternative staff transportation to and from work, identifying opportunities for improved procurement, and continuing to maximize solid waste diversion rates for operational waste (e.g. Styrofoam recycling program) 	2022-2030	3

Our People

- Consider EDI goals in every hiring process
- Resolve staffing needs within Building Services through recruitment of 25 service workers.
- Plan for recruitment of 50 additional staff to account for retirements in coming five years.
- Plan for recruitment of 25 additional staff to support new buildings and programs in coming five years.
- Develop training program for utility workers to support promotion and retention of current staff, with a focus on EDI
- Plan for recruitment of 25 trades staff to account growth (12) and retirements (13) over next five years, with a focus on EDI
- Provide regular trades maintenance support for Parking Services
- Explore more comprehensive support for Parking Services and Bookstore to determine most efficient fit
- Continue to support staff safety by participating fully in SHCS and UBC safety programs
- Review system’s needs, anticipating replacement of work assignment system and inventory system

Finance, Payroll & Procurement

Vision

SHCS Finance teams are trusted partners who continuously deliver the necessary financial, procurement, payroll, and professional services and solutions for SHCS units. Our skills and people are aligned with the various university and SHCS missions.

Mission

We continue to support and partner with SHCS units on both campuses during this time of continuous growth and change, providing the required financial support for individual units. We adapt our process as necessary and anticipate systemic changes to ensure SHCS can adapt well in advance of change, rather than having change thrust upon us. We work to ensure that the SHCS financial capability matches the organizational and unit growth goals.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Core team of finance leads • Trained, knowledgeable, committed and engaged team • Receptive to Financial, Payroll and Procurement modernization initiatives • Collaboratively and efficiently work with all SHCS operational areas to lessen the impact and increase the understanding of any new central financial systems, policies, and practices • Provide subject matter expertise within SHCS as well as back to broader UBC for new financial systems and initiatives • Workday expertise • Flexible and accommodating in financially enabling emerging UBC and SHCS initiatives, as exemplified by the recent one-time Student Support Initiatives, on-going \$10/day Child Care pilot program, POS system upgrades, and All You Care To Eat dining programs • Functional understanding of the underlying payroll requirements for the various employee groups served by SHCS • Committed to do the hard work 	<ul style="list-style-type: none"> • Some SHCS operational units do not currently have comprehensive system and employee back-up for all key finance roles • A systematic and consolidated approach for delivery of financial, procurement, and payroll services through out SHCS could be improved alongside other SHCS unit changes

Opportunities	Threats
<ul style="list-style-type: none"> • Incorporate new and emerging technologies that promote effectiveness, efficiency, and accuracy • Financial processing support for UBCO Child Care operations • Warehousing improvements throughout all SHCS units in a coordinated approach • System integration • Maintain an inclusive and diverse team by intentionally encouraging under-represented demographics • Provide increased remote work opportunities where appropriate • Ensure fulsome staff PD opportunities exist and are encouraged • Basic indigenous and EDI awareness for all SHCS Finance staff 	<ul style="list-style-type: none"> • Financial challenges and vulnerabilities exposed during pandemic • Over reliance on recurring SHCS financial contribution • Managing impacts from an inflationary environment • Supply chain impacts within the post-COVID world • Turnover of key leadership positions • Loss of up and coming mid-level staff in the absence of the ability to provide meaningful work, advancement, and career laddering opportunities • Recruitment and retention of qualified entry level staff in a competitive local job market

Operational Plans: 2022/23-2024/25

Area	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Organizational structure aligned with growth and change occurring within various SHCS units	2022 and on-going	Attracting revenue and managing costs	
Service enhancements	Explore new systems that promote increased functionality and service enhancements	2022 and on-going	Delivering high quality and innovative services	IT and operational Units
Efficiencies	Re-design workflows to streamline processes and better allocate resources.	2022 and on-going	Delivering high quality and innovative services	IT and operational Units
Org structure	Review all roles to ensure the right staff are in place and advancement opportunities exist for staff wanting to advance	2022 and on-going	Inspiring Wellbeing in processes and practices	
Capital plans	Ensure unit capital plans are realistic and achievable within financial environment	2022 and on-going	Stewarding our assets and resources	FABS and operational Units

2025-2027 Aspirational Goals

Area	2027 Aspiration
Operational goals	Organizational structure that aligns with SHCS operational unit requirements
Service enhancements	Review all internal financial systems to ensure they best meet SHCS unit needs and goals
Efficiencies	Structure teams to cross functionally support all SHCS units

Our People

Area	Strategies		Timeline
Professional development	Continuous development	All staff have access to PD funds for a wide range of self-development to match their career and personal goals	2022 and on-going
Culture	Employees feel appreciated and respected for the work they perform	Finance is a diverse team and we will work to provide EDI and Indigenous Education opportunities to allow active participation and learning	2022 and on-going
Succession planning	Build a career ladder	Provide opportunities for professional development and career enhancement throughout the SHCS Finance team	2022 and on-going

Goals to Support Other UBC Strategic Plans

Through its ongoing work, the SHCS Finance team supports various UBC Strategic Plans including: UBC Strategic Plan: Shaping UBC’s Next Century, UBC Student Strategic Plan, SHCS 5-year Plan, UBC Climate Action Plan 2030, Indigenous Strategic Plan, Inclusion Action Plan, the 20 Year Sustainability Strategy, VPFO Strategic Plan, and the various Faculty strategic plans.

Food Services

Vision

To enable and inspire a lifetime of healthy eating.

Mission

We nourish and support the students, faculty, staff, and visitors of UBC by providing a diverse selection of fresh, healthy, delicious, and memorable food experiences in a socially and ecologically conscious manner because our guests, our food, and our wellbeing matters. Our commitment to leadership extends well beyond UBC into the Canadian and North American post-secondary community.

See appendix for Food Services core purpose and the value statements that guide their decisions.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Our Food Vision, Mission & Values • Our people and their engagement • Connection to the university, departments and faculties • Exclusivity to trade within the campus core • Connection to housing growth • UBC Card ownership and partnerships • Established strategic growth plan • Leadership in social & environmental sustainability • Our leadership in the North American PSE community 	<ul style="list-style-type: none"> • Static business trade area • Retail & Restaurants economic model • Declining market share • Food delivery • Digital customer experience

Opportunities	Threats
<ul style="list-style-type: none"> • UBC Card partnership growth • New AAD Residence Dining meal plan growth • Leadership in sustainability • Leadership in wellbeing • Investment in the digital and autonomous customer experience 	<ul style="list-style-type: none"> • Campus food delivery • Campus retail competition • Online learning & decreased campus traffic • Food & labour inflation • Competitive labour market

Strategic Growth Plans: 2022/23 - 2024/25

Area	Strategies (Detailed action plan in Appendix B)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
FS - Retail	New location growth, strategic closures and leverage exclusive access to franchise brands			IT, MARCOM, Purchasing
FS - Restaurants	Restaurants = deliver greater value and profits through service optimization			IT, MARCOM
FS - Catering & Delivery	Business optimization and growth through delivery partnerships and Housing growth plans			IT, MARCOM
FS - Vending	Growth through infill, innovation, new locations, new product lines and internal management of the business partnership			IT
FS - Residence dining	Meal plans that deliver extraordinary value staying true to our Food Vision & Values			Housing, IT, Marcom
FS - UBC card	Partnership growth = profitably connect to the new competitive environment retail and delivery			IT & MARCOM
FS - Sustainability & Wellbeing	Plant-forward focus, food waste reduction Zero single use containers, campus-wide food security			Housing

2025-2027 Aspirational Goals

Area	2027 Aspiration
Retail	A \$23M business delivering \$1M in profits with 25 UBC Card Partners, robust Retail Catering, seamless mobile order, payment and delivery for all brands
Restaurants	A \$4M business with two full service restaurants delivering \$250 profits with mobile ordering, payment for take-out and delivery
Residence dining	A \$35M business delivering \$5M in profits. Our All Access Dining model is the gold standard for Canadian universities
Catering	A \$7M business focused on full service events
Sustainability	Leading through Zero Waste, zero single serve containers, food waste reduction, 90% plant based menus leaders in the new UBC food security solutions
People	We have created systems and a culture that has allowed us to be fully staffed at all times and we have comprehensive succession plans in place. We are leaders in action for the SHCS People Plan.

Human Resources

Vision

To build an extraordinary team, partnerships and workplace cultures.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> Highly skilled and dedicated team of professionals Exceptional workplace culture and sense of team Strong customer service focus Relationships with central HR and unions Strong partnerships with SHCS operational unit management teams 	<ul style="list-style-type: none"> Dependency on ER, Union, managers to move through employee issues (often delayed) University policies (i.e. SC7, SC17) can be confusing and can take ownership of processes and related timelines for investigations out of our hands Challenges getting follow-through on new processes (e.g. onboarding and getting emails set-up)
Opportunities	Threats
<ul style="list-style-type: none"> Provide more training and staff development Provide more customized ODL related workshops, i.e. workplace culture Continue to work on creative recruitment strategies Focus on EDI in the portfolio, as it relates to recruitment and staff training and development Refocus on attendance management 	<ul style="list-style-type: none"> Any further changes related to COVID-19 Staff loss due to attraction of working elsewhere SHCS Staff are stressed resulting in workplace culture challenges an increase of ER/LR problems Current recruitment challenges remain or get worse Further challenges with the administration of policy SC7 and SC17

Operational Plans: 2022/23-2024/25

Area	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Staff training and development	<ul style="list-style-type: none"> Continue Coaching Conversation cohorts Building a comprehensive leadership skills training program (partner with central HR, develop and deliver courses internally, curate external facilitators) 	Begin 2022	Delivering high quality and innovative services Embedding culture of wellbeing, inclusivity, indigeneity, etc.	Marcom
Building exceptional workplace cultures	<ul style="list-style-type: none"> Custom design workplace culture workshops for SHCS units Offer specific training related to culture (i.e. persuasion and influence, effective change management, empowering and motivating employees) Refocus on attendance management (new HR Coordinator hired, will be sole focus of this role) Focus on creative and enhanced recruiting techniques 	Begin fall 2022	Same as above	Marcom

Equity, diversity and inclusion	<ul style="list-style-type: none"> • Focusing on the ISP, decolonization, truth and reconciliation • Embedding EDI principles into our recruitment practices, and partnering with Musqueam wherever possible • Connect our staff with meaningful opportunities for EDI related training. 	Begin fall 2022	Same as above	Marcom
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2025-2027 Aspirational Goals

Area	Aspiration
Operational goals	VPS Workplace learning platform with professional development courses delivered throughout the year VPS HR SharePoint site functional (support departments with information management)
Service enhancements	Attendance management program has resulted in material improvement in attendance. Recruitment challenges addressed and deep pool of temporary employees established. Exceptional leadership and EDI training program up and running.
Efficiencies	High-quality onboarding and orientation programs in place for each SHCS unit. Clear processes in place related to Workday.

Goals to Support Other UBC Strategic Plans

The VPS HR team supports various UBC Strategic Plans including: UBC People Plan 2025, UBC Student Strategic Plan, all SHCS unit 3-5 year plans, the SHCS People Plan, Indigenous Strategic Plan, Inclusion Action Plan and the Anti-Racism Inclusive Excellence Report.

Information Technology

Mission

Supporting our client departments in achieving their operational goals during rapid growth in our operations and increasing complexity.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Highly skilled and talented staff • Stable workforce with a wealth of organizational knowledge 	<ul style="list-style-type: none"> • Difficulty in hiring experienced staff because of competition from more attractive employers in Vancouver
Opportunities	Threats
<ul style="list-style-type: none"> • Automation of operational tasks 	

Operational Plans: 2022/23-2024/25

Area	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Transition from old to new persona locking system New bookstore inventory and sales system Implement new housing and workorder system Transition to Workday Student	2030 Jun 2023 Sep 2024 May 2024		
Service enhancements	More support for mobile computing	Sep 2024		
Efficiencies	Streamline desktop support at bookstore	Jun 2023		
Org structure	Succession planning	Oct 2025		
Capital plans	Refresh server and storage hardware	Ongoing		

2025-2027 Aspirational Goals

Area	2027 Aspiration
Operational goals	Get rid of magstripe locks
Service enhancements	Reduce the use of magnetic stripe technology across campus.
Efficiencies	Streamline desktop support across units supported by SHCS IT
Operational goals	Get rid of magstripe locks

Marketing & Communications

Mission

We are a trusted strategic advisor to SHCS, collaborating with business units to achieve shared goals. Directly and with our clients, we advance the SHCS vision and enhance the UBC experience through engaging marketing communications strategies and compelling creative that enhance brand reputation, grow our business, and inspire positive action.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Healthy work culture • Strong mix of skills within the team • Team is nimble, creative, talented, and fun to be part of • Good integration/connection to business units 	<ul style="list-style-type: none"> • Client communications/project intake/workflow needs improvements • Need to adapt to the varying org cultures within SHCS business units • Opportunity to improve collaboration between work we do for V&O campuses • Physical space – staff in multiple locations on two campuses. Insufficient office space to sit together in one place in Vancouver. Only photo studio space we have access to too small for some projects. • Workload capacity limits within MarCom and our clients. Pent up demand coming out of COVID for projects that may have been deferred. • Lack of a cohesive MarCom budget (nested across multiple business units).
Opportunities	Threats
<ul style="list-style-type: none"> • New housing construction on V&O will create opportunities for SHCS • New technologies and platforms provide new channels to explore/incorporate into campaigns • New sponsorships/partnership opportunities • UBC reputation helps to attract students, employees, visitors • Lower than market rates for student housing supports continued strong demand. 	<ul style="list-style-type: none"> • Potential for future waves of COVID-19 to impact operations • Potential operational impacts of climate change, conflict in Ukraine (supply chains, travel demand etc.) • SHCS financial challenges may constrain marketing investments • Evolution of learning and conferences due to exposure to online options; may reduce demand longer term for in person experiences. • Tight labour markets may impact business operations and our ability to attract/retain talent. • Ongoing private sector competition impacts on some business units (Bookstore, C&A).

Operational Plans: 2022/23-2024/25 (SHCS-wide Initiatives)

Goals	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Support SHCS staff recruitment on both campuses	Annual hiring campaigns	Spring and fall phases	Delivering high quality and innovative services and products	HR, FABS, Food Services, C&A
Strengthen SHCS wide and department level internal communications in support of the SHCS People Plan, employee engagement and recognition.	SHCS internal channels. SharePoint project.		Strengthen SHCS wide and department level internal communications in support of the SHCS People Plan, employee engagement and recognition.	SHCS internal channels. SharePoint project.

Increase awareness within SHCS, across the University, and externally, of the ways in which SHCS units are contributing to university priorities. Improve understanding of CCS and Parking contributions to campus.	Create storytelling content that can be leveraged on multiple channels.	Ongoing	Increase awareness within SHCS, across the University, and externally, of the ways in which SHCS units are contributing to university priorities. Improve perceptions of CCS and Parking on campus.	Child Care Services, Parking
Improve user experience, accessibility, and engagement on SHCS web properties and social channels	Conduct audit of SHCS websites and social channels; develop plan for renewal in partnership with business units	Ongoing	Delivering high quality and innovative services and products. Offering industry leadership.	IT, business units
Support SHCS/UBC sustainability goals	Choose sustainable options for MarCom work whenever possible.			Support SHCS/UBC sustainability goals
Improve MarCom project management	Implement new project intake form on the SHCS intranet	TBD based on SharePoint project timing	Delivering high quality and innovative services and products.	HR, IT
Create sustainable, compliant solution for SHCS safety materials	Develop and implement plan to transition current paper materials to digital solution	In phases by units 2022-2024	Culture of wellbeing, inclusivity, transparency, indigeneity, sustainability, in process and practices	Safety

Housing Initiatives (Residence Life, FABS, C&A)

Goals	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Enhance our relationship with Musqueam and advance Indigeneity within SHCS	Storytelling/education within the built environment: - Building naming New Gage precinct Google street view video	Spring/Summer 2022	Culture of wellbeing, inclusivity, transparency, indigeneity, sustainability, in process and practices	Musqueam Storytelling Committee members, FABS
Support digital initiatives	Comms/web support for new Housing system project, C&A texting system and future app	2022-2024	Delivering high quality and innovative services and products.	Housing, C&A

Renew new resident/parent communications	Improve and expand parent web content. Renew new student comms	Spring/summer 2022 Student comms – Spring/summer 2023	Delivering high quality and innovative services and products.	Residence Life and administration
Successful opening of Brock Commons Phase 2 Housing	Communications plan for opening (web, event, contracts, etc.).	Opening Fall of 2023	Stewarding assets and attracting revenues to support UBC's academic mission	FABS, Housing, Food Services
Support the development of new housing facilities on both campuses	Construction comms for upcoming projects Opening comms/events for projects /service units, as they complete	2022-2025 2025-2028	Stewarding assets and attracting revenues to support UBC's academic mission	FABS, UBC O SHCS, Housing, Food Services, CCS?
Support C&A revenue growth on both campuses	Renewal of marketing communications materials and ambassador program (V)	Ongoing	Stewarding assets and attracting revenue to support UBC's academic mission	C&A V, C&A O, IT O

Food Services Initiatives

Goals	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Successful transition to AAD in UBC V dining halls and launch of new meal plan options.	Integrated communications campaign, including dining hall signage updates.	Spring/Summer 2022	Stewarding assets and attracting revenue to support UBC's academic mission. Culture of wellbeing.	Food Services, IT
Support retail catering launch and growth	Set up of online ordering and menus On campus promotion plan.	Online menus Spring 2022 Campaign Fall 2022	Stewarding assets and attracting revenue to support UBC's academic mission	FS Retail Team
Share FS new vision and mission with the campus community	Integrate in to all FS communications channels	Starting summer 2022, then ongoing	Culture of wellbeing, inclusivity, transparency, indigeneity, sustainability, in process and practices	FS
Support improved financial sustainability for FS through a successful launch of mobile ordering and payment and other self-service initiatives.	Integrated marketing communications campaign; provide assets for site build.	First two outlets - Fall 2022 Additional outlets in future waves? Self-service markets?	Stewarding assets and attracting revenues to support UBC's academic mission	Food Services, IT.
Support successful launch of new/renewed retail food service outlets.	Ike's Café Rebrand menus, signage, web content etc. Harvest and Hero 2.0	Winter/Summer 2023 Fall 2023	Delivering high quality and innovative services and products.	FS Retail Team

Other Retail Operations Initiatives

Goals	Strategies	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Improve Bookstore online shopping experience for students	Lead the redesign of the Bookstore’s front-end website and skinning of their new ecommerce platform.	Spring/Summer 2022 Phase 2 Fall 2022	Delivering high quality and innovative services and products. Offering industry leadership.	Bookstore, IT
Successfully launch new Bookstore partnership with Lululemon	Integrated Marcom launch campaign	Fall 2022	Delivering high quality and innovative services and products. Offering industry leadership.	Bookstore
UBC O Child Care transition and expansion	Provide communications support for movement of CCS in-house. Longer-term support program expansion.	TBD	Stewarding assets and attracting revenues to support UBC’s academic mission	UBC O SHCS
Improve communication with CCS parents	Renew CCS parent newsletter program for V, evaluate need/requirements for O CCS V website, online application, and social media review	Fall22/Winter 23 TBD once web and social audits complete	Culture of wellbeing, inclusivity, transparency, indigeneity, sustainability, in process and practices	CCS V, CCS O

Professional Development/Culture/Succession Planning

This year we are working on implementing a new organizational structure for MarCom. This new structure reflects the need to support growth at UBC O, the SHCS People Plan priority to improve internal communications, and our desire to address a gap in the team regarding web governance and strategy. The new org structure expands MarCom team management capacity, better balancing the span of control of those leaders, and creating opportunities for improved succession planning via coaching of their direct reports. Professional development interests among team members include project management, photography/videography, writing/content development, marketing analytics, and leadership.

2025-2027 Aspirational Goals

- Pilot new channels/tools/tech - Expand our use of video and interactive objects. Explore new technologies such as AI, VR, digital loyalty programs, and gamification. Continue to pilot new social channels as our audience moves platforms.
- Expand our use of data to drive marketing strategy – new Google Analytics platform, email, social, ad analytics. Increase our access to sales and other data from other SHCS systems when possible to inform our work.
- Renew/consolidate/refine MarCom marketing tech stack to improve operational efficiency and collaboration.

Financial Plan

The units we support, along with project specific budgets for each initiative, fund our marketing communications’ operations and team.

Support for Broader UBC Goals

SHCS units are actively engaging in advancing broader UBC goals such as Indigeneity and climate action. MarCom plays an important role in shining a light on those efforts, and coordinating with other communicators on campus who can support us in telling those stories more broadly. The primary way we seek to do that is to create engaging content that can be used in multiple ways within SHCS and across our campuses, that highlights that work. The storytelling initiative included above aims to accomplish that goal. MarCom also has an important role to play in encouraging sustainable choices related to marketing materials (e.g. FSC/recycled paper for print projects, sustainable gift/swag items). We also support Indigenous reconciliation through our work on the Musqueam storytelling committee, and seek to advance EDI through our hiring, PD, and promotion practices.

Occupational Health & Safety

Vision

Bring value to SHCS by effectively supporting business units to achieve their defined visions. Lead SHCS beyond safety compliance and towards organizational care.

Mission

The Safety Team supports the overall SHCS Mission of enhancing the UBC experience. We do this through the following:

- Standardize processes that follow established safety standards of excellence
- Modernize safety systems to maximize efficiency and support data-driven decision making
- Leverage strategic partnerships to strengthen risk competence in our employees
- Maintain an accountable and transparent internal responsibility system
- Enhance and humanize the claims and injury management experience

Operational Plans: 2022/23–2024/25

Area	Strategies	Timeline
Operational goals	<ul style="list-style-type: none"> • Establish tailored key risk inventories (KRI) following a risk-based approach • Build a comprehensive digital inspection program across SHCS • Implement an effective chemical inventory management system • Collaborate with Workplace Health Services <ul style="list-style-type: none"> o Update SHCS job demand analysis o Establish a SHCS–centric Injury management process • Develop a near-miss reporting system 	2022-2025

5-Year Aspirational Goal

Area	2027 Aspiration
Operational goals	Achieving certification in the Occupational Health and Safety Management System Standard (ISO 45001:2018)
Service enhancements	Demonstrating a safety commitment to staff, students, and guests.

Parking

Vision

Delivering innovative and sustainable access to the UBC campus.

Mission

We are dedicated to providing exceptional service and support to the UBC community that affords them safe, sustainable and equitable access to campus and its facilities.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Innovative • Connected • Efficient • Drivers of change • Recurring revenue stream • Flexible • Trained, knowledgeable, committed and engaged staff • Safe, clean and accessible facilities • Not afraid of doing the hard work • Deep expertise in access (transportation, keys, cards) • Ability to execute on planned activity • Strong policy documents • Campus as Living Lab / research partner • Strong partnerships with progressive partners • Innovation and process improvement • Enterprise / UBC level perspective and approach • Experienced staff, high performance leadership team • Well established programs, systems and processes • Flexible and accommodating with customers • Contactless & mobile payments • Solid capital maintenance plan • Commitment to UBC’s mission • A positive culture, accepting of change 	<ul style="list-style-type: none"> • Parking and Transportation not under one roof (as it is at virtually every university) • Poor awareness of role of Dept. • Communication – what we do well • Disintegration of access continues to be a drain on resources • Systems and platforms not fully integrated • Financial support not made via dividend (under reported contribution) • Marketing and branding – telling the Parking story / not dedicated resource • Service programs missing • Post pandemic resetting of capital plan • Inequitable amount of work amongst teams • Talent attraction & retention • Quality and quantity of staff training & program • Lean teams • Additionally workload – bikes, L&F • Sub optimal physical location (Desk) • Integration of systems • Over reliance on software providers • 10 Pack Honk product • UBC feet policy (purchase and use) • Negative perception of Dept. and not being addressed • Absence of dedicated marketing support • UBC card software for issuance – too manual • Bike lockers are old and out of date • Central IT bottleneck progress • Poor documentation of business rules • Dependant on UBC comms / marketing • Silo’d structure limiting enterprise development • Fear of change across portfolio (too much manual work); relinquish control

Opportunities	Threats
<ul style="list-style-type: none"> • System integrations • Better use of available data • Satisfying demand for ZEV • Daily pricing model • Better management of the curb • Cross functional team working / projects • Closer working with UBC-O • Optimize connection with Transportation / Sustainability • Reduce points of friction • Integrated with Housing • Closer connectivity with UNA, UEL, PT, MOTI • Optimized training and development for all positions • Equitable transportation • Smart parking • Use of ML and AR (5G) • Communication / telling the story • Access – is there a role for the Dept. or not • Ditto UBC card • Create mode shift opportunities / nudges / hubs • Create a thrilling environment – murals, colour, lighting “the feel” • How do we help people feel good / nice (environment) • Coordinate operations – the Disney app. A UBC customer not Dept. cx • Streamline operations – integrations, access strategy • Unified vehicle access strategy • Creatively use software development partnerships • Create portfolio IDEO program – central hub of problems and solutions • Redesign JDs and positions • Implement training position • Access desk location & design • Customer experience for purchases • Smart city opportunities • HONK notifications • Replace meters with HONK • Create UBC vehicle fleet policy (purchase and use) • Dedicated marking staff / campaign to highlight our contributions to UBC and community • Different UBC card software – photo editing etc. • Bike program – refresh the lockers w new readers. • Green transportation • Rogers and 5G network – CAPSTONE • Retrofit LUKE meter cases • Modernize bike and end of trip facilities • Training and development of sign shop • Use of sensor and technology for planning & research 	<ul style="list-style-type: none"> • Retirements within five years • Compensation leads to turnover and loss of talent • Political will to make difficult pricing decisions • The intersection between policy and execution • Proximity access especially for fleet operations • Reduced volume of drivers (gas prices, hybrid working) • Land use changes • Over reliance on recurring dividend • Pandemic flare-up • Financial deficit deepens • Subject matter experts leave • Change of central UBC systems, policies, practices • Introduction of a new UBC vision • Software vendors go out of business • Employee turnover at vendors (relationship and expertise) • Unknown transportation trends coming out of pandemic • Aging and unhealthy workforce • Loss of M&P • Aging technology • Custom labour to maintain infrastructure • Loss of surface lots – construction • Increased negative perception of Dept. • Staff to maintain existing and new programs

Operational Plans: 2022/23-2024/25

Area	Strategies (include whether this is revenue generating and if so, what that projected revenue is to align with the 5 year budget plan)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Develop and enhance sustainable transportation options for commuters to create mode-shift opportunities	1-3 years	Wellbeing	FABS
Service enhancements	<ul style="list-style-type: none"> Secure cages and lockers for cyclists meet users' needs Develop and promote programs supporting carpooling, vanpooling and use of e-bikes Promote mode shift through subsidy of desired modes (e.g. staff transit, subsidies for e-bikes etc.) 			
Efficiencies	Where appropriate consider Metro Vancouver solutions, networks and synergies especially those operated by Translink (day use lockers, carpooling platforms etc.)			
Org structure	<ul style="list-style-type: none"> Parking Facilities team maintain end of trip cycle facilities Seek alignment with Housing cycling facilities (synergies) UBC cycling & transportation planning taken into account Metro Vancouver transit planning C&CP cycling network (current and future) 			FABS C&CP
Capital plans	Estimated investment will vary, likely \$200K+ per year for cycling facility upgrades to lockers and secure cages			

Area	Strategies (include whether this is revenue generating and if so, what that projected revenue is to align with the 5 year budget plan)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Develop and enhance equitable transportation	1-3 years	Wellbeing	Marcom
Service enhancements	<ul style="list-style-type: none"> Optimize the current pilot for subsidized staff transit passes: target 50% uptake for eligible staff Expand beyond the pilot to other groups; target lower income groups Explore funding for other modes of transit – vanpool, carpool, e-bike purchases Increase parking revenue to support subsidies for mode shifts 			HR
Efficiencies	Investigate and ideally have Workday filter eligibility based on either job function / group or income			
Org structure	Potentially develop policy that lays out varying levels of centrally provided subsidy based on qualifying criteria like income.			HR
Capital plans	Funding currently provided by the Sustain Transport Levy with matching funds from the recipient group.			

Area	Strategies (include whether this is revenue generating and if so, what that projected revenue is to align with the 5 year budget plan)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Develop smart on-campus transportation solutions	1-3 years	Wellbeing enriching	
Service enhancements	<ul style="list-style-type: none"> • Develop integrated and aggregated data streams from across multiple systems (disparate systems ‘talk to each other’) • Use data to lower points of friction and improve access (enhanced wayfinding, parking availability etc.) • Mine data: generate actionable information and potentially generate predictive modelling 			
Efficiencies	<p>Improve the experience of visitors to campus – ease of finding their way around, accessible parking etc. – and improve the productivity of staff (proximate access to buildings, loading zones etc.)</p> <p>This is especially important for use of highly desirable spaces – on-street parking, loading bays, pick up & drop off etc.</p>			
Org structure	Campus growth and focus on walking/cycling is seen to be squeezing out vehicle access even if that access is needed for wheelchair users, Build Ops, commercial deliveries. We need to moderate this level of friction			
Capital plans	Not capital intensive – likely requires some funding for sensors and integration to websites but network already in place			

2025-2027 Aspirational Goals

Area	Aspiration
Operational goals	UBC is seen as a transportation test-bed with multiple multi-mode choices so that students, commuters and visitors can access campus in sustainable and affordable ways.
Service enhancements	<p>Everyone coming to UBC has transportation choices that best suit their needs: they have considerable empowerment of choice and can access campus in ways that change dependent on preferences.</p> <p>This might look like driving one day and walking to class one day, riding the bus and taking a shared bike the next. Using an e-bike to get groceries one day, having them delivered the next week. Using EVO to go to Whistler with friends one week, using MODO to buy a new bed from IKEA the next.</p> <p>Charging an e-bike one day, an e-vehicle the next. At the same charging location, conveniently located near to a coffee shop.</p> <p>All using one app or website to plan enhanced mobility and wayfinding based on access, needs, costs and lifestyle.</p>
Efficiencies	In an ideal world, this would all be available and paid for using one method of payment, genuine ‘mobility as a service’.

Our People

Area	Goal	Strategy	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Professional development	All M&P staff to have Sauder Leadership Cert	Capable leaders need to be adequately trained: two M&P staff need to complete the cert program which has proved to be useful for other in the group.	End 2023		
	Non-M&P PD funding spend becomes a KPI	All staff have access to PD funds for a wide range of self-development opportunities. Measuring the spend is a good proxy for understanding the level of PD activity.	End 2022		
Culture	Foster a culture of inclusivity	We have a diverse team and with UBC continuing to develop EDI and Indigenous Education programs we want to be active participants in this journey of understanding and improvement.	End 2022		
		Current Online EDI training completed by all staff	End 2022		
		Connect and visit Res School Centre for M&P team Same for all staff	Mid 2023		
Succession planning		JDs for Managers and Supervisors have been revised and updated on a regular basis so career paths are well understood.			

Residence Life & Administration

Mission

To provide a safe, secure living, learning environment where residents have access to educational opportunities and related co-curricular programs that promote personal development and academic success.

Past Few Years

We have partnered with other SHCS colleagues and industry professionals to design, build, open, and continuously refine the staffing, and co-curricular and support services for an additional 5,000 students in residence. We have grown to be one of the largest student housing operations in North America at over 13,000 beds. We remained open during the pandemic and have been rebuilding our staff and reactivating our in-person programme.

Staff

Approximately 400 full and part-time employees. CUPE 116, CUPE 2950, M&P.

Philosophy

Hire the smartest, motivated professionals you can, be clear you expect them to be committed to team success, integrated/collaborative/consultative decision-making - helping their colleagues succeed, as that will be evaluated as part of their success. Care about them professionally and personally. Share the complexities, nuances and competing priorities of both the work and workplace with them. Talk with them about it, and listen to their experience and perspective – and share yours - before making a decision. Do your best to talk and listen to them often and regularly. Pay attention to who is skilled at what, and to the degree possible assign responsibilities, projects accordingly. Let them do what they are excellent at and ask colleagues less skilled at that to work with them, to enable professional development for both. Do your best to help all improve what they are not as excellent at.

SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • Student Housing has a strong brand and reputation within the university. • Strong demand for on-campus housing due to UBC’s prime real estate location & dense rental market • Strong demand from international students (51% of residence students are international) • Financially stable and positive outlook while supporting student affordability through rates at or below the local market and peer institutions across Canada • High quality infrastructure, both new and older complexes. Limited deferred maintenance • Current residence rates are below market rate. Multiple unit types (shared vs. single) offer a wide range of pricing from low entry point to most expensive in our newest residences • Highly competent management staff who handle complicated issues/projects with ease and grace • Strong relationship with AEST and student leadership • Indigenous awareness / engagement programming • Strong RL programming, positive benchmarked satisfaction and outcomes 	<ul style="list-style-type: none"> • 24-hr operation of nine front desks is not a sustainable model • Current housing database no longer meets the changing demands and needs of the student housing operation. • Recruitment and retention of entry level staff and management positions • Lack of succession planning and in some areas, there is a single point of failure (Assignments/ Admissions, Front desk operations) • Management staff continue to spend more time on low impact tasks/activities due to inefficient ways of operating student housing – lack of priority management, lack of decision records, lean org structure • Residence Life & Administration (ADRLs) seem to be operating in a silo (disconnected/disengaged from the rest of the SHCS). • Demand continues to exceed supply hence not providing shelter to all students who want it.
Opportunities	Threats
<ul style="list-style-type: none"> • Transition to a new housing database/system that will facilitate data driven decisions • Strategic planning for a viable, efficient and sustainable front desk operation • Re-alignment of resources and ramping up resources (people, time and processes) • Look for ways to collaborate with other SHCS departments since they may have fresh ideas/perspectives to resolve on-going issues • To create a robust assignment strategy- how we prioritize student groups, how we accommodate and facilitate all gendered housing • Continued growth in response to significant waitlist numbers • While Student Residence may be lean in some areas, there is a need to re-align existing resources. We will benefit from an administrative/operational review to make sure we have the right resources to meet the growing demands of the operation . 	<ul style="list-style-type: none"> • Legal liabilities related to complex cases with student conduct/mental health, sexual violence disclosures/reports • Student Housing has a high profile at the institution, so the margin of error is low. • Mismatch of expectations and a strong sense of urgency to resolve any students’ issues regardless of the severity or intensity • Residence supply continues to fall well short of demand. • Financial challenges resulting from COVID-19. • Highly complicated student issues, RA s being unionized, multiple front desk operations may contribute to staff experiencing burn out. This may lead to the real threat of staff resignations, stress leave/accommodation requests.

Operational Plans: 2022/23-2024/25

Goal #1

Area	Strategies (include whether this is revenue generating and if so, what that projected revenue is to align with the 5 year budget plan)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Transition to a new housing occupancy management IT system	1-2 years	Delivering high quality and innovative services	IT, Comms
Service enhancements	<ul style="list-style-type: none"> • New system will have dashboard functionalities, better reporting capabilities resulting in data driven decisions in student housing • Redefine room inventory gender assignment to support gender fluid residents • Tracking, communicating, and clearing waitlists 			
Efficiencies	<ul style="list-style-type: none"> • Fast check-in, appointment time slot functionalities will create efficiencies in the entire move-in process • Batch room placements or offers as opposed to manually placing every single student in their room will create efficiencies in the entire application-assignment process 			
Org structure	<ul style="list-style-type: none"> • Dedicated in-house resource or Project Manager to bring the Subject Matter Experts together to move the project along • Occupancy Reports specialist 			
Capital plans	Investment will vary. <ul style="list-style-type: none"> • Project implementation costs: \$ 300,000 • Annual licensing fee: \$250,000 • Maintenance fee: \$ 100,000 			

Goal #2

Area	Strategies (include whether this is revenue generating and if so, what that projected revenue is to align with the 5 year budget plan)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	Plan for a viable, efficient, and sustainable front desk operation	1 year	High quality service	C &A, Comms
Service enhancements	<ul style="list-style-type: none"> • Staff continuity (fewer sick/absence calls) • Focus on operating three 24-hr desks instead of nine 24-hr desks 			
Efficiencies	<ul style="list-style-type: none"> • Opportunity to collaborate with C&A front desk at Walter Gage • New staffing structure may eliminate the need for auxiliary staff (only 5-10 out of 50 pickup shifts currently) • Reduction in staff overtime expenses 			

Org structure	<ul style="list-style-type: none"> Additional Management positions to supervise front desk coordinators and supervisors 			
Capital plans	<ul style="list-style-type: none"> Adding 1-2 Management positions Establishing a mobile response desk for overnight shifts (12 am – 7 am) 			

Goal #3

Area	Strategies (include whether this is revenue generating and if so, what that projected revenue is to align with the 5 year budget plan)	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Operational goals	To streamline residence move-in for 2023	1 year	High quality service	Comms, C&A, Parking
Service enhancements	<ul style="list-style-type: none"> Offer and promote early arrival move-in packages for international students Allow and incentivize upper year students to move in a staggered fashion 			
Efficiencies	<ul style="list-style-type: none"> Moving to a one weekend instead of two move-in weekends 			
Org structure				
Capital plans	<ul style="list-style-type: none"> New signage Having 2-3 centralized check-in locations (Life Sciences Centre, etc.) Volunteer recognition expenses 			

Goal #4

Open Brock Commons in 2 phases – north in August '23 / south in spring '24

Other Goals:

- HAP review and collaboration with CV2050 to ensure student housing growth targets are embedded
- Working with FABS and UBCPT to determine seismic plan for PV and WGR
- Ongoing prudent stewardship of assets to continue to provide high quality living environments for residents

2025-2027 Aspirational Goals

Area	Aspiration
Service enhancements	Add a 4th Counsellor in Residence – needed for AUG-APR only? TBD. Emphasis on ensuring early evening and weekend appt times and support and coverage during seasonal peaks.
Efficiencies	Very limited at this time – without diminishing effectiveness or reducing services. This division runs lean.
Operational goals	To reduce the waitlist numbers in residence.

Our People

Area	Goal	Strategy	Timeline	SHCS Mission Alignment	Supporting SHCS Units
Professional development	<p>Re-engage with our industry post-pandemic</p> <p>Prioritize our managers reconnecting with other industry professionals, learning, trends</p> <p>Have out managers showcase their learnings, and our work</p> <p>Indigenous awareness and understanding</p>	<p>Reinstate attending, participating in committee work & presenting at conferences to enable staff to stay abreast of emerging trends, resources as well as demonstrate our leadership, work, contribution to the profession</p> <p>Provide select, high-performing Managers to have some time/ space for working on a professional passion project that is responsive to departmental priorities/goals</p> <p>Continue to work toward a basic indigenous awareness-training module that would be suitable for all SHCS staff – required part of SHCS Orientation/Onboarding</p> <p>Anticipate additional SHCS Units – beyond RL&A/Student Housing - to grow fluent with and consistently use gifted House names in hənqəminəm, when speaking and in print</p>	Fall 2022 forward	Develop & Engage	
Culture	Team based, integrated, collaborative	Cross-train across portfolios within RL&A. (Eg: asst staff grow versed in both WS/YR(SF); additional 3 RL&A Managers work across ADRL portfolios)	Ongoing, 22-23		
Succession planning	Create positions that ready staff to take the next step to a senior management position	<p>Identify critical positions within Student Residence that need immediate succession planning</p> <p>Identify staff who are competent and ready to progress and offer them secondment opportunities</p>	22-23		

Goals to Support Other UBC Strategic Plans

Area	Goal	Strategy	Timeline	UBC Plan alignment	Supporting SHCS Units
<p>ISP</p>	<p>Increase staff and resident awareness of indigeneity and indigenous reconciliation</p> <p>Support indigenous students in accessing student residence</p>	<p>Land acknowledgement passive displays printed and displayed in residence commonsblocks</p> <p>Work toward a basic indigenous awareness training module that would be suitable for all SHCS staff – required part of SHCS Orientation/ Onboarding</p> <p>Train, encourage and expect our staff to learn and use the gifted <i>hə́łqəmiḱə́m</i> names</p> <p>Continue to advocate that in the spirit of respect and reconciliation to indigenous people</p> <p>Host initiatives – passive and active - to raise the awareness of National Day for Truth and Reconciliation</p> <p>Continue to prioritize indigenous students to the top of our WS and YR waitlists. WS/YR(SF)</p>	<p>22-23</p> <p>23-24</p> <p>23-24</p>		<p>Comms/HR</p> <p>All SHCS senior leads</p>
<p>Affordability</p>	<p>Ensure there are room/ unit types that are more affordable – to help students from varied socio-economic backgrounds to afford student residence</p> <p>Maintain rates at or below rates compared to the local Vancouver marketplace and peer institutions across Canada</p> <p>Limit rental rates based on pricing principles and practices including covering operating and borrowing costs, being self-supporting</p>	<p>Continue to contribute funds to Enrollment Services Financial Aid to assist students who need aid to live in student residence. Staff to consistently refer residents to their ES Advisor when they reference financial need</p> <p>Continue to maintain a low entry point in shared units of our current inventory</p> <p>Advocate provincial government for a more realistic housing allowance in provincial financial aid programs for lower income students on student loans – attending institutions in Greater Vancouver</p>			

EDI	<p>Increase the ethnic and gender diversity of staff</p> <p>Provide anti-racism training for staff.</p> <p>Demonstrate regard for UBC indigenous reconciliation initiatives</p>	<p>When recruiting senior level staff intentionally seek under-represented demographics</p> <p>Anti-Racism: training module to be offered to all SHCS staff</p> <p>Train, encourage and expect our staff to learn and use the gifted hən̓q̓əmiñəm names, either over OR together with the English translation</p> <p>Continue to advocate that in the spirit of respect and reconciliation to indigenous people</p>	22-23 and beyond		<p>HR, SHCS Unit leads</p> <p>VPS, HR, SHCS Unit leads</p>
Student plan		Daily work in RL&A			
Climate action plan		<p>Continue passives in all residence venues in support of sustainable practices and climate action</p> <p>Continue our Mindful Move-Out initiatives and related promotion.</p> <p>RLM's to collaborate with Sustainability department to create a Eco-move-out plan (facilitating opportunities for students to donate slightly used items, recycle/re-use</p>			

Appendix B: Food Services purpose

Food Services Purpose and Guiding Statements

Our Core Purpose

We are proudly self-operated, connected to the goals of the University and have sole responsibility to provide food and beverage service at locations within the Academic Core and steward partnerships with surrounding food & beverage businesses.

We recognize our core role is customer service and the impact it has on tens of thousands of daily connections. The momentary yet extremely meaningful impact this has on customer's daily lives at UBC has a direct and profound connection to the overall UBC experience.

Underpinning the success of our Vision, Mission and Values is the health & wellbeing of our employees. We strive to provide a psychologically and physically safe workplace. This is foundational to their engagement, success and development at UBC. We serve and care deeply for each other, embracing diversity, equity, inclusion and respect.

The following Value statements guide our decisions:

Caring for and supporting our Community

Our customers are why we are here. They are students, faculty, staff, and guests of the university. While we provide them a food & beverage experience, our responsibility is much deeper than that and includes food and nutrition education, advocacy, research, innovation, and meaningful contributions to the university mission and broader community.

Guided by the Indigenous Strategic Plan, we understand that we have an opportunity and a commitment to engaging in dialogue with and cultivating mutually beneficial relationships with the Musqueam people. We understand that we should learn from them how we can integrate indigeneity into the way we recruit, educate, procure, harvest, process and serve food in a way that better supports the values held by the people who have come before us.

*We also have a broader commitment to **Food Sovereignty**, as the right of all people to healthy and culturally appropriate food produced through ecologically sound and sustainable methods*

We support our team with ongoing training and professional development. Our training programs include customer service, food safety training, allergen training, plant based menu development, physical and mental health programs, and sustainability workshops. All of this helps educate and engage our team to optimize our guest's experience. We are very proud to have an industry leading Culinary Apprentice program.

We strive to prepare as many menu items as possible in-house, based on our menu engineering guidelines developed with our registered dietitians. These guidelines help to ensure the nutrition needs of our customers are a top priority.

We purchase high quality, nutritious, sustainable foods and prioritize fresh, minimally processed ingredients. We are committed to offering and actively promoting an abundance of affordable, healthy choices for all meals, in recognition of the contribution eating well makes to academic and professional success.

We share food and nutrition knowledge and skills to improve the health and wellbeing of our community.

We also recognize and value our broader role in contributing to the academic mission of UBC by supporting student learning with hands on research and projects and by showing leadership in other UBC priority areas such as Zero Waste, the Climate Action Plan, and Wellbeing.

We are proud to be a designated **Fair Trade™ campus**. We strive to offer more Fair Trade™ and ethically sourced products every year.

Our commitment to transparency includes easily accessible online menus with icons, ingredients, and allergens, as well as a close partnership with Vancouver Coastal Health, that ensures a safe food environment that our guests and employees can trust.

We recognize that food security is a major public health issue and university students and their families are particularly vulnerable. We are committed to leading, supporting and advancing community food security at UBC, working in collaboration with UBC Wellbeing and our campus food security partners.

Caring for and supporting our Planet

We recognize the critical importance of a climate friendly food system and understand the benefits of creating an environment that prioritizes plant-forward eating and reduces the amount of red meat and dairy. We encourage eating plant-forward food because it is better for our health, our planet and our economy. To support this, plant-based options are readily available, abundant, and affordable.

We are deeply committed to local food. We understand that food tastes better and is more sustainable when it is consumed as close to source as possible. We design seasonal menus and prioritize purchases from our organic UBC farm as well as other local food producers to reduce our environmental impact, provide fresh ingredients, and to strengthen British Columbia and Canada's economies.

We are proud to be an **Ocean Wise™ partner**. To support the health of our oceans, lakes and rivers we are committed to only purchasing 100% sustainable seafood.

We are a Zero Waste leader at UBC and are committed to reducing food related waste on our campus. We do this by actively managing and tracking food waste, setting reduction targets and working with food recovery partners to help eliminate unnecessary food waste. We are committed to reducing the amount of single use plastics and containers in our food environments. We strive to compost all food scraps, only when necessary use compostable single-use containers, and offer discounted reusable container programs.

We are a proud supporter of the Healthy Beverage Initiative lead by UBC Wellbeing and provide free drinking water at all of our food service locations as a sustainable and economic alternative to sugar sweetened bottled beverage offerings.

Through our **Supplier Code of Conduct**, we strongly encourage our franchise partners and suppliers to support our Food Vision, Mission & Values and we support them in doing so.

Appendix C: Market Research

Marketing & Communications

Shift in Canadians' media use patterns during the COVID-19 pandemic has spurred on the shift from traditional to online media sources.

Canada:

https://www.insightswest.com/wp-content/uploads/2021/04/Rep_IW_MediaInsightsCANADA_16Apr2021_FINAL.pdf

BC:

https://www.insightswest.com/wp-content/uploads/2021/04/Rep_IW_MediaInsightsBCFOCUS_16Apr2021_FINAL.pdf

Standards for accessible communication, likely including web accessibility requirements for public bodies in BC, are anticipated as part of the Government of BC's accessibility legislation:

<https://www2.gov.bc.ca/assets/gov/government/about-the-bc-government/accessible-bc/disability-consultation/2019-consultation/framework-for-accessibility-legislation.pdf>

Digital trends and transformation

Google Analytics 4:

<https://martech.org/is-google-analytics-going-away-what-marketers-need-to-know/>

Teens, Social Media and Technology – Pew Internet Research:

<https://www.pewresearch.org/internet/2022/08/10/teens-social-media-and-technology-2022/>

Higher Ed Marketing and Social Media Trends in Gen Z:

https://www.linkedin.com/posts/kyledavecampbell_universitymarketing-higheredmarketing-socialmedia-activity-6963740111159107584-N7HK/?utm_source=share&utm_medium=member_desktop

Residence Life & Administration

Skyfactor Benchworks – Resident Satisfaction Survey – Administered 2020 FEB

FACTOR 21 // Overall Program Effectiveness

FACTOR COMPOSITION

FACTOR PERFORMANCE

EXTERNAL BENCHMARKING

LONGITUDINAL TRENDS

In this report, Skyfactor Benchworks compares your institutional results to your Select 6, Carnegie Class, and all participating institutions for the factor and its scaled questions. A ▲ designates where your institution's mean is statistically higher than the comparative group; a ▼ designates where your institution's mean is statistically lower than the comparative group; and = designates where your institution's mean is statistically equal to the comparative group. A ranking of your institution and the external benchmarking groups is also provided. If your institution's performance is below that of an external benchmarking group, use this information to motivate staff that higher performance is possible; but if your institutional performance is higher, celebrate!

FACTOR PERFORMANCE

	N	MEAN	STD DEV	MEAN RANGE		RANK	STAT SIG	PERFORMANCE
				MIN	MAX			
Your Institution	3,741	5.61	1.01	--	--	--	--	76.8%
Select 6	4,844	4.92	1.36	4.72	5.61	1/5	▲	65.3%
Carnegie Class	16,897	5.02	1.37	4.47	5.61	1/22	▲	67.0%
All Institutions	261,544	5.06	1.42	3.19	5.82	10/309	▲	67.7%

0 ----- PERFORMANCE ----- 100%

The Benchmark rankings noted above are provided via a Confidentiality Agreement, and each participating institution has committed to not reference or share benchmarking /ranking in documents that may become public. This information is provided for internal use only. The **Select 5** comparators included **UBC|Vancouver, Queen's, Waterloo, Western, and Alberta**. For the **Carnegie Class, 19 of the 23 non-US comparators are Canadian institutions**; the remainder are beyond Canada and the US.

These are the individual questions used by Skyfactor Benchworks to determine **Overall Program Effectiveness**.

This is UBC Vancouver's performance rating:

FACTOR QUESTION PERFORMANCE

	SELECT 6	CARNEGIE CLASS	ALL INST.	N	MEAN	STD DEV	PERFORMANCE
Q111 // Will you recommend living in on-campus housing to new students?	▲	▲	▲	3,714	6.21	1.13	86.8%
Q112 // Has it positively impacted your decision to return to this institution next year?	▲	▲	▲	3,602	5.79	1.41	79.8%
Q109 // Are you satisfied with your on-campus housing experience this year?	▲	▲	▲	3,718	5.77	1.17	79.5%
Q108 // Learning	▲	▲	▲	3,679	5.68	1.25	78.0%
Q107 // Sense of belonging to this institution	▲	▲	▲	3,688	5.63	1.38	77.2%
Q110 // Has living on-campus positively contributed to your academic performance?	▲	▲	▲	3,674	5.62	1.34	77.0%
Q113 // Comparing the cost to the quality of your on-campus housing experience, how do you rate its overall value?	▲	▲	▲	3,703	4.59	1.50	59.8%

0 ----- PERFORMANCE ----- 100%

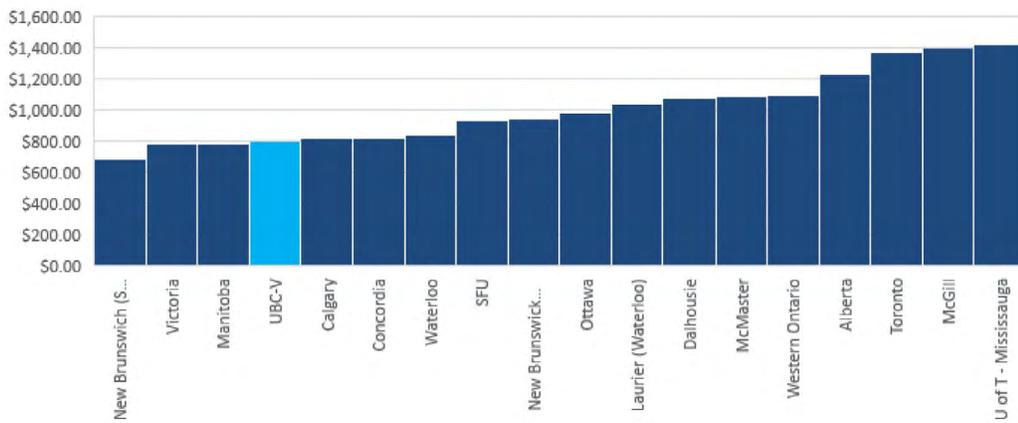
Issue 0%-70%	Needs Work 71%-74%	Good 75%-100%	NR Not Reported NEG Negative Correlation	Lower	Equal	Higher
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Affordability data – rates against peers and local market

Limit rental rates based on pricing principles and practices including covering operating and borrowing costs, being self-supporting, at or below market rent, etc.

Policy #11

Rent Comparison – Comparator Universities, Traditional Single

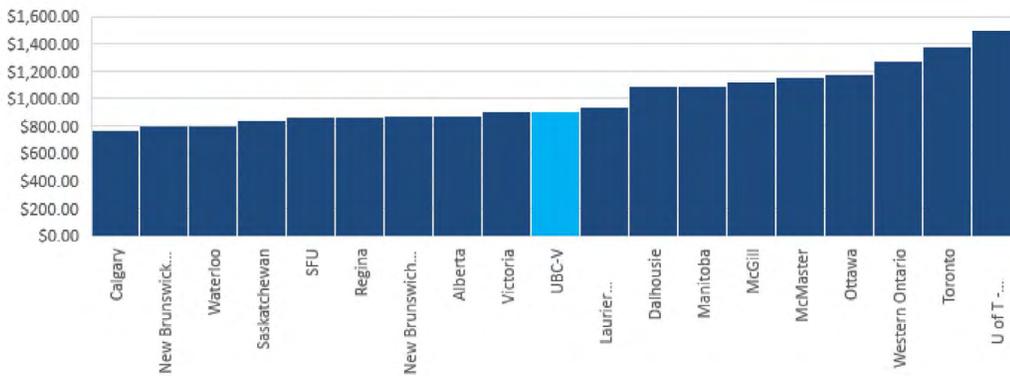


Source: SHCS desktop review of publicly available data from the 2021-22 academic year.

Limit rental rates based on pricing principles and practices including covering operating and borrowing costs, being self-supporting, at or below market rent, etc.

Policy #11

Rent Comparison – Comparator Universities, Suite Style



Source: SHCS desktop review of publicly available data from the 2021-22 academic year.

Limit rental rates based on pricing principles and practices including covering operating and borrowing costs, being self-supporting, at or below market rent, etc.

Policy #11

Rent Comparison – Vancouver Market



Source: CMHC (Fall 2021)

Continue to advocate for greater housing allowance in Provincial financial aid programs for lower income students on student loans.

Policy #12

% of Units At or Below the Single Student Allowance

