

# UBC Student Housing & Community Services 3-5 Year Plan

Year One Update - 2023



THE UNIVERSITY OF BRITISH COLUMBIA

# Contents

---

## Introduction

|                                     |   |
|-------------------------------------|---|
| People                              | 1 |
| Vision                              | 1 |
| Mission                             | 1 |
| Sustainability                      | 2 |
| Renewal and Growth                  | 2 |
| Innovation & Digital Transformation | 2 |

## 2023 Updates by Departments

|                                |    |
|--------------------------------|----|
| Bookstore & Campus Mail        | 3  |
| Child Care Services            | 4  |
| Conferences & Accommodation    | 6  |
| Facilities & Building Services | 7  |
| Food Services                  | 8  |
| Parking & Transportation       | 10 |
| Student Residence              | 11 |
| UBC Okanagan SHCS              | 13 |
| Human Resources                | 15 |
| Marketing & Communications     | 16 |
| Occupational Health & Safety   | 18 |

# Student Housing and Community Services

## 3-5 Year Plan – 2023 Update

### Introduction

2023 marked the first year of Student Housing and Community Services (SHCS) formalizing a 3-5 Year Plan. Considerable progress was made this year, and our plans continue to evolve and grow as work in some areas is completed. The context in which we operate shifted, with staff recruitment challenges easing, while costs continued to grow and retail spending slowed. The Kelowna wildfire demonstrated the remarkable resiliency of our team at UBC Okanagan as they managed the safe evacuation from campus of our residents and conference guests, while the financial impacts of the fire are still reverberating. A recent downturn in international student enrolments informs the university’s budgeting context, including SHCS, challenging us to consider how best to achieve our future and aspirational goals while carefully managing costs and providing affordable services for students.

The SHCS 3-5 Year Plan includes goals focused on four key areas – our people and the students they serve, sustainability, renewal and growth, innovation and digital transformation. Important progress was made in each of these areas in 2024.

### People

SHCS staff participated in the second SHCS Staff Survey, and an analysis of the outcomes between 2019 to 2023 underscored noteworthy advancements. This analysis not only delineated areas of improvement but also served as a foundation for refining the SHCS People Plan. Consequently, it has informed strategic people-focused priorities for the upcoming years.

For the first time the survey collected demographic data, providing us with a useful baseline against which we can measure future progress in diversifying our workforce. The HR team has been working to embed equity, diversity, and inclusion (EDI) principles into our recruitment practices and aims to roll out guidelines in the coming year.

To address the learning and development needs of our people, the HR team is building a comprehensive leadership skills training program, in partnership with central HR and external facilitators as needed. Child Care also launched a peer mentoring program to support the leadership growth of their early childhood educators.

Our collaborations with Musqueam paused this year while the university continued to negotiate with them on a new Relationship Agreement. We hope to resume this important work soon.



### 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.

## Sustainability

For many years SHCS has worked to advance the CAP 2030 goals, and 2023 was no exception. The sustainability of our buildings continues to be recognized, with **tə ʃxʷhələləm̓s tə kʷaʕkʷəʔaʔɬ** receiving LEED Gold status this year. Facilities and Building Services (FABS) and our Parking team added zero emission vehicles to their fleet this year. Residence Life and FABS collaborated on a successful Mindful Market during move-in weekend, encouraging new residents to make use of items contributed by previous residents during our Mindful Moveout initiative. Parking and Transportation Services led the successful launch of a new sustainable transportation transit pass discount program for some of our CUPE 116 employees, with more than 430 participants. Numerous SHCS leaders also participated in a workshop with colleagues in Sustainability in the fall of 2023, the outcome of which is a new SHCS Sustainability Committee. The committee is working on a renewed set of climate action goals within five themes: Buildings and Embodied Carbon, Sustainable Transportation and Fleet, Food Systems, Zero Waste & Circularity, and Engagement & Capacity Building.

## Renewal and Growth

In terms of physical buildings, Brock Commons North building opened in the summer, providing 320 more beds to students in Vancouver. Work continued on the South building, which will open in summer 2024. Despite this growth, demand for spaces still remains in excess of our supply. Significant planning work is also underway on the Lower Mall Precinct Project, in support of our Housing Action Plan and Campus Vision 2050 objectives. Phase One of this project, located on the current St. John's College site, will add approximately 1,500 new beds to the Vancouver campus by 2027-2028.

Major initiatives to improve the orientation and move-in experience for new student residents were completed this year, along with a substantial change to our front desk operations with the implementation of the Overnight Mobile Team. Major advancements in Child Care also took place, with all 14 of our Infant and Toddler settings in Vancouver accepted into the \$10 a day Child Care BC program and child care services on the Okanagan campus brought in house.

## Innovation & Digital Transformation

SHCS continued to innovate in 2023. A new daycare management system was launched at UBC Okanagan and began its implementation in Vancouver. The business case for the planned new housing system was also completed, and preparations for an RFP for the new solution are underway. Food Services opened a second autonomous market in Vancouver in the Scarfe building, building on the success of the first Avenue C Market in Gage. An audit of SHCS websites was completed, and the first renewed site, [hostatubc.com](http://hostatubc.com) launched. Work on a new website for Child Care in Vancouver is well underway, with the site expected to launch in the first quarter of 2024. The use of SharePoint to improve our internal communications also took important steps forward, with pilots in development for our HR, Safety, C&A, and Purchasing operations.

# 2023 Updates by Departments

Operational Units:

## Bookstore & Campus Mail

### Progress on year one goals

- Management structure - new team in place
  - Finalized July 2023 and hit the ground running
- Office moves - Supervisors and Buyers
  - Opportunity materialized (formerly aspirational)
- Improved connection to the selling floor
- Canadian Initiatives Fund
  - Awarded funding for a second year in a row, to support initiatives in Canadian bookselling

### Goals for the next three years

- Fiscal - move Bookstore to a fiscally sustainable, break-even ancillary operation
- Use of store space - rethinking all areas
  - Continued reduction of selling space
  - Connection with community needs
  - Possible relocation of Campus Mail to Bookstore warehouse
- Technology - continued development of system
  - Business Analyst in place (July 1, 2023)
  - Process, Ecommerce, and Inventory improvement
  - Workday Student integration
- Growing retail
  - Continued refinement of lululemon partnership
  - Additional opportunities on campus
  - Finding new external partnerships
- People focus - growing skill sets
  - Training, development, and succession planning

## Challenges/environmental context

- Course materials - continued challenges
  - Shift to digital not as smooth as expected
  - Increase in direct-to-publisher and free materials
  - High maintenance with multiple low-margin options replacing higher margin text books
- Economic climate
  - Spending down in retail
  - Costs up significantly

## Five-year aspirations

Store concepts - finding the right way forward to fiscal sustainability and community relevance

- Stores within the store - testing proof of concept (Ikea, Amazon etc.)
- Pop-ups and longer-term options
- Autonomous concept (Sauder Store)
- Event/group/student space
- Warehouse repurposed for wider usage

## Child Care Services

### Progress on year one goals

- **Operational** - Through an application to the Provincial Government, added 14 Infant Toddler programs into the \$10/day Child Care BC program on January 1, 2023. With this change, all existing Infant Toddler and 3-5 year old settings are part of the \$10/day program.
- **Capital** - Received a New Spaces Grant through the Province of BC for \$2,220,000.00 towards the cost of the new child care setting at Brock Commons - Heron's Landing.
- **Capital** - With support from FABS, renovated five more of the children's outdoor play spaces in summer 2023 - Summer, Lilliput, Tillicum, Sitka, and Canada Goose.
- **People** - Began a peer mentoring professional development (PD) series which provides more opportunities for leadership for the early childhood educators and home-grown PD.
- **People** - Six members of CCS co-authored a chapter in a book that is part of a series titled Critical Cultural Constructions of Childhood.



## Goals for the next three years

Heron's Landing at Brock Commons will open in July 2024, providing 37 new spaces under two licenses - 25 3-5-year-old children and 12 Infant Toddler aged children. We will be enrolling families between July 2024 and September 2024. We will be looking towards hiring these new teams early in 2024 requiring two more senior educators and six more early childhood educators.

Apply for \$10/day licenses in all school age settings. If successful 100% of CCS settings would be \$10/day.

With the expansion of child care and the sector labour shortage of early childhood educators, we are in the beginning stages of negotiating a partnership with Capilano University to support recruitment and retention of educators.

Continue to add new centres as described in UBC's Child Care Expansion plan.

## Challenges/environmental context

Operationally, the Provincial funding from the \$10/day childcare program covers 70% of our program operating costs - \$10.5M a year.

Provincial operating funding should remain steady now and into the future with the rolling out of a universal system in BC and Canada. There are opportunities yearly to request additional funding to offset increased operational costs including labour.

We will continue to see radical changes in the child care sector in the next four years. The BC Provincial Government is currently piloting 53 new funding models in the Northern sections of British Columbia which are the first in BC to include a Provincial wage grid for Early Childhood Educators (ECEs). BC is the only Province left in Canada without a Provincial Wage grid for ECEs.

The current funding calculations for New Spaces capital dollars do not match the realities of the cost of building now or in the future. It will also be interesting to see how the Province adjusts the way they fund these capital projects in the future. We will be submitting another grant application in 2024 for a new child care project at Orchard Commons.

## Five-year aspirations

- Expand by another 28 spaces at Orchard Commons and 37 spaces at the St. John's College site in the next three to five years
- Work with Applied Sciences on replacement and possible new settings at the Applied One Building
- Continue to explore possibilities for child care in all new buildings
- Continue to ensure that the child care settings that we build meet or exceed UBC Child Care's existing quality and design to ensure that they remain:
  - places where children have access to nature and beautiful indoor and outdoor environments
  - places that invite the best early childhood educators in the field to work
  - places where educators continue to learn and grow alongside children
- Continue to ensure that professional development opportunities for early childhood educators enable them to continue to think deeply and attend and respond to a host of contemporary precarious social and ecological justice conditions
- Continue to ensure that Child Care at UBC remains accessible, affordable, inclusive for all UBC families regardless of socio-economic status

## Conferences & Accommodation

### Progress on year one goals

- Strong net operating results 2023/24. \$18.5M revenues, returning to pre-pandemic levels
- Year-Round Hotel Suites: extraordinarily strong demand with year over year increase in revenue per available room, occupancy, and average rates
- Shared washroom: Significant return of summer groups – approaching pre-pandemic levels
- Staffing levels have stabilized
- Conference/group booking pace for 2024,2025 and 2026 is strong
- C&A chatbot correct-answer rate is 85.9%!

### Goals for the next three years

- Procure modern cloud-based hotel property management system that supports enhanced guest service/communication
- Support development and utilization of an academic conference facility at the University Centre
- Continue to build a stronger group base in the off-season months from November to February
- Deepen connections with more UBC faculty
- Improve organizational communication & administrative systems –possibly with SharePoint 365
- Prepare for A.I. chatbot
- Improve arrival experience through enhanced wayfinding experience in the Gage Precinct
- Update Gage Apartment Studios

### Challenges/environmental context

- Geopolitical strife, including recession, limited Chinese outbound tourists, wars, US political uncertainty, impacting international travel and conference activities
- Canadian economy contracted in 3rd quarter 2023
- Diminishing short-term accommodation supply in Metro Vancouver
- Vancouver is a safe and desirable travel destination; summer weather keeps improving

### Five-year aspirations

- Better access to meeting space throughout the year
- Continued growth in year round hotel occupancy and summer activities resulting in record-setting revenues and income levels
- Continue to increase online guest hotel suite ratings
- Update Gage Apartment Studios



## Facilities & Building Services

### Progress on year one goals

- UBC Brock Commons
  - 320 bedspaces delivered in summer of 2023
- Year-Round Housing (YRH) Interiors Program
  - Over 700 bedspaces completed
- Facilities & Building Services
  - Work request metrics
  - Staff replenishment and right sizing following pandemic
  - Enhanced onboarding and training
- Environment – strong commitment and action taken in support of CAP 2030
  - GHG reduction program within residence buildings
  - Climate adaptation measures with cooling units
  - Mindful Market
  - Clean fleet purchases

### Goals for the next three years

- Technology and systems upgrades
- Planning, funding/financing, approvals for Lower Mall Precinct Project
- Excellent Facilities support for SHCS programs
- Progress towards CAP2030 goals
  - Fleet, GHG, Waste Reduction
- Predictive maintenance program focus
- Specialization, orientation, and skills development
- Professional development and communication enhancements
- Operational space support



## Challenges/environmental context

- Radically increased construction/renovation costs
- Supply chain fluctuations and unpredictability
- Our workforce is challenged to find affordable housing in commuting distance to campus

## Five-year aspirations

- Focusing on growth balanced between financial, social, and environmental goals

## Food Services

### Progress on year one goals

- People: fully staffed in all businesses, recruitment of high quality employees at all levels of operation
- Preparing for opening of Harvest and Hero in Brock Commons
- Continuing to right size retail and restaurant operations to achieve fiscal sustainability while meeting marketplace needs and expectations
- Celebrating and demonstrating [our food values](#)
- Sustainability: food waste management system implementation and CAP 2030 ownership
- All Access Dining thriving in its second year
- Value focused retail franchise growth
- New and renewed locations at Pho Real and The Point
- Supporting the community

### Goals for the next three years

- **Retail:** Mobile Order & Pay, catering, and vending driving growth and customer satisfaction. Value focused national franchise brands drive growth as we develop two new proprietary brands. Harvest/Hero Brock Commons serving north campus residential and academic community.
- **Residence Dining:** Continues to exceed first year and provides campus retail customers with extraordinary value and service driven by demonstration of our values.
- **Catering:** We serve ALL campus needs with full service, delivery, and community events. Expansion of conference and event operations as the University Centre converts to a dedicated academic conference facility.
- **Growth:** plans for Lower Mall Precinct Project ready to go.
- **Sustainability:** An established pathway to CAP 2030 success by 2029 through plant-forward focus, food waste reduction, zero single-use containers & campus food security.
- **People:** Renewed focus on existing business and customer service.
- **UBC Card Partnerships:** Profitably connect to the new competitive environment retail and delivery.



## Challenges/environmental context

- Ongoing food and labour inflationary pressures
- Full-service restaurant profitability
- New growth plateau until 2027
- Administration cost inflation
- Exponential 3rd party food delivery growth to campus
- Campus retail business challenged by declining traffic
- Dynamic and competitive marketplace

## Five-year aspirations

- We have achieved CAP 2030 commitments
- We are leaders in Indigenous food ways
- Managing a thriving University Academic Conference Centre
- We are leaders in digital autonomous customer experiences
- \$25M retail business across 25 locations
- \$40M residence dining business with four locations open to everyone
- \$7M catering business for all campus occasions
- Thriving employees in a fully staffed business with comprehensive communication and professional development programs in place
- 8.0 overall employee satisfaction on SHCS People Plan Survey results

## Parking & Transportation

### Progress on year one goals

Parking and Transportation made progress on numerous goals this year, but the most significant one relates to the new sustainable transportation discount. More than 430 SHCS employees benefited from the discount, approximately 44% of those eligible to participate.

### Goals for the next three years

#### Support UBC Transportation Plan

- Develop and enhance equitable transportation
  - Transit subsidy, e-bike purchase subsidy
- Develop smart on-campus transportation solutions
  - Fleet vehicles, wayfinding, IoT systems
- Develop and enhance sustainable transportation
  - Proximate, secure bike storage, vanpool, carpool, shared platforms
  - By 2040 at least 66% of all trips to and from UBC will be made by walking, cycling or transit (50%)
  - Reduce Single Occupant Vehicle (SOV) trips to and from UBC by 20% from 1997 levels (+18%)
  - Maintain daily private automobile traffic at or less than 1997 levels. (60k, -3%)

#### Develop and deploy digital UBC Card

- Fully integrated, user friendly and on-phone UBC card functionality

### Challenges/environmental context

- Parking revenues stable
  - Vehicle volumes to campus have been stable for several years
  - 40-50% of all current drivers will not change mode
  - Price elasticity
- Demands are increasing
  - Enhancement of equitable and sustainable options need to be covered solely from revenue generated
- UBC's commitment to sustainability
  - Single occupancy vehicles are an unsustainable luxury in metropolitan centres such as Vancouver. UBC should be showing leadership in this regard.
  - Supply & demand: lower price parking increases vehicle use. Utilize pricing as one method of balancing supply and demand.

## Five-year aspirations

- UBC is seen as a transportation testbed with multiple multi-mode choices so that students, commuters, and visitors can access campus in sustainable and affordable ways
- Multiple identity and access choices on one form-factor – your cell phone
- Integrated payments – you use your phone to pay for your bus, EVO ride or coffee and the same phone to access a building or facility
- Change behaviours: develop nudges – make choices easy, accessible, social, timely (EAST).

## Student Residence

### Progress on year one goals

- Implementation of front desk operational changes specifically moving to a four-day work week and creation of an overnight mobile team.
  - Successfully implemented operational changes at the front desk, resulting in a streamlined workflow and improved efficiency in handling resident inquiries and services
  - This initiative aimed to create a more responsive and resident-friendly front desk experience
  - These changes also improved employees' wellbeing especially removing the overnight shift rotation, creating a more consistent work schedule and creation of a separate overnight mobile team
- Business case for transitioning from current student housing management system to a third-party system completed
  - Assisted the Senior Business Analyst in the development of a compelling business case outlining the strategic advantages and cost-effectiveness of transitioning from our existing housing system to a third-party solution
  - The comprehensive analysis included anticipated benefits, potential cost savings, and a thorough risk assessment, providing a clear roadmap for decision-makers
- Centralized move-in 2023 and service enhancement
  - Successfully centralized move-in procedures, streamlining the onboarding process for residents. This initiative not only increased operational efficiency but also contributed to a seamless and positive experience for incoming residents.
  - Additionally, service enhancements were implemented to further elevate the overall resident experience
- Student housing winter session occupancy 99.2%, Year-Round Housing occupancy at 98.7%
  - Achieved an outstanding student housing occupancy rate of 99.2%, reflecting effective marketing strategies, targeted outreach efforts, and an optimized allocation strategy. This accomplishment not only demonstrates high demand for our housing but also underscores our commitment to providing desirable living spaces for students.



## Goals for the next three years

- Transition to a new Housing Occupancy Management System
  - Implement a cloud-based Housing Occupancy Management System with improved reporting and analytics capabilities by May 2025
- Optimize, realign, repurpose roles within the Student Residence portfolio to enhance operational efficiency and better align with our overall organizational objectives
- Enhance role clarity, avoid overlaps/duplicate work, and establish a more efficient and defined framework for each position in Student Residence
- Identify creative approaches to generating new revenue while balancing increase in demand for student housing with affordability
  - Recognizing an opportunity for additional revenue, we are exploring the conversion of large single rooms into compact shared spaces. This initiative not only maximizes occupancy but also aligns with current trends in student housing preferences, potentially contributing to a more sustainable financial model.
- Support the St. John's College site project and future Lower Mall precinct developments from the lens of student experience and success

## Challenges/environmental context

- Placement of 350 first-year students in Gage and impact on upper year bed spaces
  - Allocating space for 350 first-year students in Gage presents a challenge as it affects the availability of bed spaces for upper-year students
  - This requires a careful balance in meeting the demand of incoming students while ensuring continuity for those progressing through their academic journey
- Cumulative impact from not increasing residence rates for two years during COVID-19
  - The decision to maintain residence rates unchanged for two consecutive years during the COVID-19 pandemic was a strategic response to support students facing financial uncertainties. However, it is crucial to acknowledge the cumulative impact on our fiscal health and explore avenues for sustainable growth in the post-pandemic period.
- Challenges of residence rates below market and annual increase limitations
  - Our current residence rates, positioned 20% to 40% below market standards, reflect our commitment to providing affordable housing for students. However, the challenge arises as we navigate limitations on rate increases.
  - Compliance with HAP guidelines, specifically CPI + 2%, restricts rate adjustments aligned with the marketplace, requiring a nuanced approach to balance affordability and fiscal sustainability
- Need to maintain high occupancy rate in all buildings to maximize revenue
  - Maintaining high occupancy rates is essential for maximizing revenue. Effective marketing and management strategies are needed to keep the housing fully occupied.
  - Student housing may experience seasonal variations in occupancy with higher demand during the academic year and potential vacancies during summer months

## Five-year aspirations

- Optimize student housing assignment strategy
  - Develop and implement a comprehensive housing allocation strategy that optimizes the placement of 350 first-year students in Gage without compromising upper-year bed spaces
  - Aim for a dynamic approach that considers both demand and continuity, ensuring an enriched student living experience for all
- Diversify revenue streams through innovative room conversions
  - Explore innovative solutions to generate additional revenue by strategically converting large singles into compact shared spaces. This aspirational goal seeks to capitalize on emerging trends in student housing preferences, fostering financial sustainability through diversified income streams.
- Balance affordability and long-term financial viability
- Creation of 1500 new residence beds at the St. John's College site, supporting primarily graduate student success and UBC's goals as described in Campus Vision 2050 and the Housing Action Plan

## UBC Okanagan SHCS

### Progress on year one goals

- Successfully managed a full campus evacuation and the subsequent impacts on all ancillary services due to wildfire
- Transitioned child care from an independent society-run operation to an in-house SHCS department
- Acquired Provincial funding to help construct a new child care facility
- Opened a new student hostel in December 2023 for short term student accommodation



## Goals for the next three years

- Begin planning for a new upper year, year round housing development adding 250 beds
- Open new child care centre in Fall 2024
- Convert the Sunshine Café to better align retail Food Service delivery
- Coordinate with Faculty initiatives to increase summer use of campus
- Enhance delivery of a residence education/curriculum approach
- Increase data collection and automation of services for on-campus parking
- Renovate and update Similkameen residence

## Challenges/environmental context

- Budgetary impact of nearly half a million dollars due to the August 2023 wildfire
- Balancing the summer use of first-year residences with summer meal plans to maximize revenues and minimize operating costs
- Right sizing retail services to partner with all access dining while meeting community needs and expectations
- Fiscal challenges of higher construction costs due to inflation and interest rates

## Five-year aspirations

- Creation of a year-round residence community for upper-year students
- Continue to develop creative parking solutions
- Creation of a 10-year child care plan
- Improve upon health services to residence community
- Advance sustainability initiatives to meet UBC goals
- Lead initiatives towards UBC's commitment to truth and reconciliation
- Continue to grow summer use of campus to drive revenue and create a more vibrant campus community in the summer months



## Support Units:

### Human Resources

#### Progress on year one goals

- Continue Coaching Conversation cohorts
  - New cohorts to begin in January and April of 2024, and potentially October 2024
- Build a comprehensive leadership skills training program (partner with central HR, develop and deliver courses internally, curate external facilitators)
  - VPS-wide training program currently in development phase
- Focus on effective and creative recruitment strategies
  - Utilized Temporary Foreign Worker Program, WorkBC employment program, Irish Canadian Immigration Centre, and HigherMe (recruiting site focused primarily on the food industry), which significantly lowered recruitment demand
- Renew focus on attendance management
  - Reclassified Attendance Management Coordinator position to HR Specialist, Attendance and Accommodations. Incumbent began in the role November 30, 2023.

#### Goals for the next three years

- Continue to support the building of exceptional workplace cultures
  - 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)
  - Continue our focus on attendance management
  - High-quality onboarding and orientation programs in place for each SHCS unit
- Equity, Diversity, and Inclusion
  - Focus on the Indigenous Strategic Plan (ISP), Decolonization and Truth and Reconciliation
  - Embed EDI principles into our recruitment practices, partnering with Musqueam wherever possible
  - Connect our staff with meaningful opportunities for EDI-related training
  - Continue to improve mental health literacy through the Not Myself Today program
- Establish Mentorship program across SHCS



## Five-year aspirations

- VPS Workplace learning platform with professional development courses delivered throughout the year
- VPS HR SharePoint site functional (support departments with information management)
- Attendance management program has resulted in material improvement in attendance
- Recruitment challenges addressed and a deep pool of temporary employees established
- Leadership and EDI training program up and running
- Clear processes in place related to Workday

## Marketing & Communications

### Progress on year one goals

- Successful modernization of new-resident communications on both campuses, including new 360 videos of Vancouver first year residences, online web guides, and social and email newsletter campaign in advance of move in
- Digital transformation work continued. New conferences website [hostatubc.com](http://hostatubc.com) launched; Child Care Vancouver site well underway. Planning underway with C&A at UBC Okanagan to modernize their site, building off the work we did in Vancouver. Templates, resources, and guidelines for Parent newsletters launched for Child Care. Google Analytics 4 transition completed for SHCS sites.
- Development and launch of new all access dining video for Food Services in Vancouver ahead of move-in. Development of name, branding, signage and launch campaign for new retail outlet Pho Real.
- Improvements to the Bookstore website search function completed; work on analytics integration underway.
- Internal Communications:
  - meetings with department leaders complete; analysis of recent communications feedback in employee survey. Report and action plan to be shared with leadership team in first quarter of 2024.
  - SharePoint/Teams intranets: Safety, HR, Purchasing, C&A Front Desk all underway. A Teams site for FABS is also in development.
- Communications support for the UBC Okanagan Child Care launch, and new child care system on both campuses

## Goals for the next three years

- Increase understanding and community support for the SHCS housing and child care growth plans on both campuses, by providing effective communications support
- Build on the new digital orientation campaign implemented this year, including additional 360 videos
- Deliver an improved student experience by supporting the successful implementation of the new student housing system (2024/25) and modernizing the housing websites for both campuses (2025/26)
- Contribute to SHCS financial sustainability through effective marketing campaigns to increase revenues in Food Services, the Bookstore, and C&A on both campuses
- Continue to enhance the reputation of SHCS and its departments on both campuses through ongoing storytelling about the positive impact of our work on students, families, and employees
- Improve internal communications and operational efficiency by launching the SHCS employee intranet, including the SHCS hubsite and some related department sites

## Challenges/environmental context

- Unable to access full SharePoint 365 version until 2025
- Students have elevated expectations of the digital experiences we provide
- Our work is collaborative in nature - resourcing challenges in client and other service areas can impact our progress
- SHCS fiscal challenges limit the resources our clients have available to support marketing initiatives. There are always more promising ideas than people and budgets to implement them. We focus on investing our resources where we can have the greatest impact on the student experience, employee experience, and our bottom line.

## Five-year aspirations

- Advance the work required to launch a digital UBC card
- Launch a complete SHCS intranet on SharePoint (including communication sites for all departments that require them)
- Continue to modernize our marketing communications, adding more virtual reality experiences to our websites, exploring emerging social media channels, etc.
- Build our capacity for marketing data analysis and to lead market research efforts within SHCS, enhancing customer-focused, data-driven decision making

# Occupational Health & Safety

## Progress on year one goals

- **Inspections:** established a comprehensive SHCS digital inspection system utilizing the SafetyCulture (formerly iAuditor) platform in 2023. Using this platform, SHCS successfully completed over 8,000 safety inspections in 2023 that directly contributed to proactively catching and fixing unsafe conditions before they resulted in an incident, injury, or equipment damage.
- **Chemical management:** implemented a comprehensive chemical safety data sheet management system (moved from analog to digital) utilizing the CanManage platform, with tailored information for all SHCS operational locations and chemical products completed in Winter 2023. The system's implementation has allowed for enhanced compliance with chemical safety requirements (WHMIS) and gives front line staff better accessibility to safety information related to the chemical products they use in their units.
- **Feedback/near miss sharing:** developed a SHCS-wide near miss reporting system leveraging a feature within the SafetyCulture platform. Frontline staff can now easily share feedback, concerns, and ideas for enhancing safety via a QR code located in Safety Corners (available in all SHCS workplaces).

## Goals for the next three years

- **Assessing and managing risk:** SHCS Safety is working with each SHCS unit, LSTs, and the JOHSC to capture various workplace risks and ensure sufficient controls are in place to reduce risks to acceptable levels. We are using an internal audit approach, following WorkSafeBC's established best practices (including their certificate of recognition program and key risk inventory).
- **Injury management:** work with SHCS Operational Managers, HR, and UBC Workplace Health Services, and staff navigating a workplace injury to ensure the process following an injury is supportive and clear.
- **Safety information management:** we are working with SHCS MarCom to create a simple go-to information repository for all safety content related to SHCS operations. The safety content will be hosted on a SharePoint accessible to all staff.

## Challenges/environmental context

- UBC currently lacks a central IT system capable of supporting all environmental, health, and safety program needs across all campus units. Safety and Risk Services (SRS) is aware of this gap and is actively exploring a new Environmental Health and Safety Management Ecosystem (EHSME) and anticipates a digital platform will be in place and ready for use in 2029.

## Five-year aspirations

- Have SHCS certified in the internationally recognized, gold standard of safety management systems (ISO 45001:2018). We are on track to achieve this goal by late 2025.
- Continue along the pathway to safety being fully embedded in the SHCS workplace culture, so all employees can thrive in a safe and respectful work environment