



THE UNIVERSITY OF BRITISH COLUMBIA  
Student Housing & Community Services

# 3-5 Year Plan

## 2024





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# Introduction

Building off our considerable momentum from 2023, substantial progress was made in all areas of SHCS on our goals in 2024. Important changes to the context in which we operate this year included some easing of inflationary pressures and lower interest rates. Fewer first year international students allowed us to offer more Winter Session housing spaces to upper year students and has had relatively limited impact on SHCS' financial performance, however, has put pressure on the university's overall financial position.

## PEOPLE

Work to further enhance the employee experience within SHCS continued in 2024. Our HR team worked with partners on inclusive hiring opportunities to remove barriers for future applicants and launched a new recruitment guide for managers that embeds best practices for sustainability and equity, diversity and inclusion. Our attendance management program continued to show positive results. HR launched a follow-up survey to employees on both campuses to better understand areas of opportunity to increase employee engagement. They also worked with Child Care and Food Services to improve their onboarding of new employees.

Several units in SHCS also completed important reorganizations this year, including the relocation of Campus Mail operations to the Bookstore warehouse, a reorganization of the administration team in Child Care, and the consolidation of hotel housekeeping operations in Conferences and Accommodation in Vancouver.

## SUSTAINABILITY

2024 saw the first full year of work for the SHCS Sustainability Committee, with progress in many areas, with a focus on five key themes: buildings and embodied carbon; sustainable transportation and fleet; food systems; zero waste, circularity, and procurement; and engagement and capacity building.

The opening of Brock South marked the 19th SHCS building built to LEED Gold or higher standards. The number of SHCS employees benefiting from the transportation discount program grew 33% this year to 570. Marketing Communications launched a sustainability education campaign for students living with us in residence, sharing information with them about the five areas of climate action that SHCS is working on and how they can help. Conferences and Accommodation continued their sustainability leadership, sourcing new sustainable toiletries and recyclable coffee pods for their hotel guests. Food Services has implemented an innovative food waste reduction management system and continues to progress towards predominantly plant-based menus, reducing GHG emissions.

## RENEWAL AND GROWTH

This year the renewal and expansion of our services and facilities continued at an exceptional pace. The Brock South Building on our Vancouver campus was completed, providing 282 new student housing beds, 37 new child care spaces at Heron's Landing, and a new Hero | Harvest Food Services location. The new building was built to achieve LEED Gold and Rick Hansen Foundation Accessibility standards. The opening of Brock South also completes the entire Brock Commons development which is a significant milestone.

A \$300 million funding announcement at UBC by the BC Provincial government occurred in August in support of our Lower Mall Precinct Project. This \$560 million project will bring over 1,500 graduate student focused beds to the Vancouver campus. SHCS also completed and submitted a business case to the government for funding for the next housing project on the Kelowna campus.

Food Services renewed their offerings in the Irving K Barber Learning Centre with the successful launch of Da Bao Dim Sum and Bakery and early in 2025 replaced Bento Sushi with Presto Pasta Bar.

### Our Vision

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

### Our 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.

Significant work has also been completed in preparation for the launch of Sage Catering's new Campus Delivery service. Conferences and Accommodation in Vancouver reported strong financial results this year and encouraging group bookings pace for 2025 and 2026, as we look ahead to Vancouver hosting some FIFA 2026 World Cup games.

In the Okanagan a new child care centre opened adding 37 more spaces to campus. Child Care Services there also received names from the Syilx Okanagan Nation for their two centres - spəqm̓ix (swan) and sʔitwənx (crane). Conferences and Accommodation operations on that campus improved their offerings for guests in their Nechako building, adding double beds and increasing their summer bookings as a result. The Pritchard Dining Hall menu was revitalized to improve student satisfaction.

### INNOVATION & DIGITAL TRANSFORMATION

In 2024 SHCS moved forward with important projects to renew major systems, including the RFP for a new student housing management system for both campuses and an RFP for a new hotel property management system for C&A in Vancouver. The digital and service experience for our students and wider UBC community also improved, with the launch of a new Child Care website in Vancouver and a chatbot for guest services in C&A.

Significant work was also completed on Gage Market this year. Opened in January of 2025, it is the first 24/7 autonomous market using the Amazon Just Walk Out technology on a university campus in Canada. Our Parking team on the Okanagan used enhanced data gathering techniques to increase parking utilization rates, expanding service to the community with their existing assets.

Work to enhance internal communications and collaboration within SHCS also made major strides this year. Knowledge bases built on older platforms in C&A, the Bookstore, and Housing have been or are in the process of being renewed on SharePoint, improving the ease of information maintenance and retrieval for staff. The SHCS Staff Hub on SharePoint launched this fall, providing safety, HR, purchasing and marketing communications resources for employees. HR also launched a new resource to better support leaders called the Managers Hub using MS Teams.



# Operational Departments

SHCS' operational departments provide services directly to UBC students and the wider university communities on both campuses.

These units include:

- Bookstore & Campus Mail
- Child Care Services
- Conferences & Accommodation
- Facilities & Building Services
- Food Services
- Parking & Transportation
- Student Residence
- UBC Okanagan SHCS



# Bookstore & Campus Mail

## PROGRESS ON GOALS

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Immediate goals for Bookstore successfully achieved including:

- » Expansion of lululemon space and offering
- » Re-engagement of Athletics & Recreation and Alumni UBC – both critical partners
- » Reduction in expenses as result of restructure of some M&P positions

Campus Mail operations has been rightsized, relocated and centralized at the Bookstore, realizing higher levels of productivity and greater efficiencies.

## GOALS FOR THE NEXT THREE YEARS

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- » Focus strategy on three themes
  - Provide students with supplies they need to succeed at UBC
  - Build community across our community
  - Support UBC brands and UBC branding
- » Put the Bookstore onto a fiscally sustainable footing
- » Enhance and optimize existing revenue generating streams
- » Discover, develop and optimize new revenue streams
  - Internal and external partnerships
  - Third party leasing and rental
- » Explore parcel delivery solutions for campus
- » Reboot E-Commerce
- » Innovation – reimagine what’s possible, what we do, why and how
- » Build a positive, inclusive and results-driven workplace culture

## CHALLENGES/ENVIRONMENTAL CONTEXT

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- » Focus on what we can control
- » Change is hard but hard work is ultimately very rewarding
- » Develop the ability to adapt and pivot nimbly
- » Changes to student mix (international vs domestic)
- » Macro-economic impacts (Federal & Provincial elections) on UBC

## FIVE-YEAR ASPIRATIONS

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- » Become the best bookstore in Metro Vancouver
- » Develop deep, scalable and successful partnerships
- » Become an engine of innovation
- » Our staff are so good that other employers want to recruit them
- » Create an ever-evolving supply of talent



# Child Care Services

## PROGRESS ON GOALS

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- » Effective January 2024, all 3-5 child care settings have now been included in the \$10/day ChildCareBC program
- » Successfully hired a new Program Manager September 2024
- » Successfully reorganized the administration team, created and hired a senior administrative assistant & hired an additional administrative assistant
- » New spaces grant is prepared for new Child Care at Orchard, ready for submission when the intake opens again in 2025
- » All yards along Osoyoos Crescent and the admin building have been renovated
- » 37 new spaces at Brock Commons are now open and operating
- » Senior Educators have successfully mentored their peers through in house professional development opportunities

## GOALS FOR THE NEXT THREE YEARS

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- » Apply for \$10/day ChildCareBC program for the school age child care settings
- » Apply for \$10/day ChildCareBC program for Heron's Landing
- » Continue to work on the succession planning for Associate Director of Operations and Associate Director of Programming
- » Apply for and receive New Spaces funding for 24 new spaces at Orchard Commons
- » Build and open 24 child care spaces at Orchard Commons
- » Continue to work with Early Childhood Pedagogy Network with a focus on learning more about anti racism and what this can look like with early childhood educators, children and their families.



- » Currently working closely with the senior supervisors to ensure that anti-racist statements are incorporated into all parent handbooks
- » The Early Childhood Pedagogy Network will be supporting the UBC Management team with literature, research and dialogue related to anti racist pedagogies

## CHALLENGES/ENVIRONMENTAL CONTEXT

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- » Inclusion of new child care settings into the \$10/day Child Care BC Program. The most recent intake for applications opened on October 1, 2024. The Ministry's requirements for eligibility state that applicants must be operating and licensed for a full calendar year which excludes Heron's Landing that opened last month. We are working with the Ministry on understanding this requirement.
- » Escalating costs to build new child care, with costs per space in 2024 five times higher than in 2018

## FIVE-YEAR ASPIRATIONS

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- » Lower Mall Precinct project tentative opening fall 2029, with 25 3-5-year-old spaces and 12 infant toddler spaces
- » Continue to ensure that all new spaces built maintain the same high quality as our current 766 spaces. Meeting and exceeding the Provincial Design Guidelines will be key in maintaining UBC's reputation for excellent child care spaces and settings.
- » Continue to ensure that UBC Child Care remains a top employer for early childhood educators in British Columbia through competitive wages, benefits and rich pedagogical development opportunities

# Conferences & Accommodation

## PROGRESS ON GOALS

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- » Strong net operating results 2024/25 projecting \$11.5M on \$21.7M gross
- » Year-Round Hotel Suites: year-over-year increase in quarterly revenue and average daily rate
- » Conference/group booking pace for 2025 and 2026 is strong
- » C&A chatbot updated to AI version with higher accuracy rate
- » New lit arrival and wayfinding signage installed in the Gage Precinct
- » West Coast Suites hallway improvements near completion
- » New administrative SharePoint site created; content development ongoing
- » Group base in fall 2024 has increased
- » Sourced sustainable hotel soaps/shampoo and recyclable coffee pods
- » Hotel suite housekeeping operations consolidated into C&A; created dedicated housekeeping office and lunchroom

## GOALS FOR THE NEXT THREE YEARS

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- » Update Signature Studios common areas
- » Complete procurement of modern cloud-based hotel property management system
- » 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
- » Deepen connections with more UBC faculty
- » Update Gage Apartment Studios and West Coast Suites kitchen, décor and furnishings
- » Capitalize on FIFA tournament in 2026
- » Increased digital marketing capacity

## CHALLENGES/ENVIRONMENTAL CONTEXT

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- » International travel and conference activities impacted by geopolitical strife, including wars, recessions, and reductions in outbound tourists from China
- » Travel visa issues with China and Mexico
- » Canadian economy contracted in 3rd quarter 2024
- » Robust cruise ship traffic driving downtown hotel demand
- » Falling Canadian dollar may attract more international tourists and groups
- » Vancouver is a safe and desirable travel destination; summer weather keeps improving

## FIVE-YEAR ASPIRATIONS

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- » Obtain greater access to Brock Commons academic theatre
- » 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 GOALS

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- » Growing SHCS Managed space on campus: Completed construction on the final phase of Brock Commons, with the opening of Brock South in collaboration with UBC Properties Trust, and SHCS program management teams. This building provides space for Student Housing, including 282 new bedspaces, 37 spaces for Child Care at Herons' Landing, and a new retail food space Hero + Harvest. SHCS' financial commitment for our portion of the work was \$65M.
- » Supporting SHCS Program leads with renewal of facilities: Completed a diverse range of renewal projects in almost all areas of SHCS. Highlights include 666 units completed in the Year Round Housing Renewal Program, the renovation of five play yards in Child Care and a comprehensive lobby refresh for West Coast Suites within C&A. Additionally, staff completed significant planning for upcoming projects at the Bookstore and at Feast at Totem Park Residence. Overall, \$18.5M has been invested in renewals within SHCS Managed buildings over the last 12 months.
- » Addressing the University's climate goals through Climate Action 2030 (CAP2030): Completed a comprehensive HVAC controls upgrade at Totem Park Residence, replacing original air controls with modern electronic controls, allowing staff to better manage and measure energy usage, and meet occupant comfort requirements more easily. Completed replacement of gas fired HVAC equipment at Marine Drive Residence with new equipment powered by clean electricity, over 98% is generated from clean, renewable sources. SHCS has invested approximately \$2M in pursuing the University's climate action goals in the last 12 months.
- » Developing Facilities and Building Services as a great place to work: Together with SHCS HR, hired approximately 44 staff to support seasonal peaks in work, new areas and initiatives, and to fill jobs vacated by retirements and resignations. Completed comprehensive refresher training for all staff within FABS. Overall positive results and an 81% completion rate received on SHCS Staff Survey.



## Food Services

### PROGRESS ON GOALS

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- » Successful Brock Harvest & Hero opening
- » DaBao opening in IKBLC exceeding budget expectations and customer experience
- » Sage Community Catering 20+ events \$500k not for profit
- » Preparations for launch of Sage campus campus delivery catering early in 2025
- » Opened new autonomous Gage Market with Amazon Just Walk Out technology, first post-secondary in Canada
- » \$100k direct community investment
- » Food Services employee survey action planning
- » Sustainability progress towards CAP 2030 targets
- » All Access Dining thriving into year three with launch of new Eating Well in All Access Dining nutrition program
- » Growth of UBC Card Partners enhances retail variety on the UBC Card
- » \$975k dividend paid to university
- » Mobile Order and Pay and Connect at Starbucks
- » Bento closure and renewal to Presto
- » Planning underway to host inaugural Indigenous Food Ways Summit

### GOALS FOR THE NEXT THREE YEARS

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- » Host CCUFSA Conference 2025
- » Complete all planning for Lower Mall Housing Project residence dining and catering production
- » Complete University Centre renovations Part 1, creating PWIAS Collaboration Centre and New Academic Conference Centre
- » Establish Sage as the go to on campus caterer for all occasions
- » Continue to actively monitor retail operations to ensure the right size and right mix of offerings are available to meet marketplace needs in a fiscally sustainable manner.
- » Retail refresh Mercante & Stir It Up
- » Complete dish room renovation at Feast
- » Successful launch and growth of Sage Catering Campus Delivery service
- » On target progress towards CAP 2030 targets in the SHCS Sustainability Plan
- » An established pathway to CAP 2030 success through: plant-forward focus, food waste reduction, zero single use containers & electrification
- » Employee survey - achieve 8.0 overall job satisfaction
- » Launch Optimum Control V 5.0
- » Continued UBC Partner Card growth
- » Achieve budget revenue and surplus targets

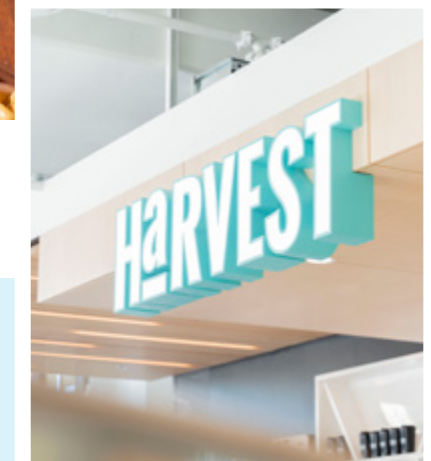
## Food Services

### CHALLENGES/ENVIRONMENTAL CONTEXT

- » Setting policy, concept, culinary direction, and customer education to achieve CAP 2030 target of 50% GHG reduction
- » Cost of goods sold and labour cost inflation expected to continue at 6% annually
- » Planning for next round of collective bargaining as CUPE 116 agreement expires March 31st, 2025.
- » Ongoing campus retail competition growth of \$10M in 2024/25
- » Food delivery to campus continues as top competitor
- » Administration cost inflation of 7.6% FY 25/26 (FY18/19 = 5.9%)

### FIVE-YEAR ASPIRATIONS

- » Leadership and innovation in digital and autonomous retail
- » Established partnership with UBC Food & Beverage Innovation Centre
- » Achieved CAP 2030 commitments
- » Established leadership in Indigenous Food Ways
- » A thriving University Academic Conference Centre
- » Dominating catering market share on campus with established production centres at the University Centre and the Lower Mall Precinct Project
- » \$25M retail business across 25 locations
- » \$40M residence dining business with four locations serving everyone
- » \$10M catering business for all campus occasions
- » 8.0 overall employee satisfaction with thriving and engaged employees



# Parking & Transportation

## PROGRESS ON GOALS

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Staff using the sustainable transportation discount continues to grow in numbers: over 570 UBC staff now benefit from this program.

## GOALS FOR THE NEXT THREE YEARS

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- » Support UBC Transportation Plan
- » Develop and enhance equitable transportation - transit subsidy, e-bike purchase subsidy
- » Develop smart on-campus transportation solutions - fleet vehicles, wayfinding, Internet of Things 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

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- » 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

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- » 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 GOALS

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### First-Year residence expansion:

- » Converted 40 lounge spaces in Totem and Vanier to permanent student beds, increasing capacity for first-year students and keeping first year students in the same community
- » Reduced first-year overflow in Gage by 111 beds, thereby increasing the number of beds for returning upper-year students

### Operational improvements:

- » Transitioned to decentralized area management for more efficient issue resolution and enhanced collaboration between Residence Life, Building Services, Assignments & Administration and Front Desk
- » Implemented a residence experience in-house assessment and initiated an equity-centred assessment, scheduled for November 2024 and March 2025

### Residence Life programming updates:

- » Enhanced the Weekend of Welcome (WOW) programming:
  - Roommate social: Encouraged peer bonding and community building
  - Life skills fair: Provided practical resources for independent living
  - Chill out zone: Focused on mental health and relaxation for students

### Leadership and UBC strategic objectives:

- » Continue to actively participate in the SJC site/LMP development working group, ensuring student housing needs are prioritized

### Capital investment and renewal objectives:

- » Continue to advance the transition to a cloud-based Student Housing Management System:
  - Achieved UBC Executive approval to proceed to the RFP stage
  - Currently in the RFP stage and on track to choosing a vendor by April 2025

## GOALS FOR THE NEXT THREE YEARS

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### Student Housing capacity and allocation:

- » Expand first-year housing inventory by converting more lounge spaces and compact shared units based on demand
- » Optimize the housing allocation strategy to balance first-year and upper-year needs

### Operational and programming enhancements:

- » Fully implement the cloud-based SHMS by May 2026, with staff training and process optimization
- » Strengthen Residence Life programming to promote holistic student development and well-being
- » Enhance equity-centred practices across all operations and assessments

### Sustainability and financial planning:

- » Maintain high occupancy rates while balancing affordability and long-term financial sustainability
- » Develop innovative approaches to diversify revenue streams, including room conversions and targeted marketing



# Student Residence

## CHALLENGES/ENVIRONMENTAL CONTEXT

### Challenges:

Maintaining high occupancy rates:

- » Declining enrolment, with 200 fewer first-year students and a 5% drop in international first-year residents compared to last year
- » Seasonal demand fluctuations and vacancies during academic breaks specifically the summer months

Escalated Student Concerns:

- » Increased complexity and intensity of student cases related to mental health and financial challenges

Post-COVID Fiscal Challenges:

- » Two years of frozen residence rates during the pandemic have strained financial sustainability

Affordability vs. Fiscal Sustainability:

- » Residence rates are 13%–25% below market, with CPI + 2% limitations on increases under HAP guidelines

### Opportunities:

- » Transitioning to a cloud-based SHMS presents opportunities to improve operational efficiency and resident experience )

## FIVE-YEAR ASPIRATIONS

Optimize housing allocation strategy:

- » Develop assignment strategies to balance first-year and upper-year bed spaces while enhancing the student experience and accommodating the needs of several priority groups that have protected bed spaces in winter session housing inventory

Diversify revenue streams:

- » Expand compact shared housing options through conversions of large singles to maximize space utilization and revenue potential or continue to convert more lounge spaces to permanent beds in first year residence areas

Navigate Post-COVID Fiscal Realities:

- » Build a resilient financial plan to recover from pandemic-related revenue loss while stabilizing housing finances
- » 5-year rate increases strategy



# UBC Okanagan SHCS

## PROGRESS ON GOALS

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- » Opened new 37 space Child Care Centre on November 1, 2024
- » Both existing and new Child Care Centres renamed spəqm̓ix and sʔitwənx in the nsyilxcən language
- » Submitted application for \$10/day Child Care
- » Developed upper year housing precinct opportunity
- » Submitted business plan to Province for financial support for 273 bed upper year residence
- » Expanded data collection ability for Parking Services providing improved lot utilization
- » Bed conversion in Nechako Housing Commons resulting in improved guest satisfaction and revenue increase for Conference and Accommodation
- » Reconfigured summer food service operations to better reflect campus demand
- » Reconfigured menu delivery in Pritchard Dining hall to improve student satisfaction
- » Successful trial of in-house Cascade unit summer renovation

## GOALS FOR THE NEXT THREE YEARS

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- » Right-size retail food services
- » Relocate Tim Hortons
- » Install mobile order and pay in both Tim Horton and Starbucks
- » Determine long term plan for Sunshine Cafe & Rocket
- » Increase Conference and Accommodation revenue
- » Develop differentiated room types to serve both Student and Conference guests
- » Increase annual revenue targets
- » Implement new technology system
- » Initiate design and construction of upper year housing
- » Improve Facilities' data management and long- term capital planning capabilities
- » Improve communication protocol for work order system
- » Further develop Parking Services app to enhance car-pooling and cost sharing
- » Develop cost-recovery model for E-Charging in Parking Services



# UBC Okanagan SHCS

## CHALLENGES/ENVIRONMENTAL CONTEXT

- » Fiscal challenge of construction cost escalation
- » Food Services operating costs and managing expectations
- » Lack of summer use of campus
- » Limited upper year residence beds to meet demand
- » Child Care regulations and legislation inhibit ability for cost-recovery
- » Increase in complex student cases for Residence Life

## FIVE-YEAR ASPIRATIONS

- » Creation of a year-round residence community for upper-year and graduate students
- » Imbed Counsellor in Residence program
- » Continue to develop creative parking solutions
- » Continue to grow summer use of campus through both Conference and Accommodation and Student Housing occupancy
- » Expand Catering Services to be the caterer of choice on campus
- » Creation of a long-term child care plan
- » Advance sustainability initiatives to meet UBC goals
- » Lead initiatives towards UBC's commitment to truth and reconciliation



## Support Units

Progress on the initiatives above by our operational units would not be possible without the support of SHCS service units: Finance, Payroll and Purchasing, Human Resources, Information Technology, Marketing Communications, and Occupational Health and Safety. While the projects and priorities of the operational units drive much of the work these units undertake, they also advance projects of their own as needed.

Updates in this section come from our colleagues in:

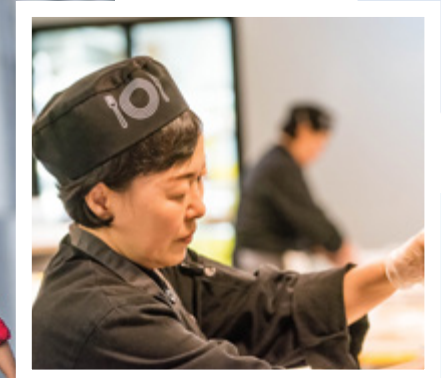
- Human Resources
- Marketing & Communications
- Occupational Health & Safety



# Human Resources

## PROGRESS ON GOALS

- » HR Specialist, Attendance and Accommodations started November 30, 2023, and Attendance Management Program (AMP) relaunched
- » Average number of sick days taken by CUPE 116 employees decreased in six out of seven departments since January 2024, the date when the attendance management meetings with employees commenced
- » Created and distributed a 'Conversation Guide' for managers to help navigate initial attendance-related conversations with employees
- » Partnered with Indeed to sponsor hard-to-fill positions through customized support, which resulted in successful recruitment cycles in 2024
- » Supported managers navigating the process of hiring foreign workers through permit and eligibility tracking
- » Continued partnership with WorkBC, Centre for Workplace Accessibility, UBC Hiring Solutions and Canadian Council on Rehabilitation and Work (CCRW) for inclusive hiring opportunities and to help remove barriers for future applicants
- » Revamped CUPE 116 recruitment materials for Food Services and Facilities and Building Services
- » Nine in-person professional development courses focused on frontline staff, including two cohorts of Coaching Conversations
- » Held three Not Myself Today sessions for employees focused on mental health literacy
- » Surveyed staff in Oct 2024 regarding areas with sub-optimal scores on the previous SHCS Staff Survey
- » Launched the MS Teams Manager Hub, which hosts VPS and SHCS HR related information. Includes a full recruitment guide that embeds best practices regarding sustainability as well as equity, diversity and inclusion
- » Supported the launch of the SHCS SharePoint which will be the hub for course promotion in 2025
- » Launched online FoodSafe course, and created unique onboarding steps to meet operational needs within residence dining, and retail
- » Supported a full revision of the onboarding process in Child Care, which now includes an online course and checklists for both the employer and employee to follow



# Human Resources

## GOALS FOR THE NEXT THREE YEARS

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- » Review of onboarding program for Facilities and Building Services employees
- » Add communications and sustainability onboarding messaging in every SHCS department
- » Creation of VPS learning platform, once SharePoint has been launched across campus
- » Expand the VPS leadership program, with additional topics to include decolonization and anti-racism
- » Continue to support the building of exceptional workplace cultures through customized sessions for departments
- » Offer specific training related to culture (HR101, Essentials of Supervision, Persuasion and Influence, Managing Conflict, Managing Change, Navigating Challenging Conversations)
- » Planning for SHCS People Plan refresh
- » Continue to offer wellbeing sessions to support staff
- » Use the SHCS SharePoint site to promote courses for staff
- » AMP numbers continue to trend towards improved attendance across all units
- » Expand current attendance management support to other employment groups within
- » Conduct a one-year review of the Attendance Management Program in Spring 2025
- » Begin to focus on succession planning, particularly at senior levels, to ensure successful transition of knowledge and information.
- » Survey findings point us to work within the departments around recognition, feeling valued, cared for, receiving feedback and support in professional development
- » Mentorship focus is made locally within each department and becomes a focus for each leader

## CHALLENGES/ENVIRONMENTAL CONTEXT

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- » Decrease in international student numbers impacts on budgets, creates austerity measures, and impacts ability to recruit and backfill positions
- » Budgetary pressures have negative impact on training and development of our staff
- » Opportunities to engage hiring agencies for hard-to-fill trades positions
- » Potential challenges may result from reduced immigration, as approximately 15% of our SHCS staff is made up of foreign workers

## FIVE-YEAR ASPIRATIONS

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- » VPS Workplace learning platform with professional development courses delivered throughout the year
- » SHCS/VPS HR SharePoint site functional (supporting departments with information management)
- » AMP continues to result in material improvement in employee attendance
- » Flagship staff and leadership development program is well-established
- » Staff and leadership training and development program results in a material decrease in staff complaints, grievances, and workplace investigations

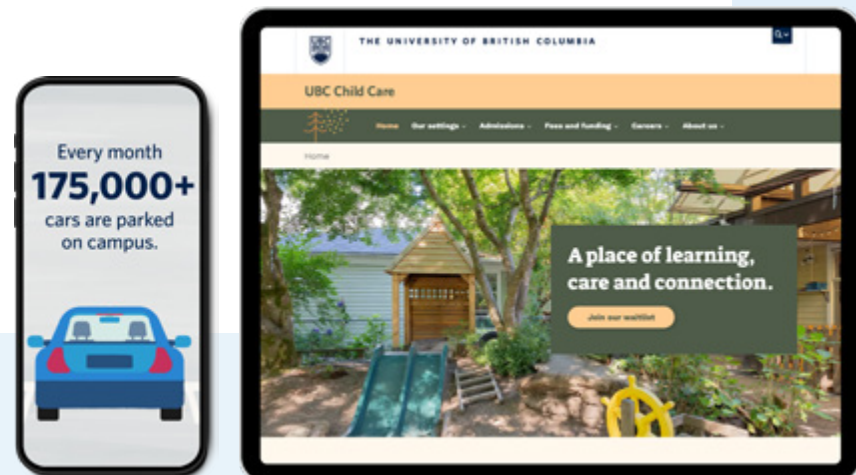
# Marketing & Communications

## PROGRESS ON GOALS

- » Partnered with Central Media Relations to share SHCS stories with the wider UBC community related to the UBC Apprentice Dinner, Sage Catering, Brock South Opening, \$10 a Day Child Care Funding at UBC Vancouver, Heron’s Landing Opening, and the announcement of government funding for the Lower Mall Precinct Project
- » Supported UBC Okanagan Child Care with communications related to the opening of their new centre, and gifting of names by the Syilx for their centres
- » Enhanced the digital orientation campaign for new residents with the addition of 360 videos of accessible suites, new content on accessible room types, and new web content for prospective gender diverse student residents
- » Contributed to Food Services’ financial sustainability through the successful rebrand and launch of Ike’s (DaBao), Bento (Presto), and successful opening of Hero | Harvest Brock Commons. Worked on the launch plan for Sage Catering’s new Campus Delivery service, expected to launch early in 2025
- » Improved the in-store shopping experience in the Bookstore, with modern, colourful, and easy to follow new signs
- » Advanced SHCS’s climate action goals through the implementation of communications aimed at employees, and a campaign aimed at student residents
- » Digital transformation work continued, with the launch of the new UBC Vancouver Child Care website, and our SHCS Staff Hub SharePoint sites

## GOALS FOR THE NEXT THREE YEARS

- » A major focus for 2025/2026 will be to support the successful implementation of the new student housing management system and the modernization of both the Vancouver and Okanagan housing websites, delivering an improved student experience
- » Support the successful launch of Sage Catering’s Campus Delivery service, and overall growth of catering revenues. Support the opening of the new academic conference facility at the University Centre
- » Expand and transition the current SHCS Staff Hub SharePoint site onto the more modern Office 365 version of SharePoint and leverage the enhanced tools available to improve the Hub as a resource for employees
- » Continue to enhance the reputation of SHCS and its departments on both campuses through ongoing storytelling about the positive impact our work on students, families, and employees



# Marketing & Communications

## CHALLENGES/ENVIRONMENTAL CONTEXT

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- » Timeline to access full SharePoint 365 version unclear
- » Our work is collaborative in nature – resourcing limitations in client and other service areas can impact progress
- » Digital communications channels continue to evolve and change. Ongoing need to stay current with the channels where our audiences are spending their time.
- » AI tools may provide opportunities to increase productivity but also pose risks to SHCS brands

## FIVE-YEAR ASPIRATIONS

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- » Support the work to launch a digital UBC card
- » Continue to modernize our marketing communications channels and operations where aligned with our goals and as tools and platforms evolve
- » Continue to build our capacity for marketing data analysis and to support market research efforts within SHCS, enhancing customer-focused, data-driven decision making



# Occupational Health & Safety

## PROGRESS ON GOALS

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Safety information management enhancements: 2024 - successfully launched the SHCS Safety SharePoint site, connected to the larger SHCS SharePoint Ecosystem project. The first half of 2025 will focus on launching and socializing a new safety SharePoint site, designed to provide SHCS units and employees with quick and efficient access to essential workplace safety information and resources.

Assessing and managing risks: In collaboration with each SHCS unit, LSTs, and the JOHSC, SHCS Safety is facilitating the development of a comprehensive Key Risk Inventory (KRI) for each SHCS unit, specific to their unique workplace hazards and risks. We are on target to achieve this goal by late 2025.

Job demands analysis (JDA): In collaboration with Workplace Health Services and an external provider, create tailored JDAs for roles within SHCS, and update existing JDAs. JDAs have not been created or updated, due to fiscal considerations and reduced prioritization of the goal. We plan to resurface this initiative in late 2025 or early 2026 with a targeted completion in 2027-28.

Injury Management (IM): In collaboration with UBC Workplace Health Services, create a supportive and clear process for staff navigating a workplace injury. We have made considerable progress on this goal through the sun setting of the legacy '10-120 Day funding model' in place of a stabilized model, however there are still areas of opportunity for improvement. Working in collaboration with UBC Workplace Health Services, SHCS Safety is on target to establish a clear and robust SHCS-centric IM process by late 2025.

## GOALS FOR THE NEXT THREE YEARS

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- » Assessing and managing safety risks: Collaboratively develop a Key Risk Inventory (KRI) for each SHCS unit that is hosted on the SHCS Safety SharePoint. This project will support the department's five-year aspirational goal of becoming certified in a global safety management system, ISO 45001:2018, and will demonstrate alignment with WorkSafeBC's risk management best practices.
- » Injury Management (IM) streamlining: Further enhance the SHCS Injury Management process and host the updated process on the newly established SHCS Safety SharePoint. Ensure the IM process is clear to all SHCS stakeholders (injured staff, Operational Managers, SHCS HR, SHCS Payroll, SHCS Safety, and colleagues in Workplace Health Services). The target is to streamline operational processes for SHCS units, managers and staff and maximize positive health outcomes for employees navigating workplace injury claims. ongoing storytelling about the positive impact our work on students, families, and employees

## CHALLENGES/ENVIRONMENTAL CONTEXT

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- » Lack of a central IT system capable of supporting complex safety program needs across all campus units - noted in the 2023 Progress Update but it is still applicable
- » Changes to B.C. Health & Safety Regulation related to First Aid effective November 2024. This could affect SHCS unit's access to care and potentially trigger WorkSafeBC to conduct site visits to campus.

## FIVE-YEAR ASPIRATIONS

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- » Have SHCS certified in the internationally recognized, gold standard of safety management systems (ISO 45001:2018)
- » Continue along the pathway to safety being fully embedded within the SHCS workplace culture, so all employees can thrive in a safe and respectful work environment



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