



SUBJECT	UBC'S RAPID TRANSIT STRATEGY: NEXT STEPS
MEETING DATE	APRIL 19, 2018

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

**APPROVED FOR
SUBMISSION**

Santa J. Ono, President and Vice-Chancellor

DECISION REQUESTED	<p>IT IS HEREBY REQUESTED that <i>the UBC Board of Governors, in recognition of the UBC community's interest in a rapid transit connection to the Vancouver campus as expressed through the new UBC Strategic Plan, and the transformational social, environmental and economic benefits that rapid transit brings to the University and region:</i></p> <ul style="list-style-type: none"> <i>a. Endorse the ongoing technical strategy for rapid transit;</i> <i>b. Approve the business strategy of exploring, along with external partners, a contribution towards the regional share of a rapid transit extension to accelerate its completion to the campus, provided the contribution does not affect funding for UBC's academic mission;</i> <i>c. Endorse the ongoing engagement strategy for rapid transit, including continued discussion with senior governments, regional partners, and the UBC community on the benefits of bringing rapid transit to campus; and,</i> <i>d. Direct the Administration to continue engagement with external partners to secure an agreement to complete rapid transit to the campus as a seamless continuation of the Millennium Line currently being planned to Arbutus Street.</i>
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Report Date	March 18, 2018
Presented By	Philip Steenkamp, Vice-President External Relations Peter Smailes, Interim Vice-President Finance & Operations Andrew Szeri, Provost and Vice-President Academic Michael White, Associate Vice-President Campus & Community Planning Adriaan de Jager, Associate Vice-President Government Relations & Community Engagement Pam Ratner, Vice-Provost and Associate Vice-President Enrolment & Academic Facilities

EXECUTIVE SUMMARY

This reports seeks Board of Governors approval for next steps to bring rapid transit to the Vancouver campus, a once-in-a-generation transformational opportunity for improved connectivity for both the University and region.

The report asks for Board of Governors endorsement of technical and advocacy strategies, including approval for UBC to explore, along with external partners, a contribution towards the regional share of an extension to accelerate the completion of rapid transit to the campus, provided the contribution does not affect funding for UBC's academic mission.

Rapid transit provides both the region and UBC with significant economic, social and environmental benefits:

- Completing a continuous 43-km transit line that stretches across the region from UBC to Coquitlam;
- Improving housing affordability by opening up housing options across the line's entire length;
- Connecting the region's top employment, research and academic centres;
- Improving travel times for people and goods through reduced congestion;
- Reducing greenhouse gas emissions;
- Enhancing access to education, medical, recreational and cultural services; and,
- Lowering barriers for aspiring students to access UBC from across Metro Vancouver.

Securing rapid transit to the campus has been a key theme in the recent consultations on UBC's new Strategic Plan. In addition to broad consultation activities, staff have met with a number of groups over the past year. There is significant support across the campus community for UBC to advocate aggressively for rapid transit, especially for improved access to more affordable housing, connections to medical, research and employment destinations, and lower barriers to education. The response has also been generally supportive when it comes to UBC, along with external partners, contributing to accelerate the extension, provided a contribution does not negatively affect academic funding.

There is a narrow window of opportunity over the next 12-18 months to accelerate completion of rapid transit to UBC. The regional and senior governments recently announced unprecedented funding support for the Millennium Line Broadway Extension of rapid transit to Arbutus Street, with procurement proceeding in 2018. And in spring 2018, TransLink will consider its next Regional Transportation Strategy. The risk of not securing a commitment to extend to UBC within this window is likely waiting decades to complete the line.

The technical and engagement strategies for extending the line include enhanced engagement with senior governments, regional partners, and the UBC community on the economic, social and environmental benefits of bring rapid transit to campus. The objective is to secure an agreement to complete rapid transit to the campus as a seamless continuation of the Millennium Line currently being planned to Arbutus Street.

UBC will also, with external partners, explore a contribution towards the regional share of an extension to accelerate the completion, provided the contribution does not affect funding for UBC's academic mission. A contribution could take many forms: land for stations (as York University recently did for the Toronto-York Spadina Subway Expansion); charges collected from developers (as the City of Richmond is doing for a new Canada Line Capstan Way station); and/or a financial contribution from revenue enabled by rapid transit (as YVR did for the Canada Line).

INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

- Learning
 Research
 Innovation
 Engagement
 (Internal / External)
 International
- or Operational

DESCRIPTION & RATIONALE **Background**

Rapid transit to UBC has been part of the region’s transportation discussions for two decades. In 2014, the Mayors’ Council on Regional Transportation approved a Millennium Line SkyTrain extension along Broadway to Arbutus Street as phase one of rapid transit to UBC. The Mayors’ Council also committed to a future phase to complete a rail connection to campus, but in an undefined timeframe.

Regional and senior government funding is now secured for the Phase One Millennium Line Broadway Extension to Arbutus Street (MLBE). The project will be cost shared 40% federally, 40% provincially, and 20% by the region. Project procurement will take place over the next year. Based on current plans, this phase will be operational by 2025.

There is strong public support to complete rapid transit to UBC. A significant theme from the recent UBC Strategic Plan consultations was the need to better connect the Vancouver campus to the region with rapid transit. Improved connectivity through rapid transit directly supports the Plan’s three themes of Collaboration, Inclusion and Innovation. It does so by providing UBC with significant benefits:

- Directly linking UBC and the region’s knowledge, innovation and health clusters, including the Vancouver’s Health Corridor and the Surrey Innovation Boulevard;
- Improving quality of life for faculty, staff and students who live in and commute from across the region;
- Supporting the recruitment and retention of top academic talent;
- Facilitating better access for aspirant students who see commuting and housing as challenges to enrolment at UBC;
- Addressing the region’s most significant challenge by providing better access to more housing options;
- Strengthening the goal of an expanded UBC presence throughout the region, including with Downtown Vancouver;
- Opening the potential for UBC to distribute employment for campus-support functions across the region;
- Creating value for the university that would not otherwise exist; and
- Supporting a complete campus with more services and fewer cars.

There is also significant off-campus support to complete rapid transit to UBC. Both TransLink and the City of Vancouver report that a key theme from recent Millennium Line Broadway Extension engagement is the need to continue the rapid transit line to UBC. This support reflects the regional economic, environmental and social benefits of rapid transit to campus:

- Completing a continuous 43km-transit line that stretches across the region from UBC to Coquitlam;

- Improving housing affordability by opening up housing options across the line's entire length;
- Connecting the region's top employment, research and academic centres;
- Improving travel times for people and goods by reducing congestion;
- Reducing greenhouse gas emissions;
- Enhancing access to education, medical, recreational and cultural services; and,
- Lowering barriers for aspiring students to access UBC from across Metro Vancouver.

With the recent Millennium Line Broadway Extension to Arbutus funding confirmation, there is a unique opportunity to advance the connection to campus and ensure continuity of rapid transit. TransLink will soon begin consultations for its 2018 Regional Transportation Strategy. This legislatively-required plan will inform the region's subsequent 10-year transportation capital investment plans. The complete line to UBC must be approved in the Regional Transportation Strategy to proceed in the next decade.

Technical Strategy

UBC will continue its strong collaboration with the City of Vancouver and TransLink to understand technical considerations for the project. This work will leverage previous transportation planning and engineering work and will assume a continuation of the Millennium Line extension from Arbutus Street to UBC. It will explore potential alignments to campus, potential UBC station locations to serve the academic heart of campus and the growing residential community in the southern part of campus, projected ridership, and high-level project cost estimates.

Business Strategy

Rapid transit to UBC provides the university and the region with social, environmental and economic benefits. With respect to economic benefits, improved transit service:

- Fosters innovation by connecting research centres like UBC with biomedical centres like VGH and innovation districts at Great Northern Way and Mount Pleasant;
- Bolsters UBC's role in the Digital Technology Supercluster;
- Provides a multi-billion dollar economic benefit and thousands of jobs through capital construction;
- Increases regional productivity by making it easier for people to connect, providing hundreds of millions of dollars in economic benefit;
- Leverages UBC's nearly \$15 billion regional economic impact;

- Improves opportunities for UBC's nearly 200 spinoff companies, which have raised more than \$540 million in funding;
- Enables value for UBC that would not otherwise exist, including increased land values and more revenue from better access to campus recreational, cultural and academic facilities.

Recognizing these benefits, the Board of Governors is asked to approve a UBC business strategy of exploring, along with external partners, a contribution towards the regional share of an extension to accelerate the completion of rapid transit to the campus.

Reflecting engagement with the campus community, the business strategy's key principles and conditions are that a UBC contribution to rapid transit:

- Does not affect funding for the university's academic mission;
- Supports extension of rapid transit as a seamless continuation of the Millennium Line currently being planned to Arbutus Street;
- Leverages external partners in contributing to the regional share of the rapid transit extension;
- Provides specific rapid transit project definition requirements, such as hours and frequency of service to campus, and minimal construction and operating impacts on the campus community; and,
- Enables a formal role for UBC in rapid transit project design and approvals.

A contribution could take many forms: land for stations (as York University recently did for the Toronto-York Spadina Subway Expansion); charges collected from developers (as the City of Richmond is doing for a new Canada Line Capstan Way station); and/or a financial contribution from revenue enabled by rapid transit (as YVR did for the Canada Line).

The amount and nature of UBC's contribution depends on the technical work to determine rapid transit costs, advocacy work with the UBC and external community, and discussions with regional partners. The expectation is that the range of benefitting parties will contribute to the regional share of the project.

Discussions on a UBC contribution are expected to take place into 2019. The process will include engagement with First Nations, the City of Vancouver, TransLink, senior government officials, and major landowners along the line.

Engagement Strategy

The University has had extensive engagement to date on the question of rapid transit to campus. This includes external engagement with partners, First Nations, neighbours, provincial representatives and the broader public. It also includes meetings with a range of groups and individuals on campus over the past year, both through the Strategic Plan consultations and through targeted meetings, including:

- Alma Mater Society;
- Graduate Students Society;
- Faculty Deans;
- Academic Heads and Directors;
- The Provost's Property and Planning Advisory and Learning Spaces Committees;
- Senate Academic Building Needs Committee;
- Full Senate;
- Campus labour groups;
- Alumni Association;
- University Faculty and Staff Tenants Association;
- University Neighbourhoods Association; and,
- A number of bilateral conversations with faculty and campus groups.

This engagement explored support for rapid transit, as well as the question of a UBC contribution to accelerate the project. There is widespread support across the campus community for UBC to advocate for rapid transit, especially for improved access to more affordable housing, lower barriers to education, and connections to medical, research and employment destinations. When it comes to UBC, along with external partners, contributing to accelerate the extension, the response has been generally supportive, provided that a UBC contribution does not affect academic funding.

UBC's engagement strategy for rapid transit continues these efforts through 2018, guided by overarching goals of engaging key audiences openly and transparently about how the region and the university will benefit from rapid transit, and engaging the UBC community on key considerations in making any contribution to rapid transit.

Engagement activities for the coming year include:

- Engaging and activating the UBC community – alumni, faculty, staff, students, and donors – to support rapid transit to campus and to understand what is important in considering a contribution;
- Collaborating with external partners – including TransLink, the City of Vancouver, the Musqueam First Nation, the provincial government and others – to identify shared interests and advance the project;
- Activating university communication vehicles to reinforce the importance of a transit connection, with particular focus on why it matters to the region and the province;
- Continuing small group and bilateral meetings with key partners to explore the project's benefits and coordinate advocacy efforts; and,

- Creating a UBC Community Coalition for Rapid Transit to share information and align advocacy efforts;
- Launching a UBC rapid transit website.

BENEFITS Learning, Research, Financial, Sustainability & Reputational

The need to better connect the Vancouver campus to the region with rapid transit was a significant theme from recent UBC Strategic Plan consultations. Improved connectivity directly supports the Plan's three themes of Collaboration, Inclusion and Innovation.

A rapid transit connection also directly supports UBC's core responsibilities of research, teaching, and community engagement. It provides significant regional benefits, including better and more diverse housing options, improved access to UBC for aspirant students and community partners, and stronger linkages between researchers and innovators at UBC, the Health Corridor and the broader regional innovation ecosystem.

RISKS Financial, Operational & Reputational

This report endorses technical and engagement strategies to accelerate rapid transit, and directs the Administration to explore, along with external partners, a contribution to the regional share of rapid transit.

A contribution to rapid transit will not affect funding for UBC's academic mission. There is precedent for public institutions to contribute to rapid transit through land (as York University recently did for a Toronto subway expansion), charges collected from developers (as the City of Richmond is doing for a new Canada Line Capstan Way station); and direct financial contributions from revenue enabled by rapid transit (as YVR did for the Canada Line).

UBC will clearly communicate to internal and external groups that any rapid transit contribution will not affect funding for the academic mission.

FINANCIAL Funding Sources, Impact on Liquidity

The technical and engagement strategies proposed here are funded within existing budget allocations.

Guided by the principle of not affecting funding for the academic mission, the business strategy will determine an amount and nature of a UBC contribution to rapid transit based on the technical work on rapid transit project cost estimates, engagement with the UBC and external community, and discussions with regional partners. Due to the provincial moratorium restricting UBC from borrowing, any UBC financial contribution would only be used to debt service loans issued by a different party to finance the project.

The Administration will return to the Board of Governors for approval before finalizing any contribution agreement with project partners.

SCHEDULE Implementation Timeline

With the Board's endorsement, the Administration will implement the technical, business and engagement strategies proposed here. These strategies will proceed through 2019, with reports back to the Board as necessary.

CONSULTATION The Administration has implemented a formal governance structure to coordinate Relevant Units, Internal & External Constituencies the technical, advocacy and business strategies described here. The Vice President, External Relations is the UBC Executive responsible for the project. To ensure alignment across the university, the structure includes a Project Sponsorship Committee (including the Provost), Steering Committee, Community Coalition, and a number of working groups. Engagement with the campus community will continue through 2018, guided by overarching goals of engaging key audiences openly and transparently about how the region and the university will benefit from rapid transit, and, engaging the UBC community on key considerations in making any contribution to rapid transit.

<p>UBCPT COMMENTS Complete for all reports that include a property component</p>	<p>Date of Review: March 23, 2018</p>	<p>Signed off by: Aubrey Kelly, President and CEO</p>
<p>UBCPT endorses and agrees with the objectives and strategies outlined in this report.</p>		